

## ***Interagency Dispatch Improvement Project Meeting Notes***

**Location:** USFS Pan American Building, Albuquerque, NM

**Meeting Dates:** October 13-14, 2010

### **Members Present:**

- Jim Douglas, Project Chair: Senior Advisor for the Deputy Assistant Secretary of Law Enforcement, Security and Emergency Management, DOI, Washington DC
- Tom Wordell, Project Coordinator: BLM, Boise, ID
- Jim Kenna, Arizona State Director: BLM, Phoenix, AZ
- Doug Nash, Acting Chief Information Officer: USFS, Albuquerque NM
- Kim Christensen, NICC Center Manager: USFS, Boise, ID
- Dean Ross, Branch Chief of Emergency Services: NPS, Washington DC
- Corbin Newman, Regional Forester, USFS, Albuquerque, NM (*joined the afternoon of Day 1 only*).
- Louis Rowe, National Park Service, Deputy Assoc. Director of Visitor Resource Protection
- David Ferrell (for Tim Lynn), USDA Forest Service, Director for Law Enforcement and Investigations
- Mark Stanford, Fire Operations Chief: Texas Forest Service, College Station, TX (*joined via conference call the morning of Day 1 only*)

### **Guests**

- Robyn Poague, Special Agent in Charge: USFS, Phoenix, AZ
- Susie Stingley-Russell, Northern California GACC Center Manager, Redding, CA
- Bob Leverton (standing in for Corbin Newman during the parts of the meeting Corbin couldn't attend), Regional Fire Director, USFS, Albuquerque, NM
- Bob Kuhn, Project Manager for Management Efficiency Studies, USFS, Boise, ID
- Betsy Walatka, Strategic Planning, Budget & Accountability, USFS, Alaska
- Susan Boscoe, Project Consultant, MAI
- Kelly Castillo, State Fire Management Officer, BLM, Phoenix, AZ
- Mike Field, USFS Chief Technology Officer, Arlington, VA
- Kolleen Shelley, USFS IIOG Project Manager, Boise, ID

### **Members Absent:**

- Dan Smith, NASF Director and NWCG Representative, Boise, ID
- Tim Lynn, USDA Forest Service, LEI, Assistant Director for Investigations (not sure if)
- Kim Thorsen, Deputy Assistant Secretary of Law Enforcement, Security and Emergency Management, DOI, Washington DC

### **Notetaker:**

- Karin Frost-Madrid: USFS HRM Employment Policy (Alternate HRM Liaison for FAM on National Issues), Albuquerque, NM

## DAY 1

### **Agenda Item: Welcome and Introductions – Jim Douglas**

### **Agenda Item: Recap/History of IDIP and Meeting Agenda/Objectives**

Jim provided a brief history of how the Interagency Dispatch Improvement Project started and how it is linked with the IIOG project. He stressed the need to address dispatch issues from an interdisciplinary perspective (Line, CIO, Fire, LEO, etc). The IDIP steering committee was formed to lead this effort.

The IDIP Charter is drafted and awaiting signature. Jim will pursue accomplishing this.

#### Components of Project:

- Develop Permanent governance structure for dispatch (2 structures)
  - National for interagency objectives, policy, strategic vision, etc.
  - Local for implementation, operations, hiring, management structure, hours of operations, etc.
- Develop a strategic plan for dispatch with expectations, components, & priorities.
- Implement a number of outstanding recommendations from previous fire dispatch studies.
- Conduct Optimization Analyses –The SW Geographic Area and California have volunteered to participate in a pilot dispatch optimization analysis.
  - Two sub pieces:
    - Identify and implement immediate optimization actions (e.g. consolidation or change of business rules).
    - Develop national toolbox (set of methodologies, standards, or applications) that other areas can use to implement optimization.

The steering committee discussed a number of concepts and issues mostly surrounding the dispatch optimization project discussed above.

#### Dispatch Optimization Project Implementation Options:

- The pilots should help identify and develop national/core standards (minimum standards), business applications, qualifications, technology, and other best practices for optimum dispatch operation.
- Allow the opportunity for these core standards to be implemented as applicable for dispatches offices with consideration for business needs/culture, etc.
- Managers who provide dispatch services need to be assured it will be worth go through this optimization exercise.
- What is the measure of success? How are we defining optimization? What is the outcome that we would like to see (Nash)?
- We need to reduce costs (Jim Kenna) – We have not reinvented dispatch at all, even though the environment and technology have changed. We have a very distributed system over many sites that is too complicated. Things get missed with a direct impact on safety. We need to look at the issue at the system level. Money is requiring that we make decisions between engines vs. old dispatch business rules. Expanded dispatch used to mean a bigger room. With technology, should be looking at change of business rules due to technology. Reduce cost and improve performance.
- Federal agencies are being left behind, especially with technology. Dispatch is more than just Fire... we need to interface with Border Patrol, etc. They have to get radios from these entities to be able to communicate with them. Safety issue.

