



Interagency Dispatch Implementation Project

IDIP

Phase 1

Final Report - September 2016

“Program delivery of dispatch services while meeting the mission needs of the FS and DOI, as well as state, local and tribal stakeholders.”

Table of Contents

Executive Summary	3
Interagency Dispatch Implementation Project Plan / Charter Deliverables.....	5
Deliverable # 1 - Computer Aided Dispatch Standardization (CADS).....	5
Deliverable #2 - Interagency Dispatch Operations Guide (IDOG)	6
Deliverable #3 - Dispatch Governance and Staffing.....	7
Summary, Status and IDIP Recommended Priority of Implementation Initiatives	7
Fair Share Costing Analysis Tool (FCAT).....	11
Dispatch Center Core Duties.....	12
Wildland Fire Dispatch Core Duties	13
Dispatch Computer Management and Support	15
IDIP IT Team Response to Joint CIO Inquiry	15
Interagency Fire Management Website Standardization	17
Improve Help Desk Support for Interagency Dispatch Centers	20
IT Network Congestion during Surge Periods.....	21
Radio over Internet Protocol	22
Radio Network Mapping.....	23
Radio Network Deficiencies.....	24
Dispatch Center Manager / Assistant Center Manager Delegation of Authority	25
Interagency Wildland Fire Career Dispatcher Development Curriculum	26
Understanding Interagency Agreements	27
Interagency Service and Supply Plans	28
Strengthening the Continuity of Operations Plan (COOP)	29
Geographic Information System (GIS) Support	30
AD Hiring and Administration	31
Dispatch Recruitment and Retention Strategies	32
Enhanced FireOrg User Guide.....	33
Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk.....	34
Appendix 2 – Summary of July 2015 – Mid-Project Review.....	42
The Future of the Interagency Wildland Fire Dispatch Program	45
Appendix 3 - IDIP Team Membership.....	46
Executive Sponsorship / Signatories.....	46
Steering Team	46
Oversight Team	46
Union Representation.....	46
Core Team – Technical Working Groups (TWG).....	47

Advisors.....	48
Appendix 4 - Benchmarking.....	50
Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters	51
Understanding Agreements, Operating Plans and Funding Documents	51
Agreements and Operating Plans Flow Chart	53
How to Apply Locally – Case Examples.....	54
Interagency Dispatch Operating and Financial Plans (Annual or Multi-Year)	55
Example Financial Plans.....	55
Strengthening Continuity of Operations Plans (COOP) Implementation Plan.....	57
Test, Training and Exercise (TT&E)	57
Implementation Period.....	58
Dispatch Center Manager/Assistant Center Manager Delegation of Authority.....	59
Interagency Dispatch / Coordination Center Manager Delegation of Authority Template	60
Incident Business Management	62
Virtual Incident Procurement System (VIPR)	62
Incident Service and Supply Plan.....	62
Incident Service and Supply Plan Template	62
ITEAM.....	62
Interagency Incident Management Service & Supply Plan Template.....	64
Interagency Wildland Fire Career Dispatch Core Competency Curriculum.....	70
Interagency Wildland Fire Career Dispatcher Development Curriculum - Desired Skills/Competencies.....	71
Interagency Wildland Fire Career Dispatch Core Competency Curriculum.....	74
Computer Aided Dispatch (CAD) - Geospatial Data Clearinghouse	76
Appendix 6 - References and Artifacts	86
Appendix 7 – Lessons Learned.....	87
Overall Project Support.....	87
Interagency Leadership.....	87
Budget	87
Timeline.....	88
Personnel Support	88
Communication and Collaboration.....	89
Human Resources Management	90
Project Administration.....	91

Executive Summary

The USDA Forest Service and the Department of the Interior Office of Wildland Fire Directors chartered the Interagency Dispatch Implementation Project (IDIP) in July 2014.

The IDIP Project Plan and Charter¹ described the IDIP as a project to implement recommendations of the 2008 Management Efficiency Assessments (MEA)² of Dispatch and Related Services and the 2012 Interagency Dispatch Optimization Pilot Project (IDOPP).³

The charter directed IDIP to focus on developing solutions to issues identified in dispatch operations within the federal and partner agencies supporting wildland fire and aviation operations, law enforcement and resource personnel. Common threads across the findings included significant faults and/or opportunities for improvement among dispatch communications, interoperability, staffing and retention, business tools, technology, governance and policy.

The IDIP charter provided eighteen months to develop and implement solutions to these key deliverables:

1. Establish Computer Aided Dispatch (CAD) Standardization amongst wildland fire agencies to replace legacy CAD applications that do not comply with security requirements, do not provide optimal operational support to dispatch and that the agencies can no longer sustain using sole source contracts under federal acquisition regulations.
2. Develop an Interagency Dispatch Operations Guide (IDOG) to codify Leadership Intent to support the Interagency Strategy for Implementation of Federal Wildland Fire Management Policy across the dispatch system.
3. Develop a path forward for standardized Agency Governance that addresses appropriate structure, funding policies, decision processes and delegation of authorities for use in managing dispatch operations.

The IDIP Oversight team recruited Subject Matter Experts (SME) that represented an interagency cross section of dispatch tiers, fire management and geographic areas. Each SME was assigned to one of three Technical Working Groups (TWGs) to address the multitude of topics within Governance, Facilities/IT/Infrastructure and Workload/Staffing (Deliverables 2 and 3). They identified a separate Integrated Project Team (IPT) to complete Deliverable 1, the Computer Aided Dispatch Standardization (CADS) effort. A complete roster of IDIP participants is available in Appendix 3 - IDIP Team Membership.

Throughout the process, the team developed summary documents and briefing papers for leadership and for the dispatch community on progress within the various facets of the IDIP. They also conducted virtual road shows to present the findings and status of IDIP topics to the field, for which they received positive feedback.

The CADS IPT conducted a requirements analysis and developed comprehensive requirements based on identified wildland fire and other dispatch business needs. During this iterative process, the contracting officer advertised two consecutive Requests for Information (RFIs) to which vendors and stakeholders responded with constructive feedback. Based upon this, the IPT developed the foundational requirements for an acquisition plan. The WFIT

¹ https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/reports/ProjectPlanIDIP_July2014.pdf

² <http://www.fs.fed.us/fire/management/assessments/>

³ Recommendations from the MEA appear in Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk.

process will determine the managing partner agency and will secure funding to support the CADS acquisition. Funding in fiscal year 2017 would allow adequate time for contract action, source selection and phased development and implementation of the new system.

For the second deliverable, the IDIP team compiled a recommended table of contents and wrote several IDOG chapters, which are included in Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters. The IDIP Project Lead and Coordination System Business Lead jointly recommend that the agencies incorporate these chapters into the Redbook for calendar year 2017. The IDIP team handed off responsibility for IDOG completion to the National Coordination System Committee (NCSC) chartered under the National Wildfire Coordinating Group (NWCG) in coordination with the Dispatch Efficiency Working Group (DEW).

To address the multitude of issues included under Agency Governance, the TWGs analyzed the sub-topics and wrote problem statements to define the current conditions, to describe issues present because of the current situations and to describe the benefits available upon resolution of the issues. From the problem statements, the TWGs created a wide range of alternatives and assessed technical challenges, resource needs and implementation feasibility, ultimately agreeing upon preferred solution for each issue. Together, the entire IDIP team prioritized all issues and summarized them in the table in Summary, Status and IDIP Recommended Priority of Implementation Initiatives. They identified as highest priority the need for single sign-on (or access authentication) and an application similar to Firenet.gov for interagency collaboration as paramount to improving overall dispatch service delivery to the field. The team learned of on-going work between agency CIO offices to resolve these issues, so IDIP did not pursue these topics.

This report is also a compilation of the team-generated IDIP Briefing Papers (BP) addressing each key issue and potential steps to resolution. While the team prepared some issues for resolution and implementation at the local level, many issues await action by the Wildland Fire Information and Technology (WFIT) organization and the NCSC or agency leadership. The team distributed each BP to agency leadership, the larger dispatch community and to WFIT or NCSC, as appropriate, for handoff and implementation. The "Summary, Status and IDIP Recommended Priority of Implementation Initiatives" section details each issue and steps necessary to resolution.

The teams did not develop a methodology for tracking progress on the various issues, and recommend that the NCSC hold this primary responsibility. The agency must track each of the items handed off to various entities for completion, to ensure that these issues move toward resolution and do not continue to plague the dispatch and coordination system.

The team recommends that the local dispatch offices drive strategies for national and local leadership consideration of optimization / consolidation of dispatch offices for the strongest ground-level support to such efforts. Consolidation can only occur if the information technology and communications infrastructure can support it.

The team also recommends that the agencies charter an IDIP Phase II to provide tools and support optimization efforts at the local level. This should include a workload and costing tool building upon IDIP Phase I efforts toward a Fair Share Costing Analysis Tool (FCAT).

Appendix 7 – Lessons Learned summarizes the greatest successes and challenges during the 18 months allotted to this project and makes recommendations for consideration by those conducting similar projects.

Interagency Dispatch Implementation Project Plan / Charter Deliverables

The Interagency Dispatch Implementation Project (IDIP) Project Plan / Charter⁴ directed that the project team produce three key deliverables and several sub-deliverables. The following pages summarize the status of these deliverables as of September 18, 2016.

Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)

WildCAD Contract Mitigation

The IDIP charter instructed the team to “address the Forest Service (FS) concerns in order to allow DOI and the FS to continue to operate CAD systems currently in use until a replacement CADS capability is in place.” This task took significantly more time than anticipated and adversely affected other deliverables as the team obtained Forest Service waivers and attempted various acquisition solutions. In December 2015, the DOI contracted for operations and maintenance support to the legacy CAD system used in the majority of wildland fire dispatch offices nationally, WildCAD. The DOI contracting officer may exercise renewal options on the contract through 2019, providing the agencies the support necessary to continued use of the system, though not fixing the underlying issues related to system security and Section 508 noncompliance.

Although the current DOI contract retains necessary support to dispatch operations, it does not guarantee that security concerns, acquisition management protocol and budget cycle support will be in place to provide a viable CAD solution prior to the expiration of this contract.

Computer Aided Dispatch Standardization (CADS)

The Integrated Project Team (IPT) for Computer Aided Dispatch Standardization (CADS) conducted a requirements analysis and developed comprehensive requirements based on identified wildland fire and other dispatch business needs. During this iterative process, the contracting officer advertised two consecutive Requests for Information (RFIs) to which vendors and stakeholders responded with constructive feedback. The IPT addressed or incorporated all comments as well as information they gleaned from a well-attended industry day and vendor product demonstrations, and developed the foundational requirements for an acquisition plan. Work continues on the remainder of the required business case including alternatives analysis, risk assessment and performance measures. The IPT is also working the Federal Information Technology Acquisition Reform Act (FITARA) requirements and project transition for completion under the Wildland Fire Information Technology (WFIT) organization. The CADS IPT members are generally willing to continue to support this effort for WFIT upon request, contingent upon supervisory approvals.

The WFIT process will determine the managing partner agency and will secure funding to support the CADS acquisition. Funding in fiscal year 2017 would allow adequate time for contract action, source selection and phased development and implementation of the new system.

This deliverable is the Fire Executive Council (FEC) Priority #7 of the 2008 Management Efficiency Assessment as shown in Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk.

⁴ https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/reports/ProjectPlanIDIP_July2014.pdf
Interagency Dispatch Implementation Project – Final Report – September 2016 – Page 5

Deliverable #2 - Interagency Dispatch Operations Guide (IDOG)

The Interagency Dispatch Operations Guide (IDOG) was Deliverable #2 in the IDIP Project Plan and Charter⁵. The team compiled a recommended table of contents based on feedback from various stakeholders, IDIP Team members and Steering Team members.

The IDIP team wrote several IDOG chapters, which are included in Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters.

⁵ https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/reports/ProjectPlanIDIP_July2014.pdf
Interagency Dispatch Implementation Project – Final Report – September 2016 – Page 6

Deliverable #3 - Dispatch Governance and Staffing

In 2008, the Fire Executive Council (FEC) prioritized the 2008 Management Efficiency Assessment⁶ issues for resolution. In January 2015, the National Coordination System Center Manager provided an updated status of these recommendations. This information is available in Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk.

The IDIP team collaboratively validated the ongoing need for resolution of these issues and began working on solutions. The following table depicts the IDIP work and priority recommendations for 2016 and describes the status of the issues and whether follow-on work is required as part of IDIP Phase 2 (beginning fall 2016). The table contains cross references to the FEC Recommendations contained in Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk.

Summary, Status and IDIP Recommended Priority of Implementation Initiatives

NOTE: The **highest priority** items unanimously identified by the IDIP team were the need for **single sign-on (or access authentication) and an application similar to Firenet.gov** for interagency collaboration. Resolution of these issues is paramount to improving overall dispatch service delivery to the field. The team did not develop a briefing paper on this topic as they were informed of the on-going work to resolve these issues.

IDIP Recommended Priority	Issue	Status / Comments	Handoff to NCSC	Handoff to WFIT / OCIO	Handoff to Interagency Leadership	Ready for Field Implementation
1	For Updated 2008 MEA / IDIP /NICC See Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk Fair Share Costing Analysis Tool (FCAT)	<ul style="list-style-type: none"> • Ties to FEC Priority 2. • Work initiated by IDIP but not complete due to resource and time constraints. • Delivered to NCSC and Leadership 7/14/2016. • NCSC will resume initiative in fall of 2016. 	X		X	

⁶ <http://www.fs.fed.us/fire/management/assessments/>

IDIP Recommended Priority	Issue For Updated 2008 MEA / IDIP /NICC See Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk	Status / Comments	Handoff to NCSC	Handoff to WFIT / OCIO	Handoff to Interagency Leadership	Ready for Field Implementation
1a	Dispatch Center Core Duties, <i>(Validation of Previously Identified and FEC Approved List)</i>	<ul style="list-style-type: none"> • Ties to FEC Priority 2. • Necessary to measure workload in FCAT. • Tied closely to Interagency Wildland Fire Career Dispatcher Developmental Curriculum. • Validated by IDIP Team • Delivered to NCSC and Leadership 03/2016. 	X		X	X
2	Dispatch Computer Management and Support	<ul style="list-style-type: none"> • Ties to FEC Priority 21 • Delivered to WFIT / OCIO September 2015. • VRS Conducted 4/28/16 to Brief Dispatch Community on Status and efforts underway. • No solution implemented in field to date. • FS CIO proposed partial solution includes “ready racks” for automated / continuous PC updates. 		X	X	
3	Interagency Fire Management Website Standardization	<ul style="list-style-type: none"> • Project proposal delivered to Fire Management Board May 2016 • Pilot project initiated August 2016 • Project will continue under NCSC 	X			
4	Improve Help Desk Support for Interagency Dispatch Centers	<ul style="list-style-type: none"> • Ties to FEC Priority 20 • Delivered to WFIT 8/2/16 • Included in 2016 OCIO Trip Agenda. • Commitment obtained for interagency CIO team to explore options. • IDIP effort complete. 		X		
5	IT Network Congestion during Surge Periods	Delivered to WFIT – 4/11/16		X		
6a	Radio over Internet Protocol	Delivered to WFIT - 4/11/16		X		

IDIP Recommended Priority	Issue For Updated 2008 MEA / IDIP / NICC See Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk	Status / Comments	Handoff to NCSC	Handoff to WFIT / OCIO	Handoff to Interagency Leadership	Ready for Field Implementation
6b	Radio Network Mapping	Delivered to WFIT - 4/11/16		X		
6c	Radio Network Deficiencies	Delivered to WFIT – 4/11/16		X		
7	Dispatch Center Manager / Assistant Center Manager Delegation of Authority	<ul style="list-style-type: none"> • Ties to FEC Priority 30 • Delivered to NCSC 6/23/16 • IDOG Chapter Written • Ready to Implement • IDIP Activity Complete 	X			X
8	Interagency Wildland Fire Career Dispatcher Development Curriculum	<ul style="list-style-type: none"> • Ties to FEC Priority 30 • Delivered to NCSC 8/17/2016 • Some components can be implemented in field. • Additional work to be completed by NCSC 	X			X
9	Understanding Interagency Agreements (Standardizing the Use)	<ul style="list-style-type: none"> • Ties to FEC Priorities 30 and 32 • Delivered to NCSC 6/21/16 • VRS postponed due to fire activity. • NCSC to hold VRS fall 2016. • IDOG Chapter Complete 	X			X
10	Interagency Service and Supply Plans	<ul style="list-style-type: none"> • Ties to FEC Priority 16 • Handoff to NCSC and Interagency Incident Business Management 6/21/16. • IDOG Chapter written. • IDIP Activity Complete • Ready to Implement 	X			X

IDIP Recommended Priority	Issue For Updated 2008 MEA / IDIP /NICC See Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk	Status / Comments	Handoff to NCSC	Handoff to WFIT / OCIO	Handoff to Interagency Leadership	Ready for Field Implementation
11	Strengthening the Continuity of Operations Plan (COOP)	<ul style="list-style-type: none"> • Ties to FEC Priorities 12 and 35. • Updated to comply with FEMA standards • VRS Conducted 5/19/16. • Template posted to IDIP Website and distributed. • IDOG Chapter Complete • Handoff to NCSC 04/11/2016 • Ready to Implement 	X			X
12	Geographic Information System (GIS) Support	<ul style="list-style-type: none"> • Pilot Project Initiated • Handoff to NWCG Geospatial Data and NCSC committees 9/12/16 • IDIP Activity Complete 	X			
13	AD Hiring and Administration	<ul style="list-style-type: none"> • Ties to FEC Priority 15 • Delivered to Agency Leadership 6/24/16 • IDIP Activity Complete 			X	
14	Dispatch Recruitment and Retention Strategies	<ul style="list-style-type: none"> • Delivered to NCSC 9/7/2016 for follow-on work. 	X		X	
15	Enhanced FireOrg User Guide	<ul style="list-style-type: none"> • Ties to FEC Priority 2. • Developed for optional use until FCAT can be completed. • Complete, Posted, Distributed⁷ • IDIP Activity Complete. 	X			X

⁷ FireOrg User Guide - <https://www.forestsandrangelands.gov/WFIT/applications/IDIP/tools.shtml>.

Fair Share Costing Analysis Tool (FCAT)

Project Status

May 26, 2016

Problem Statement

Confusion exists between the Interagency Dispatch Implementation Project (IDIP) Fair Share Cost Analysis Tool (FCAT) under development which utilizes many of the same databases and model simulations of the Wildland Fire Investment Planning System (WFIPS).

Key Issues

The key difference in the models is their output goals and how they get there; the FCAT is a pre-ignition model where the WFIPS is a post-ignition model.

In addition, where the “WFIPS analyzes trade-offs between investments in preparedness, hazardous fuels and suppression budgets,” to determine “the initial attack efficiency is determined by simulating the suppression of individual fires”⁸ the FCAT model is not related to investment but rather displays work capacity.

Benefits of Implementation

The FCAT model will determine the work capacity requirement for each of the 145 dispatch centers based on the seasonally adjusted demand incorporating a correlation coefficient between fire and fire support demand. This will greatly reduce the current level of uncertainty around readiness and demand planning during peak fire season. It will also determine the percentage of core center duties and provide a determination of the dispatch center complexity in relationship to the national scale of tier level.

Additionally it will capture multiyear trends for center complexity (stable, declining or increasing), and recommend work capacity changes to reflect those changes providing managers information for potential optimization opportunities.⁹

Recommendations

While the models have different objectives the IDIP Project Lead believes they may, in the future, complement each other by combining the work capacity versus demand outputs of the FCAT with WFIPS investment model for other fire suppression resources.

The FCAT proof of concept requires an additional 100 days of work time by the analyst to complete and beta test. The analyst’s detail terminates on 28 May 2016. The analyst is scheduled to return to his position of record within the CIO and will no longer be available to IDIP unless an extension is negotiated.

The IDIP Project Lead recommends, as these two efforts span 3 unique AD areas, Mark Lichtenstein, Larry Sutton and Dick Bahr meet to determine the value of the continuation of the FCAT effort and to resolve the 100 day issue, if the desire of the AD’s is to continue the FCAT project.

NOTE: This recommendation as written above was handed to leadership in May 2016. The handoff included all work to date by the analyst, IDIP team members and the charter. Additional work including defining and determining complexity ratings for dispatch centers (Tier 3, high, medium and low) is essential to further development of a workload analysis and costing tool.

