

**PROJECT PLAN FOR THE
INTERAGENCY DISPATCH OPTIMIZATION
PILOT PROJECT (IDOPP)**



FINAL

February 3, 2011

**PROJECT PLAN FOR THE
INTERAGENCY DISPATCH OPTIMIZATION PILOT PROJECT
(IDOPP)**

Prepared by:

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2-3-2011

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2/3/2011

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1 BACKGROUND AND PURPOSE

In 2008, the US Forest Service (USFS) and Department of the Interior (DOI) jointly conducted a management efficiency assessment of Wildland Fire Dispatch functions to identify whether efficiencies and cost savings are attainable through changes to staffing, organization, communication, technology application, and business processes. This assessment identified areas for operational improvement, identified opportunities for the function to become more efficient and cost effective, and recommended further examination of these areas. The 2008 Wildland Fire Dispatch Management Efficiency Study was specific to federal wildland fire dispatching. All non-fire functions, as well as state and local partners, were excluded.

In 2009, the Interagency Interoperability Oversight Group (IIOG) examined the results of the assessment along with issues in law enforcement dispatch and dispatch for other field going personnel. As a result of these deliberations, IIOG agreed to sponsor the Interagency Dispatch Improvement Project (IDIP) Steering Committee, which is integrated across USFS/DOI programs and agencies that use dispatch services. The IDIP is chartered to provide leadership and direction to provide an efficient and cost-effective interagency dispatch capability that meets the business needs of stakeholders at all levels through standards, integration, and interoperability.

As part of its work, the IDIP Steering Committee decided to conduct a pilot project encompassing two geographically-defined areas to take a detailed look at how to optimize dispatch operations, including dispatch for fire, law enforcement, and other field going personnel. The pilot will cover two areas, California and the Southwest (Arizona, New Mexico, and west Texas), and will include federal, state, local, and tribal stakeholders in those areas.

Each of the two areas will have an executive oversight group to ensure within-area leadership support for implementation. Each of the two areas will also have a team of subject matter experts (SMEs) who will identify key issues and questions that need to be resolved, problems that need to be fixed, and business needs and user requirements that need to be addressed. They will then gather data, conduct analyses, and develop implementable alternatives specific to their particular area.

The California and Southwest sub-teams will collaborate and compare notes in order to develop well-documented and supported alternatives to improve dispatch operations, staffing, and organization for the pilot. The sub-teams may recommend different solutions for the two geographic areas because of their uniqueness and differences in workload and business practices.

The overall purposes of the dispatch optimization pilot project are to identify:

- Implementable organizational configurations for optimizing integrated interagency, multi-functional dispatching in the two selected areas;
- A toolbox of methodologies, business needs, user requirements, management issues, and questions to be answered for use by others to develop organizational configurations for optimizing integrated interagency, multi-functional dispatching; and,
- Issues and standards to help dispatch efficiently meet business needs and address user requirements that include:
 - Mission needs/requirements
 - Technology/equipment
 - Facilities – location, coverage, etc.
 - Workload – workforce, staffing, etc.

- Business practices and operational standards
- Governance.

To bring together the work of the two sub-teams, a Bridge Team will provide overall project management and ensure that the two sub-teams use consistent assumptions, approaches, and methodologies and produce comparable deliverables. The Bridge Team will provide a means to concurrently look at and compare dispatch workload and activities in the two geographic areas using one methodological approach. The Bridge Team will consolidate the findings into a single report that will serve as a blueprint for implementation of dispatch improvement throughout the agencies and contribute to a template for future interagency dispatch optimization pilot projects in other areas. Overall, the Bridge Team will provide a national perspective to the optimization pilot.

The Bridge Team will be comprised of representatives from the various agencies and programs that conduct dispatch activities. The Bridge Team will include the team leaders from each of the sub-teams and a representative of the National Federation of Federal Employees (NFFE). The Bridge Team will be co-chaired by two line officers, one from USFS and one from DOI. Section 6 further describes the role of the Bridge Team.

This plan outlines the activities that the teams will accomplish to conduct the Interagency Dispatch Optimization Pilot Project (IDOPP) in the time allotted. Its purpose is to serve as a planning document for the overall project process. As such, it defines the project's scope, assigns roles and responsibilities, provides a general project plan and budget, and proposes a communications approach with external and internal audiences.