- The Pilot approach is perfect for the robust exploration for specific design requirements for Local/County government as well as other federal agencies.
- Employee and visitor safety is the overarching goal, regardless of cost (Dean Ross). Technology, staffing, business rules standards could be modernized and updated. HR cost is of key importance to NPS. We want to provide career paths (on an interagency perspective) to retain dispatchers. HR must be managed on an interagency basis so that dispatchers can move up the organization regardless of the agency/bureau they currently work for.
- Need to set a vision for the future to utilize technology to change the business model for dispatch (Jim Douglas). May be a different way of doing things. Although we are working on standardization, there is a realization that Bureau's or Agencies may need to address and incorporate stakeholders' needs into the optimization model.
- How can we provide tools to the local unit and county/local government for development of MOUs for services provided?
- Mark Stanford supports what is being discussed. Dispatch has not kept up with advances in technology.

### **Agenda Item: Dispatch Strategic Plan Round 1; High Level Review of Goals and Strategies**

Background – At the last IDIP meeting in Phoenix, the group realized there was a need to develop goals and strategies for this project. Tom incorporated the concepts and language the steering committee agreed to in Phoenix into a draft Strategic Plan. He utilized components from the National Center Managers strategic plan as he developed the document. He then sent it out to the group for review. The IDIP steering committee now needs to either approve or modify the plan.

#### Task: Review Strategic Plan/Diagrams

- Vision statement: – *approved*
- Mission statement: – *approved*
- Guiding principles:
  - Communication/Collaboration: - *approved*
  - Leadership – Modifications made: - *approved*
  - Mutual Respect and Integrity – Open and transparent communication and discussions needed before decisions are made. *Modifications were made: - approved*
  - Safety and Accountability – There was a lengthy discussion about this guiding principle and how inclusive it should be. *Modifications were made: - approved*
  - Innovation, Integration, and Interoperability – Main discussion on this guiding principle was to include something about “sustainability”. *Modifications were made: - approved*

Task: Review/Discuss each Goal and associated objectives, strategies, barriers, and critical success factors: Time during the meeting was spent focusing on the objectives and strategy statements. The steering committee agreed to review the barriers and critical success factors on their own. (It was noted that the critical success factors should stay draft until SW and CA go through pilot projects.)

- Goal 1: Technology and Applications:
  - Goal Statement: *Reviewed and approved*
  - Objectives: *Modified and approved*
  - Strategies: *Modified (added one additional strategy and modified language on others) and approved*

- Goal 2: Operations
  - Goal Statement: Modified (added the word “diverse”) and *approved*
  - Objectives: *Reviewed and approved.*
  - Strategies: *Modified and approved. (1. Deleted two strategies related to AD program management and combined them into one that was more inclusive; 2. Edited language on strategy #4)*

**Note: Ran out of time. Goals 3 and 4 will be completed the morning of Day 2**

**Agenda Item: Dispatch Optimization Analysis Pilot Project Discussion:**

Purpose – to discuss and agree on dispatch optimization project approach and governance

Overview:

Tom handed out the September 22 conference call notes and the SW Dispatch Improvement Project briefing that Kelly Castillo developed.

Jim used a diagram to discuss the overall structure of the project:

- Each pilot area will have their own Project Team (***Leads will be Susie Stingley for CA and Kelly Castillo for SW***). Project team membership will be determined by team leads, line officers and stakeholders.
- Each pilot area will have their own Executive Oversight Group (membership to be determined by line officers for the agencies involved)
- A “Bridge Team” will be stood up to:
  - Develop overall framework & project plan
  - Ensure cross communication between pilot project teams
  - Provide national perspective
  - Monitor progress, provide feedback, and resolve issues
  - Look for opportunities and inconsistencies
  - Conduit to upper level management and program areas
  - Be focal point for contract support
  - Consolidate findings into final report
  - Frame outputs and tools (e.g. National Toolbox)
  - Help determine ways to fund and sustain proposals
- A Project Leader needs to be found and designated as the primary Point-of-Contact for the Bridge Team and the contractor (MAI).
- MAI will provide contract support for the project (Susan Boscoe will be lead consultant).
- USFS will provide funding and contract oversight (Bob Kuhn and Betsy Walatka)

A pre-planning meeting will be held December 8-9<sup>th</sup>. Attendees to include: Jim Douglas, Tom Wordell, Betsy Walatka, Susan Boscoe, Kelly Castillo, Susie Stingley, and others as needed. Kelly Castillo will set up meeting location and host.

The project planning meeting will be held January 10-14, 2011 to develop a project plan, set milestones and timelines, and come to agreement on the overall framework and objectives for the project. Kelly Castillo and Susie Stingley will handle location and logistics

Discussion:

The initial tasking under contract is to get the project through the planning phase. Additional task orders/funding will be needed after that. Contractor will support the Project Leader on the Bridge Team, although he/she can assign work required by the Project Teams in CA/SW.

Best practices – We need to get information from all Geographic Areas to capture best practices. This is to be done during the pilot. Once best practices are identified, must go back to technology group to see if it is supportable. Bridge Team will do this.