⁸ Trethewey, Diane [Trethewey, Diane - http://www.fs.fed.us/rmrs/people/dtrethewey](http://www.fs.fed.us/rmrs/people/dtrethewey)

⁹ Artifact Interview with Doug Stefan - 12 May 2016, Kuhn Robert

Dispatch Center Core Duties

March 4, 2016

Issue

Time sensitive non-core duties regularly divert dispatchers from their primary functions during periods of high fire activity, potentially compromising safety and protection of life and property. Core dispatcher functions include initial attack dispatching, resource coordination, expanded dispatch services for large incidents, and predictive services/intelligence gathering.¹⁰ There is no supplemental staffing to support non-core duties such as incident qualifications management, training, AD administration, website/social media/media management and incident purchasing.

Key Points

- Safety and the mission—critical protection of life and property are the highest priority for dispatchers.
- Non-core duties interfere with accomplishment of high priority (core) dispatch work.
- Conflicting priorities between core and time sensitive non-core duties causes employees additional stress and fatigue.
- Dispatch staffing has not increased commensurate with increases in non-core duties.
- Turnover and vacancies throughout the organizations limit dispatch staff capacity.
- High employee turnover limits workforce development and implementation of succession planning.

Recommendation

Codify attached core dispatch duties by inclusion in the Interagency Dispatch Operating Guide (IDOG). Require that management request any deviations from core duties through the center governing board, and provide funding and staffing increases commensurate with the non-core workload.

Benefits of Implementation

- Increased safety and improved service delivery to the field by reducing distractions that may cause operational risk during high fire activity.
- Enhanced employee work-life balance, reduced stress, improvements to employee recruitment and retention.
- Reduced employee fatigue and turnover will improve workforce development, successional planning, and continuity of services while maintaining high level of corporate knowledge and base skills.
- Cost avoidance through decreased recruitment needs and associated employee onboarding costs (e.g. transfer of station, orientation, and training).

¹⁰ Management Efficiency Assessment of the Interagency Wildland Fire Dispatch and Related Services, <http://www.fs.fed.us/fire/management/assessments/> - August 25, 2008, page i.

Wildland Fire Dispatch Core Duties

As Independently Identified in 2008 Management Efficiency Assessment (MEA) and Validated by 2015-16 IDIP

Direct Fire Support to include Initial Attack and Expanded Attack Dispatching

- Uses radio consoles to transmit and receive messages; creates radio problem ticket to resolve/report issues. Tracks fire resources.
- Orders and coordinates Infrared (IR) operations; may provide flight following services if using non-standard IR system.
- Creates Equipment and Supply numbers (E# and S#'s) at time of mobilization of contracted resources; uses VIPR to find available vendor resources to meet incident needs; researches CAD/ROSS for contract resource mobilizations; maintains CAD data for VIPR/contract resources (local dispatch); maintains ROSS data for updated VIPR/contract resource data. Ensures all actions are adequately documented.
- Provides resource tracking documents as needed for daily cost summaries.
- Fills resource requests for agency and EFF/ADs and provides copies to resource and hiring official; Requests/processes emergency travel from TMC/Concur for the EFF/ AD and processes travel itinerary through ROSS. Reconciles travel to credit card statements, as appropriate.
- Creates and or verifies FireCode/financial incident charge code using appropriate agency incident business guidelines and direction; if incident jurisdictional agency changes, ensures that the FireCode is changed appropriately.
- Create S#,s, initial oversight of IC purchasing/support requests, uses Service & Supply plan to support incident/local needs; ROSS/CAD systems maintained with vendors/resources identified in Service & Supply plans; receives updates to Service & Supply plans from agency support staff.
- Fills resource requests for out-of-area incident resource needs (ROSS); facilitates making emergency travel as needed and updates travel itinerary in ROSS; checks and validates ROSS resource status especially of non-overhead resource types (i.e., crews, teams, engines, aircraft, etc.), creates or edits ROSS rosters and create Crew Manifests as appropriate.
- Sets up expanded dispatch to process IMT requests; maintains dispatch "kit" of pre-staged computers, supplies, etc. for expanded dispatch operations; prepares briefing on incident & resources for LMAC/GMAC; may run/support a local mobilization or staging center; Coordinates Buying Team, Logistics/Transportation function as appropriate.
- Requests TFRs and temporary towers from FAA, makes notification of aerial hazards & Military Training Routes (MTRs) and de-conflicts airspace.
- Provides flight following and aviation resource tracking; can create flight strips, procure aviation resources as needed to meet fire incident or RX fire needs.
- Assumes Incident Commander role until IC is on scene; uses CAD to determine initial response based on run cards; utilize closest forces for initial and extended attack mobilization; provides information to responding resources of potential values at risk, resource management objectives (i.e., wilderness, retardant avoidance areas, etc.); creates resource orders for non-local resources; conducts shift change and dispatch floor briefings.
- Processes orders for cache items.

Coordination

- Works with other local large incidents and neighboring dispatch centers with large fires and the GACC to determine possible reassignments; implements demobilization plan.
- Provides prescribed fire(RX) project radio coverage, mobilizes prescribed fire resources; facilitates spot weather requests; may report prescribed fire acres completed; may work with smoke monitoring reporting; make notifications to external parties as appropriate. Ensure contingency resources are in place. Monitoring prescribed fire activities through coordination with field personnel.
- Receives notifications of burn permits/activities that are activated for that day's burning.

- LMAC, board of directors/coordinating group collaboration and coordination.

Administration

- Provides supporting documentation for validating cooperator/contractor usage for fire billings.
- Completes routine and incident procurements; reconciles Credit/Purchase card statements.
- Complies with agency IT security guidance on issuing and monitoring usage of computer access accounts.
- Provides training and support to local militia dispatch workforce.
- Provides supporting documentation to LE/Line for trespass fire billings.
- Routes requests for information to appropriate staff. Researches information for FOIA/RFI information and documentation requests. Provides information to appropriate staff or FOIA coordinator.
- CM - ensures that dispatch staff development, tracking, scheduling, hiring, EPAP/IDP, timekeeping & pay, training, labor relations, employee supervision & accountability, employee travel regulations are all met; manages dispatch budget and identifies fair share funding processes and opportunities.
- Implements and maintains knowledge of policy, guidance and services defined by agreements, MOUs, AOPs, plans; develops and maintains Continuity of Operations Plans (COOP).
- Participates in interagency meetings affecting resource mobilization and incident dispatching.
- Ensures that 24x7 "Fire On-Call Dispatcher/Coordinator" contact is determined and available.
- Creates ticket for computer/IT problems and help desk requests; creates S#s for additional IT hardware support for incidents.

Intel/Predictive Services

- Gathers current fire & resource situational information; inputs 209/sit info into national reporting systems.
- Prepares end-of-year reports; prepares ad-hoc reports; prepares dispatch records for archiving.
- Ensures that daily RAWs weather observations have been entered; monitors sensors & weather observations for accuracy/issues; pulls and distribute weather reports using approved agency methods (radio, txt message, email, web posting, etc.); distributes any changes in weather in a timely manner (i.e., Red Flag warnings/fire weather watches/severe weather warnings); coordinates spot WX requests with NWS and distributes forecasts; reviews daily NFDRS indices to ensure proper staffing and preparedness levels are correct.
- GACC coordinates geographic NWS AOPs, performs fire weather & fuels forecasting, and manages communication of local, geographic and national weather data dissemination.
- Maintains updates and posts local dispatch website/blog content.

Dispatch Computer Management and Support

IDIP IT Team Response to Joint CIO Inquiry

September 28, 2015

Problem Statement

Dispatchers on average spend 20 percent or more of their time providing information technology (IT) support in local and geographical dispatch and coordination centers (FS or BLM, NPS, BIA, FWS, States and Local Government).

The IT support role (by non-CIO personnel) performed includes routine and non-routine PC operational and maintenance duties across multiple agency IT infrastructures, computer systems and fire applications; and numerous user account management systems. While this is sometimes manageable during non-peak incident activity this non-core workload detracts from the primary dispatch mission of supporting wildland fire activities during periods of high activity and increases risk exposure to field operations.

When IT problems do arise, it is reported by the users and is not unusual to wait up to four days for a response to a helpdesk request. Work-arounds (such as sharing passwords) while inappropriate, are a common business practice as a result of the delays in receiving timely IT support to keep the Centers operational. The IDIP Team determined that the inability to be functional during initial and extended attack impacted the field operations which may potentially contribute to larger fire sizes, endanger firefighters and be a risk to civilian life and property.

Key Issues

- Dispatch staff are not trained in IT support creating potential (serious) security and hardware compromises.
 - Minimum hardware standards for optimal performance (such as memory requirements for Windows 7 upgrade) are often left to dispatch staff to figure out.
- Each dispatch center is unique and often has a combination of agency computers and networks (DOI and FS or DOI / State / FS) that need to be used by multiple users. Often, multiple agency personnel share a single computer. Users are often transient and can be Federal, State, contract or short-term employees.
- When centers fall behind on managed account administration and application/system maintenance (due to lack of dedicated IT support), getting caught up can take days or weeks while working with various agency IT support methods. Application and system updates can require daily, weekly and monthly user interaction on each computer in the dispatch pool. This amount of time is unacceptable when computers must be available year round on short (two hours or less) notice to support incident activity.
- Inconsistent computer life-cycle management affects the reliability and performance of this pool of computers and has led to catastrophic failure at critical points (usually during the periods of heavy incident activity).
- If agency computers are not available, additional computers must be leased to support expanded dispatch. This often requires using non-agency internet connectivity which may or may not exist within the expanded dispatch facility.

Potential Alternatives

The combination of solutions below resolves the problems identified in the background and problem statement above. No one solution alone provides comprehensive resolution.

1. Using appropriate Service First agreements address IT support processes, security protocol issues and human resource management (HRM) concerns between and within federal agencies at department levels:
 - a. Allow qualified technicians to reciprocally work on either agency computers.
 - b. Allow for inter-departmental IT personnel in supporting incident management and dispatch operations.

2. Agree upon a DOI and USDA protocol to exchange help desk problem request ticket information between agencies and to create access to a shared knowledge management (KM) database of fire & dispatch problems and resolutions. NOTE: This has been initiated by Daniel Ialenti of the BLM National Operations Center (NOC) at request of IDIP team but has not been vetted through Leadership.
3. Pre-season Support – Establish a team of DOI and USDA IT support personnel to travel to Tier 2 and Tier 3 dispatch centers to prepare initial attack and expanded dispatch computers for upcoming season operations for each geographic area (GACC) as part of pre-season preparation. NOTE: this model has been used in the large helicopter inspection process for the last decade, has been highly successful though interagency cooperation.
4. Fire Season Support – Utilize existing interagency IT support personnel to support initial attack and expanded dispatch operations during high activity and incident management teams as needed. Mobilize according to preparedness levels and/or incident activity in each geographic area as is currently done with incident management teams and other fire resources.
5. Using the existing pool of cached computers at local dispatch offices throughout the nation, establish IT support “kits” of laptops, printers, routers and networking/wireless infrastructure which are pre-configured with managed user accounts/profiles and fire applications.
 - Once established the IDIP team will work with Dispatch Efficiency Working Group (DEW) to develop standard operating procedures for repositioning according to national/regional and local preparedness levels as is currently done with cache vans, smokejumpers, radio kits and large air tankers. This methodology will be incorporated into the Redbook / Interagency Dispatch Operations Guide (IDOG).

Benefits of Implementation

This combined set of solutions will:

- Save significant funds through interagency cooperation and joint cost aversion.
- Reduce IT workload on dispatch center staff allowing dispatchers to focus on primary mission core duties.
- Reduce numbers of priority calls to agency helpdesks.
- Ensure adherence to agency IT standards and security policies.
- Reduce costs to agencies through shared interagency IT support processes.
- Increase efficiencies and reducing hardware failures and system downtime.
- Improve overall lifecycle management agency-wide.

Interagency Fire Management Website Standardization

NOTE: The following proposal was submitted to the Fire Management Board at the National Interagency Fire Center on May 18, 2016.

Status as of 9/17/2016: A pilot project has been initiated. The project will continue under the National Coordination System Committee (NCSC).

To: Larry Sutton, FMB Chair & Aaron Baldwin, ITAB Chair
From: Kolleen Beesley, IDIP Program Lead
Date: May 18, 2016
Subject: Interagency Dispatch Implementation Project (IDIP) Website Standardization Proposal

Purpose/Objective - Develop a standardized interagency wildland fire dispatch web-accessible presence. These websites provide information and content both internally and externally at all tiers of the dispatch and coordination system. Websites provide user-centric, data driven, up-to date information meeting the business requirements for a consistent, standard and sustainable internet presence supporting wildland fire suppression (operations), dispatch and predictive services.

Problem Statement – During the early 2000s the National and Geographic Predictive Services managers developed a web page format for use by Tier 1 & 2 Coordination Centers to present fire weather, fuels, fire danger information, incident intelligence and resource information. Many Tier 3 Interagency Dispatch Centers utilized this web page format to develop local websites. These web sites have public facing pages for dissemination of emergency information (evacuations, fire danger and road closures) and internal pages for critical fire suppression resource allocation and critical planning information for use by incident management teams and fire managers.

Web page programming and site maintenance/management is often tasked to dispatchers (vs trained webmasters and developers) resulting in a lack of standardization and user interface consistency. Poor website content management has led to stale and/or potentially agency-liable content.

One USFS web server has been assigned to host these web pages but has limited administrative support. IT infrastructure funding and life-cycle management are not clearly defined. Server stability has been affected by poor web programming, a lack of a development server and limited fail-safe/switch-over system redundancies.

Critical Issues

- An enterprise approach to website management, content, design and timeliness is nonexistent.
- Outdated web server technology leads to security vulnerabilities and lack of redundancy.
- Website coding is supported by regional web managers and dispatch center personnel who lack appropriate training and expertise.
- Website design as well as content does not meet the Section 508 (29 U.S.C. § 794d) compliance.
- Lack of website usage metrics limits ability to provide useful content as there is no measurement of what types of information and products are being used or not used.
- Demand for updated content from the public and interagency personnel is not well met.

The Interagency Dispatch Implementation Project (IDIP) teams, along with several members of the Predictive Services organization, have collaborated to develop this proposal for leadership approval. The intent is to resolve these issues and meet the business requirements for a consistent, standard and sustainable internet presence supporting wildland fire suppression (operations), dispatch and predictive services.

Proposal - Implement an enterprise level Web Content Management System (WCMS) such as DRUPAL to provide a publicly accessible, standardized website presence. The existing url - <http://gacc.nifc.gov> will continue to be used but be hosted on the Platform as a Service (PAAS) offering under the new FireNESS Service Catalog. This PAAS Virtual Machine Infrastructure will provide cloud computing technology that will allow scalability, redundancy, and adhere to federal government security protocols. Content will be replaced in a phased approach to incorporate the standard.

A small strike team of stakeholders and web developers (approximately 5-8 people) will perform an in-depth analysis focused on business and stakeholder requirements without a data call. This group will determine the optimal hosting environment, WCMS, and templates to display content to populate the website. Attention will be placed on determining current agency website initiatives to minimize any replication or impacts, knowing that future phases may consume current agency processes or sites. The team will regularly update the dispatch and coordination system business lead (Susie Stingley-Russell) to ensure business needs are being addressed.

A pilot project will be created on the development site provided by the hosting service within the first four months of project initiation. Once the new process is viable and ready for implementation, it will be rolled out in a phased approach through the nation in order to minimize impact on fire activity. There will be minimal differences in the look, feel and content at the Tier 1 and 2 levels with the focus on Tier 3 website standardization.

Funding - A phased approach is recommended to provide a relevant and prioritized list of end-user and business requirements. The table below shows the estimated costs for the pilot project (not including agency provided labor), in conducting a business analysis, the development, and future maintenance of the Enterprise WCMS.

- Phase 1 - Identification of a suitable hosting environment, site development including content and visual design and the pilot project as described above. Phase one will aim to target all of the current desired functionality of an interagency site as required by stakeholders. Future phases can address incorporating additional functions as they come online through a standard development process allowing for testing and implementation in a controlled environment.
- Phase 2 – Implementation of pilot approach implemented at Tier 1 and 2 nationally.
- Phase 3 – Implementation at Tier 3 centers.
- On-Going – Operations and Maintenance costs on an annual basis. To date there is no charge to use FireNESS. It is unknown if this will continue hence the O&M estimates.

Description	Phase 1	Phase 2	Phase 3	Annual On-Going
Development	\$40,000	\$10,000	\$50,000	\$5,000
Operations and Maintenance		\$5,000	\$5,000	\$75,000
Total	\$40,000	\$15,000	\$55,000	\$80,000

In an effort to initiate this project, IDIP will be supporting approximately five to eight 120-day details to resource the development and implementation of this project. The costs listed in the table above are estimates and the true cost of the project will be known once a hosting environment has been selected and is in place. Costs of maintaining the environment will be significantly reduced depending on actions taken by the team.

Relationship to I&T Goals

- Goal 1- integrated solutions and services- this effort will provide a standardized solution set that permits the interagency integration of services and data.
- Goal 2- improving accuracy and timeliness of information-using a standards based approach; information updates will be automatically derived from authoritative data sources, as applicable.

- Goal 3 – a secure integrated hosting environment will enable efficient, effective interconnection and accessibility regardless of organization, affiliation or user location. The hosting environment will be scalable and flexible to absorb fluctuating user traffic and meet all security requirements.
- Goal 4- technology, research, and innovation enable and enhance wildland fire business

Recommendation

- **Immediate** – WFIT ITAB/FMB review this proposal and determine if business merit exists to progress with the short-term and long-term recommendations.
- **Short-Term** – Approve assemblage of an interagency team to create a WCMS system (DRUPAL-based) and hosting architecture (FIRENESS or FIRENET.gov) that meets the information needs of the national wildland firefighting community and their stakeholders. This team will develop a pilot website at the NICC level that can be easily transformed to meet the needs at the GACCs. Additionally, develop a sustainable solution to maintain these websites with as efficient a workforce as possible.
- **Long-Term** – Apply the same templates/strategies to local dispatch tier three center websites across the country.

Improve Help Desk Support for Interagency Dispatch Centers

August 2, 2016

Problem Statement

The complex interagency environment makes it difficult for the single-agency helpdesk structure to effectively support interagency dispatch centers. Dispatch end users often cannot correctly identify which agency helpdesk to contact when multiple networks and systems are in use. Users employed by one agency do not have entitlement to access another agency helpdesk. Individual agency system help desks are not cross sharing information. Responses by the help desks to tickets take an unacceptable three to four days per involved agency, severely impacting critical emergency dispatch operations. Dispatchers are required to track multiple tickets supported by different help desks that are unresolved.

Key Issues

- Knowledge Management documents (KMs) for interagency-related IT issues are not comprehensive. This leads to misunderstandings and delays issue resolution.
- Dispatch Center system (IT network, phones, radio, RoIP) uptime standards have not been defined by the business.
- The necessity of working with multiple help desks to resolve issues at interagency dispatch centers impacts dispatcher focus on field operations and firefighter safety.
- An Interagency IT Duty Roster does not exist. This results in very limited cross sharing of information between agencies and states during critical failures.
- The lack of quick resolution to system downtime; radio, network, hardware or application, impacts field resource mobilization and initial attack actions.

Alternatives for Implementation

1. Establish USFS and BLM joint Duty Rosters, coordinate with States when applicable.
2. Implement Help Desk ticket auto-escalation based on type and severity of failure.
3. Publish BLM and USFS IT and Radio Service Catalogs on an interagency accessible location.
4. Request the establishment of a Mission / IT Team at the national level to audit and edit dispatch related KMs to ensure helpdesks are setup to be successful.
5. Develop Interagency FAQs and IT/Dispatch Translation Documents readily accessible by all involved.
6. Department OCIO and Business representatives collaborate to define system uptime standards.
7. Develop client liaison program where tickets are followed up on and maintained by a liaison with check-ins and conclusion to the end user "cradle to grave".

Benefits to Implementation

- Improves communication between helpdesks and the end user.
- Reduces ticket resolution times and improve overall customer satisfaction.
- Reduces distraction of dispatch staff allowing focus on field operations and firefighter safety.
- Increase interagency information sharing on IT problems, incidents and service requests affording identification / resolution of systemic problems and missing services on a national basis.