2 SCOPE

The focus of the project is to improve program delivery of dispatch services while meeting the mission needs of the USFS and DOI, as well as state, local, and tribal stakeholders. The sub-teams will assess the current business and organizational models, identify issues and user requirements, and develop implementable alternatives to improve customer satisfaction and mission delivery while improving program efficiency and cost effectiveness. They will review current policy and identify where standardization and clear direction can result in increased efficiency and improved safety.

The IDOPP will focus on the following issues and potential areas for improvement:

- **Dispatch Mission, Function, and Scope:** Review the services performed by dispatch offices across the various land management agencies to identify the business needs and user requirements for all program areas supported and to validate the overall mission, function, and scope of the program. Determine functions and activities that are appropriate for dispatch and those that might be best handled elsewhere.
- **Governance:** Review the structure, funding policies, decision processes, and delegation of authorities used to manage dispatch operations to determine opportunities for improved efficiency and effectiveness. Address how to best organize governance structures and processes for shared (agency/program) dispatch operations to include such issues as membership, authorities, roles and responsibilities, decision processes, and funding.

- **Dispatch Workload/Staffing:** Review all dispatch workload (regular as well as expanded) to determine optimal hours of operation, staffing, and organizations to meet current and projected requirements.
- **Dispatch Center Locations and Coverage:** Assess alternatives for the physical locations and geographic coverage of dispatch centers to provide the most efficient and effective services.
- **Operational Standards:** Review operational practices, business processes, and standards across agencies and program areas to assess where changes might increase operational efficiency while effectively meeting mission requirements.
- **Training Standards:** Review training and qualification standards for dispatch personnel and recommend changes or the creation of standards in order to ensure a well-trained and safe dispatch workforce.
- **Technology/Equipment Standards:** Gather information to develop functional requirements needed to support dispatch operations (e.g., radio consoles, telephone systems/sets, computer system capability, software suites/licensing, and printers) while improving consistency and compatibility.
- **Facility Standards:** Assess current conditions and infrastructure to assist in determining which offices should be kept or eliminated for any alternatives involving consolidation. Assess the minimum facility and other infrastructure requirements and standards needed for a dispatch office to perform at an optimal level.
- **Dispatch Center Typing:** Assess the range of dispatch center duties, workload, and complexity to establish a single, interagency dispatch center typing schema (e.g., recognize and be able to identify the range of capabilities within what is now classified as a “tier 3” or local interagency center and eliminate differences that currently exist between the National Park Service (NPS) and other agencies).

In examining the above issues, the IDOPP will address these cross-cutting issues:

- Safety of field going personnel and the public;
- Risk management;
- Sustainability in operations;
- Eliminating unnecessary facilities and infrastructure;
- Opportunities to share dispatch services, personnel, and facilities among multiple program areas;
- Processes for reconciling and adjudicating competing priorities; and,
- Relative roles and functions of geographic area coordination centers and local dispatch centers.

3 SUSTAINABLE OPERATIONS AND DISPOSING OF UNNEEDED REAL ESTATE

The IDOPP will contribute to ongoing efforts to improve sustainability of operations and will directly contribute to Executive Order (EO) 13423-related goals and compliance with the June 2010 Presidential Memorandum on Disposing of Unneeded Federal Real Estate. An anticipated reduction in redundant and/or duplicative services and improved equipment efficiency and compatibility will improve energy efficiency and electronics stewardship. Acquisition of new items will comply with sustainable environmental practices. Facility consolidation, if recommended, would result in measurable reductions to energy and water use as well as a decrease in air emissions and solid waste generation.

4 TIMELINE

The IDOPP will take approximately 18 months to complete, although Leadership may implement some short-term actions within 12 months. A project timeline is included in Appendix A.

The project will be accomplished in three major phases:

- Phase One will address common elements, mission requirements, and the scope and function of dispatch services.
- Phase Two will use the results of Phase One to develop specific approaches to improve and optimize dispatch services in the two areas based on the issues and considerations described in Section 2 (Scope) of this Project Plan.
- Phase Three will develop a set of methodologies and principles for use in conducting similar optimization pilot projects in other geographic areas and a preliminary set of national-level principles and standards to guide dispatch services and operations in the future.