Governance – coordination and communication will be one of the biggest challenges since so many departments (i.e. CIO, FAM, States, etc)

- This initiative must be started at the ground level to ensure success. Defining and reinforcing scope will be critical for success. Since implementation will be at the local level, communication to the Bridge Team, IDIP and eventually the permanent governance will be important. During the project, collaboration between the two Pilot Project Teams will be needed to research and work through processes together. Need to identify the SOP for these groups to work together and report out. Solutions should be consistent with overall national policy.
- The bridge team will ensure that collaboration will happen and to stay on task within scope of the national strategic plan. Discussions held between SW/CA must include someone from the Bridge (Core team) to ensure issues are identified and resolved.

Project Deliverables - Collate information from the two pilots and merge into one report. The report will consist of immediate implementation pieces, national standards/policies and recommendations on how to govern at the local level. Then develop a “tool box” of policies, standards and applications that can be used by other areas. Concern there is a huge leap between the document and the tool box. The report will need to be sent out to the other GAs to validate before it becomes part of the tool box. The pilot project has the opportunity to demonstrate early wins to modernize dispatch, not the report.

Confidentiality Agreement - None needed. Caution on what is shared, however it is important to involve the community for input/ideas as well as to receive support and buy in from them.

Data Calls - MAI contractor will communicate to the Bridge team when a data call is planned. Group concurs that all requirements for data calls will go to the Bridge team to ensure that there is no duplication and ensure clarity on questions asked with the desired outcome.

- The MAI contractor may not be ready to collect and analyze data at the national level until after the pilot projects are completed. Group agreed to wait on gathering information needs on a national scope until pilot has ended. However, there is a large amount of data that has already been collected during the last Dispatch Efficiency Study that can be used by the pilot. Some data may need to be refreshed. Refreshing the data may help us see trends that will help us with the vision for the future. When gathering data, need to coordinate with Bob Kuhn to include cost data.

Priorities for the project:

- Optimizing functions or business processes immediately.
- Toolbox – set of recommended standards for use by other Geographic areas on how to optimize dispatch operations.

Dispatch Optimization Organization: Team Structure, roles and responsibilities:

***Project Team (SW and CA) Configuration -***

Commitment: Two weeks per month for 12 - 18 months.

Membership

- Stakeholders from:
  - Agencies
  - Programs

Roles/Responsibilities

- Be primary SMEs to determine
- Determine “As is” situation
- Develop options/solutions that address
  - Organization
  - Technology
  - Governance
- Respond back to leadership
- Product to Bridge (core)team

*To be accomplished before January:*

- Outline the issues, questions, and problems that need to be resolved by the project
- List of data and other needs from pilot teams
- Identify standing groups/committees, partners and other entities that need to be included in a Communications Plan.
- Project team membership to be identified.
- Draft of standard operating procedures on how these teams will collaborate; how to resolve discrepancies and issues between pilot project teams

***Pilot Area Executive Oversight Team Configuration***

Commitment: Support from Leadership level will be required within the Pilot Areas to get this project accomplished. This group will engage as needed.

Membership: From the Geographic Area line officers. TBD.

Roles/Responsibilities:

- Provide leadership and guidance
- Ensure pilot studies are addressing issues of key concern to leadership
- Help resolve issues
- Interface with Bridge Team, if needed

***Bridge Team Configuration***

Commitment: Meet approximately every quarter (5-6 times total)

Membership: Team needs to have national credibility.

- Two or three Line Officers (representing DOI and USFS)
- Project Leader
- Law Enforcement SME
- Fire Management SME
- EMS/SAR/Structural Fire SME
- CIO/Radio/Telecom SME with strategic vision of where we are going
- NFFE Representative – who can double as dispatch SME

Liaisons:

- CA Project Team Lead
- SW Project Team Lead

Roles and Responsibilities

- Develop overall framework & project plan
- Ensure cross communication between pilot project teams
- Provide national perspective
- Monitor progress, provide feedback, and resolve issues
- Look for opportunities and inconsistencies
- Conduit to upper level management and program areas
- Be focal point for contract support
- Consolidate findings into final report
- Frame outputs and tools (e.g. National Toolbox)
- Help determine ways to fund and sustain proposals

***Status report by Project Team Leads:*****SW - Kelly Castillo:**

- Busy identifying membership for task group (98% completed).
- Introductory conference call set for next week.
- Executive Oversight group: Have the BIA – John Philbin; NPS not identified.
- Will present overview of project to SW Center Manager's meeting tomorrow.
- SW Coordinating Group meeting yesterday, IDIP project was presented to them by Kenan Jaycox.
- Art Goldberg shared study for their border project. Study they have done is similar to what the IDIP project is trying to accomplish. Analysis within 100 miles from border and interoperability of dispatch centers. Very compatible with what we are doing. Interfacing with Goldberg will be very helpful. Jim Kenna will touch base with Lynda Rundell.

**CA – Suzy Stingley:**

- Willie Thompson (FS) and Paul Bannister (BLM) will brief CWCG soon.
- CalFire has been notified and has agreed to participate. Might use the CalFire and Cal EMS SMEs that were identified to help Tom.
- Need LEO (David Ferrell will find someone).
- Other agency partners will have names by January meeting.