IT Network Congestion during Surge Periods

March 1, 2016

Problem Statement

Interagency Dispatch and Coordination Centers have multiple network systems within each facility to meet individual agency-specific IT requirements. Network access is only allowed for respective agency specific secure computers. While the network systems are separate within the facility the generated “traffic” travels jointly over a single commercial entry and exit point outside the facility known as the “last mile”. During periods of surge operations the combined center internet traffic over the last mile increases causing degraded system performance and application crashes.

Key Issues

- Loss of critical applications including, aircraft and personnel tracking software, compromises safety and decision-making processes that ultimately increases personnel risk exposure and increases incident costs.
- The USFS, DOI and state partners use different vendors to supply internet connectivity at the facilities which causes competing objects and conflicts between service providers.
- Federal and state agencies use varied contract instruments resulting in different service level commitments.

Recommended Steps to Implement Resolution

1. Wildland Fire Information and Technology (WFIT) request that individual agency Chief Information Officer (or equivalent) perform system stress tests on each dispatch center last-mile network connectivity. State agencies should be encouraged to consider the same analysis of their network.
2. Use a single vendor solution (common ISP) within individual dispatch centers to provide WAN backbone / last mile.
3. Implement vendor solutions to provide additional capacity during surge operations based on trigger points to activate additional broadband capacity.
4. Establish emergency redundant service through cable, DSL, satellite or other broadband solutions.

Benefits to Implementation

- Improved efficiency of center operations gained through reliable network performance and stable applications during periods of surge activity or heavy use.
- Improved incident response and safety of the public, aircraft and employees.
- Interagency cooperation creates efficiencies for IT support, uses a single network and leads to cost savings.
- Reduce overall helpdesk requests (vendor and agency-specific).
- Improved compliance with agency and state IT standards and security policies.

Radio over Internet Protocol

March 1, 2016

Problem Statement

Radio over Internet Protocol (RoIP) enables one dispatch center to “transfer” their radio system to another dispatch center anywhere in the nation. RoIP software and network routing links are being installed without input from the interagency dispatch offices or the Wildland Fire Information and Technology (WFIT) Board.

Key Points

- The RoIP upgrade for the dispatch system is equivalent to the 1980s change from the Teletype Machine communication system to the modern day computer information communication system.
- RoIP gives the dispatcher the ability to reroute select radio traffic channels during periods of high activity or office closures (after hours) to a non-impacted office. This increases safety for non-fire personnel including check-in / out.
- RoIP will facilitate the Continuity of Operations (COOP), as defined in the National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20) and the National Continuity Policy Implementation Plan (NCPIP), to ensure that Primary Mission Essential Functions (PMEFs) continue by transferring radio traffic to a predetermined dispatch office during periods of emergency.
- RoIP is an integral technology needed to implement interagency plans for dispatch center modernization / optimization.

Recommended Steps to Implement Resolution

- The CIO Office of both Departments in conjunction with the WFIT and NWCG (representing Federal and State’s interests) develop a national strategy and standards of operations plan (to be referenced by the Interagency Dispatch Operations Guide – IDOG) to implement this new technology.
- Ensure the Center Manager has the capability of switching radio traffic to another dispatch center in the event of COOP activation or other unusually high activity.

Benefits to Implementation

- Standards of use for RoIP will be developed and referenced in the Interagency Dispatch Operations Guide (IDOG). This capability will increase the safety of employees, contractors and the public.
- RoIP will enhance redundancy and advance overall communication systems providing cost avoidance within the constrained budget.
- RoIP will meet the NCPIP to ensure PMEFs in the COOP are met.
- The change will facilitate additional dispatch optimization / modernization efforts.

Radio Network Mapping

February 1, 2016

Problem Statement

Radio coverage/propagation maps are not shared on an interagency basis.

Key Issues

Although propagation data and maps exist, they are not readily accessible to firefighters and dispatchers. Because this information is not readily available, COOP plans and radio frequency management plans do not contain this information thereby restricting the opportunity to support communication during emergency situations.

Recommended Implementation Steps to Resolution

WFIT to initiate a collaborative project with respective radio support staffs of represented agencies to develop a methodology to facilitate the use of propagation maps available for dispatch and field-going personnel.

Benefits to Implementation

A shared interagency method of access to interagency propagation maps will:

- Provide leadership a valuable tool during dispatch center optimization discussions.
- Create an interagency awareness of radio coverage; identify duplication of infrastructure and associated costs.
- Supports the efforts outlined in **Strengthening the Continuity of Operations Plan (COOP)**.

Radio Network Deficiencies

March 1, 2016

Problem

Current lifecycle management for radio and network hardware does not follow a cohesive interagency strategy. This leads to system failures and radio down time. Radio system repair or replacement takes time and jeopardizes personnel safety which increases agency liability.

Key Issues

The current status of the radio infrastructure often contradicts the life cycle management and support policy of various agencies and Federal policies:

Land Management Agency Policy

Agency	Policy	Current Situation
Bureau of Land Management	Life Cycle: <ul style="list-style-type: none"> • 7 years for portables and mobile radios; • 10 Years for radio repeaters (back bone) • 4 years for computers. 	Unknown – Information not made available to IDIP.
Forest Service	Lifecycle: <ul style="list-style-type: none"> • 10 Years for portables radios • 15 years for mobile radios • 15 years for radio repeaters (back bone) • 10 years for radio consoles • 5 years for computers. 	A system with highest reported number of problems provides priority for replacement. Often this only happens under a break/fix scenario.
States	State Policies Vary – Each State has own lifecycle structure.	Unknown

Federal Policy

Policy	Current Situation
Telecommunications Information Administration policy dated 1995 requires all federal agencies to transition by Jan 2005 to narrowband and to implement digital P25 standards.	<ul style="list-style-type: none"> • The current federal land management agency radio systems (FS, DOI) are functioning in an analog mode. • States are adopting P-25 technologies through Federal grant dollars
The federal repeater network design standard is 85% coverage within jurisdictional areas	This standard is not always met.

Recommended Steps to Resolution

- WFIT initiate a plan to invest in P-25 technology to meet the 2005 baseline.
- Turn DOI and USFS wildland fire agency networks, management and procurement over to one entity to manage.

Benefits to Implementation

- Radio network costs will decrease when duplicate infrastructure investment is eliminated.
- Agency incident response will be more effective as reliable communications become available.
- Investment in advanced technologies will phase out legacy equipment and associated inherent limitations.
- Barriers to interagency interoperability would be resolved.

Dispatch Center Manager / Assistant Center Manager Delegation of Authority

June 23, 2016

Problem Statement

Dispatch Center Managers (CM) manage interagency centers. Policy and direction of different federal, state, and local agencies are inconsistent. CMs are operating without a delegation of authority, or one that does not provide “an adequate level of operational authority from all participating agencies” as required in the 2016 Interagency Standards for Fire and Fire Aviation Operations (Red Book) p. 344 and supported by FSM 1237.03(2) and DOI Directive 1203.

Key Points

- Chapter 19 of the Red Book states, “All Dispatch/Coordination CMs shall have a signed Delegation of Authority providing an adequate level of operational authority from all participating agencies. The Delegation of Authority will include appropriate supervisory authority, and a process for completion of employee performance evaluations.” (p.344).
- Regulations and policies for agencies participating in an interagency dispatch center vary. The use of a delegation of authority template will ensure agency administrators consider all aspects that are required for a CM to have “adequate supervisory authority” while following agency-specific regulations and policies.

Recommended Steps to Implement Resolution

- The IDIP Team has developed the **Interagency Dispatch / Coordination Center Manager Delegation of Authority Template** for center managers and assistant center managers.
- The delegation of authority template will be placed in the Interagency Dispatch Operating Guide as a reference for the governing body to develop the specific delegation of authority for their centers.
- Recommend all interagency dispatch center managers have a delegation of authority in place by May 1, 2017, and assistant centers managers in place by May 15th, 2017.
- National Coordination System Committee under National Wildfire Coordination Group will provide annual review and update template content as appropriate.

Benefits to Implementation

- Use of the template will ensure that CMs have “appropriate supervisory authority” (Red Book p. 344).
- A delegation of authority for CM will ensure that an interagency center is operating within agency-specific rules and regulations on behalf of the governing body.
- A delegation of authority from the CM to the ACM will ensure continuity of operations during short and long term absences of the CM.

Interagency Dispatch Operations Guide (IDOG)

See Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters - Dispatch Center Manager/Assistant Center Manager Delegation of Authority.

Interagency Wildland Fire Career Dispatcher Development Curriculum

Does not apply to 'Red Card' Qualifications

August 17, 2016

Problem Statement

There are no standard skill sets identified for the day-to-day operational aspects of dispatch centers. Developmental training for career dispatchers is inconsistent (availability and logistics) across agencies, centers and functions resulting in different levels of skill, knowledge and proficiency.

Training requirements across agencies vary for center managers/asst. center managers, aircraft and initial attack dispatchers and intelligence support. No formally identified, standardized curriculum exists for dispatchers to ensure the necessary knowledge and abilities to perform dispatch core duties.

Lack of cross training/mentoring opportunities hinders the ability to develop core skill sets. Access to training is limited and can be costly. This directly affects services to the field, and potentially affects recruitment, retention and successional planning.

These issues were previously identified in multiple assessments, studies and reviews. ¹¹

Key Issues

- The current situation creates varying levels of proficiency in daily dispatch operations.
- Lack of consistent core competencies compromises safety and quality of service to customers especially during periods of high activity.
- Training unique to the requirements of interagency center management is fragmented among multiple courses or does not currently exist.

Recommendations

- Hand off IDIP crosswalk of requisite skill sets/competencies and training that should be obtained for each dispatch position to the NWCG/NCSC to review and refine.
- NCSC to sanction and develop alternate course material and delivery methods to address these needs and update the IDOG accordingly.
- Periodic review and update of these curriculum should occur to meet the changing needs of the organization.

Benefits

- Wildland fire dispatch core competencies will be consistent and contribute to improved workforce recruitment, retention, career opportunities, employee transitioning, and successional planning.
- Standardized curriculum resulting in consistent core competencies will improve efficiency and safety, and reduce potential liability across the interagency communities.

Interagency Dispatch Operations Guide (IDOG)

See Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters - Interagency Wildland Fire Career Dispatch Core Competency Curriculum for additional information on key competencies and associated training opportunities.

¹¹ [Dispatch Study History, Summary of Reviews, Studies and Assessments, November 2014.](#)

Understanding Interagency Agreements

June 21, 2016

Problem Statement

Center Managers and fire and aviation management staff are not subject matter experts regarding agreements. However, the work they perform relies heavily on various agreements and multiple funding contributions to execute their mission. There is no standardized direction provided on the correct use of these instruments between all stakeholders.

Key Points

- There is inconsistency in the use, structure and understanding of agreement-related documents (master interagency agreements, master cooperative fire protection agreements, supplemental project agreements, financial plans and annual/multi-year operating plans and memorandums of understanding).
- Agreements are often used inappropriately, creating confusion, inefficiency and liability across the dispatch community.

Recommended Steps to Implement Resolution

- Incorporate an Agreements Chapter in the Interagency Dispatch Operations Guide (IDOG) that provides comprehensive information on standard agreements and supplemental documents required to operate interagency dispatch centers.
- This IDOG chapter entitled **Understanding Agreements, Operating Plans and Funding Documents** is an educational tool developed collaboratively by interagency Grants and Agreements Specialists and IDIP team members. These tools explain the correct use and types of agreements that are required and the need for close contact with budget officers, contracting officers and grants and agreements specialists during their development. This document is intended for use by Center Managers and Fire Managers.
- These tools include:
 - The **Agreements and Operating Plans Flow Chart** provides an explanation of agreement types and their authorities
 - Examples of standard templates to include operating plans, financial plans and appropriate content
- Annual review of various agreements and supplemental documents that support interagency dispatch centers is recommend to ensure compliance with current policy, templates and guidance.
- National Coordination System Committee (NCSC) to coordinate annually with interagency Grants and Agreements Specialists to ensure IDOG chapter is current and updated as appropriate.

Benefits to Implementation

Standardized application of agreements and associated documents will provide a consistent framework between stakeholders so that desired services from dispatch centers are provided in the most efficient manner.

Interagency Dispatch Operations Guide (IDOG)

See Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters, Understanding Agreements, Operating Plans and Funding Documents explanations of the various documents, flow charts to define key components and case examples.

Interagency Service and Supply Plans

June 20, 2016

Problem Statement

Throughout the dispatch community there are inconsistencies in the formulation and maintenance of Incident Service and Supply Plans (ISSP) at interagency centers. Additionally there is a lack of consistency and approach in the administration procedures to support the incident management operations.

This lack of standardization impacts incident management teams, buying teams, dispatchers and the incident mobilization process. Guidelines, essential to define the critical financial and administrative procedures on incidents, which would correct this issue, are lacking.

Key Points

- Use and structure of ISSPs in interagency dispatch centers is applied inconsistently, or not at all.
 - In accordance with Interagency Incident Business Management Handbook (IIBMH)¹², “Incident agencies shall maintain service and supply plan that identifies local resources. These plans should be established pre-season. When appropriate agencies located in the same geographical area should coordinate and develop interagency service and supply plans.”
- The IDIP developed template is intended to compliment the IIBMH which provides the national direction.
- Dispatchers are frequently assigned the role of populating the ISSP for their center. Dispatchers do not have the expertise or authorities to perform this responsibility. The responsibility to complete the ISSP is under the incident business management / acquisition staff authorities.

Recommended Steps to Implement Resolution

- Incorporate the **Incident Service and Supply Plan Template** into the IIBMH to be completed by procurement / incident business management staffs with language that it not be re-delegated to the dispatch staffs.
 - Note: This template was reviewed and agreed upon by the National Incident Business Management Committee, the Forest Service National Buying Team Lead and other incident procurement specialists.
- Incident Business Management and Acquisition staff adopt the IDIP recommended standard template for use in all interagency dispatch centers.
- ISSP to be in standard format by June 1, 2017.

Benefits to Implementation

- Standardization of the ISSP will create greater efficiency in dispatch operations and ensure the minimum required information is included in the package.
- Improve the speed of access of the information for dispatch personnel, incident management and buying teams.
- Completion of the ISSP by incident business management staff will ensure the information contained within it is current and complies with incident business management direction.

Interagency Dispatch Operations Guide (IDOG)

See Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters, Incident Business Management for additional information.

¹² <http://www.nwccg.gov/sites/default/files/publications/pms902.pdf>

Strengthening the Continuity of Operations Plan (COOP)

April 11, 2016

Problem Statement

Inconsistencies exist in policy and direction for the development of a Continuity of Operations Plan (COOP) across agencies, states, and local governments. In many locations a COOP is not required or has not been developed, leaving that operation and the personnel they support vulnerable in the event of a wide range of emergencies, including localized acts of nature, accidents and technological (radio, telecommunication, internet, etc.) or attack-related emergencies.

Key Points

- A standardized COOP template was developed for use as a result of previous dispatch studies. Not all dispatch centers follow this standard. Since the time of that previous effort, the Federal Emergency Management Agency (FEMA) has developed a standardized COOP template.
- Lack of standardization in the use and structure of a COOP may create confusion, inefficiencies and liability across the dispatch community.
- Inconsistencies in understanding the need for COOP, its use in identifying Primary Mission Essential Functions (PMEFs) and Emergency Location Facilities (ELF) potentially creates a life and safety situation.
- Lack of consistent testing, training and exercising of a COOP leaves our agencies unprepared to handle emergency situations.
- In consultation with FS Emergency Management Specialist, Office of the Chief and DOI Emergency Management and International Programs Specialist, Office of Wildland Fire (OWF) the recommendation to use the standard FEMA continuity of operations (COOP) plan template was unanimous.

Recommended Steps to Implement Resolution

- Implement the use of the Federal Emergency Management Agency (FEMA) standard COOP template as described in the IDOG chapter entitled **Strengthening Continuity of Operations Plans (COOP) Implementation Plan**. The template allows enough flexibility that it can be utilized from Tier 1 to Tier 3 Interagency Dispatch centers.
- Using the FEMA standard will bring COOP preparedness to the next level and ensure that wildland fire dispatch centers are better aligned with the Federal agencies they support.
- Utilize Regional FEMA COOP training representatives to ease the burden on Center management and to provide consistencies to plan development. The IDIP COOP Implementation Plan provides information on how to access these resources.
- COOP plan development will be included in the IDIP Center Manager's Academy (under development), advocating the importance of the plan and the need to test, train and exercise (TT&E).

Benefits to Implementation

- Interagency Dispatch Centers will have a standard COOP template that provides direction that ensures that all essential elements were addressed.
- Standardized structure for this document will create greater efficiencies and allow for a seamless transition for unfamiliar personnel to the center.
- The development and implementation of a **Test, Training and Exercise (TT&E)** plan for the COOP will enhance and maintain local knowledge in the event of a disaster and quick implementation is essential to life and safety.

Interagency Dispatch Operations Guide (IDOG)

See Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters - Strengthening Continuity of Operations Plans (COOP) Implementation Plan for additional information.

Geographic Information System (GIS) Support

September 12, 2016

Problem Statement

GIS products are used to make jurisdictional determinations and response plans to support initial attack dispatch and fire operations. Computer Aided Dispatch (CAD) software systems rely on accurate geospatial information to provide managers with critical response decision criteria. Dispatch offices frequently experience delays in obtaining timely GIS support and products. This situation impacts response time to initial attack and other incident response.

Key Issues

- Utilizing outdated geospatial products frequently results in inaccurate jurisdictional responses. This impacts the dispatcher's ability to efficiently direct the required resources to an incident.
- Lack of current boundary knowledge leads to incorrect cost recovery/cost sharing with cooperators.
- Lack of updated and integrated GIS products leads to misapplication of fire response tactics (i.e. retardant application in avoidance areas).
- Agency GIS personnel are unable to adequately support all of the existing geospatial applications and products across their local units or are not funded by fire to support local CAD systems.

Steps to Resolution

Long Term - Establish a National Geospatial Data Repository where all fire applications and fire business users (including dispatch) can access geospatial data layers.

- In collaboration with and at the request of the IDIP, the NWCG Geospatial Data and the National Coordination System (NCSC) subcommittees are developing minimum requirements for geospatial datasets including those required by dispatch CAD systems.
- The included in Computer Aided Dispatch (CAD) - Geospatial Data Clearinghouse lists the required and suggested datasets to be included in the repository.
- These datasets should be accessible by interagency dispatch centers to download in the appropriate data format for integration into the local CAD system with little to no GIS support.
- As dispatch needs and software capabilities evolve, the repository should be adaptable to meet changing business requirements.
- A pilot project is in progress and being led by the geospatial subcommittee.

Short-Term - Increase the level of GIS support to dispatch centers. Possible options to achieve this are:

- Identify additional GIS personnel to provide pre-season and surge capacity GIS support (suggest force account and/or enterprise team resources).
- Integrate GIS support into the interagency fire application helpdesk workload.
- Encourage local fire management organizations to identify possible funding sources to help ensure local dedicated GIS support.

Benefits to Implementation

- Use of a geospatial data repository will allow units to obtain GIS data more efficiently and effectively. This will result in improved incident response times, reduced risk to responding incident personnel and decreased GIS support personnel needs.
- Updated jurisdictional and protecting unit maps will improve cost recovery and sharing.

AD Hiring and Administration

June 24, 2016

Current Situation

In the last five years, the federal wildland fire agencies have hired between 12,000-15,000 Administratively Determined (AD) employees on an annual basis (depending upon fire season severity). The hiring process of the ADs is completed by a variety of entities, as determined by the local unit. In many cases, Forest Service and BLM local units have identified dispatch to perform this function. ADs hired by the Forest Service and BLM during the past five years average 8,000-9,000 individuals annually.

This workload includes completion of the required hiring documents including I-9 Employment Eligibility Verification Form, tax withholding forms, Direct Deposit, and agency vehicle licensing if necessary. This workload typically takes place pre-season. Portions of this process are repeated each time an AD receives an incident assignment which may occur multiple times during a fire season with the same individual (see attached list on next page). In many centers the associated travel process must also be completed through the government travel system by the dispatcher on behalf of the AD.

Since the publishing of the 2008 Dispatch Study recommendations efficiencies have been gained in the processing of AD employees. These include electronic submission of AD timesheets (OF-288s) directly from the incident to the payment center (FS specific) and payment of some travel expenses on the OF-288 rather than processing through the government travel system (FS specific - DOI is in the process of obtaining approval for this process as well). Both DOI and FS payment centers also accept electronic submission of hiring forms.