The IDOPP will be coordinated with the IIOG Central Oregon Interagency Integrated Radio Pilot Project, the IIOG Interoperable Radio System Project, the IIOG Access Authentication Project, the DOI Southwest Border Communications Interoperability Project, the DOI initiative, and the USFS Operations Customer Service Board (OCSB) Radio Team to combine information technology programs at the department level, and other Agency initiatives to ensure that the outcomes align.

5 BUDGET

The IDOPP is not funded by a single agency. USFS is funding contract consultant support to the IDOPP. Participating agencies are responsible to fund personnel salaries, travel, and other project-related costs at levels decided upon by each agency.

6 ROLES AND RESPONSIBILITIES

To maximize efficiency of time and resources, personnel involved in the IDOPP should operate as cohesively as possible. Workload to complete the project is shared by all, with each person applying the strength of his or her skills and experience to meet the requirements.

Below is a description of the roles played by the various individuals and teams involved in the IDOPP. Rosters of team members are provided in Appendix B. Groups will also call upon other SMEs as necessary to provide input into the project and serve in an advisory capacity.

Interagency Dispatch Improvement Project (IDIP) Steering Committee

The IDIP Steering Committee charters and supports the planning and development of the IDOPP. The IDIP Steering Committee will interface directly with the Bridge Team Co-Chairs and Bridge Team Coordinator and will receive routine updates on project progress to ensure it continues to meet the overall intent of the charter and is completed on time and within or below budget projections. The IDIP Steering Committee will also outreach and communicate with other program areas, stakeholders, and entities that may be affected by the project (e.g., IIOG, National Wildfire Coordinating Group (NWCG), Law Enforcement, etc.) so they are aware of the potential implications and can provide relevant comments.

Oversight Support Team (OST)

The Oversight Support Team (OST) will support project execution to meet Leadership's intent to increase dispatch efficiency in the selected pilot area. The OST will provide Leadership-backed oversight, prepare and manage budgets, establish and oversee consultant support contracts, track project costs, and assist in recruiting management representatives and SMEs for the Bridge Team and sub-teams. The OST will also assist the teams with communication, scheduling, and travel. The OST will facilitate coordination with NFFE for team representation and information sharing; with Human Resources for data, workforce, and personnel issues; and with Budget & Finance for financial information necessary to the study analyses. The OST will review the data analyses and written work products to ensure a factual basis for all findings and to ensure that alternatives are consistent with applicable policy, as well as with industry standards. Throughout the project, the OST may develop written periodic project updates as well as briefing papers and presentations for Leadership, Office of Management and Budget (OMB), Government Accountability Office (GAO), sub-committees, and outward reporting to stakeholders and interested parties. The OST will also monitor Administration, Department, and OMB policy and direction related to efficiency studies and assessments to keep Leadership apprised of the Administration's objectives. For completed assessments, the OST will upwardly report on implementation status of approved alternatives, implementation efforts, successes, and failures.

Interagency Dispatch Optimization Pilot Project (IDOPP) Bridge Team

The IDOPP Bridge Team, in conjunction with contract consultant support, is responsible for developing the overarching project plan, for ongoing project oversight, and for ensuring that the pilot project contributes to development of national-level solutions for improving dispatch services. Specifically, the Bridge Team is responsible for:

- Development of this Project Plan, including purpose, scope, deliverables, and timeline;
- Providing project leadership and guidance;
- Monitoring progress, providing feedback, and resolving issues;
- Serving as the focal point for contract consultant support;
- Helping to determine the need for data calls to support analyses;
- Providing national perspective;
- Ensuring cross-communication between the sub-teams;
- Looking for opportunities and inconsistencies among and between the pilot areas;
- Providing communication and updates to upper level management and other program areas;

- Compiling, reviewing, and approving the final report; and,
- Framing outputs and tools to be used in future dispatch optimization efforts (e.g., a National Toolbox).