**Action Item Summary from Day 1**

- Project and Bridge Team members need to be identified and emailed to Tom by November 1
- Tom to set up share point or FTP collaboration site that can be access by all stakeholders by mid-November 2011
- Kelly Castillo to set up facility and send out invites for December 9 pre-planning meeting by November 1
- Betsy Walatka and Susan Boscoe to develop and send out agenda for December 8-9 meeting by November 15
- Kelly Castillo and Susie Stingley to set up location and send out invites for January 2011 meeting by November 1
- Kelly Castillo and Susie Stingley to have the following by January 2011
  - Outline of 'as-is' situation
    - Current dispatch organization(s)
    - Dispatch functions and business activities
    - Flow of communications
    - Means of communication – radio, phone, email, etc.
    - Technologies used
    - Applications used
    - Partners – federal, non-federal
    - Gaps, issues, problems that need to be addressed
  - List of data requirements and other needs
  - Identify standing groups/committees, partners and other entities that need to be included in a Communications Plan.

**DAY 2****Recap agreements and decisions from yesterday's meeting**

- Bridge Team Membership question - Should we have someone from NASF that represents the National perspective? Group felt this would be handled by State representatives on the Pilot Project Teams
- What is the responsibility or interaction will the bridge team have with the IDIP? Jim will ensure there are periodic updates – either through a meeting or reports. IDIP should be involved in “big ticket” issues that can’t be resolved.
- Bridge Team commitment:  
Estimate approximately 5 meetings during the 12 - 18 month period. The primary staff work will be handled by the pilot task groups, the bridge team purpose is to review progress by these task groups and ensure the task groups are on track.
  - Executive Oversight Groups at the Pilot Area level are looking at solutions for their area.
  - The Bridge Team will look at the National perspective
- Meetings:
  - December meeting (1 day) will be used to plan the January meeting: attendees should include Jim, Tom, Betsy, Susan, Kelly and Susie.
  - For January meeting, as many project team members (from each pilot area) as possible should be in attendance for roll out of project plan. The entire Bridge Team must be there as well as Jim D., Tom W., Betsy W. and Susan B. January meeting will be used to develop the project plan.
- Infrastructure:  
How do we engage facilities and engineering? If we are getting feedback from the Pilot Project Teams that infrastructure is an issue outside of the scope of the Geographic Area, they will request help from Bridge Team. If a special session is needed, Bridge Team will bring in representatives from infrastructure groups (facilities, engineers, IT, etc) from the various agencies/bureaus for discussions
  - Would like to have the preliminary questions identified by January.
  - Would like the Pilot Task Groups have some idea of the infrastructure implications of merging centers.
  - Need to frame some of these items so that we can brainstorm what specifically we need to know.
- Funding Issues:  
Is there an incentive for States to participate through Federal Funding?
  - AZ State understands that they can’t sustain current operations, so already motivated to participate.
  - This is about providing better service to the field, not a dollar reduction issue as the motivation
  - Funding discussions are premature as we don’t really know what the model will look like. Once we do, then can see the impacts on budgets
  - After the pilot, maybe a long term funding plan can be developed. A big hurdle is the different color of money and how that is managed according to Agency/Bureaus policy.
  - Pace of optimization will also become an issue for this (2 years, 5 years, 10 years).
  - On the backend, as we see cost efficiencies long term if we include the CFOs in the discussions for the solution long term

**Agenda Item: Complete Review of Objectives and Strategies for remaining goals #3 and 4 (continued from Day 1).**

- Goal 3: Workforce Management:
  - Goal Statement: *Reviewed and approved*
  - Objectives: *Modified and approved*
  - Strategies: *Modified and approved. (Combined strategies #1 and #2, added a strategy that was in Goal 4, and modified and/or approved the remaining strategies)*
  
- Goal 4: Governance:
  - Goal Statement: *Modified (added “tribal”) and approved.*
  - Objectives: *Modified and approved. (Modified #1, dropped and replaced #2 to read “Funding and workforce decision making are equitable and sustainable”, and modified #3 to read “National governance implemented at regional and local levels”)*
  - Strategies: *Modified and approved (Modified #1 to read “Establish a national, inter-governmental governance capability”, deleted #2, added new #3 to read “Reconcile relationships with other governance entities and bodies (e.g. NWCG”, renumbered and modified #4 - #7, moved old #8 to Goal 3)*

**Agenda Item: Dispatch Strategic Plan Round 2; Strategies and Action Items**

Handed out the “Interagency Dispatch Improvement Project Record of Decision for Strategies, Decisions, and Actions Needed” and “Proposal October 2010 Status for Strategies, Actions and Decisions” documents. A lot of the short term issues came from the 2008 dispatch efficiency study for F&AM

Discuss individual action items to be accomplished to achieve strategies

Goal #1 Technology and Applications:

**1. *Identify and adopt integrated and interoperable system designs to maximize “write once, read often” capability***

- Short Term
  - Send letter of support for iRWIn to FEC:
    - Discussion: Not comfortable sending FEC letter of endorsement. Need to understand issues related to agency support of this project.
    - **Action: Doug Nash and Jim Douglas will investigate to determine how to get interagency support. – Week of 10/20/2010**
  
  - Send memo to NWCG requesting they designate WildCAD as the CAD system for which interim security and interoperable solutions will be developed for wildland fire management.
    - Discussion: There was a lengthy discussion about timing, appropriateness, and future CAD business requirements that will only be known after the pilot projects are completed.
    - **Action: Tom to brief NWCG that dealing with WildCAD issues belong to them as it is outside of scope of IDIP.**
    - **Date: 10/21/2010**
  
- Long Term
  - Conduct assessment in 2013 or 2014 to develop alternatives to meet long-term user needs and determine if a single or multiple CADs are most appropriate.

