



# Interagency Interoperability Oversight Group Central Oregon Interagency Radio Integration Pilot Project Charter



## Background

This project is a result of the synergy from the 2009 IIOG visit to Central Oregon. During the visit, the IIOG learned about issues affecting interagency radio communications. They recognized the potential to design a seamless, integrated interagency radio system from a single service provider. This project will include the development of methodology or template for similar implementation all across the country.

## Purpose / Problem Statement

Historically the communications infrastructure was designed around single agency needs and systems. The opportunity exists to join the various cooperating agency and stakeholder resources into a single integrated communications system; utilize new technology; reduce the costs of operating and maintaining the system; and ultimately deliver a single interagency service provider solution which meets the business requirements of the customers it serves. The project will begin with a contracted outside study to see if there are technical and operational solutions available to resolve long-term interoperability issues between federal land management agencies and local cooperators within the area of operation. One of the products of this study will be the design of a single radio system that is the resulting convergence of the current BLM and FS systems. The final result of this project will be to install the most cost effective technical solution that meets user needs while solving operational system maintenance, governance and ownership issues on an interagency basis.

## Scope

For the purpose of this effort, this system will support the business needs of the Central Oregon Interagency Dispatch Center (COIDC) and the field users it supports including Fire and Aviation Management, Law Enforcement and Investigations and natural resource management work.

COIDC includes the Prineville District BLM, the Ochoco and Deschutes National Forests and the Crooked River National Grasslands. Stakeholder partners which must be considered and consulted include the Deschutes County Sheriff, Crook County Sheriff, Jefferson County Sheriff, Oregon Department of Forestry (ODF), Warm Springs Agency, and Oregon Wireless Interoperability Network (OWIN) initiatives.

The project will be conducted in two phases.

**Phase I** – This will be comprehensive integration effort for the radio communications systems supporting the COIDC area. Efforts to obtain a contractor to create the recommended design will begin early in FY 2010 with a target for adopted options by September 30, 2010.

- Documentation of all current assets.
- Documentation of requirements including user needs
- Collection of user needs and management validation
- Develop multiple alternatives of technical solutions
- Government review and final direction
- Development of final solution

**Phase II** – This phase is the implementation of the recommended and approved alternative as designed by the contractor in Phase I. This will begin October 1, 2010 and be completed by September 30, 2013.

- Implementation of final solution

The full scope phase I of the project will be clearly defined through a comprehensive business needs analysis of customers that this radio communications system will serve.

The focus of this effort is on radio communications; with a goal of a seamless radio system. Systems to be included in this effort are those currently owned and managed by the BLM and FS within the COIDC area. Consideration will be given to “leveraging” neighboring agency resources and ensuring that actions “do no harm” to cooperators and other stakeholders.

All aspects of the components necessary to create a seamless, single service provider interagency solution will be addressed. This includes (but not limited to) policies, systems, funding, governance and services that support radio communications. This analysis will provide the foundation for the proposal for the integration effort in the COIDC area and as a template for implementation in other parts of the country where appropriate for any affected DOI and FS agencies.

### Objectives

The objective of this project is to deliver a system that is integrated and working seamlessly to support the COIDC customer base.

1. Using a contracted radio engineering consultant, design a fully integrated system that will serve the business needs of the COIDC customer base and do no harm to cooperating agencies/partners/stakeholders. The contractor will reduce the opportunity for agency-specific bias and stove-pipe design approach. The deliverables from the vendor will include:
  - a. Business Needs Analysis
  - b. Design & methodology used in creation of design
  - c. Project Plan – Including a list of resources necessary to implement.
2. Simplify the current method for accessing maintenance and support services.
3. Identify policies, standards and procedures which present barriers to the success of this effort for consideration and resolution by the IIOG.
4. Ensure that existing and new configurations that are deemed successful are retained and used as appropriate.
5. Provide a set of tools/templates/documentation appropriate for use when replicating this effort in other parts of the country.
6. Implement proposed design

### Roles and Responsibilities

- **Project Sponsor(s):** Vaughn Stokes, Sanjeev (Sonny) Bhagowalia, Jim Douglas
- **Project Champion(s):** Mike Field (FS), Tim Quinn (DOI), Kim Thorsen (DOI-LEI), Tim Lynn (FS-LEI)
- **Project Manager:** Eileen Richey
- **Project Liaison(s) :** Kolleen Shelley, Jimmie Porter, Russell Sveda, Carl Gossard
- **Project Coordinator - TBD**
- **Customer:** Interagency (USDAFS and DOI) users in the COFMS area representing Fire and Aviation Management, Law Enforcement and Investigations, Service First, and State and Private cooperator stakeholders.

### Project Team

The project will be managed by a project coordinator (to be identified). This individual will be a qualified Contracting Officers’ Technical Representative (COTR), be knowledgeable in radio technology applicable to this project, have a comprehensive understanding of interagency relationships and be responsible for overall project management. Project management certification is not required but desirable.