The Bridge Team Coordinator will support the Bridge Team co-chairs in meeting these responsibilities, including coordinating with the OST and the sub-teams. The Bridge Team Coordinator will serve as the technical point of contact for the support contractor, review all draft reports, and assist the contractor in combining the various pieces into a single report. The Bridge Team Coordinator will also work with the OST in organizing logistics (meeting rooms, conference calls, etc.), data calls, and other cross-cutting team requirements.

Executive Oversight Groups for the IDOPP Sub-Teams

The Executive Oversight Groups for the California and Southwest sub-teams will ensure that overall pilot project objectives are met. They will provide direction and oversight to their respective sub-team leaders to gather data, identify business needs, establish methodologies and tools, conduct analyses, and develop implementable interagency strategies to improve dispatching operations which increase overall efficiency and provide for employee safety.

Upon review and acceptance of the strategies and alternatives developed by the sub-teams, the Executive Oversight Groups, together with the Bridge Team, will decide on the preferred alternatives for inclusion in the final consolidated report.

IDOPP Sub-Teams

The California and Southwest sub-teams will perform the bulk of the work needed to identify issues and analyze the data to develop well documented and supported solutions to improve dispatch operations in the pilot areas. The sub-teams will consist of SMEs that represent the primary program areas that may be affected. These teams will outreach and gather input from a variety of sources as needed to support their analyses. They will develop a range of alternative solutions and draft reports to present to their Executive Oversight Groups and the Bridge Team for their review, approval, and ultimate consolidation.

The sub-team leaders will keep their teams on task while ensuring the teams stay focused on meeting the objectives as outlined in the project plan. They will assist in data retrieval and data calls and vet questions having to do with policy and budget issues on behalf of the team, to ensure alternatives reflect the Administration's intent. During and upon completion of the assessment, they will brief their respective Executive Oversight Groups and the Bridge Team to keep them apprised of data needs, progress, and/or emerging issues. They will help review the final document drafts and approve, disapprove, or modify their team's recommended alternatives to management.

Consultant Support

Contract consultant support is required to provide technical assistance to the IDOPP. Management Analysis, Inc. (MAI) will provide consultant services. In this role, MAI will review prior Agency studies; provide training to establish an understanding of the analysis and methodologies used in these types of endeavors; help develop a project and communications plan; assist in conducting information needs assessments, establish data sources, establish a consistent template for data calls, and assist with research and analysis; help develop the "as-is" description; support planning and Bridge Team meetings; conduct cost/ benefit analysis of alternatives; assist with writing and editing of reports; support presentations to upper level managers; and participate in teleconferences as needed. Subject to contractual arrangements, MAI will support items specific to the project scope.

7 COMMUNICATIONS

The IDOPP is an open, participatory process which will solicit input from stakeholders across program areas and agencies; however, it is important that all team members follow the information protocol requirements described herein. While IDOPP does not involve confidential or procurement-sensitive information subject to non-disclosure agreements, team members must use discretion, as information may be sensitive (e.g., where there is potential for closure of a location).

Teams will vet pre-decisional alternatives with Leadership and obtain approval prior to discussing the alternatives outside the teams. The Bridge Team Coordinator and OST will review and approve all official letters, website postings, responses to outside inquiries, newsletters, briefings, and other communications prior to release.

Teams will be mindful of which documents must remain confidential and ensure that those documents are marked and handled accordingly. Team members will also be cognizant of potential confidentiality issues related to storing project files on public computer drives, emailing confidential information to an inbox that is accessible by persons other than the intended recipient, and faxing or printing to centrally-located machines.

Due to the nature of this project, it is possible that the Agencies will receive Freedom of Information Act (FOIA) requests, Congressional inquiries, or other requests for information. Any such requests related to this project will be coordinated through the Bridge Team Coordinator and OST to ensure consistency in responses.