- Discussion – SOW is being developed by NPS to determine vendors capable of developing a new CAD system to meet business requirements for LEO and other functional areas (e.g. fire, admin tracking, etc). Once that information is known, we could make an educated decision on solutions for CAD system.
  - **Action - Dean Ross will share the SOW with Tom W. who will share with fire management to review and make comments back before end of November.**
  - **Date: November 30<sup>th</sup> comments back to Dean.**
- Review and assess the next logical steps needed to meet strategy:
    - **Action – on hold**
2. *Work with PMU and other groups to identify authoritative data sources and establish data standards.*
- Short Term
    - Send memo to NWCG requesting they task a committee to develop interagency data exchange standards between WildCAD, ROSS and WFDSS:
      - Discussion – Deal with this at the same time as WildCad discussion.
      - **Action – Tom to inform NWCG this issue belongs to them**
      - **Date: 10/21/2010**
3. *Develop user guides and system protocols to ensure user consistency*
- Short Term
    - Send memo to NWCG requesting they task WildCAD BOD to develop standard business practices for WildCAD
      - Discussion – same as above
      - **Action – Tom to inform NWCG this issue belongs to them**
      - **Date: 10/21/2010**
4. *Establish and implement common technology standards and solutions for all interagency dispatch offices (minimum hardware, software, architecture, etc)*
- Long Term
    - IDIP and IIOG: Form task group to utilize findings from IIOG Central Oregon Pilot Project
      - Discussion –Need to wait for results of Pilot projects.
      - **Action – MAI to inventory technology standards that exist now throughout the nation. The rest is on hold pending completion of pilot.**
      - **Date: 1/2011**
5. *Improve cross agency security protocols to mitigate inconsistencies*
- Long Term
    - Work with IIOG to identify cross agency security issues related to dispatch centers
      - **Action: on hold per OIG.**
      - **Date: TBD**
6. *Establish FTEs and funding for IT support personnel at Tier 2 and some Tier 3 Centers*
- Long Term
    - Follow up on proposal submitted by Laurie Jakubowski (2006) to establish FTEs and funding for IT personnel to support dispatch

- Discussion – need to wait for results from pilot, then we should be able to move forward on this.
- **Action – On hold pending completion of pilot**
- **Date: Upon completion of the pilot projects.**

**7. Identify and receive project funding to re-design and improve records management systems striving for integration where possible**

- Long Term
  - Conduct assessment in 2013 or 2014 to develop alternatives to assess, re-design and improve records management systems striving for integration where possible.
    - Discussion - Pilot Project to touch on parts of this.
    - **Action – On hold pending completion of pilot**
    - **Date: Upon completion of the pilot projects**

Goal 2: Dispatch Operations

**1. Conduct Pilot Dispatch Workload Optimization Analysis to accurately assess as-is situation and determine optimized staffing and organizational structure to meet future needs**

- Short Term
  - Conduct a Pilot Dispatch Workload Optimization Analysis Project for USFS Regions 5 and 3 (California, Arizona, New Mexico and west Texas):
    - Discussion – see day one notes.
    - **Action – Implement in 2011**
  - Provide “tool box” of methodologies, management issues and questions to be answered that can be used by others as they developing optimized organizational configurations for dispatch:
    - Discussion – see day one notes.
    - **Action – Implement in 2011**
  - Analyze Expanded Dispatch workload and consolidated approaches as part of Pilot Dispatch Optimization Analysis:
    - Discussion – see day one notes.
    - **Action – Implement in 2011**

**2. Develop communications plan to engage appropriate stakeholders**

- Short Term
  - Develop a Communications Plan as part of Dispatch Optimization Project:
    - Discussion – see day one notes.
    - **Action – Implement in 2011**
- Long Term
  - Utilize the Dispatch Optimization Project communications plan as a template for a future communication plan that will be needed by a permanent interagency dispatch governance entity.
    - **Action – On Hold**

3. *Develop Interagency Continuity of Operations (COOP) National Strategy and implement standardized COOP protocols*

- Short Term
- Task the National Coordinator's Group to oversee the development of an Interagency COOP National Strategy and standard COOP template:
  - Discussion – Nat'l Coordinators group has already begun this.
  - **Action: Tom to work with Kim Christensen to coordinate with Nat'l Coordinators in the development of Nat'l COOP Strategy.**
  - **Date: Spring 2011.**