Key Issues

- The workload associated with AD hiring and administration distracts dispatchers from the primary job of dispatching during high activity levels, adversely impacting support to field operations.
- Paperwork processing timeframes are often not met, resulting in delayed payments to ADs resulting in interest penalties.
- Different processing procedures between agencies exist resulting in discrepancies and inefficiencies. This situation leads to delay in hiring, mobilization and salary payment of AD employees.
- Hiring decisions are sometimes left to dispatchers instead of the appropriate staff. This situation potentially puts the agency and dispatcher at litigation risk due to inadequate or improper oversight for qualification, certification and standards.

Recommendations/Alternatives

- IDIP recommends fire program leadership collaborate with agency business administration staff to pursue the development of a centralized interagency standardized and streamlined process for management of ADs. Options should be considered which remove the hiring and administrative workload associated with AD employees from the interagency dispatch environment.
- The IDIP team members associated with this recommendation are available as subject matter experts.

Benefits of Implementation

- Support and service delivery to the field will be improved when this workload is removed from dispatch.
- Consistent processes will increase efficiency and expedite mobilization when utilizing AD employees.
- AD paperwork will be processed more efficiently and accurately; delay of AD payment will be resolved.
- Liability risk will be mitigated when these recommendations are implemented.

Dispatch Recruitment and Retention Strategies

September 6, 2016

Problem

Recent outreach and announcement efforts often fail to yield adequate numbers of qualified individuals on certificates of eligibility for dispatch position. Individuals currently in dispatch positions frequently move after serving minimum time in grade to other opportunities for promotion or relocation. Specialized experience requirements, inconsistent use between agencies of position descriptions, series and grades further complicates the situation.

Key Issues

- The absence of a direct career path from field (primary) wildland fire positions to entry level (secondary) dispatch positions hinders the ability to successfully recruit individuals into these positions.
- Recruitment efforts do not adequately promote dispatch as an operational fire management career path.
- The current model is unable to recruit and retain adequate entry level candidates into dispatch positions.
- Unfilled vacancies impacts existing staff with additional workload contributing to stress and burnout.¹³
- Access to initial, intermediate and advanced training opportunities is limited.
- Initial attack dispatch positions are secondary firefighter covered.

Recommendations

The recently chartered National Wildfire Coordinating Group (NWCG) National Coordination System Committee (NCSC) implement the Interagency Wildland Fire Career Dispatcher Development Curriculum as outlined by IDIP.

- NCSC will collaboratively work to identify and recommend appropriate position descriptions, series and grades for standardized use throughout wildland fire dispatch centers. The intent is to ensure that workload and staffing are commensurate with complexity and to provide clear and consistent career ladder opportunities. NCSC will appropriately elevate these recommendations to agency leadership for approval.
- NCSC will develop methodology to address complexity and workload capacity to determine grade levels and staffing.

Benefits of Implementation

- Enhanced recruitment and retention throughout the dispatch community.
- Development of a career path option within the fire and dispatch community to ensure the opportunity for prolonged retention and successional planning models.
- Standardize grade levels throughout wildland fire dispatch based on complexity and workload.
- Enhanced employee work-life balance, improvements to employee recruitment and retention.
- Cost avoidance through decreased revolving door recruitment, onboarding and training.

¹³ Stress and Coping in Wildland Firefighting Dispatchers, Palmer CG

Enhanced FireOrg User Guide

In response to requests from the field for assistance with potential optimization efforts and the Federal Executive Council direction for implementation of the 2008/2009 Management Efficiency Analysis of the Dispatch Program Recommendation number 3, the IDIP Team initiated the development of a new software tool titled the *Fair Share Costing Analysis Tool* (FCAT).

This effort was inclusive of the direction in the IDIP Project Plan and Charter to “Update, redesign or create a new workload analysis program that will calculate appropriate workload-based staffing for dispatch centers, geographic and national coordination centers.”

Prior to decision to implement the development of the FCAT program the IDIP team examined the decade old *FireOrg* software which was developed under the Interagency Dispatch Optimization Pilot Project (IDOPP). This software was reviewed and not sanctioned by the FEC but was permitted to be used informally on a case by case basis as a dispatch workforce optimization tool. Recognizing the dated FireOrg software would not meet the FEC and IDIP Charter direction the IDIP team acknowledged the use by field and elected to update the [FireOrg User Guide¹⁴](#) as an interim support tool until the FCAT software can be deployed.

¹⁴ <https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/tools/FireOrgUserGuideFeb222016.pdf>
Interagency Dispatch Implementation Project – Final Report – September 2016 – Page 33

Appendix 1 – 2008 FEC Recommendations / January 2015 NICC Status Crosswalk

The 2015 Update was provided by the National Interagency Coordination Center Manager at the request of the Interagency Dispatch Implementation Project (IDIP) Project Lead.

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
1.	The National Coordinators Group will develop & reorganize the ROSS List and Schedules of Changes/ Updates/ Upgrades to advance Dispatch-Championed Items to the front of the list.	Previously reported as complete.	NONE
2.	Define the Dispatch / Coordination Center Workload/Staffing Mixes -- needs states involvement.	Due to the size of this task it has not been initiated at this time. The FireOrg program (or another) could be validated and implemented nationally. Once this is addressed the team suggests an executive level task group take on the task of identifying logical conceptual consolidation. FireOrg was updated to 64-bit in 2014 but with limited availability.	<ul style="list-style-type: none"> • States and Federal representatives on the IDIP Technical Working Groups (TWG). • FireOrg is unsupported and not feasible for further enhancement. • An updated FireOrg User Guide¹⁵ was developed by IDIP, posted and shared for optional use until the future • Fair Share Costing Analysis Tool (FCAT) can be completed.

¹⁵ <https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/tools/FireOrgUserGuideFeb222016.pdf>

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
3.	Evaluate and recommend changes in missions, appropriate workload levels, areas of responsibility and identify logical conceptual consolidations where appropriate.	This task would also incorporate another recommendation: Tier 2 GACC's - Review criteria, such as fire regimes and state social and political relationships, resource order workload associated with each state, the average of the current workload determined a representative value per state within each geographic area.	IDIP Project Plan and Charter direct this deliverable. However, the IDIP TWGs have identified barriers relative to this which will need mitigation in order for success: <ul style="list-style-type: none"> • Technology (radio, CADS) • Social Climate for Change • Funding / Budget Driven • Potential exists for optimization at the Tier 2 level as Radio is not used in most cases at Tier 2. Additional information is available in Appendix 2 – Summary of July 2015 – Mid-Project Review.
4.	Review the need for Forest Service Tier 4 Centers (14) Note: 2015 Draft FS Direction in the 5123.1 rewrite is – Dispatch Organizations. The wildland fire dispatch system will be comprised of only three levels (tiers). Any unit using a dispatch system outside the three-tier system must justify why a non-standard system is being used and request written authorization from the USFS National Office.	Not Addressed	NONE
5.	Predictive Services Staffing at Optimized Concept Tier 1 and Tier 2 Coordination Centers	Not initiated. Tie in with staffing and workload analysis.	NONE - Predictive Services not a core dispatch duty as defined by 2008 MEA and not included in FCAT effort.
6.	Consolidated (Zone) Expanded Dispatch Unit Services at Specific Tier 3 Centers	Not initiated	NONE <ul style="list-style-type: none"> • Attempts at zone expanded efforts have been inefficient. • SMEs were not in support of this recommendation.

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
7.	Exhibit 300 –Standardized CAD System Purchased/Developed for All Tier 1-3 Centers	Initiated with the NWCG sponsored IRWIN (integrated reporting of wildland-fire information) project in November of 2008. A preliminary alternative solutions assessment with cost benefit details will be completed by September of 2009. This assessment will include a CAD component.	<ul style="list-style-type: none"> • IDIP Project Plan identifies this in Deliverable # 1 - Computer Aided Dispatch Standardization (CADS). • The CADs SME Team to developed contract requirements documentation for initial Request for Information (RFI) for the national interagency CAD standardization. • IDIP team completed business requirements for 2 RFI efforts and RFP • Formally handed to the Wildland Fire Information and Technology (WFIT) Program Manager 9/15/2016.
8.	Exhibit 300 -- Centralized Data Warehouse Implemented to Support New Fire Applications	Initiated with the NWCG sponsored FORS (Fire Occurrence Reporting System)	NONE
9.	Reengineered Wildland Fire Reporting Process – Implementation of an End-to-End Reporting Application	Included in the IRWIN Project	NONE
10.	Elimination of IT System Access Barriers and the Ban on Dual Networked PC's	Resolution is ongoing with agency CIOs. No completion date has been determined.	<p>LIMITED but identified as top priority by IDIP Team.</p> <ul style="list-style-type: none"> • Access Authentication / FireNet Project is leading this effort under WFIT. • IDIP IT TWG provided support and input to agency and Departmental CIO representatives.
11.	Radio Compatibility and Inventory and Analysis at Tier 3 Centers	Not Addressed	NONE - Original Tasking was to Radio Communications Task Group.

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
12.	COOP Documentation and Backup Generators - completion of COOP documents for all Tier 3 Dispatch Centers. Review backup systems capabilities for dispatch centers during national threats / disasters to make recommendations for backup power generation	The national coordinators are following up on this recommendation. Expect completion by 2010.	IDIP Developed Strengthening the Continuity of Operations Plan (COOP). <ul style="list-style-type: none"> • Template conforms to FEMA Standards. • VRS Conducted 5/19/16 • Template posted to IDIP Website and distributed. • On-Line Training being developed by FEMA. • IDOG Chapter Complete • Handoff to NCSC completed 6/28/2016 for implementation.
13.	Improved Support to Non-Self Sufficient Crews through AQM	This being scoped out by Incident Business Practices Working Team (status unknown).	NONE
14.	Cross-Training of Airspace Coordinators / Dispatchers at Optimized Concept Tier 2 Coordination Centers	Not Initiated	NONE - USFS/BLM National Airspace Program Manager reports it as completed.
15.	Interagency Consistency in Use and Hiring of AD Personnel -- unknown -- needs clarification	Could be accomplished at a minimal cost.	<ul style="list-style-type: none"> • IDIP Team in consultation with the Interagency Incident Business Management Committee (IIBMC) validated current situation. • IDIP TWGs met with the Interagency Business Committee (IBC). • AD Hiring and Administration briefing paper delivered to agency leadership 6/24/2016 for consideration.
16.	Improved Buying Team Support through AQM Federal Wildland Fire Budget & Planning Team and the Incident Business Practices Working Team	Continue to seek resolution.	<ul style="list-style-type: none"> • In consultation with multiple interagency stakeholders the IDIP developed Interagency Service and Supply Plans. • Delivered to NCSC and Interagency Incident Business Committee (NCSC) 6/21/16 • IDOG Chapter Written • Ready for Implementation

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
17.	Ensure an adequate number of Buying Teams are available to support incident management needs	Should be addressed.	NONE
18.	Interagency Consistency and the Standardization of the Mobilization of IMTs.	Not initiated. Could be resolved at the NWCG / NMAC level in conjunction with Geographic Area Coordination Groups (GACG) without additional funding.	NONE
19.	Centralized Coordination and Dispatch of Contract Equipment and Crews 5 Year Contract for a Nat. Contract Dispatch Center	Not initiated	NONE
20.	Fire-Funded On-Site IT Desktop/Database Application Support Personnel at Tier 2 and Some Tier 3 Centers	Not initiated, high priority.	IDIP Delivered the Following to WFIT: <ul style="list-style-type: none"> • Dispatch Computer Management and Support • Improve Help Desk Support for Interagency Dispatch Centers
21.	Exhibit 300 analysis of existing hardware (PCs/ Laptops) in Tier 1 through Tier 3 Offices	Portions of this recommendation are included in the FORS and IRWIN Projects.	<ul style="list-style-type: none"> • IDIP validated current situation; MEA Issue no longer exists (need for OMB 300). • Delivered Dispatch Computer Management and Support to WFIT/OCIO 9/2015. • VRS Conducted 4/28/16 to Brief Dispatch Community on status and efforts underway. • Follow-up discussion during 2016 OCIO Fire / Field Meeting re-emphasized need. Several possible solutions are being explored.
22.	Requirements Document for a New On-line AD Database.	Not initiated. Although some discussion has taken place, no definitive decisions have been made.	NONE

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
23.	Remaining ROSS Enhancements Completed	Reported as Complete	NONE
24.	Exhibit 300 for ROSS-type System and Develop the RFP for its Development or a COTS purchase	Needs to be planned for.	NONE
25.	Develop the next generation resource ordering and status system.	Tie into above.	NONE
26.	Web-Based AD Personal Data Update Portal - Request modification of ROSS	In progress. This recommendation is being done by the ROSS Team with implementation expected by the 2009 fire season.	NONE
27.	Improved Access and Cost Controls Through Smartcard Technology	Follow on task group should address.	NONE - This was tasked to Fire Equipment Working Team (by FEC) to support incident check-in capability.
28.	Exhibit 300 Analysis of Replacement / Redistribution of Radios Not Compliant with New Boundary Radio Coverage Requirements.	Is partly being addressed in other recommendations.	Delivered three issues to WFIT 4/11/2016 <ul style="list-style-type: none"> • Radio over Internet Protocol • Radio Network Mapping • Radio Network Deficiencies
29.	GPS Tracking Units for Agency Owned Assets	Follow on task group should address.	<ul style="list-style-type: none"> • FEC tasked Fire Equipment Working Team to address. • IDIP Deliverable # 1 - Computer Aided Dispatch Standardization (CADS) allows for GPS tracking capability as a business requirement.

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
30.	Review geographic inconsistencies in Governance policies and make recommendations to FEC.	Is a high priority and could be addressed at the GACG and NMAC level.	<p>IDIP initiated implementation of standardization in several key areas. Upon implementation of these items throughout the dispatch and coordination system; IDIP Phase II can further address the remaining items in this deliverable. These key items include:</p> <ul style="list-style-type: none"> • Interagency Fire Management Website Standardization • Dispatch Center Manager / Assistant Center Manager Delegation of Authority • Interagency Service and Supply Plans • Understanding Interagency Agreements • Strengthening the Continuity of Operations Plan (COOP)
31.	Uniformly develop and implement Performance Metrics and Measures for dispatch and predictive services, and to develop both Quality Assurance Programs and Quality Control Programs.	Should be conducted in accordance mission and workload analysis.	N/A - Tasked to Fire Directors by FEC
32.	Provide additional grants and agreements personnel to support fire management at the geographic and state levels	Some work has been initiated to develop standard templates for certain agreements. This was tasked to the Incident Business Practices Working Team.	<p>Understanding Interagency Agreements</p> <ul style="list-style-type: none"> • Delivered to NCSC 6/21/16 • VRS postponed due to fire activity • NCSC to hold VRS fall 2016 • IDOG Chapter Complete

FEC Priority Sequence #	2008 MEA Prioritized by FEC	Status Provided by NICC 1/1/2015	IDIP Involvement through 9/2016
33.	Centralized Support for AD Hiring	A follow on study team is recommended.	<ul style="list-style-type: none"> • IDIP Team in consultation with the Interagency Incident Business Management Committee (IIBMC) validated current situation. • IDIP TWGs met with the Interagency Business Committee (IBC). • IBC does not support centralization. • AD Management not identified as core dispatch duty in 2008 MEA study and IDIP. • AD Hiring and Administration briefing paper delivered to agency leadership 6/24/2016 for consideration.
34.	Center of Expertise for Wildland Fire Dispatch IT Applications and Improvements	A number of issues are being addressed by IRWIN, FORS, and NWFEA. At this point it is not feasible to invest a significant portion of funding to this effort.	N/A - WFIT Created to Address this Recommendation.
35.	Request an external agency to review backup systems capabilities for dispatch centers during national threats / disasters to make recommendations for backup power generation.	High priority. A follow on study team is recommended.	<ul style="list-style-type: none"> • Strengthening the Continuity of Operations Plan (COOP) complies with FEMA standards. • VRS conducted 5/19/16 • Template posted to IDIP website and distributed. • Handoff to NCSC for implementation complete.

Appendix 2 – Summary of July 2015 – Mid-Project Review



Executive Summary IDIP Mid-Project Review July 6, 2015



Background

The focus of the Interagency Dispatch Implementation Project (IDIP) is on improving program delivery of dispatch services while meeting the mission needs of the Forest Service and Department of Interior, as well as State, local, Tribal, and other stakeholders. The IDIP is a means to implement positive changes in safety, efficiency, and cost effectiveness that multiple studies previously identified.

Key Points

The IDIP Program Manager established three Technical Working Groups (TWGs) to address Governance, Workload/Staffing, and Information Technology (IT)/Facilities. These TWG members represent a diverse cross-section of federal and state agencies, experiences and geographic areas. Forest Service (FS) and Department of the Interior (DOI) Union representatives also participate at each TWG meeting. The IDIP will later produce an Interagency Dispatch Operations Guide (IDOG), in consultation with the Dispatch Efficiency Working Group (DEW). A separate Integrated Project Team (IPT) is addressing Computer Aided Dispatch Standardization (CADS).

The TWG members validated the recommendations from several previous dispatch studies, including the 2008 Management Efficiency Assessment (MEA) and Interior Fire Program Assessment Implementation Plan, by comparing past findings to the current situation. The TWGs then developed succinct problem statements about each issue that summarize the projected benefits of implementing change and the potential consequences of doing nothing. The TWGs identified preliminary alternatives for leadership consideration and submitted draft short-term implementation strategies that are waiting for leadership approval. The team is also implementing their “quick wins,” as appropriate.

One IDIP Team planned deliverable is the Enhanced Dispatch Optimization Toolbox (EDOT), a refined version of the Interagency Dispatch Optimization Pilot Project (IDOPP) toolbox. EDOT will incorporate feedback from users, and new tools developed based on recent benchmarking. Examples include standardized guidance documents, templates, Continuity of Operations (COOP) and IT direction.

Longer term, the team is initiating an exploratory effort to develop a Dispatch Fair Share Cost Analysis Tool (FCAT); address center manager and dispatcher training, and IT and network efficiencies.

Organizations benchmarked included Immigration and Customs Enforcement in Orlando, FL; US Navy 911 Dispatch; Pacific Northwest GACC and Blue Mountains IA Center in Oregon; and the Federal Law Enforcement Coordination Center in Phoenix and National Park Service Dispatch facility in Lake Mead, NV. The goal was to learn from other organizations that have recently conducted consolidations, specifically looking at current technologies, HR issues, guidance documents, best practices, lessons learned, safety, quality and outcomes.

Agency guest speakers from leadership and operations have provided key insights into various optimization efforts. These insights include:

- “Is this change going to make us better?”
- “Give me tools, not rules vs mandates and targets; weak budgets make strong partners.”
- “Social readiness to change and timing are huge to success.”
- “Ensure the current technology can support the change.”

The TWGs are actively consulting with FS CIO (IT, Network, Radio), BLM IT, FS FAM Grants and Agreements, Interagency Incident Business Management Team, Law Enforcement, Access Authentication Team, USDA OCIO and DOI OCIO Office and NICC Leadership.

Next Steps

The IDIP team developed this mid-course review to update leadership on progress to date and to solicit feedback accordingly. The team recommends that FAM leadership share these briefing materials with the Fire Management Board (FMB) and/or other appropriate groups to gain additional leadership concurrence.

The lack of participation on IDIP by US Fish and Wildlife Service, Bureau of Indian Affairs dispatch experts and Bureau of Land Management Radio and Network staff has the team concerned. The team has outreached to these stakeholders multiple times and now requests assistance in elevating the importance of this effort to appropriate bureau leadership.

The IDIP team recommends that National Wildfire Coordinating Group (NWCG) charter a dispatch group (National Coordination System Committee (NCSC) currently proposed) in the fall of 2015-winter 2016, to ensure continuity of IDIP results. A charter drafted in consultation with the IDIP Team Lead will ensure close coordination during transition of IDIP work to the NCSC or other group. The intent is to minimize disruptions to progress and duplication of effort. The team expects this transition to occur in the fall of 2016.

Conclusions and Recommendations

The IDIP TWG teams have produced significant results in a short time. The team members’ need to support the western fire season will necessarily curtail this progress. Key issues and viable alternatives await leadership approval prior to implementation. This mid-project review provides an overview of the work to date to facilitate essential leadership essential feedback and direction.