Subject to the information protocol requirements above, employees and stakeholders will be kept as informed as possible throughout the IDOPP process. The Bridge Team, sub-teams, and OST will use the following methodologies to communicate IDOPP-related information to stakeholders:

- Website. The IIOG website will be used to host an IDOPP website containing the charter, timeline, team membership lists, the approved Project Plan, status reports, and a list of Frequently Asked Questions (FAQ).
- Email Address. A Lotus Notes account will be established to field general inquiries about the project and questions regarding the data call, as well to provide stakeholders the opportunity to provide comments/input.
- Program Area Notifications. Bridge Team members are responsible for distributing relevant information to their program areas. Each conference call/meeting will include a discussion of information for sharing.
- Introduction Letters. Each executive oversight group will distribute an introduction letter to federal staff performing dispatch services in their geographic area in order to notify them of the project.
- Briefing Papers. Each sub-team will develop its own specific briefing papers to initiate the project and provide updates as the project proceeds. The first briefing paper will be distributed with the introduction letter signed by the respective executive oversight group. It will be up to each executive oversight group to determine the type and timing of information to be released within their geographic area.

In addition, organizations (USFS, BLM, NPS, BIA, states, etc.) and individuals within these geographic areas will be asked to provide information and data throughout the process. Participation of these organizations and individuals is necessary to the success of the IDOPP. Requests for information may be either through formal channels or through informal means, with specific forms, instructions, or questions, and may include a data call and/or customer survey.

8 INFORMATION MANAGEMENT

During the course of the pilot project, large quantities of information, much of it electronic, will be collected, generated, analyzed, reformatted, and compiled into the project's work products. Several parties may require access to the same information at the same time and accurate version control will be essential.

In order to facilitate the sharing and management of information, the project has established the IDOPP neighborhood on the MyFireCommunity website (www.myfirecommunity.net) for use by the Bridge Team and the sub-teams. This neighborhood contains a library where the teams can post and share documents, a neighborhood calendar, and a discussion center. Access to this neighborhood is limited to members invited by a designated neighborhood coordinator. This website will facilitate the information sharing while preventing inadvertent information release.

9 ASSUMPTIONS AND RISKS

The IDOPP is based on the following assumptions:

- The project covers the mission requirements for dispatch services of the USFS and the DOI and associated interaction and interface with other partners such as state, local, and tribal governments and other federal agencies.
- The mission requirements include, but are not limited to, wildland fire, law enforcement, other land management functions, and administrative support.
- All team members have ownership of their individual study processes and team assignments.
- All team members and those responding to data requests commit to meeting the proposed timeline.
- Supporting data for this study is available, auditable, and accurate.
- Budget and resource capacity is available to meet the desired timeline and objectives.
- The project will receive full commitment from interagency partners and stakeholders (e.g., other federal, state, county, tribal, and local entities) to assist in describing the as-is situation, identifying issues, framing solutions, and implementing selected alternatives.

The project is subject to the following risks:

- Competing priorities for time of personnel.
- Personnel changes during the project, which may impact team membership or project oversight, forcing delays.
- Lack of interagency support, agreement, or funding to implement pilot project findings.

10 DELIVERABLES

Deliverables are associated with each of the three major phases of the project.

Phase One Deliverables

- Descriptions of mission needs and requirements for dispatch services.
- Scope and functions of dispatch services.

Each sub-team will develop these products. The Bridge Team will review and approve a standardized list of each for use by the sub-teams in Phase Two.

Phase Two Deliverables

- Alternatives for improving delivery of dispatch services based on the results of Phase One and addressing the issues and considerations in Section 2 (Scope).
- Recommended standards and criteria for staffing, operations, facilities, and other elements necessary to implement improved dispatch services.
- Recommended governance approach.
- Summary of approach and methodology used to develop alternatives (e.g., data collected and analyzed, evaluation criteria).

Each sub-team will develop these products. Alternatives for improving and optimizing dispatch services will include an analysis of how the alternatives address the issues and considerations found in Section 2 (Scope), pros and cons for each alternative, cost estimates, and anticipated benefits. The Bridge Team will review the alternatives for consistency with the overall project purpose and scope and will recommend revisions as necessary or appropriate.

Phase Three Deliverables

- Proposed national principles, standards, criteria, etc. that can be used to guide improved dispatch services and operations nationwide, including description of further analysis or data needed.
- Proposed methodology for conducting optimization analyses in other areas.

The Bridge Team will develop the Phase Three products.

11 APPROVAL AND IMPLEMENTATION

Criteria, standards, methodologies, and similar products that will be used to guide national-level dispatch improvement will be approved by the Bridge Team and forwarded to the IDIP for consideration for presentation to Agency Leadership.