Name	Agency
TBD	TBD – Project Coordinator / Lead / COTR
Russell Sveda	DOI – IRA Chair
Jimmie Porter	FS Asst Director for Radio
Thuy Ta	BLM

Dan Smith	FS LEI in OR
Mark Hilton	FS Radio Design
Shannon Tippet	BLM Radio
Branden Diemer	BLM Radio Engineer
Mike VanDermyden	BIA CIO
TBD	DOI LEI
Matt Cnudde	NWCG Radio
Alan Albertson	BLM Telecom Specialist
David Santiago	BLM Telecom Specialist
Simon Strickland	FS Radio Program Manager
Eileen Richey	Project Manager
Kolleen Shelley	IIOG Program Manager
TBD	Contract Radio Design Engineer

**SME/Advisors to Team**

<b>Name</b>	<b>Agency</b>
Stuart Mitchell	DOI Network Architect
Steve Jenkins	NIFC Radio Cache
Doug King	FS Radio Engineer
Efrain Lozano	FS Network Architect
Carl Gossard	Liaison to Stakeholders
TBD	Communications Specialist
	Grants and Agreements Specialist - BLM
Kathleen High	Grants and Agreements Specialist – FS CIO
Steve Fisher	BLM Network Architect

**Project Approach**

The Project Coordinator and local area staff must work together to ensure that a comprehensive list of stakeholders and partners is gathered for consultation.

1. The contractor, in consultation with the Project Coordinator/Lead and local area staff will:
  - a. Complete a business needs analysis as prescribed in the Statement of Work (SOW).
  - b. Compile an “as-is” radio inventory (compile various agency information into a comprehensive integrated inventory).
  - c. Prepare coverage mapping of “as is” and “to be” systems
  - d. Analyze spectrum management and identify efficiency improvements.
  - e. Complete a “to-be” system design for approval by stakeholders.
  - f. Complete a gap analysis between the ‘as is” and “to be” systems.
  - g. Validate that the new system meets business requirements and improves efficiencies.
  
2. The project team through the Project Coordinator will provide:
  - a. Government furnished equipment and information as described in the Statement of Work.
  - b. Ensure that business representatives are available to the contractor.
  - c. Facilitate setting up meetings and locations for contractor as described in the SOW.
  - d. Provide feedback and approvals to the contractor per checkpoints as described in SOW.
  - e. Provide government furnished resources as described in the SOW.
  - f. Monthly status reports to IIOG.
  - g. Monitor expenditures and report to IIOG Program Manager.
  - h. Identify and recommend policy changes to the IIOG.
  - i. Provide project communications to local stakeholders.
  
3. IIOG will be responsible for:
  - a. Funding and resources to complete the project.

- b. Mitigation of identified policy barriers to complete the project.
- c. Market and communicate the project to the interagency benefactors.

**Project Deliverables**

<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
SOW for Contract Resources	Diemer, Strickland, Team		Complete
Government Cost Estimate for SOW	Team		Complete
Team View AK AFS Webinar	Kolleen	10/22/2010	Complete
Project Charter Draft	Project Team	12/15/2010	12/15/09
IIOG Feedback on Charter	IIOG	1/27/2010	
Final Charter for IIOG Signature	IIOG	2/1/2010	
Interagency partners to provide project funding	IIOG	2/10/2010	
Transfer Funds accordingly (contractor & FTE)	FS / Bureaus / DOI	2/20/2010	
Advertise project coordinator position	FS	3/1/2010	
Hire project coordinator	FS	5/1/2010	
Procurement to advertise and select Contractor	TBD	3/15/2010 – 7/1/2010	
Identify communications specialists	IIOG	4/01/2010	
List of individuals and contact information that contractor will discuss business needs.	Project Coordinator	6/1/2010	
Communication Plan	Communications Specialist / Project Coordinator/ IIOG Program Manager / Local Stakeholder Liaison	7/1/2010	
Contractor Start Work	BLM Contracting	8/1/2010	
Develop Project Plan based on actual Contractor Start dates per SOW.	Project Coordinator and Assigned PM	TBD	
<b>Business Needs Analysis</b>	Contractor	Per SOW	
<b>Template for applying methodology in other parts of the country.</b> <ul style="list-style-type: none"> <li>• List of types of stakeholders to consider in future opportunities. Ensure state/federal/local/tribal and possibly utility companies are offered opportunity to partner/provide input.</li> <li>• Lessons learned documentation</li> </ul>	Contractor Team Project Coordinator Communications Detailer	Per SOW	
<b>“As Is” Radio Inventory</b> <ul style="list-style-type: none"> <li>- Coverage Mapping (what about these)</li> <li>- Spectrum Management</li> </ul>	Contractor using gov’t supplied information as baseline.	Per SOW	
<b>“To Be” design</b> <ul style="list-style-type: none"> <li>- Approval by Stakeholders</li> </ul>	Project Coordinator with Contractor & Liaison	Per SOW	
<b>Gap Analysis</b>	Contractor	Per SOW	
<b>Validation of improvements from design phase</b>	Contractor	Per SOW	
<b>Interagency management and governance recommendations</b> – sharing O&M responsibilities and opportunities between agencies, i.e. staffing, management and funding.	Project Coordinator and team		