The IDIP Team has identified the following key priority items to date:

Important and Urgent	Important / Significant	Most Controversy/Watch Out
<ul style="list-style-type: none"> • Website Content & Management • Center Manager Supervisory Duties (Delegation of Authority) • IT Network Bandwidth • PC / Laptop Computer Management and Support 	<ul style="list-style-type: none"> • Fair Share Costing Analysis Tool (FCAT) • Center Manager and Dispatcher Training • COOP • Agency Guidance / Policy Documents (Agreements) • Core Dispatch Duty Endorsement • AD Management & Processing 	<ul style="list-style-type: none"> • Law Enforcement Dispatch • All Hazard Dispatch • Radio Infrastructure on Interagency Basis (Including States) • IT Security / Website Hosting / Interoperability (Access Authentication) / Gmail

Very few of the 2008 MEA priorities identified by FEC apply to the IDIP charter. The team recommends that leadership endorse the IDIP priority list included with this briefing as the appropriate focus areas for the next phases of the project.

The 2008 MEA and other studies concluded that agencies could use workload as a basis for logical consolidations at the tier 3 level. These federal studies did not account for state and other stakeholder interests. The TWGs identified additional challenges to optimization and consolidation, including:

- The two Departments followed divergent IT paths since completion of the 2008 MEA and the other studies.
- Prior studies did not consider state and other non-federal stakeholder interests and complexities.
- Technology enhancements, particularly Radio over Internet Protocol (RoIP), (technology not widely available in previous analysis) are key to successful optimization efforts at the tier 3 level.
- The social climate for change has lessened since past studies were completed.

With leadership clarification on key points relating to all-risk, resource, law enforcement and core dispatch duties the IDIP team will refine and implement standardization as described in the project plan/charter. Along with Fair Share Costing Analysis tools and technology enhancements, local leadership should be more inclined to engage further optimization discussions.

The IDIP team has not fully explored opportunities to balance the national workload to optimize the Tier 2 and Tier 1 centers. There are fewer technological barriers to optimization at these levels, but the political climate may be difficult to navigate so success will require leadership engagement and support.

Law enforcement (LE) dispatch support continues to impact wildland fire dispatch offices throughout the nation. Currently dispatch centers support LE at levels and standards which vary from extensive to none. There exists no national direction establishing mandatory training standards, security standards or certification requirements for LE support. There is no consistent or standard LE funding mechanism to fund the LE support provided by dispatch centers. The IDIP team believes this issue raises safety concerns and potential liability, and recommends prompt resolution to mitigate these and other concerns. With wildland fire and law enforcement leadership direction, support and funding, the IDIP team will work to develop alternatives to provide comprehensive, safe, secure and essential LE dispatch service options for dispatch centers that provide this support.

The Future of the Interagency Wildland Fire Dispatch Program

September 2016

During the mid-project review in July of 2015, the IDIP Project Plan/Charter signatories requested that the team prepare a “Vision Statement”. The following paper is the deliverable associated with their request.

Mission Statement

The multiagency and state dispatch centers maintain a cohesive, safe, cost-effective and efficient program in support of wildland fire operations.

The Present Program

The dispatch coordination system is managed under a multitude of independent models bound together through mutual cooperation in support of the national wildland fire program. The current dispatch coordination is effective but challenged by competing policies, differing business processes, inconsistent governance, disproportionate funding streams and divergent personnel authorities.

The IDIP

The IDIP Phase One was chartered as an 18 month leadership initiative to implement solutions within the Present Program. Specific problems were identified by previous assessments and studies, conducted over a twenty year span, which repeatedly described issues for leadership consideration. The IDIP has developed briefing papers with implementable resolutions to several key issues. Each of these briefing papers have been handed off to appropriate parts of the interagency organization for resolution. See Summary, Status and IDIP Recommended Priority of Implementation Initiatives for additional information.

The Near Future

Next steps should include investment to enhance technology (software, hardware, information technology (IT), radio networks and communications systems). These enhancements will allow the creation of an adaptable system that meets the need of current and future stakeholders. IDIP Phase II deliverables will provide further standardization of dispatch business processes facilitated by technology modernization.

The Distant Future

A singular national optimized dispatch/coordination program supported by satellite and redundant radio backbones, funded by all agencies and states, administered by one entity.

Appendix 3 - IDIP Team Membership

Executive Sponsorship / Signatories

Name	Representing
Jim Douglas	Director, Office of Wildland Fire, US Department of the Interior
Tom Harbour	Director, Fire and Aviation Management, US Forest Service

Steering Team

Name	Representing
Dan Olsen	FS Deputy Director, Operations FAM
Dick Bahr	Deputy Director, Management & Programs, DOI Office of Wildland Fire
Ron Bertsch	FS Assistant Director for FAM Planning and Budget (retired)
Susie Stingley-Russell	Center Manager, National Interagency Coordination Center (NICC); Liaison between Management and Interagency Dispatch Personnel
Laura Hill	FS FAM IT Strategic Planner

Oversight Team

Name	Agency	Role
Kolleen Beesley	FS	IDIP Project Lead
Ken Maas	FS	IDIP Co-Lead
Elizabeth (Betsy) Walatka	FS	Project Lead - Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Robert Kuhn	N/A	Senior Consultant, Sundance Consulting
Traci Beaudin	FS	Program Specialist / Logistics
Linnea Keating	FS	Communications

Union Representation

Name	Representing
Joe Duran	FS NFFE
Charlie Armiger	FS NFFE – Governance TWG
Elaine Downing	DOI/BLM NFFE – Workforce TWG
Susie (Lilly) Greenhalgh	DOI/BLM NFFE – Workforce TWG

Core Team – Technical Working Groups (TWG)

Name	Representing	TWG / Project
Cathy Hutton	BLM – Fire Center Manager, Cody Interagency Dispatch	Workforce TWG – Lead
Beth Jablonski	FS – Workforce Diversity and Training Specialist – Eastern Area	Workforce
Jerilynne Hayes	FS – ECC Manager, Cleveland NF	Workforce
Barbara Kraemer	AK – State Logistics Center Coordinator – Alaska	Workforce
David Mosher	FS – Center Manager – Dillon Dispatch	Workforce
Karen Curtiss	FS - Fire Management Specialist, Central Oregon	Workforce
Jeff Walther	FS - Center Manager, Flagstaff Dispatch Center	IT TWG - Lead
Richard Wilson	BLM - Center Manager, Eastern Idaho Fire Center	IT TWG/ Enhanced FireOrg User Guide
Mac Heller	FS - Comino Interagency ECC Manager, Eldorado NF	IT TWG
Scott Swendsen	FS - Center Manager, Rocky Mountain Interagency CC	IT TWG
Alyssa Bones	MT - Acting Center Manager, Helena Interagency Dispatch	IT TWG
Daniel Ialenti	BLM - National Operations Center	IT TWG
Deb Otto-Oberg	FS - CIO Radio Program / USDA IT Fellowship	IT TWG
Charles (Chip) Davis	USDA – RMA – USDA IT Fellowship	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Kay Steffey	Contracting Officer, FS – NIFC	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Barry Wallace	FS – Assistant Center Manager, Prescott Dispatch	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Ray Crowe	BLM – Alaska Interagency Coordination Center Manager	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Jennifer Parrish	FS – Logistics Coordinator – Eastern Area Coordination Ctr	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Nancy Ellsworth	BLM – Center Manager – Central Nevada Interagency Disp	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Celeste Hancock	FS – Center Manager – Coeur d’Alene Interagency Dispatch	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Norval Tyler	AZ – Center Manager – Arizona Dispatch Center	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Keith Smith	National Association of State Foresters (NASF)	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Sheri Fox	FS – Center Manager, Great Plains Interagency Dispatch	Governance TWG - Lead
Heather McDonald	NPS – Center Manager, Teton Interagency Dispatch	Governance TWG
Tim Bradley	FS – Center Manager, Missoula Interagency Dispatch	Governance TWG
Robert Narus	BLM – Fire Management Officer – Vale Dispatch	Governance TWG
Jill Jones	WA – Center Manager, NE Washington Interagency Dispatch	Governance TWG
Julian Affuso	FS – Deputy Director – Safety, Fire and Aviation, Rocky Mtn	Governance TWG
Cynthia Foster	TX – Planning & Preparedness Department Head / Aviation Management Officer – Texas Forest Service	Governance TWG

Advisors

Name	Representing	Topic / Project (s)
Kim Christensen	Deputy Director, S&PF-WO; Fire and Aviation Management – NIFC	AD Hiring and Administration
Sarah Fisher	National Incident Business Coordinator – FS at NIFC	AD Hiring and Administration / Interagency Service and Supply Plans
Dave Burley	Incident Business Coordinator – BLM at NIFC	AD Hiring and Administration / Interagency Service and Supply Plans
Sue Zahn	Contract Operations Program Manager – Pacific SW Region – FS FAM	Interagency Service and Supply Plans
Pamela Deer	Procurement Analyst, Contracting Officer – WO Ops	Interagency Service and Supply Plans
V.T Huelskamp	FS CIO Network Engineer	IT Network Congestion during Surge Periods
Stock, Thomas	FS CIO Integrated Engineering Services Supervisor	IT Network Congestion during Surge Periods
Ng, Paul	FS CIO Network Engineer	IT Network Congestion during Surge Periods
Brad Smith	FS CIO eDiscovery/ Enterprise Content Management Branch Chief	IT Issues including Firenet
Dani Bohn	Grants and Agreements Specialist – FS WO at NIFC	Understanding Interagency Agreements
Ben McGrane Juanita Dickson	ITeams Project, Pacific Northwest Region	I-Teams / Interagency Service and Supply Plans
Michael D. Brinkman	Regional Continuity Manager – DHS/FEMA Region VIII	Strengthening the Continuity of Operations Plan (COOP)
Mark Ruggiero Kerry Trojnar	Emergency Management and International Programs - Office of Wildland Fire – DOI	Strengthening the Continuity of Operations Plan (COOP)
Gordon Sachs	Branch Chief, Disaster & Emergency Operations – FS	Strengthening the Continuity of Operations Plan (COOP)
Mike Davin	Regional Fire Management Officer – Intermountain Region NPS and Chair of RMCG	Fair Share Costing Analysis Tool (FCAT)
Calvin Pino	Regional Fire Management Officer – SW Region BIA	Fair Share Costing Analysis Tool (FCAT)
Brian Achziger	Deputy State FMO, Colorado State Office BLM	Fair Share Costing Analysis Tool (FCAT)
Gwenan Poirier	Fire Planning Specialist Colorado State Office BLM	Fair Share Costing Analysis Tool (FCAT)
Stringer, Kara	Acting Deputy Ctr Mgr, Great Basin Area Coord Ctr	Fair Share Costing Analysis Tool (FCAT)
Robert LaPlant	Wildland Fire Prog Mgr, Rocky Mtn Region, BIA	Fair Share Costing Analysis Tool (FCAT)
Steven Ellis	West Area Field Management Officer, State of Colorado	Fair Share Costing Analysis Tool (FCAT)
Neal Beetch	Regional Fuels Coordinator Mountain/Prairie Region FWS	Fair Share Costing Analysis Tool (FCAT)
David Carter	FWS - Deputy Regional Fire Coordinator, FWS Region 6	Fair Share Costing Analysis Tool (FCAT)
Doug Stefan	FS – Business Analyst, FS CIO Performance Management	Fair Share Costing Analysis Tool (FCAT), Statistician
Chris Buzo	FS – CIO – FAM Client Liaison	Fair Share Costing Analysis Tool (FCAT), Project Manager (PMP)

Name	Representing	Topic / Project (s)
James Whiteside	FAM Senior Technology Project Specialist – FS R5 RO FAM	Interagency Fire Management Website Standardization
Cameron Dupriest	Mobile/Web Services Specialist – FS R5 RO FAM	Interagency Fire Management Website Standardization
Andrew Bailey	Data Manager – FS Wildland Fire Management RD&A	Geographic Information System (GIS) Support
Roshelle Pederson	DOI Office of Wildland Fire (DOI) IRWIN Business Lead / Data Management	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS) / Fair Share Costing Analysis Tool (FCAT)
Chuck Wamack	Assistant Center Manager, National Interagency Coordination Center (NICC); BLM	Deliverable # 1 - Computer Aided Dispatch Standardization (CADS)
Bill Fletcher	Assistant Manager, National Interagency Coordination Center (NICC); FS Dispatch Efficiency Working Group Chair	Deliverable #2 - Interagency Dispatch Operations Guide (IDOG)
Rena Crippen	Center Manager, Northern Oregon Interagency Fire Center (NOIFC), R6 Wallowa-Whitman NF	Provided input to Standard Operating Procedures / Deliverable #2 - Interagency Dispatch Operations Guide (IDOG)
Jill McCurdy	Branch Chief, FS FAM Training, National Interagency Fire Center (NIFC)	Interagency Wildland Fire Career Dispatcher Development Curriculum
Donna Haywood	Management Analyst, LE&I – FS Wo Administration and Systems	Dispatch Recruitment and Retention Strategies

A special thank you is extended to the Tucson Interagency Dispatch Center and

Cheryl Dickson for continued support and hosting IDIP meetings.

Appendix 4 - Benchmarking

The team contacted multiple Federal Government agencies engaged in dispatch operations to understand the scale and scope of the services they provide as well as their governance, software and hardware infrastructure, staffing levels, training methods, guidance documents and any other attribute that may help improve wildland fire dispatch operations. Entities contacted included SPAWAR Systems Center Pacific (Space and Naval Warfare Systems Command in San Diego), US Customs and Border Patrol operations in Orlando, FL and the Lake Mead Interagency Dispatch Center operated by the National Park Service in Las Vegas NV. This effort was informative. Most of these centers utilize satellite radio and radio over internet protocol to a greater degree than the current wildland fire model. Their infrastructure and systems were centralized, a result of consolidation and a concerted effort to streamline services. However, these centers also faced personnel and staffing issues related to the extra workload that centralization brings.

SPAWAR serves only the Navy and therefore does not have governance or funding issues related to the customers they serve. ICE and Lake Mead serve multiple agencies, but created a system whereby each agency receiving services abides by their doctrine and pays annual user fees. Due to time and travel limitations the team did not contact customers of these centers to ascertain satisfaction with services received from newly centralized organizations.

Summary of Benchmarking Conducted by IDIP

Agency Benchmarked	Governance	Funding	Remarks	Pros	Cons
SPAWAR Systems Center Pacific Space and Naval Warfare Systems Command	<ul style="list-style-type: none"> Centralized Serves Navy only. 	Centralized; Navy	<ul style="list-style-type: none"> Located in San Diego, CA Recently consolidated 14 centers into one Dispatchers do ride-along with officers to update localized information so to provide quality service from a central location. 	<ul style="list-style-type: none"> Single funding and governance structure simplifies operational procedures. Dispatchers able to visually alert floor supervisor when significant events occur or in overload situation. State of the art visual display capability. 	<ul style="list-style-type: none"> Federal series and grade structure causes significant turnover issues. Very crowded and noisy environment.
US Customs and Border Patrol Operations	Centralized but modified to adjust for specific customer needs.	<ul style="list-style-type: none"> Customer subscription model. Room to expand. 	<ul style="list-style-type: none"> Located in Orlando, FL Dispatchers do ride-along with officers to update localized information so to provide quality service from a central location. 	<ul style="list-style-type: none"> All employees are from one agency which simplifies supervision and administration. Two national P25 redundant communication systems. 	<ul style="list-style-type: none"> Planning to restructure; cost per subscriber likely to increase to fund infrastructure and backbone system. Federal series and grade structure causes significant turnover issues.
Federal Law Enforcement Coordination Center (FLECC)	Centralized but modified to adjust for specific customer needs.	Customer subscription model.	<ul style="list-style-type: none"> Operated by the Bureau of Land Management (BLM) in Phoenix, AZ Focus is law enforcement for land management agencies. 	<ul style="list-style-type: none"> Single agency employs all staff (BLM). Utilizes satellite radio technology which improves remote communication and allows for centralized dispatch. 	Staffing turnover issues.
Lake Mead Interagency Dispatch Center	Centralized but modified to adjust for specific customer needs.	Customers include FWS, BIA, NPS and FS. All provide funding based on use.	<ul style="list-style-type: none"> Operated by the National Park Service (NPS), Las Vegas, NV Modern, state of the art facility built to the future with possible expansion opportunities. Focus is law enforcement. 	<ul style="list-style-type: none"> Single agency employs the staff (NPS). Utilize RoIP and satellite radio technology. 	Staffing turnover likely due to the use of the 2151 occupational series which tend to be lower in grade.

Appendix 5 - Interagency Dispatch Operations Guide (IDOG) Chapters

Until such time as the IDOG can be completed by the Dispatch Efficiency Working Group (DEW) under the National Coordination System Committee (NCSC), the following IDIP chapters are to be included in the 2017 version of the Redbook.

Understanding Agreements, Operating Plans and Funding Documents

Background and Purpose

Center Managers and fire and aviation management staff are not subject matter experts regarding agreements. However, the work they perform relies heavily on partnerships with federal, state, local, and tribal governments. These partnerships are generally authorized through written agreements, and may include shared services and funding. This document is intended to be an educational tool and quick reference guide. It is important to work with agency grants/agreements specialists, contracting officers, and/or budget officers to create, review and execute agreement-related documents. The templates provided in this chapter contain the minimum components/language necessary to comply with Federal Congressional authorities and acts as they apply to interagency dispatch. State agencies may have additional requirements and authorities as set by their respective legislatures.

Quick Definitions

In order to utilize this document, a basic understanding of the differences between the most commonly used agreements types for interagency dispatch and fire management is necessary. These agreement types are: interagency, cooperative fire protection, and memoranda of understanding. Operating and/or financial plans are not agreements; rather they are subcomponents of an agreement. Standard Operating Procedures (SOP) are not agreements, nor a subcomponent of an agreement, but may be referenced for procedures.

Consistent across all agencies, the following are basic definitions:

Interagency Agreements

Used to document an exchange of services and funds between federal agencies. Proper authority must be cited. The most common authority between DOI and Forest Service for shared services applicable to this guidance is the Service First authority. However, another common authority among all federal agencies is the Economy Act, which can also be used to execute an interagency agreement.

Cooperative Fire Protection Agreements

Authorized by the Reciprocal Fire Act, are used to document the coordination and exchange of personnel, equipment, supplies, services, and funds between the federal wildland fire agencies and the state, local, and tribal government agencies in sustaining wildland fire management activities. These agreements when executed with a state agency may also reference the Stafford Act for Presidentially declared disasters.

(Annual or Multi-Year) Operating Plans (OP)

Supplemental documents to an agreement and may be used to identify or clarify the agreed upon services provided by each participating agency.

Financial Plans

Supplemental to an agreement and/or operating plan and may be used to illustrate the shared costs agreed to by each participating agency.

Memoranda of Understandings (MOU)

Do not require a specific authority. They are used to document a framework for cooperation between two or more parties for carrying out their separate activities in a coordinated and mutually beneficial manner. They should only be used when nothing of value (including funding) is to be transferred or exchanged.

Standard Operating Procedures (SOP)

Are not agreements and do not require a specific authority. However, they may be referenced in an agreement or an operating plan for additional information. SOPs contain specific instructions clearly spelling out what is expected of an individual every time they perform a given task. A standard operating procedure can be used as a performance standard for tasks that are routinely done in the operational environment. Each center will complete a local chapter of the Interagency Dispatch Operating Guide (IDOG) to incorporate their SOP.

Current Agreements, Templates, and Guidance

1. MASTER INTERAGENCY WILDLAND FIRE MANAGEMENT AGREEMENT BETWEEN DOI & FS – Service First Authority

This master interagency agreement (IA) between the DOI & FS provides the authority and general terms and conditions to share resources for fire management. Supplemental operating plans or funding arrangements may be made between the signatory agencies to share or reimburse costs associated with planned programs and/or projects that fit within the scope of the IA. The recommended funding document is Treasury Form FMS-7600B with reference to the Master IA for authority and general terms and conditions. (The Master IA may satisfy the FMS-7600A requirements, making it an optional document at local units.)

- **FMS-7600A: General Terms and Conditions Section of Interagency Agreement between Federal agencies.**
- **FMS-7600B: Order Requirements and Funding Information Section of Interagency Agreement between Federal agencies.**

2. MASTER COOPERATIVE WILDLAND FIRE MANAGEMENT & STAFFORD ACT RESPONSE AGREEMENT Reciprocal Fire Act

This is a multi-agency cooperative agreement between federal and state, local, and tribal governments for wildland fire management. The agreement provides the overarching authority and general terms and conditions to share resources for fire management. Supplemental project plans or funding arrangements may be made between the federal and non-federal agencies to jointly share or reimburse costs associated with planned programs and/or projects that fit within the scope of the agreement. The preferred funding document is the Supplemental Project Agreement (SPA).