Once reviewed by the Bridge Team to ensure consistency with overall project purpose and scope, geographic-level solutions to improve and optimize dispatch services may be implemented in those areas as determined by Agency Leadership.

Appendix A – Project Timeline

Activity	Responsible Party	Date(s)
Form Bridge Team	IDIP, OST	10/13/10- 11/30/10
Form Sub-Teams and Executive Oversight Groups for Sub-Teams	CA Sub-Team, SW Sub-Team	10/13/10- 12/31/10
Develop IDOPP Charter	IDIP, Bridge Team	11/02/10- 01/14/11
Develop Project Plan	Bridge Team	11/02/10- 01/28/11
Develop report outline	Bridge Team	01/05/11- 01/14/11
Conduct project kick-off meeting	Bridge Team, CA Sub-Team, SW Sub-Team	01/10/11- 01/14/11
Identify candidates for benchmarking	Bridge Team	01/17/11- 03/04/11
Develop Phase One deliverables: <ul style="list-style-type: none"> • Descriptions of mission needs and requirements for dispatch services • Scope and functions of dispatch services 	CA Sub-Team, SW Sub-Team	02/01/11- 03/04/11
Identify constraints/current barriers to change and trends	CA Sub-Team, SW Sub-Team	02/01/11- 03/04/11
Determine data needs and sources	CA Sub-Team, SW Sub-Team, Bridge Team	02/01/11- 03/04/11
Document as-is organization (narrative portion) <ul style="list-style-type: none"> • Mission • Functions • Organizational Structure • Governance and Funding • Customers and Stakeholders • Workload • Staffing • Contracts • Training • Technology and Equipment • Facilities and Infrastructure 	CA Sub-Team, SW Sub-Team	02/01/11- 04/01/11
Review and standardize Phase One deliverables	Bridge Team	03/07/11- 03/18/11
Collect data from systems of record	CA Sub-Team, SW Sub-Team Bridge Team	03/07/11- 04/15/11

Activity	Responsible Party	Date(s)
Develop data call	CA Sub-Team, SW Sub-Team Bridge Team	03/07/11- 04/15/11
Conduct benchmarking (develop survey, conduct visit, etc.)	Bridge Team	03/07/11- 06/17/11
Conduct meeting or VTC to discuss data call	Bridge Team	03/28/11- 04/01/11
Begin development of <i>draft</i> Phase Two deliverables: <ul style="list-style-type: none"> • Alternatives for improving delivery of dispatch services based on the results of Phase One and addressing the issues and considerations in Section 2 (Scope) • Recommended standards and criteria for staffing, operations, facilities, and other elements necessary to implement improved dispatch services • Recommended governance approach • Summary of approach and methodology used to develop alternatives (e.g., data collected and analyzed, evaluation criteria) 	CA Sub-Team, SW Sub-Team	04/18/11- 09/07/11
Conduct data call and refresh Wildland Fire Dispatch Management Efficiency Study	MAI	05/02/11- 06/03/11
Analyze data from data call	MAI	07/05/11- 07/15/11
Update as-organization using results from data call	MAI	07/05/11- 07/15/11
Develop cost estimate for as-is organization	MAI	07/05/11- 07/29/11
Share information on alternatives being developed for Phase Two deliverables (two day meeting)	CA Sub-Team, SW Sub-Team, Bridge Team	09/12/11- 09/16/11
Complete development of <i>draft</i> Phase Two deliverables	CA Sub-Team, SW Sub-Team	09/19/11- 10/21/11
Brief Executive Oversight Groups on <i>draft</i> Phase Two deliverables	CA Sub-Team, SW Sub-Team	10/24/11- 10/28/11
Update <i>draft</i> Phase Two deliverables based on input from Executive Oversight Groups	CA Sub-Team, SW Sub-Team	10/31/11- 11/04/11
Review <i>draft</i> Phase Two alternatives for consistency with the overall project purpose and scope and recommend revisions as necessary or appropriate	Bridge Team	11/07/11- 12/02/11
Conduct meeting to discuss <i>draft</i> Phase Two deliverables	Bridge Team	12/05/11- 12/09/11
Develop <i>final</i> Phase Two deliverables	CA Sub-Team, SW Sub-Team	11/07/11- 01/27/12
Brief Executive Oversight Groups on <i>final</i> Phase Two deliverables	CA Sub-Team, SW Sub-Team	01/30/12- 02/03/12
Update <i>final</i> Phase Two deliverables based on input from Executive Oversight Groups	CA Sub-Team, SW Sub-Team	02/06/12- 02/10/12