4. *Develop standard, interagency operational procedures and protocols (SOPs) to ensure safety for all field going personnel.*

- Short Term
- Charter an interagency, cross functional task group to develop national tracking standards and protocols to ensure the safety of all field going employees
  - Discussion - SME group has already begun this.
  - **Action: Tom to coordinate with SMEs. The task group is to produce a briefing/position paper that includes: Current practices; business requirements; best practices, gaps, potential solution/recommendation. Provide information to pilot project teams**
  - **Date: concurrently with Pilot.**

5. *Implement interagency guidelines that outline hiring, mobilization, training, and evaluation standards for ADs and develop formal evaluation protocols and tools*

- Short Term
- Send memo to NWCG requesting they develop formal tasking to address Administrative Determined (AD) employee hiring, mobilization and training issues:
  - **Decision – hand off to NWCG**
  - **Action – Tom to brief NWCG**
  - **Date: 10/19/2010**

6. *Establish web-based AD Processing Center process AD signup, qualification, hiring, evaluation, travel arrangement, voucher, and payment documentation.*

- Long Term
- Send memo to NWCG requesting they develop formal tasking for the Incident Business Committee to evaluate the need to establish a web-based AD processing center:
  - **Decision – hand off to NWCG**
  - **Action – Tom to brief NWCG**
  - **Date: 10/19/2010**
- Send memo to NWCG requesting they research the need to utilize an interagency automated contractor performance evaluation system (existing or new) to identify, evaluate, and monitor contractor and Administratively Determined (AD) personnel performance:
  - **Decision – hand off to NWCG**
  - **Action – Tom to brief NWCG**
  - **Date: 10/19/2010**

7. *Develop quality assurance, performance metrics, and a mechanism by which performance data can be captured (e.g., response time, busy hour call levels)*

- Long Term
  - This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see Goal 4)
    - **Decision – defer until governance is finalized.**
    - **Action – On hold pending finalization of governance.**

Goal 3 Workforce Management

1. *Adopt standardized application and methodology to determine staffing level requirements*

- Short Term
  - Send memo to NWCG requesting they establish a task group to review and evaluate the FireOrg application so it can be utilized as part of the Pilot Dispatch Optimization project to test and validate a standardized staffing tool:
    - Discussion - SME group has already begun working on FireOrg.
    - **Action: Tom to coordinate with SMEs. The task group is to produce a briefing/position paper that includes: Current practices; business requirements; best practices, gaps, potential solution/recommendation. Provide information to pilot project teams**
    - **Date: concurrently with Pilot.**

2. *Address module configuration, staffing, schedules, increased demand for dispatch services, non-fire/non-federal dispatch support*

- Long Term
  - Utilize findings from Dispatch Optimization Pilot Project to identify and develop standard staffing requirements, hours of operation and schedules needed to for the services dispatch is being configured to provide
    - Discussion – pilot project will address portions of this, Bridge Team will expand to national perspective.
    - **Action – Pilot project to address this**
    - **Date: concurrently with Pilot**

3. *Identify critical gaps in dispatch to focus recruitment and training efforts*

- Short Term
  - As part of Dispatch Optimization Project, query dispatch center managers at all levels to identify critical positions and training gaps in dispatch:
    - Discussion – pilot project will address portions of this, Bridge Team will expand to national perspective.
    - **Action – Pilot project to address this**
    - **Date: concurrently with Pilot**

4. *Develop certification, qualification and training standards for all dispatch functions (including those that support LE/EMS/Public Safety and other non-fire business areas)*

- Short Term
  - Task a Subject Matter Expert (SME) Group comprised of Dispatchers and Law Enforcement Officers to develop a Law Enforcement Dispatcher training proposal:
    - Discussion - SME group has begun working on briefing paper

- **Action: Tom to coordinate with SMEs. The task group is to produce a briefing/position paper that includes: Current practices; business requirements; best practices, gaps, potential solution/recommendation. Provide information to pilot project teams**
- **Date: concurrently with Pilot.**
- Long Term
- IDIP to send a memo to NWCG requesting they task the National Interagency Aviation Committee (NIAC) to develop Airspace Cross Training in order to provide airspace coordination capability in each Geographic Area:
  - Decision: Hand off to NWCG
  - **Action: Tom to brief NWCG**
  - **Date: 10/19/2010**

**5. Develop a proposal for a national dispatch academy**

- Long Term
- Based on findings on critical gaps, formally task a group to develop a proposal on a national dispatch academy to address training shortcomings
  - Decision – Wait for results of Pilot projects and Bridge team to reach out to other Geographic Area for their needs.
  - **Action: On hold pending completion of pilot.**
  - **Date: After completion of pilot projects.**

**6. Establish a professional career ladder in dispatch by developing interagency standard PDs for all dispatch positions including public safety dispatchers**

- Long Term
- Establish task group to develop standard PDs for dispatch positions supporting LE/Public Safety operations using findings from LE Dispatch training task group
  - Discussion - SME group has already begun this.
  - **Action: Tom to coordinate with SMEs. The task group is to produce a briefing/position paper that includes: Current practices; business requirements; best practices, gaps, potential solution/recommendation. Provide information to pilot project teams**
  - **Date: concurrently with Pilot.**