3. SUPPLEMENTAL PROJECT AGREEMENT

The SPA template is provided as an Exhibit in the master cooperative agreement. The SPA must reference the master cooperative agreement. It may be used to document a cost-share or reimburse funds between a federal and non-federal agency.

4. GEOGRAPHIC OR STATE OPERATING PLAN

Each master cooperative agreement must include a geographic or state-wide operating plan between the signatory agencies. The operating plan tiers off of the agreement and carries forward the authority and terms of the master.

5. SUB-GEOGRAPHIC OR LOCAL OPERATING PLAN

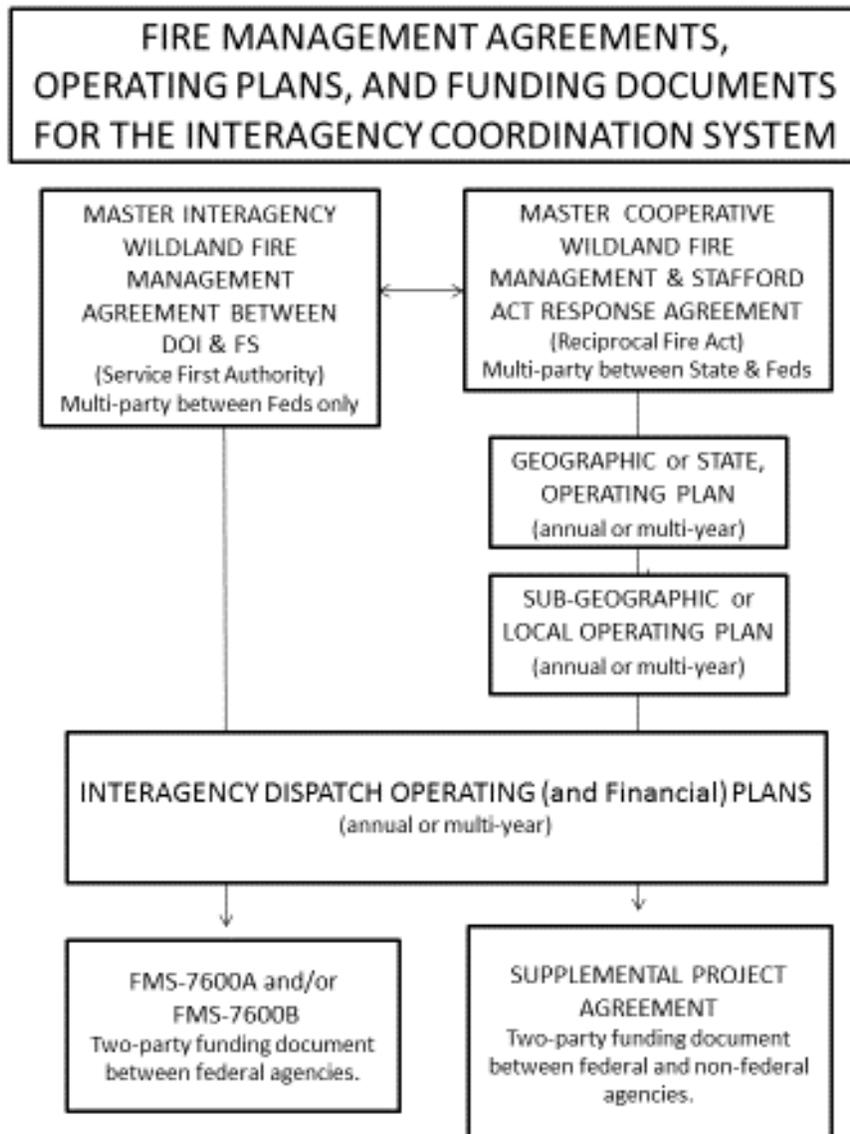
These operating plans are optional. They can be divided by regions of a state, counties or dispatch zones. If executed, they tier off of the master cooperative agreement and geographic/statewide operating plan.

6. INTERAGENCY DISPATCH OPERATING (and Financial) PLANS

These plans may be executed as a separate document between partner agencies to outline governance, organization, roles, responsibilities, and financial expectations including the components referenced in Interagency Dispatch Operating and Financial Plans (Annual or Multi-Year) below. Alternatively, the components of the plan may be incorporated within or by reference to an existing Geographic/Sub-geographic Area

Operating Plan. The plan must reference an existing master agreement for authority and general terms and conditions.

Agreements and Operating Plans Flow Chart



06/21/2016

How to Apply Locally – Case Examples

1. National, Geographic and Local Agreements Breakdown

- National level and Geographic (Statewide) level agreements are established at the national and regional levels.
- Local level operating plans or agreements may tier off the national or geographic level agreements.
 - Agency grants/agreements specialists, contracting officers, and/or budget officers work in conjunction with local fire managers and fire planners to establish these agreements for various work groups, including dispatch centers.
 - The need for and structure of these agreements is dependent on the set up of the local wildland fire program, the organization of the dispatch center and the agencies who provide funding.
 - Generally, the agency providing funding to another agency will initiate the required agreement documents. Depending upon the agencies involved, different formats may be used; however, there is an effort nationally to standardize the formats as much as possible.

2. Common Organization Examples for Interagency Dispatch

Assumption – All partnering agencies are subject to authorities and terms/conditions of an existing Master Agreement.

Example 1 - Interagency Dispatch – Cost-Sharing from Each Partner Agency WITHOUT funding transfer.

Dispatch personnel are employed by different agencies.

Partner agencies fund their own employees, associated expenses, travel and training. Other costs (such as facilities and infrastructure) are divided equally between agencies.

- An operating plan and financial plan may be used to define services provided, roles and responsibilities, and illustrate financial responsibility for cost-sharing across the partner agencies.
- No supplemental agreement of funding document is necessary, since there is no exchange of funds.
- A delegation of authority (DOA) to provide for operational and supervisory authority between partner agency employees is not inherent to existing agreements and must specifically be authorized through agency policy and processes separate from but attached to written agreements or operating plans.

Example 2 - Interagency Dispatch – Cost-Sharing from Each Partner Agency WITH funding transfers.

Dispatch personnel are employed by different agencies.

A partner agency provides funding to another to pay for various costs associated with operation of the dispatch center (i.e. paying for a position (s) or infrastructure costs).

- An operating plan and financial plan may be used to define services provided, roles and responsibilities, and illustrate financial responsibility for cost-sharing across the partner agencies.
- A supplemental agreement between each funding and collecting agency is necessary in order to transfer funds between the two parties.
- A delegation of authority (DOA) to provide for supervisory authority between partner agency employees is not inherent to existing agreements and must specifically be authorized through agency policy and processes separate from but attached to written agreements or operating plans.

Example 3 - Interagency Dispatch – Cost-Sharing from Each Partner Agency WITH funding transfers.

Dispatch personnel are employed by one agency.

A partner agency provides funding to another to pay for various costs associated with operation of the dispatch center (i.e. paying for a position (s) or infrastructure costs).

- An operating plan and financial plan may be used to define services provided, roles and responsibilities, and illustrate financial responsibility for cost-sharing across the partner agencies.
- A supplemental agreement between each funding and collecting agency is required in order to transfer funds between the two parties.
- A separate delegation of authority (DOA) to provide for operational and supervisory authority may not be necessary since all employees are employed by the same agency. Authority to dispatch for all partner agencies can be included in the master cooperative fire agreement.

Other Examples

This list is not exhaustive of the possibilities but is provided to illustrate the most common examples. Grants and Agreements Specialists should be consulted for clarification.

Agreements Training

Training is under development with consideration to similar content that is currently available as part of the Fire Program Management Course (M-581). It addresses these basic authorities and agreement types.

Interagency Dispatch Operating and Financial Plans (Annual or Multi-Year)

These plans will either contain or reference the following minimum components:

- a. **Purpose and Overview**
- b. **Administrative Oversight/Structure**
 - i. Executive Board
 - ii. Operations Group
- c. **Dispatch Organization**
 - i. Staffing
- d. **Roles and Responsibilities**
 - i. Center Manager
 - ii. Assistant Center Manager(s)
 - iii. Others as Applicable
- e. **Dispatch Services**
 - i. Initial and Extended Attack
 - ii. Mobilization, Demobilization and Support
 - iii. Aviation
 - iv. Prescribed Fire (if applicable)
 - v. All Hazard (Law Enforcement, Natural Disaster, etc., as applicable)
- f. **Funding**
 - i. Cost sharing between participating agencies for the operations and maintenance of the dispatch center.
 - ii. Financial Plan (attach as Appendix)¹⁶

Example Financial Plans

These are examples only. Local units may utilize other formats as appropriate. The primary purpose is to identify

¹⁶ Examples of Federal to Federal and Federal to Non-Federal Financial Plans are included on the next pages.
Interagency Dispatch Implementation Project – Final Report – September 2016 – Page 55

the cost elements (salary, travel, supplies, etc., in support of the dispatch center) and contributions by agency.

Although multi-agency financial plans are possible (three or more agencies), the following two examples illustrate a two-party financial plan for either a payment or collection option.

1. Example of Federal to Federal or Financial Plan

This example shows Forest Service payment to another Federal agency.



OMB 0596-0217

FS-1500-17C Financial

2. Example of Federal to Non-Federal Financial Plan

This example shows collection by the Forest Service from a non-Federal agency.



FS 1500-18 Collection
Agreement Financial P

Other financial plans are acceptable and may be available from Grants and Agreements Specialists.

Strengthening Continuity of Operations Plans (COOP) Implementation Plan

(Chapter for the IDOG)

April 11, 2016

Background

The lack of standardization in the use and structure of Continuity of Operations (COOP) plans creates inefficiencies and jeopardizes agency ability to provide for the health and safety of personnel and the public during emergency situations. Strengthening COOP through standardization will ensure readiness and seamless continuity during activation.

In consultation with FS Emergency Management Specialist, Office of the Chief and DOI Emergency Management and International Programs Specialist, Office of Wildland Fire (OWF) the recommendation to use the standard Federal Emergency Management Agency (FEMA) continuity of operations (COOP) plan template was unanimous. Implementation of this standard across the wildland fire agencies will resolve the situation described above.

Although it is not possible to plan COOP for every possible situation, this document meets federal and non-federal standards as determined by FEMA and will ensure that essential elements are included in all COOP plans.

Resolution

This approved national standardized template provides instruction and guidance for the development of Dispatch Center Continuity of Operations Plan (COOP). The template is flexible enough to tailor to local needs while meeting the requirements to facilitate all essential functions during natural disasters, emergencies or other situations that may disrupt normal operations. All Interagency Wildland Fire Dispatch Centers will utilize the following FEMA COOP planning template¹⁷. The template is a minimum standard.

Training for development of your local COOP plan can be acquired through in the following way: FEMA cadre will teach a group of no less than 15 people at no charge. This training takes approximately 2 days. Contact the regional FEMA point of contact¹⁸ under the link entitled Regional Continuity Manager (RCM) Contact Information.

Interagency Center Managers Training Academy

- A one-day virtual webinar is currently being prepared by FEMA. This training will be made available on demand, accessible via the internet. This page will be updated with specific access information as soon as the course is made available.

FEMA training can be also be acquired through the FEMA Website¹⁹. Class number is L0550-Continuity of Operations Planning COOP. This training is available in a classroom setting. See the website for additional information.

Test, Training and Exercise (TT&E)

Testing, training and exercise activities as described in the template are to be conducted annually. The National Wildland Fire Coordination (NWCG) National Coordination System Committee (NCSC) will develop recommendations for fire management leadership to incorporate into annual reviews.

¹⁷ <https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/template/COOPtemplate20160616.docx>

¹⁸ [FEMA point of contact at http://www.fema.gov/about-continuity-operations-coop-division](http://www.fema.gov/about-continuity-operations-coop-division)

¹⁹ <https://training.fema.gov/emicourses/schedules.aspx>

Implementation Period

- Recommended that all wildland fire dispatch centers develop this standardized COOP template by March 2017.
- COOP capital investment needs as determined through testing should be budgeted for locally in a phased manner to be completed by March 2020.

Dispatch Center Manager/Assistant Center Manager Delegation of Authority

(Chapter for the Interagency Dispatch Implementation Guide)

June 23, 2016

Background

Dispatch Center Managers (CM) manage interagency wildland fire dispatch centers. Regulations and policies for agencies participating in an interagency dispatch center vary. CMs will have a delegation of authority in place that provides “an adequate level of operational authority from all participating agencies” as required in the 2016 Interagency Standards for Fire and Fire Aviation Operations (Red Book) p. 344 and supported by FSM 1237.03(2) and DOI Directive 1203.

The use of this delegation of authority template will ensure agency administrators consider all aspects that are required for a CM to have “adequate supervisory authority” while following agency-specific regulations and policies.

In the absence of the CM, an acting CM will be identified, formally and in writing for short-term (a few hours up to two days) and longer-term (three days or more) as appropriate. The duration of a center manager’s absence will be directly related to the specific authorities that will be delegated to the ACM by the local unit. A template of these duties is included in the following pages.

Resolution and Implementation

- Agency dispatch center governing boards will prepare and ratify a delegation of authority to dispatch center managers using the enclosed template developed by the Interagency Dispatch Implementation Project (IDIP). Customization of this DOA to accommodate local needs is appropriate. This DOA will be in place by May 1, 2017, or earlier if possible.
- Agency Center Managers will prepare a designation of acting center manager delegation for both short and long term absences. This designation to be approved by the dispatch center governing board as appropriate. This delegation will be in place by May 15, 2017 at all wildland fire dispatch centers.

Interagency Dispatch / Coordination Center Manager Delegation of Authority Template

The Agency Administrators within the _____ have delegated the authority and responsibility to manage fire operations to the individual agency representatives on the Governing Body. This Delegation of Authority provides the _____ Center Manager with direction from the Governing Body to manage and operate the _____ Center according to the following authorities (Interagency Standards for Fire and Aviation Operations – Chapter 19 Dispatch and Coordination, FSM 1237.03 and DOI Directive 1203):

1. Provide supervision, leadership direction, priority setting and oversight to manage interagency dispatch center personnel in an effective and safe manner to complete daily operations and functions to include: Initial Attack, Extended Attack, Logistics Support, Aviation Coordination and Expanded Dispatch operations when warranted.
2. In consultation with any Interagency employee's "Supervisor of Record", initiate and complete performance evaluations for center employees. Ensure any minor disciplinary infractions are brought to the attention of the Interagency employee's "Supervisor of Record".
3. Recommend employee development plans and training for personnel employed within the Interagency Dispatch Center.
4. Balance and maintain budget in accordance with the annual operating plan and associated financial plan to ensure all center expenses comply with agency policies.
5. Ensure interagency fire and aviation dispatch policies are understood, followed and coordinated within the center.
6. Maintain a safe and professional workplace environment that follows ethics and conduct standards. Provides a workplace free of discrimination and harassment.
7. Ensure dispatch operations and staffing are managed to support the mission of center as an interagency service organization that:
 - Provides support to incident management for fire and non-fire activities
 - Provides dispatching services for safe, efficient and effective initial attack, extended attack, logistics support, and aviation coordination to the cooperating agencies
 - Exemplifies the highest standards of professionalism and provides excellent customer service
8. Ensure that updated intelligence is provided to local Multi-agency Coordination (LMAC) group when assembled in order to make informed decisions.
9. Implement policies to ensure operations are conducted according to agency specific standards and guidelines based upon established plans such as Fire Danger Operating Plan and associated run cards. Contradictions or incompatibilities in policy will be brought to the attention of the Governing Body.
10. Implement actions and provide direction to ensure effective communication processes, working relationships, and teamwork among all dispatch personnel. Establish positive and objective relationships with all units and agencies served by the interagency dispatch center.
11. Implement actions to effectively communicate incident updates to the media, public or other interested entities: social media, Joint Information Center, etc.
12. Discuss new and unusual issues, problems or activities with the Governing Body for resolution.
13. The Interagency Center Manager shall ensure that in his/her absence that the acting Interagency Center Manager(s) is aware of and follows the specific principles, authorities, and direction in this current, signed DOA.
14. All items (except _____) may be delegated by the Center Manager to the Assistant Center Manager or to the acting CM during both short and long-term absences of the Center Manager.

This delegation shall be reviewed annually by the Governing Body and Interagency Center Manager, amended as necessary, and re-signed annually.

Signatures

Governing Body

Date

Interagency Center Manager

Date

Incident Business Management

(Chapter for the Interagency Dispatch Implementation Guide)

June 20, 2016

This plan provides the general administration procedures to support incident management operations and to ensure consistency. These guidelines emphasize the critical financial and administrative procedures to be followed on incidents and are intended to complement Interagency Incident Business Management Handbook (IIBMH)²⁰ which provides national direction and to highlight the geographic area and local supplements to the handbook.

Virtual Incident Procurement System (VIPR)

The Virtual Incident Procurement System (VIPR) provides a comprehensive list of available contract resources and Dispatch Priority Lists (DPL). VIPR information (including DPLs) is available on the VIPR Website²¹. Use of VIPR is mandatory for Forest Service and as agreed by other participating agencies.

Incident Service and Supply Plan

In accordance with the Interagency Incident Business Management Handbook (IIBMH),

..."Incident agencies shall maintain service and supply plan that identifies local resources. These plans should be established pre-season. When appropriate agencies located in the same geographical area should coordinate and develop interagency service and supply plans."

In accordance with the 2014 Interagency Dispatch Implementation Project (IDIP) Plan²²....

"... identify where standardization and clear direction can result in increased efficiency..."

This plan will be referred to as the **Incident Service and Supply Plan** to provide for standardization.

Incident Service and Supply Plan Template

This standardized ISSP template shown on the next page contains the minimum required information. Standardization will result in more efficient use of available resources. It is available on the IDIP Website²³ for your convenience.

The ISSP is to be completed by local procurement / incident business management staff. This role is not to be delegated to dispatch staff.

ISSP information is to be stored in an information security approved location such as Firenet.

ITEAM

ITEAM is a system currently under developmental use in the Northwest Geographic Area; and being optionally used in other Geographic Areas. ITEAM provides "one-stop-shopping" for all non-competitive resources with a contracting component. ITEAM:

- Is a secondary source list which provides a list of non-competitive resources available for use on incidents.
- Is a platform that allows equipment not solicited under VIPR or not contracted during the formal VIPR solicitation period (every three years) to be put into a source list.

²⁰ <http://www.nwcg.gov/sites/default/files/publications/pms902.pdf>

²¹ <http://www.fs.fed.us/business/incident/virp.php>

²² https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/reports/ProjectPlanIDIP_July2014.pdf

²³ <https://www.forestsandrangelands.gov/WFIT/applications/IDIP/index.shtml>

- *Competitive solicitation and contracts for VIPR resources are done every three years. It is essential to provide a supplemental source where resources can be listed in the event that the Dispatch Priority Lists (DPL) are exhausted.*
- Provides a location for non-competitive resources (miscellaneous equipment) to be listed in a standardized format.
 - *Vendors listed in ITEAM have been pre-vetted by the contracting group in order to assure that the training requirements are met, pre-identified agreed rates are established and federal payment information is received, prior to any obligated agreement. Vendor information is uploaded by acquisition staff into ITEAM in order to provide resources to incidents quickly and effectively.*
- Provides a method to create the Emergency Equipment Rental Agreement (EERA) to facilitate the procurement process.
- Is accessed thru E-AUTH with special access due to the procurement portion for warranted contracting officers.
 - *All EERAS must be administered and signed by agency officials with procurement authority.*
- Provides a documentation component that allows dispatch centers to upload their Incident Service and Supply Plan, spreadsheets and other useful information for expanded dispatch, buying teams, contracting officers, or Incident Business Advisors (IBA).
- Provides a component for Land Use Agreements, including pre-identified locations, maps, established rates, and other useful information for incident personnel.