Activity	Responsible Party	Date(s)
Review <i>final</i> Phase Two alternatives for consistency with the overall project purpose and scope and recommend revisions as necessary or appropriate	Bridge Team	02/13/12-03/02/12
Develop draft report incorporating input from Phase One and Phase Two deliverables	CA Sub-Team, SW Sub-Team, Bridge Team	03/05/12-03/16/12
Develop <i>draft</i> Phase Three deliverables: <ul style="list-style-type: none"> • Proposed national principles, standards, criteria, etc. that can be used to guide improved dispatch services and operations nation-wide, including description of further analysis or data needed • Proposed methodology for conducting optimization analyses in other areas. 	Bridge Team	03/19/12-04/13/12
Conduct meeting to discuss <i>draft</i> Phase Three deliverables	Bridge Team	04/16/12-04/20/12
Develop <i>final</i> Phase Three deliverables	Bridge Team	04/23/12-05/04/12
Develop draft final report incorporating input from Phase Three deliverables	Bridge Team	05/07/12-05/11/12
Develop report presentation	Bridge Team	05/14/12-05/18/12
Brief IDIP on draft final report	Bridge Team	05/21/12-05/25/12
Develop final report	Bridge Team	05/28/12-06/01/12
Conduct meeting to discuss final report and briefing	Bridge Team	06/04/12-06/08/12
Brief management on final report	IDIP, Bridge Team	06/11/12-06/15/12

In addition to the meetings listed above, the Bridge Team will conduct monthly conference calls at 10:00 AM Mountain Time on the third Wednesday of the month.

Appendix B – Team Rosters

Interagency Dispatch Improvement Project (IDIP) Steering Committee		
Jim Douglas	DOI – Senior Advisor to the Deputy Assistant Secretary for Law Enforcement, Security, Emergency Management	Chair
Kim Thorsen	DOI – Deputy Assistant Secretary for Law Enforcement, Security, Emergency Management	Member
Corbin Newman	USFS – Regional Forester – Southwest	Member
Doug Nash	USFS – Acting Chief Information Officer	Member
Jim Kenna	BLM – State Director – Arizona	Member
Tim Lynn	USFS – Assistant Director Law Enforcement and Investigations	Member
Louis Rowe	NPS – Deputy Associate Director of Visitor Resource Protection	Member
Dan Smith	NASF – NWCG Representative	Member
Kim Christensen	USFS – National Interagency Coordination Center (NICC) Manager	Member
Dean Ross	NPS – Branch Chief of Emergency Services	Member
Mark Stanford	TX State – Forest Fire Protection Committee Representative	Member

Oversight Support Team (OST)		
Bob Kuhn	USFS – Fire and Aviation Management (F&AM) Program Lead for Efficiency Assessments	Member
Betsy Walatka	USFS – Program Analyst – Business Operations Lead for Efficiency Assessments and contract Contracting Officer’s Representative (COR)	Member

Interagency Dispatch Optimization Pilot Project Bridge Team		
Tom Speaks	USFS – Forest Supervisor, Cherokee National Forest	USFS Co-Chair/Line Officer
Cindy Ott-Jones	NPS – Superintendent, Lake Meredith National Recreation Area (NRA)	DOI Co-Chair/Line Officer
Mike Dudley	USFS – State and Private Forestry (S&PF) Director for Regions 1 & 4	Bridge Team Coordinator
Susie Stingley-Russell	USFS – CA Sub-Team Leader	CA Sub-Team Liaison
Kelly Castillo	BLM – SW Sub-Team Leader	SW Sub-Team Liaison
Simon Strickland Jimmie Porter (alt)	USFS – Radio Program Manager USFS – Radio Operations & Maintenance Manager	Radio/Telecom Representative
Darlene Hall	USFS – NFFE Representative	USFS – NFFE Representative
Sue Stewart	USFS Region 4 F&AM Director	Fire Management Program Representative for NWCG
Tracy Perry	USFS – Deputy Director for Law Enforcement and Investigations	Law Enforcement Representative
Dean Ross John Evans (alt)	NPS – Deputy Chief – Law Enforcement, Security, and Emergency Services (LESES) NPS – Assistant Branch Chief – LESES	LE/EMS/SAR/Structural Fire Representative