**7. Establish employee incentive and recognition protocols to improve retention**

- Long Term
- Request National Center Manager and Coordinator groups develop plan to improve current employee award and recognition protocols within the dispatch organization
  - Decision – Wait for results of Pilot projects
  - **Action: On hold pending completion of pilot.**
  - **Date: After completion of pilot projects.**

Goal 4 Governance

1. *Charter and sponsor the IDIP*
2. *Develop and implement structure to provide dispatch governance for all land management functions.*
3. *Establish and implement interagency policies, procedures, protocols, structure, and mechanisms that meet local, state and national requirements*
4. *Define and implement roles and responsibilities for dispatch*
5. *Identify and develop the appropriate mechanisms for fair share funding*
6. *Ensure delegations of authority are in place to achieve dispatch mission and provide Center Managers daily supervisory control and performance evaluation input for their interagency employees*
7. *Develop and implement a communications plan that includes a mechanism for feedback from the field.*
8. *Develop and implement performance measures*

- Decision – Jim Douglas to lead the effort of developing governance alternatives and recommendation. Incorporate lessons learned from Pilot Projects. IDIP will eventually transfer the remainder of these strategies to the new governance group, once established.
- **Action: Research and collect best practices to develop a suite of options**
- **Date: Ongoing**

Overall discussion on proposed action items: It has become apparent that there are a lot of issues associated with dispatch related activities that this group may not be comfortable with handling at this point.

## IDIP Workplan:

1. Charter Pilots
2. Develop strategic plan
  - GACC Center Managers and National Coordinator's group should continue with work they are doing associated to their strategic planning until new governance for dispatch is stood up.
3. Develop governance model (s)
4. Develop standards and/or position papers on selected topics
  - Forward data and information to pilot project teams
5. Hand off specific topics to NWCG and fire directors to address (for later integration with other programs).

## Where do we want to be?

- Optimize locations
- Standardize infrastructure
- Governance
- Appropriate tools
- Minimum National Standards (with local implementation).

**Agenda Item: Governance**National Governance Model (considerations)*Purpose*

- Develop and promote policy and standards
- Resolve differences
- Integrate across programs and agencies/bureaus

*Membership*

- Users (programs)
- CIOS
- Line
- States

*Functions*

- Draws on and pulls from existing program governance.

Brainstorm ideas/suggestions to stand up permanent dispatch

There were several examples of governance described (NWCG, etc). The group discussed how agencies and/or governance groups set and adopt policy. Questions were asked about who would sanction a dispatch governance group.

*Discussion:*

- What about adding a component to NWCG for Law Enforcement/Public Safety?
- LE probably wouldn't buy into that. Too much of a Fire flavor. Must be more interdisciplinary. LE is outside of scope of NWCG
- NWCG may be an example, but suggest looking to private industry for examples.
- Are we going to run into issues regarding the perception that this group is "taking away" authority from line on parts of their operations. Yes, will be a barrier. But being mindful of it, we can work through it.
- Developing a suite of options/multiple models for comment is suggested. Will spark additional suggestions.
- Start with the purpose, but be prepared for modification and input from others.
- We are not setting policy. Can we develop and promote policy? Maybe or not, depending upon how governance is set up.
- What level is the best place for this in the organization?
- Autonomy of the agencies/bureaus? Do they have to adopt the decisions of the governing board?
- Involve leadership through other councils. The group we develop will be the working group. Exec Leadership will need to approve. Reach out to NWCG and other groups to implement. Like WLFLC, NSARC
- Dispatch will serve two masters if we leave the national governance at the LEO and FAM level. Must be higher in the food chain.
- The Booze-Alan report provides for some local governance examples we can use.

Develop strategies to achieve

Need to research and work through to 2 – 3 models. Jim will lead this effort.

- Decision – Jim Douglas to lead the effort of developing governance alternatives and recommendation.
- **Action: IDIP steering committee to gather information on governance structures and send it in to Tom to collate.**
- **Date: January 2011**

**Future Meetings and Conference Calls**

- December 9, 2010: Pre-January meeting in Arizona. Kelly to facilitate/host it.
  - Who to attend: Jim Douglas, Tom Wordell, Betsy Walatka, Bob Kuhn, Susan Boscoe, Susie Stingley, Kelley Castillo
- January 10-14, 2011: Dispatch Optimization Project Planning Meeting. Kelly and Susie to work out meeting location and logistics.
  - Who to attend: Dispatch Optimization Bridge Team and Project Team members, Betsy Walatka, Bob Kuhn, Susan Boscoe (MAI), Jim Douglas, Tom Wordell
- Week of March 7, 2011: IDIP meeting primarily to review dispatch optimization project progress and discuss governance.