(Agency/Unit Name Here)

Interagency Incident Management Service & Supply Plan Template (Intended for interagency dispatch center use)

Date

SECTION 1: Acquisition Contact Information

XXX Dispatch Center AQM

XXX AQM Dispatch Area Procurement Organization

NAME	TITLE	WORK PHONE	CELL	LOCATION
Bear, Smokey	Purchasing Lead	xxx-xxx-xxxx	xxx-xx-xxxx	Forest
Support Staff				
Support Staff				

Additional Acquisition Support – Micro-purchase Level

(Type 3-5 fires to be coordinated by XXX)

NAME	TITLE	WORK PHONE	CELL	LOCATION
Bear, Smokey	Purchasing Lead	xxx-xxx-xxxx	xxx-xxx-xxxx	Forest
Support Staff				
Support Staff				

SECTION 2: Agency, Local and/or Regional Incident Business Operating Guidelines

Place any Agency, Local and/or Regional incident business operating guidelines here.

SECTION 3: Agency Procurement Restrictions, Prohibitions, and Mandates

If procurement restrictions, prohibitions, and mandates are identified in a regional/agency/interagency business operations guide, reference location(s) of them here (on in links in section 12).

If procurement restrictions, prohibitions and mandates are not identified in the above documents, here are some suggested inclusions.

Restricted Items (see federal agency acquisition links in section 12):

Incident Replacement

Agency Owned Fleet Vehicle Repairs

Agency Recycling Requirements

SECTION 4: Agency Policies & Agreements

Geographic Area Equipment Rates – IIBMH Chapter 20, Geographic area Supplements

Incident Sign Ordering Protocols

Driver's License requirements – agency specific

Meals and Lodging provided in lieu of fire camp (use clause in EERA as documentation for open procurement of meals/lodging).

Rental Cars

Geographic Area Supplemental Food Policy (may restrict national policy).

Geographic Area Administratively Determined (AD) Exception Position Rates.

Per Diem & M&IE breakdown for local area – CONUS (see link to per diem rates in section 12).

Land Use Agreements.

National Buying Team Protocols and Guide (see link in section 12).

Use of Charge Cards as Payment Instruments.

SECTION 5: Roles and Responsibilities

AQM

Provide oversight and expertise for extended attack incidents, based on incident needs; ensuring micro-purchasers are adequately supported

Provide CO support for incident only EERAs and LUAs

Purchaser

Communicates issues of concern to IBA/IBS as soon as issue occurs

Documents cost to the incident for purchases utilizing the National Buying Team Protocols, spreadsheet and file structure

Dispatch and/or Expanded Dispatch:

Provide procedures for local and geographic cache ordering

- Provide a blocks of S#s for regional cache ordering and/or local purchases

Submits orders for items not under agreement to BUYT or AQM support personnel

Follows Dispatch SOPs for filling resource orders using DPL or competitive resource lists

Local Cache:

Local warehouse inventory of non-cache items such as chairs, fax machines, phones, trailers, etc.

Incident Finance (Forest Service):

Communicate and coordinate with BUYT or AQM support personnel for Land Use Agreements

Work closely with BUYT or AQM support personnel to process and track payments appropriately

Communicate with BUYT or AQM support personnel to track costs to incident

IBA/IBS:

Ensure orders are being properly placed and filled for items not under agreement

Provide oversight for items requiring approval (e.g. incident replacement of non-standard cache items)

NOTE: The IBA/IBS, designated AQM Lead and Dispatch Center Manager should collaborate to recommend to the Agency Administrator whether to order a national buying team based on the following criteria:

- A Type 1 or long Type 2 IMT is in place or has been ordered,
- The AQM zone is exceeding its capacity,
- There are multiple fires within the zone, or
- Activity is expected to escalate

SECTION 6: Agency Information & Contacts

- Agency telephone directory (will be available through host unit)
- Agency map (will be available through host unit)
- Geographic Area and Cooperating Agency Incident Business Websites (see links in section 12)
- Hiring procedures and contact list for AD or non-fire personnel.

SECTION 7: Vendor Listing – IBPA / Incident only EERA

NOTE: Suggest using Excel spreadsheets for listings in sections 7-10 for better sorting and searching capabilities.

Ordering Instructions: Per AQM direction, dispatch priority lists (DPL) and competitive resource lists (RL) will be followed for the utilization and processing of all solicited agreements. In the event that specialized equipment not under a competitively awarded agreement is needed, the IMT or IC will coordinate with Dispatch to arrange for the BUYT or AQM support personnel to establish incident only EERA agreements. Incident only EERAs are only valid for the specified incident.

(see links to VIPR and regional and/or local contracts and agreements in section 12).

Add in any available regional/state/local vendor listings

R6 ITeam is a source list for resources not in VIPR which is available to contracting officers.

If available, retain a copy of past EERA information for reference. This can be useful in knowing past assignments and payments.

SECTION 8: Vendor Listing – Open Market Sources

Provide an index of often used or unique items not readily found via phone book or internet search, etc. The index provided here is a general idea of what information is contained in the Open Market Vendor Lists. Due to concerns over PII, the actual vendor lists will be securely stored in Dispatch, with AQM and Incident Business Specialists retaining copies.

Example of open market items are:

- Automotive parts/service/repair
- Building supplies
- Boat rental
- Camping/sporting goods
- Chain Saw supplies
- Dentists/Eye doctor
- Heavy Equipment parts/service/repair
- Electronic parts and supplies (copy service, copy machine rental, ink, plotter, plotter supplies)
- Fork Lift Rental
- Fuel gas/diesel/oil/propane
- Farm supplies seed/straw
- Garbage Services
- Ice
- Irrigation supplies
- Laundry service
- Mystery oil disposal (30-55 gallon drums)
- Road maintenance sand/gravel
- Septic service
- Telephone service
- Utilities
- Water bottled and potable water sources

Elements to include in Open Market Vendor Listings:

- Supply Item (name/type)
- Vendor (source)
- Contact Number
- After hours contact number
- Contact Name
- Remarks
- Payment Method

SECTION 9: Vendor Listing – Emergency Service Providers

Elements to include in an Emergency Service Provider Listing:

- Medical Facility (name)
- Latitude and Longitude and FAA registered heliport
- Address
- Contact Numbers (administrative and emergency) and email
- Billing Contact
- Remarks
- Local unit process and procedures for notifications

SECTION 10: Vendor Listing – Land, Facility, Other

When seeking areas needed for incident use, priority for LUAs should be State, Federal, or Cooperator lands prior to looking for private lands. LUAs must be completed prior to any incident use of the identified land/facility.

If available copies of prior LUAs should be made available for reference. This can be useful in knowing past assignments and payments.

- Include space for special information such as remarks, comments and notes about the agreement and/or facility. (i.e. does not include campground showers, sprinklers must be turned on/off every 3 days, this requires a board decision that needs 3 days of lead time, etc.).

SECTION 11: Other Agency Contracts / Agreements

Place other state and local contracts/agreements and Annual Operating Plans here.

SECTION 12: Forms and Links

[National Interagency Buying Team Guide: http://www.nwcg.gov/sites/default/files/products/buying_guide.pdf](http://www.nwcg.gov/sites/default/files/products/buying_guide.pdf)

[Buying Team Tool Kit: http://www.fs.fed.us/business/incident/teamtoolkit.php](http://www.fs.fed.us/business/incident/teamtoolkit.php)

[National Mobilization Guide: http://www.nifc.gov/nicc/mobguide/2015_Mobilization_Guide.pdf](http://www.nifc.gov/nicc/mobguide/2015_Mobilization_Guide.pdf)

[National Standards for Fire and Fire Aviation Operations:
http://www.nifc.gov/PUBLICATIONS/redbook/2015/RedBookAll.pdf](http://www.nifc.gov/PUBLICATIONS/redbook/2015/RedBookAll.pdf)

[Interagency Incident Business Management Handbook:
http://www.nwcg.gov/sites/default/files/products/pms902.pdf](http://www.nwcg.gov/sites/default/files/products/pms902.pdf)

[Incident Business Committee Resources: http://www.nwcg.gov/committees/incident-business-committee/resources](http://www.nwcg.gov/committees/incident-business-committee/resources)

Geographic Area and Cooperating Agency Incident Business Websites:

- Examples:
 - [GB: http://gacc.nifc.gov/egbc/business.php](http://gacc.nifc.gov/egbc/business.php)
 - [NR: http://www.fs.fed.us/r1/fire/nrcg/Committees/business_committee.htm](http://www.fs.fed.us/r1/fire/nrcg/Committees/business_committee.htm)
 - [MT-DNRC: http://www.dnrc.mt.gov/forestry/Fire/Business/default.asp](http://www.dnrc.mt.gov/forestry/Fire/Business/default.asp)
 - [ID-IDL: http://www.idl.idaho.gov/bureau/firemgmt.htm](http://www.idl.idaho.gov/bureau/firemgmt.htm)
 - [WY-TDC: http://gacc.nifc.gov/gbcc/dispatch/wy-tdc/fire-business.php](http://gacc.nifc.gov/gbcc/dispatch/wy-tdc/fire-business.php)
 - Add yours here....

[National Mobile Food Services Contract: http://www.fs.fed.us/fire/contracting/food/food_contract.pdf](http://www.fs.fed.us/fire/contracting/food/food_contract.pdf)

[National Mobile Shower Facilities Contract: http://www.fs.fed.us/fire/contracting/shower/shower_contract.pdf](http://www.fs.fed.us/fire/contracting/shower/shower_contract.pdf)

[Dispatch Priority Lists \(DPL's\): http://www.fs.fed.us/business/incident/dispatch.php](http://www.fs.fed.us/business/incident/dispatch.php)

[Per Diem Rates: http://www.gsa.gov/portal/content/104877](http://www.gsa.gov/portal/content/104877)

[Meals and Incidentals Breakdown: http://www.gsa.gov/portal/content/101518](http://www.gsa.gov/portal/content/101518)

[2016 National Interagency Radio Support \(NIRS\):
http://www.nifc.gov/NIICD/docs/2016_NIRSC_Users_Guide.pdf](http://www.nifc.gov/NIICD/docs/2016_NIRSC_Users_Guide.pdf)

[NICC Reference Materials Page: http://www.nifc.gov/nicc/logistics/references.htm](http://www.nifc.gov/nicc/logistics/references.htm)

NFES Catalog

[Part 1: http://www.nwcg.gov/nwcg-nfes-catalog-part-1-fire-supplies-and-equipment](http://www.nwcg.gov/nwcg-nfes-catalog-part-1-fire-supplies-and-equipment)

[Part 2: http://www.nwcg.gov/nwcg-nfes-catalog-part-2-publications](http://www.nwcg.gov/nwcg-nfes-catalog-part-2-publications)

[Fillable Ordering Form: http://www.nwcg.gov/sites/default/files/nwcg-catalog-orderform-fillable.pdf](http://www.nwcg.gov/sites/default/files/nwcg-catalog-orderform-fillable.pdf)

[Credit Card Form: http://www.nwcg.gov/sites/default/files/CreditCardForm-fillable.pdf](http://www.nwcg.gov/sites/default/files/CreditCardForm-fillable.pdf)

[Ordering Procedures: http://www.nwcg.gov/sites/default/files/OrderingProcedures.pdf](http://www.nwcg.gov/sites/default/files/OrderingProcedures.pdf)

[Forest Service Acquisition Management Incident Internet Homepage: http://www.fs.fed.us/business/incident/](http://www.fs.fed.us/business/incident/)

[BLM Acquisition Handbook: http://www.blm.gov/nils/AQ_handbook/h-2100-1/handbook-toc.htm](http://www.blm.gov/nils/AQ_handbook/h-2100-1/handbook-toc.htm)

[Forest Service Acquisition Management Incident Procurement Intranet Homepage:](http://fsweb.wo.fs.fed.us/agm/)
<http://fsweb.wo.fs.fed.us/agm/> (click on Incident Procurement, click on Buying Teams)

[FS Incident Business Practices Website: http://www.fs.fed.us/fire/ibp/](http://www.fs.fed.us/fire/ibp/)

[National Response Plan: http://www.dhs.gov/xlibrary/assets/NRP_Brochure.pdf](http://www.dhs.gov/xlibrary/assets/NRP_Brochure.pdf)

[DOI Casual Payment Center \(forms\): http://www.nifc.gov/programs/cpc_forms.html](http://www.nifc.gov/programs/cpc_forms.html)

[Federal Travel Regulation Homepage: http://www.gsa.gov/portal/content/104790](http://www.gsa.gov/portal/content/104790)

[GSA Global Link: https://www.gsaglobalsupply.gsa.gov/advgsa/main_pages/start_page.jsp?store=FSS](https://www.gsaglobalsupply.gsa.gov/advgsa/main_pages/start_page.jsp?store=FSS)

[GSA Advantage Link: http://www.gsaadvantage.gov](http://www.gsaadvantage.gov)

[USDA Advantage Link: https://usdaadvantage.gsa.gov/advgsa/advantage/main/start_page.do?store=USDA](https://usdaadvantage.gsa.gov/advgsa/advantage/main/start_page.do?store=USDA)

Interagency Wildland Fire Career Dispatch Core Competency Curriculum

(Does not apply to Redcard Qualifications)

(Chapter for the IDOG)

August 15, 2016

Background and Purpose

Training requirements across agencies vary for center managers, assistant center managers and dispatchers resulting in different levels of skill, knowledge and proficiency. Lack of cross training/ mentoring opportunities hinders the ability to develop core skill sets. Access to training is limited and can be costly. This directly affects services to the field and potentially affects recruitment, retention and successional planning.

Utilizing the competency checklist and the crosswalk of core competencies (below) with existing training provides managers with a mechanism to ensure base level training for entry level dispatchers, assistant center managers and center managers. The competency checklist and crosswalk do not apply to redcard qualifications. They are designed to enhance the training opportunities for dispatcher, assistant center manager and center manager.

The competency checklist is to be used by the supervisor to document competencies obtained by the employee through OJT, on line modules, self-directed training and formal training. The checklist should become part of the employees' training file for documentation illustrating competencies obtained.

The National Coordination System Committee (NCSC) will review and refine the checklist, crosswalk, and core competencies commensurate with the core duties identified.

Training aids / modules should be developed from existing material where possible and repackaged to provide flexibility for delivery (i.e., virtual, OJT).

Implementation Strategy and Timeline

- Checklist of core competencies and training crosswalk available for use January 2017.
- NCSC to prioritize course work and modules based on the training crosswalk (below) and appropriate training needs analysis.
- Online training aids / modules will become available no later than January 2018.
- Identification of updates or additional aids/ modules to be assessed annually by NCSC.

Does Not Apply to Redcard Qualifications

Interagency Wildland Fire Career Dispatcher Development Curriculum - Desired Skills/Competencies

August 17, 2016

IA Dispatcher

Desired competencies for wildland fire Initial Attack Dispatcher include the following:

Communications

1. Operate consoles and related communications equipment efficiently during emergency operations. [20](#)
2. Communicate with aircraft crews on mission orders, changes in mission and flight following. [2,7, 11, 25](#)
3. Communicate with wildland fire resources to provide mission orders, tracking and accountability. [7, 11, 22](#)
4. Receives request from the field for spot weather forecasts and broadcasts responses from the NWS. [7,23,26](#)
5. Monitor and communicate with field personnel conducting prescribed fire. [7](#)
6. Broadcasts changes in weather as received (Red Flag warnings/fire weather watches/severe weather warnings). [7, 23,26](#)
7. Answers phone/email requests and routes appropriately. [20](#)
8. Documents and conducts shift change and dispatch floor briefings. [7, 11](#)
9. Receives initial fire and incident reports from a variety of sources; responds appropriately. [3,7, 20](#)
10. Coordinates response with neighboring dispatch centers. [2,7, 11, 20,25](#)

Ordering Processes

1. Receives, processes and tracks aircraft, equipment, supplies and personnel orders to conclusion. [2, 11, 21](#)
2. Creates equipment and supply numbers (E# and S#'s) at time of mobilization of contracted resources. [21](#)
3. Uses Dispatch Priority Lists in accordance with policy. [21](#)
4. Provides the initial oversight of incident purchasing and support requests. [6,24,25](#)
5. Utilizes the Service & Supply Plan to support incidents and local needs. [21](#)

Operational Skills

1. From system of record able to accurately pull and distribute weather reports using approved agency methods (radio, txt message, email, web posting, etc.). [20](#)
2. Utilizes closest forces concept for initial and extended attack mobilization. [7, 26](#)
3. Concisely provides information to responding resources of the 'potential values at risk' including wilderness, heritage sites, T&E areas, WUI issues and retardant avoidance zones. [7](#)
4. Notifies military contacts from the AP1B to de-conflict Military Training Routes. [7, 25](#)
5. Reviews the Airspace Hazard Map and transmits known hazards to affected resources. [7](#)
6. Creates flight strips, document changes and transmits the information to other centers when needed. [7, 25](#)
7. When required facilitates smoke monitoring real time reports to external parties. [20](#)
8. Recognizes the potential need for contingency resources and ensures they are place. [7](#)
9. Processes and tracks resource requests in ROSS/IROC for incident needs. [6, 21](#)
10. Arranges documents and updates travel itinerary for mobilization/demobilization of incident resources. [6](#)
11. Gathers minimum data elements required by CAD to determine initial response based on run cards. [3,7](#)
12. Dispatches resources based on inputs from IC/duty officer and knowledge of local conditions. [3, 7](#)
13. Timely and accurately documents all actions taken on the incident to conclusion. [3, 7](#)
14. Gathers current fire/resource situational information and reports as appropriate in systems of record. [7](#)

Computer Skills – Must be proficient in common wildland fire software applications including: (ROSS/CAD/WIMS, SIT209, AFF, etc.) [3, 4, 7, 20, and 21](#)

General

1. Has a basic knowledge of fire business management practices. [24](#)

2. Can effectively communicate orally and in writing. [14](#), [15](#)
3. Able to prioritize and execute multiple tasks simultaneously. [7](#), [20](#)
4. Ability to recognize overload and critical stress triggers and elevate concerns to supervisor. [28](#), [29](#), [31](#)

Assistant Center Manager

In addition to the desired competencies for wildland fire Initial Attack Dispatcher the Assistant Center Manager should have these competencies:

Communications

1. Coordinate and collaborate with interagency partners. [12](#), [16](#), [18](#)
2. Maintain positive relationships with interagency center personnel. [12](#), [16](#), [18](#)
3. Serve as conduit between center personnel and their supervisors of record. [12](#), [16](#), [18](#)

Ordering Processes

1. Verifies financial incident coding (Federal / State) is in compliance with interagency incident business guidelines. [6](#), [24](#)
2. Oversees and verifies accuracy of employee's work. [6](#), [24](#)

Operational Skills

1. Sets up and manages expanded dispatch to process IMT requests and support ongoing incidents. [6](#), [8](#)
2. Prepares and presents briefings to incident management teams and LMAC/GMAC. [13](#), [18](#)
3. Reviews daily NFDRS indices and recommends the preparedness levels. [19](#)
4. Ensures staffing levels are commensurate with ongoing and anticipated workload. [20](#)
5. Oversees logistics and transportation function. [6](#), [8](#)
6. Oversees local mobilization or staging centers when established. [20](#)
7. Coordinates with the Buying Team. [6](#), [8](#), [24](#)
8. Creates TFRs and orders temporary towers from FAA.
9. Coordinates, communicates with and oversees infrared (IR) aviation operations. [27](#)
10. Manages staff stress in a hectic environment and recognizes critical incident stress triggers displayed by staff; applies appropriate mitigation steps, alerts Center Manager as appropriate. [28](#), [29](#), [31](#)
11. Proactively identifies and mitigates problems resulting from political, operational and environmental issues. [28](#), [29](#), [31](#)

Computer Skills

1. Uses expert knowledge to assist Initial Attack Dispatchers to solve problems or instruct. [4](#)

General

1. Maintains dispatch "kits" of pre-staged computers and supplies for expanded dispatch operations. [20](#)
2. Provides training and support to local dispatch workforce. [18](#), [20](#)
3. Implements and maintains knowledge of policy, guidance and services defined by agreements, MOUs, AOPs and plans. [1](#), [32](#)
4. Maintains the Continuity of Operations Plan (COOP) for the office. [5](#), [32](#)
5. Receives and facilitates updates to various plans and guides. [1](#), [20](#)
6. Prepares end-of-year reports, prepares ad-hoc reports and prepares dispatch records for archiving. [20](#), [21](#)

Center Manager

In addition to the knowledge of all skills required of an assistant center manager the Center Manager should have the abilities to:

Communications

1. Facilitates LMAC, Board of Directors or Coordinating Group collaboration and coordination. [13](#), [17](#)
2. Attends IMT in-briefs and out-briefs, planning and team transition meetings. [8](#), [13](#), [17](#)
3. Clearly articulates leader's intent to dispatch center staff. [17](#), [20](#)