Description	Responsible	Due Date	Status
<p><b>Policies</b> – Review of individual departmental and agency policies will be conducted. The purpose is to identify any policies which are barriers to success in this project. The team will deliver recommendations for policy changes and/or standardization between the USDA FS and DOI for appropriate IIOG support. Review policies that allow all parties to resolve current barriers. These areas include:</p> <ul style="list-style-type: none"> <li>• IT Security</li> <li>• Spectrum Management</li> <li>• RoIP in both DOI and USDA</li> <li>• Standard Configurations</li> <li>• Training Standards</li> <li>• Tower Climbing Policy</li> </ul>	Project Coordinator and team		
<p><b>Support Services</b> - Procedures and service level agreements will be reviewed to support the integrated system.</p> <ul style="list-style-type: none"> <li>• Operations and Maintenance – The team will recommend methodology for sharing maintenance resources. The goal is to provide a single point of contact for customers when support is needed. This ultimately will result in improved efficiency and likely reduce costs of maintaining the system.</li> <li>• Help Desk Accessibility and Simplification</li> <li>• Service Level Agreements between agencies</li> <li>• Cooperative Lifecycle Funding</li> </ul>	Project Coordinator and team		
<p><b>Systems</b> <b>FY 2011 funding</b></p> <ul style="list-style-type: none"> <li>• <i>Sharing of Infrastructures and sites</i></li> <li>• <i>Sharing Equipment Inventory</i></li> <li>• <i>Sharing of Technology</i></li> </ul>	IIOG	7/1/2010	
<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Memorandums of Understanding and Cooperative Agreements</li> <li>• Consideration and communication of any proposed changes as it affects stakeholders (Change Management)</li> <li>• Standard Configuration Management</li> </ul>	Project Coordinator and team		
Implementation of “to be” system to begin	Project Coordinator and Team / TBD	12/1/2010	
Funding FY 2012	IIOG	7/1/2011	
Funding FY 2013	IIOG	7/1/2012	
System installation complete	Project Coordinator and team	9/30/2013	
Lifecycle replacement and annual operations funding plan of action for 2014 and beyond	Interagency Benefactors	12/1/2013	

Description	Responsible	Due Date	Status
Lessons learned and templates	Project Coordinator and team	12/15/2013	
Project Closeout	Project Coordinator and team	12/31/2013	

### Constraints and Assumptions

#### Constraints

- Policies and procedures of the various agencies
- Terminology
- Personalities
- Chain of command and line authorities
- Budget
- Technology

#### Assumptions

- Dedicated resources will be made available – This includes contract support, full time dedicated Project Coordinator, misc detailers, etc.
- Project buy in, cooperation and support by all stakeholders (local, area, national and line leadership)
- Any identified barriers will be mitigated
- Funding will be available to complete the project
- Communications to all parties will be facilitated by the Local Liaison to Line with the assistance of a communications specialist.

### References (needs work from this point forward).

- Meeting notes and conference call materials.
- Statement of Work for Contractor

### Risk Management

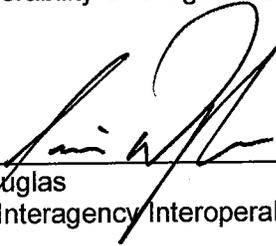
Risk	Mitigation	Contingency Plan
RoIP Policy at DOI and BLM	Tim Quinn said policy will be adjusted, etc.	BLM will feed ROIP over FS network
Spectrum Management Policy	FS will share. Mike Field will ensure that appropriate FS personnel know.	Project Coordinator will work with IIOG to resolve.
Funding inadequate to cover cost of project.	Look for new funding sources	Redefine project scope to align with available funding
Staffing shortages delay the project.	Redefine the project timeline to accommodate delays	Purchase new resources
Conflicting Opinions of Project	Jimmie Porter (FS) and Russell Sveda (DOI) will work in partnership with the Project Coordinator (TBD) and the IIOG Program Manager to resolve disagreements.	If conflicts cannot be resolved amongst team members with the assistance of Jimmie Porter, Russell Sveda, the Project Coordinator and the IIOG Program Manager, the issue will be escalated to the IIOG through the IIOG Program Manager.

### **Project Facilities and Resources**

- Local / national funding already available
- Local resources / national resources
- What does IIOG need to supply?
  - Break down barriers
  - Ensure resources and money is available
  - Project Coordinator
- Dedicated time for team members and SME as listed above to support the effort..

### **Approval**

This Charter for the Central Oregon Interagency Radio Integration Pilot Project is approved by the Interagency Interoperability Oversight Group (IIOG) as written.



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Jim Douglas  
Chair, Interagency Interoperability Oversight Group

Feb 9 2010  
Date