## IDIP October 2010 Steering Committee

### Action Item Summary

- ➔ **Action Item# 32:** Brief NWCG and identify issues to hand off (see below)  
**Responsible:** Tom Wordell  
**Due Date:** October 19, 2010
- WildCAD (see notes from Wednesday)
    - Interagency data exchange standards
    - Interagency business practice standards
  - Web-based AD processing center
  - AD/Contractor performance standards
  - Airspace cross training -NIAC
- ➔ **Action Item# 33:** Investigate interagency support issues for the iRWIn project  
**Responsible:** Jim Douglas and Doug Nash  
**Due Date:** Start week of October 18-22, 2010
- ➔ **Action Item# 34:** Statement of Work for NPS CAD to share with FAM  
**Responsible:** Dean R. to Tom W.  
**Due Date:** October 30, 2010
- ➔ **Action Item# 35:** Send names of Project Team members for SW and CA to Tom Wordell.  
**Responsible:** Susie Stingley-Russell and Kelly Castillo  
**Due Date:** November 1, 2010
- ➔ **Action Item# 36:** Send names for Bridge Team members to Tom Wordell.  
**Responsible:** Project Team Leader: Bob Kuhn to check with Mike Dudley  
 USFS Line Officer: Corbin Newman to find  
 NPS Line Officer: Louis Rowe to find  
 BLM Line Officer: Jim Kenna to discuss with Corbin  
 F&AM SME: NWCG to find (Possibly Dan Olsen)  
 EMS/SAR SME: Dean or Louis to find  
 CIO/Telecom/Radio: Doug Nash to find  
 Union Representative: Kuhn/Walatka to get a representative from NFFE.  
**Due Date:** November 1, 2010
- ➔ **Action Item# 37:** Send names for Pilot Area Executive Oversight Team members for SW and CA to Tom Wordell.  
**Responsible:** Suzy Stingley-Russell and Kelly Castillo  
**Due Date:** November 1, 2010
- ➔ **Action Item# 38:** Draft description of Dispatch Optimization Project and Bridge Team's roles, responsibilities, and commitments.  
**Responsible:** Tom Wordell  
**Due Date:** November 1, 2010

- ➔ **Action Item# 39:** Set up facility and send out invites for December 9, 2010 meeting  
**Responsible:** Kelly Castillo  
**Due Date:** November 1, 2010
- ➔ **Action Item# 40:** Set up facility and logistics for January 2011 meeting  
**Responsible:** Kelly Castillo and Susie Stingley-Russell  
**Due Date:** November 1, 2010
- ➔ **Action Item# 41:** Task MAI to gather technology standards related to dispatch equipment. Utilize findings from IIOG Central Oregon Pilot Project.  
**Responsible:** Betsy Walatka/Bob Kuhn  
**Due Date:** Begin November 1, 2010
- ➔ **Action Item# 42:** F&AM feedback on Statement of Work for NPS CAD  
**Responsible:** Tom W. to Dean R.  
**Due Date:** November 30, 2010
- ➔ **Action Item# 43:** Gather information on governance structures and send it to Tom.  
**Responsible:** IDIP steering team members  
**Due Date:** December 1, 2010
- Define collaboration/communication with NWCG and IDIP.
  - Local governance issues; SME task group assigned to this.
- ➔ **Action Item# 44:** Develop agenda and plan for January 2011 meeting  
**Responsible:** Jim Douglas, Tom Wordell, Betsy Walaka, Susan Boscoe, Kelly Castillo, Susie Stingley-Russell,  
**Due Date:** December 9, 2010
- ➔ **Action Item# 45:** Plan Dispatch Optimization project. Agree to deliverables (final report, documented methodologies, tools used, etc). Develop protocols on how the Project Teams, Bridge Team, Executive Oversight Groups, and the IDIP Steering Committee will collaborate, communicate, and resolve issues  
**Responsible:** Kelly and Susie to develop draft. Members of January meeting to finalize  
**Due Date:** January 10, 2011
- ➔ **Action Item# 46:** Identify and outline questions and problems that need to be resolved, data needs, groups/partners to be included in communications plan, definitions of success, and other needs from pilot project team perspective.  
**Responsible:** Susie Stingley-Russell and Kelly Castillo  
**Due Date:** January 10, 2011
- ➔ **Action Item# 47:** Set up file sharing site for Dispatch Optimization Project. Must be accessible by all federal and non-federal stakeholders/team members.  
**Responsible:** Tom Wordell  
**Due Date:** January 30, 2011

- ➔ **Action Item# 48:** Tom to coordinate with SME task groups to develop position or briefing papers to summarize current practices, business requirements, best practices, gaps and potential solutions on multiple projects. Feed info to Optimization Project Teams (see below).
- Responsible:** Tom Wordell  
**Due Date:** Concurrent with Pilot Project
- National COOP strategy and template(s)
  - National tracking standards
  - Address AD hiring, mobilization, training, and other issues
  - Standard Staffing Methodology (FireOrg)
  - Dispatch Training Standards
  - Standardized Position Descriptions
- ➔ **Action Item# 49:** Pilot projects to include tasks within their project (see below)
- Responsible:** Kelly Castillo and Suzy Stingley-Russell  
**Due Date:** Concurrent with Pilot Project
- Standard staffing requirements (Validate FireOrg)
  - Critical positions and training gaps (from SME groups)