California Sub-Team Executive Oversight Group		
Randy Moore	USFS – Pacific Southwest, Regional Forester	Line Officer
Karen Barnette	BLM – Deputy State Director for Support Services	Line Officer
Kevin Hendricks	NPS – Chief Ranger, Sequoia and Kings Canyon National Park (NP)	NPS Representative
Margaret Kolar	FWS – Assistant Regional Director	FWS Representative
Ron Recker	BIA – Pacific Regional Fire Management Officer	BIA Representative
Ken Pimlott	CAL FIRE – Acting Director	CAL FIRE Representative
Kim Zagaris	California Emergency Management Agency (Cal EMA) – Chief of Fire and Rescue Branch	Cal EMA Representative
Rita Wears Marion Matthews (alt)	USFS – Patrol Commander USFS – Assistant Special Agent in Charge	LEI Representative

California Sub-Team		
Susie Stingley-Russell	USFS – North Ops Geographic Area Coordination Center (GACC) Center Manager	Team Leader
Tom Contreras	USFS – Forest Supervisor	Line Officer
Jay Kurth	USFS – Chief Fire Management Officer, Eldorado National Forest	USFS Fire Management Representative
Robert Haggerty	BLM – Safety & Occupational Health Specialist	DOI Fire Management and LE Representative
Nancy Koerperich	CAL FIRE – Communications Specialist	CAL FIRE Representative
Pat O'Bannon	Cal EMA	Cal EMA Representative
Jeri Hayes	USFS – Emergency Coordination Center (ECC) Center Manager	USFS Dispatch Representative
David Thorpe	NPS – Yosemite NP Center Manager	NPS Dispatch Representative
Diane Welton Frank Aguilar (alt)	USFS – Patrol Captain USFS – Patrol Captain	USFS LEI Representative
Deborah Otto-Oberg	USFS – Radio Telecommunications	IT/CIO/Radio Representative
Dexter Dearth	BLM – Radio Telecommunications	IT/CIO/Radio Representative
Cathy Johnson	USFS – Assistant Center Manager, Redding Interagency ECC (RICC)	Documentation

Southwest Sub-Team Executive Oversight Group		
Jim Kenna	BLM – Arizona State Director	BLM
Corbin Newman	USFS – Regional Forester	USFS
Scott Hunt	AZ State – State Forester	Arizona
Butch Blazer	NM State – State Forester	New Mexico
Ken Phillips	NPS – Chief of Emergency Services, Grand Canyon	NPS
John Philbin	BIA – Regional Forester	BIA
Robin Poague	USFS – Special Agent in Charge	LE Representative

Southwest Sub-Team		
Kelly Castillo	BLM – AZ Fire Management Officer	Team Leader and Fire Program Representative
Tom Lister	BLM – Arizona Chief Ranger (LE)	LE Representative
Cheri Bowen	USFS – Law Enforcement Officer	LE Representative
Bob Leaverton	USFS – Region 3 F&AM Director	Fire Program Representative
David Geyer	AZ State – Fire Operations Specialist	AZ State Representative
Donald Griego	NM State – Fire Management Officer	NM State Representative
Leon Ben	BIA – Western Region Fire Management Officer	BIA/Tribal Representative
Kenan Jaycox	USFS – Southwest Coordination Center (SWCC) Center Manager	Dispatch Program Representative
Sean Fielding	NPS – Grand Canyon Center Manager	Dispatch Program Representative
Art Goldberg	BLM – Telecommunications Manager	IT/CIO/Radio Representative
Tim Cochran	USFS – SW Radio Zone Manager	IT/CIO/Radio Representative

Consultant Support		
Susan Bosco	Senior Consultant	Management Analysis, Inc. (MAI)
Michelle LeGrande	Consultant/Analyst	Management Analysis, Inc. (MAI)