Ordering Processes

1. Effectively works with local large incidents, neighboring dispatch centers and the GACC to facilitate resource coordination and prioritization. [8](#), [20](#)

Operational Skills

1. Manages staff stress in a hectic environment and provides for health and welfare of employees in center to include recognition of critical incident stress triggers, mitigation methods and rapid response situations. [28](#), [29](#), [31](#)
2. Proactively identifies and mitigates problems resulting from political, operational and environmental issues. [1](#), [5](#), [9](#), [20](#), [27](#), [29](#), [31](#)

Computer Skills

1. Assist with issues on all programs used in the Center. [20](#)
2. Monitors usage of computer access accounts. [20](#)

General

1. Verifies that documentation is accurate and complete for cooperator/contractor usage on fire payments/billings. [20](#), [31](#)
2. Follows agency FOIA and intergovernmental information request processes and procedures. [10](#)
3. Manages dispatch budget and identifies fair share funding processes and opportunities. [20](#), [32](#)
4. Provides input to agreements, MOUs, AOPs and governing documents for the center. [1](#)
5. Principal point of contact for policy, guidance and services provided by the center. [20](#)
6. Ensures plans and guides are updated and accurate and forwards for approval to appropriate authorities (e.g. Continuity of Operations Plans (COOP), mobilization guides, ISSP, LIDOG, etc.). [1](#), [5](#), [32](#)
7. Provides operational leadership and supervision for interagency center staff. [17](#)

Interagency Wildland Fire Career Dispatch Core Competency Curriculum

Does Not Apply to Redcard Qualifications²⁴

	Initial Attack	Assistant Center Manager	Center Manager	Courses	Delivery Options			Dispatcher	Assistant Center Manager	Center Manager
					OJT	On-line	Classroom			
1		ACM G-3, 5	CM O-2, G-4, 6	Agreements						x
2	IA OP-1, C-2 C-10	ACM O-8		Aircraft (IAT)		x	x	x	x	x
3	IA O-11, 12, 13, C-9, CS			CADS (w/simulation)	x	x	x	x	x	x
4	IA CS	CSM CS-1	CM CS-1	Computer Skills (AgLearn, DOI equivalent)	x	x		x	x	x
5		ACM G-4	CM O-2, G-6	COOP		x	x			x
6	IA OP-4, O-9, 10	ACM OP-1, 2, O-1, 5, 7		D310 Support Dispatcher			x		x	x
7	IA C-2-6, 8-10, IA O-2-6, 8, 11-14, CS, G-3	ACM O-8, 9		D313 IA/Aircraft/Radio ²⁵	x		x	x	x	x
8		ACM O-1, 5, 7	CM C-2, OP-1	D510			x			x
9			CM O-2	ESF4 FEMA National Response Plan (IS700/800)		x				x
10			CM G-2	FOIA-Incident Records (NWCG)		x	x			
11	IA C-2, 3, 8, 11 OP-1			I100/200 ICS		x	x	x	x	x
12		ACM C-1-3,		I300 Intermediate ICS		x			x	x
13		ACM O-2	CM C-1,2	I400/401 MAC Groups		x	x			x
14	IA G-2			L180 Human Factors		x	x	x	x	x
15	IA G-2			L280 Followership to Leadership			x	x	x	x
16		ACM C-1-3,		L380 Fireline Leadership			x		x	x
17			CM C-1-3, G-7	L480/ 580 Org. Leadership/ Leadership in Action			x			x
18		ACM C-1-3, O-2, G-2		M410 Facilitative Instructor			x		x	x
19		ACM O-3		S491 NFDERS			x		x	x
20	IA C-1, C-7-10, O-1, CS, G-3	ACM O-4, 6, G-1, 2, 5, 6	CM OP-1, CS-2, G-1, 3, 5	OJT	x					
21	IA OP-1-3, 5 O-9, CS	ACM G-6		ROSS or D110	x		x	x	x	x
22	IA C-3, O-3			S130 Basic Firefighter		x	x	x	x	x
23	IA C-4, 6			S190 Intro to wildland fire behavior			x	x	x	x

²⁴ Competencies can be obtained through OJT. Utilize competency checklist to document. NWCG courses listed can be used in lieu of OJT to obtain the competencies.

²⁵ Contains course material currently offered in D311/D312. Expected offering date for D313 is 2017.

	Initial Attack	Assistant Center Manager	Center Manager	Courses	Delivery Options			Dispatcher	Assistant Center Manager	Center Manager
					OJT	On-Line	Classroom			
24	IA OP-4, G-1	ACM OP-1 ,2, O-7		S260 Incident Business Management		x	x	x	x	x
25	IA C-10, OP-4, C-2, O-4-6			S270 Basic Air Operations	x	x	x		x	x
26	IA C-4, 6, O-1			S290 Intermediate Fire Behavior		x	x		x	x
27			CM O-2	SAR Policy/Orientation						x
28	IA G-3, G-4	ACM O-10, 11, G-7	CM O-1, G-8	Stress Management (Ag Learn, DOI equiv.)		x	x	x	x	x
29	G-4	ACM O-10, 11, G-7	CM O-1,2, G-8	TCOOO Taking Care of Own			x			x
30	IA CS			Weather/ WIMS/ Entry NFDRS	x			x	x	x
31	G-4	ACM O-10, 11	CM O-1,2	YWNSA You will not Stand Alone			x		x	x
32		ACM G-3, 4, G-7	CM G-1, 3-6, G-8	M581 Fire Program Management		x	x		x	x

Computer Aided Dispatch (CAD) - Geospatial Data Clearinghouse

This document identifies authoritative sources of geospatial data that is often used within a computer-aided dispatch (CAD) system for wildfire incident response & support.

It provides information regarding the layer name, update cycle & last date updated, data format & type, the authoritative hosting source for the data layer, links to the data layer download and details (metadata for example). The intent is two-fold: first to provide a source location of available geospatial data layers that may be downloaded for existing CADs including WildCAD. The second is to provide a base geospatial data layer business requirement for a new national CAD system.

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
Base Layers											
WFDSS Topos	Yes	No	Yes	Not Available		Raster	N/A	National	WFDSS		
Google Maps	Yes	No	Maybe	Web Service		Raster	N/A	National	Google		
Google Physical	Yes	No	Maybe	Web Service		Raster	N/A	National	Google		
USGS National Map Topo	Yes	No	Yes	Web Service			N/A	National	USGS		
USGS National Map Imagery w/labels	Yes	No	Maybe	Web Service		Raster	N/A	National	USGS		
USGS National Map Imagery w/labels	Yes	No	Maybe	Web Service		Raster	N/A	National	USGS		
Fire Related											
Incidents	Yes	No	Maybe	Internal		Vector-point	N/A	National / Local	IRWIN		
Active MODIS	Yes	No	Yes	Data Service	Map Service	Vector-polygon	N/A	National	USGS	http://wildfire.cr.usgs.gov/ArcGIS/rest/services/geomac_dyn/MapServer	
Lightning	Unk	No	Yes	Web based				National		<i>This used to work in WildCAD but does not anymore.</i>	

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
RAWS Stations	Yes	No	Yes	Data Service	Shapefile download	Vector	N/A	National	WIMS / Predict Services	http://psgeodata.fs.fed.us/download.html	Base/Key RAWS Stations
Fire Weather Zones	Yes	No	Yes	See Website (as avail)	Shapefile download	Vector		National	NWS / Predict Services	http://psgeodata.fs.fed.us/download.html	Base/Fire Weather Forecast Zones
Retardant Avoidance (USFS lands only)	Yes	Yes	Yes	Sched. Annual (April)				National	USFS GSTC	http://apps.fs.fed.us/arcx/rest/services/EDW_FEATUR E	Aerial Fire Retardant Avoidance Areas
Significant Fire Potential	Yes	No	Maybe	Data Service	Image Service	Raster	N/A	National	Predict Services	http://apps.fs.fed.us/arcx/rest/services/RDW_Wildfire	
Wildfire Urban Interface	No	Maybe	Yes					??	??	There are numerous WUI layers - will have to refine further	
Fire Prevention Zones	No	Yes	Yes					Local	??	???	
Firefighter Safety / Risk Management											
Estimated Ground MedEvac Time	Yes	No	Yes	Annual (?)			1/24/13	National	NPS	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/EstimatedGroundEvacTime.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_Est_Grd_MedEvac_Time.html
Military Airspace (MTR/MOA)	Unk	Yes	Yes	??			??	Local	??	???	
H2S areas	Unk	Yes	Yes					Local		May be related to the Mines & Gas/Oil layers below - if not, then need separate layer	
Airspace - VORs	Unk	Unk	Yes					National ? / Local			

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
Airspace - Initial Attack Frequency Zone Boundaries	Unk	Unk	Yes	Annual (March)			5/1/16	National	NIRSC		
Aerial Hazards	No	Yes	Yes	?				??	???	???	
Disturbance History											
Historical Fires - 2014	Yes	No	Yes	Annual (April)	Download - shapefile	Vector-polygon	8/7/15	National	WFDSS via inter-agency submissions	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/WFDSS_FirePerimeters_2014.zip	http://wfdss%2Cusgs.gov/wfdss_help/WFDSS_Help_Historical_Fire_Data.html
Historical Fires - 2013	Yes	No	Yes	Annual (June)	Download - shapefile	Vector-polygon	7/1/14	National	WFDSS via inter-agency submissions	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/WFDSS_FirePerimeters_2013.zip	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_Historical_Fire_Data.html
Historical Fires - 2010-2012	Yes	No	Yes	Annual (June)	Download - shapefile	Vector-polygon	7/1/14	National	WFDSS via inter-agency submissions	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/WFDSS_FirePerimeters_2010_2012.zip	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_Historical_Fire_Data.html
Historical Fires - 2000-2009	Yes	No	Yes	Annual (June)	Download - shapefile	Vector-polygon	7/1/14	National	WFDSS via inter-agency submissions	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/WFDSS_FirePerimeters_2000_2009.zip	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_Historical_Fire_Data.html
Historical Fires - 1990-1999	Yes	No	Yes	Annual (June)	Download - shapefile	Vector-polygon	7/1/14	National	WFDSS via inter-agency submissions	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/WFDSS_FirePerimeters_1990_1999.zip	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_Historical_Fire_Data.html

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
Historical Fires – 1980-1989	Yes	No	Yes	Annual (June)	Download - shapefile	Vector-polygon	7/1/14	National	WFDSS via inter-agency submissions	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/WFDSS_FirePerimeters_1980_1989.zip	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_Historical_Fire_Data.html
Historical Fires – 1979 & earlier	Yes	No	Yes	Annual (June)	Download - shapefile	Vector-polygon	7/1/14	National	WFDSS via inter-agency submissions	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/WFDSS_FirePerimeters_1979_earlier.zip	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_Historical_Fire_Data.html
Fuel Treatments Polygons	Yes	No	Yes	Annual (Feb.)		Vector-Polygon		National / Local	Inter-agency submissions		
MTBS Burn Severity	Yes	No	Unk	Web Services	Service	Raster	N/A	National	RSAC	http://apps.fs.fed.us/arcx/rest/services/RDW_Wildfire	
Fire Occurrence	?	?	?	Annual	Download-Geodatabase	Vector-Point			USFS	http://www.fs.usda.gov/rds/archive/Product/RDS-2013-0009.3/	
VIIRS Fire Detection Data	Yes	No	Yes	Web Services			N/A	National	RSAC		
Boundaries											
Dispatch Boundaries	Unk	Yes	Yes	?	Shapefile download	Vector	?	National / Local	Predict Services	http://psgeodata.fs.fed.us/download.html	Base/Geographic Area Dispatch Areas
Response Areas	Unk	Yes	Yes			Vector		Local			
Dispatch Locations	Unk	Yes	Yes			Vector		Local	GACC		
FMUs / Strategic Objective Shapes	Yes	Yes	Yes	Annual (see website)	Map Server			National ? / Local	EGP	https://egp.nwcg.gov/arcgis/rest/services/FireCOP/USFSFireCOP_FireManagementUnits/MapServer	must have EGP login
Fire District Boundaries	Unk	Yes	Yes	??		Vector		Local	??	<i>This may be the same as FMUs above although there may be non-Federal fire districts that have been identified</i>	

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
Public Land Survey System (PLSS)	Unk	Yes	Yes	??			??	National / Local	??		
Ownership	Unk	Yes	Yes			Vector		Local		<i>Is this maybe the PLSS layer?</i>	
Jurisdictional Agencies	Yes	Yes	Yes	Annual (May)	Map Service	Vector	11/21/13	National / Local	BLM – NOC	https://gis.blm.gov/arcgis/rest/services/lands	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_SMA_Layer.html
Responsible Agencies (Protection)	Yes	Yes	Yes	Annual (June)			9/23/15	National / Local	AK, CA, ID, MT, MN, NM	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/ResponsibleAgencies.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_Admin_Boundaries_Data.html
Alaska Jurisdictional Agencies	Yes	Yes	Yes	Annual (Feb.)				National / Alaska	BLM Alaska Fire Service / NPS		
Agency Base Maps	No	Yes	Yes			Raster		Local	BLM, USFS	some availability- Contact BLM-NOC	<i>BLM 100k image service - internal to BLM</i>
Boundaries – Federal Administrative Areas											
BIA / Tribal	Yes	Yes	Yes	Annual (?)			7/9/11	National / Local	BIA	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/BIAAdminBoundaries.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_Admin_Boundaries_Data.html
BLM	Yes	Yes	Yes	Annual (?)	Map Service	Vector-polygon	4/13/11	National / Local	BLM	https://gis.blm.gov/arcgis/rest/services/admin_boundaries/BLM_Natl_AdminUnit/MapServer	
NPS	Yes	Yes	Yes	Annual (March)	Map Service	Vector-polygon	7/23/15	National / Local	NPS	https://services1.arcgis.com/fBc8EJBxQRMchlei/ArcGIS/rest/services/NPS_Boundaries/FeatureServer	
USFS	Yes	Yes	Yes	Annual (March)			2/5/15	National / Local	USFS		

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
USFWS	Yes	Yes	Yes	Annual (March)			3/13/14	National / Local	USFWS	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/USFWSAdminBoundaries.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_Admin_Boundaries_Data.html
TNC Lands	Yes	Unk	Yes	Annual (March)				?	TNC		
Geographic Areas	Yes	No	Yes	As Available (January)	Shapefile download	Vector-Polygon		National	Predict Services	http://psgeodata.fs.fed.us/download.html	Base/Geographic Areas
Counties	Yes	Yes	Yes	Annual (?)		Vector	2/5/11	National	TIGER	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/Counties.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_Counties.html
Landscape Source	Yes	No	Unk	WFDSS Internal			N/A	National	LANDFIRE		
Designated Areas											
Wilderness	Yes	Yes	Yes	Annual (April)			6/1/15	National / Local	Wilderness.net	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/WildernessAreas.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_Wilderness.html
Potential Wilderness											
Wilderness Study	Yes	No	Unk	Annual (?)			9/20/11	National	USFS, BLM	https://gis.blm.gov/arcgis/rest/services/lands http://apps.fs.fed.us/arcx/rest/services/EDW_FEATUR E	
Inventoried Roadless	Yes	No	Unk	Annual (?)			9/20/11	National / Local	USFS	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/InventoriedRoadlessAreas.zip	http://wfdss.usgs.gov/wfdss_help/6918.htm
Special											
National Recreation Areas	Yes	No	Yes	Annual (?)			9/20/11	National / Local	USFS	http://www.wfmrda.nwcg.gov/SpatialData/datadownloads/NationalRecAreas.zip	http://wfdss.usgs.gov/wfdss_help/6925.htm

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
Other Designated Areas	Yes	No	Yes	Annual (?)			9/20/11	National / Local	BLM, USFS, USFWS	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/OtherDesignatedAreas.zip	http://wfdss.usgs.gov/wfdss_help/6930.htm
BLM											
Horse & Burro Areas	Yes	No	Unk	Annual (June)	Map Service	Vector-polygon		National / Local	BLM-NOC	https://gis.blm.gov/arcgis/rest/services/range/BLM_Natl_WHB_Geocortex/MapServer	
Oil & Gas Leases	Yes	Yes	Yes	Annual (June)		Tabular		National / Local	BLM		
Range Allotments	Yes	Yes	Yes	Annual (June)	Geodata-base	Vector-polygon		National / Local	BLM-NOC		coming soon- map service
Population											
Landscan Nighttime Population	Yes	No	Unk	Annual (June)				National	HSIP / Oak Ridge National Lab		
Infrastructure											
Facilities											
Building Clusters	Yes	Unk	Yes	Periodic (as data becomes avail.)				National	FGDC Cadastral Subcommittee		
BLM Buildings	Yes	Yes	Yes	Annual (?)	Geodata-base	Vector-points		National / Local	BLM-NOC		
NPS Buildings	Yes	Yes	Yes	Annual (Feb.)			7/24/15	National / Local	NPS – FMSS	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/NPSBuildings.zip	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_NPS_Building.html
USFS Buildings	Yes	Yes	Yes	Annual (Feb.)			2/5/15	National / Local	USFS – INFRA	link: http://www.wfmrda.nwcg.gov/SpatialData/datadownload/USFSBuildings.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_USFS_Struct_Data.html

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
Mines	Yes	Yes	Yes	As available (Oct.)				National / Local	HSIP		
Campgrounds	Yes	Yes	Yes	Annual (Feb.)				National / Local	BLM / USFS		
Communi-cations											
Communi-cation Towers	Yes	Yes	Yes	Annual (Feb.)		Vector	3/13/13	National / Local	FCC	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/CommunicationTowers.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_FCC_Com_Towers.html
Energy											
Power Plants	Yes	Yes	Yes	As available (Oct.)	Download	Vector		National	HSIP		
Electric Sub Stations	Yes	Yes	Yes	As available (Oct.)	Download	Vector		National	HSIP		
Transmission Lines	Yes	Yes	Yes	As available (Oct.)	Download	Vector		National / Local	HSIP		
Oil & Gas Pipelines	Yes	Yes	Yes	As available (Oct.)	Download	Vector		National / Local	HSIP		
Roads & Trails											
Roads	Yes	Yes	Yes	As available (January)		Vector-line		National / Local	NavTeq / HSIP		
Mileposts	Unk	Yes	Yes			Vector-point		National ? / Local			
Trails	Unk	Yes	Yes			Vector-line		Local			
National Scenic Byways	Yes	Unk	Yes	Annual (?)			None in 2015	National	NPS		

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
National Historic Trails	Yes	Unk	Yes	Annual (?)	Map Service	Vector-line	None in 2015	National	NPS	https://services1.arcgis.com/fBc8EJBxQRMchlei/ArcGIS/rest/services/NationalTrailSystemCartographic/FeatureServer	
National Recreational Trails	Yes	Unk	Yes	Annual (?)			None in 2015	National	NPS		
National Scenic Trails	Yes	Unk	Yes	Annual (?)	Map Service	Vector-line	None in 2015	National	NPS	https://services1.arcgis.com/fBc8EJBxQRMchlei/ArcGIS/rest/services/NationalTrailSystemCartographic/FeatureServer	
USFWS Trails	Yes	Unk	Yes	Annual (?)		Vector-line	None in 2015	National	USFWS		
Natural & Cultural Resources											
Air Quality											
Class I Airsheds	Yes	Unk	Yes	Annual (?)			5/4/09	National	NPS – Air Resources Division	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/ClassOneAirsheds.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_Class1_Airshed_Boundary.html
NAA Ozone	Yes	Unk	Unk	Annual (?)			1/29/14	National	EPA	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/NAAOzone.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_NAA_Ozone.html
NAA Particulates	Yes	Unk	Unk	Annual (?)			1/29/14	National	EPA	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/NAAParticulates.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_NAA_Participulates.html
Critical Habitat T&E (polygons)	Yes	Yes	Yes	Annual (January)		Vector-polygon	1/7/15	National / Local	USFWS	http://www.wfmrda.nwcg.gov/SpatialData/datadownload/CriticalHabitat.zip	http://wfdss.usgs.gov/wfdss_help/WFDSSHelp_CriticalHabitat.html
Critical Habitat T&E (lines)	Yes	Unk	Yes	Annual (January)		Vector-line		National	USFWS		
Other Species											

Data Layer Name	EGP / WFDSS Layer?	Current WildCAD Layer?	Needed in National CAD?	Update Cycle & (Month)	Geospatial Data Format	Data type	Last Date Updated	Source Location	Authoritative Data Source	Data Source Link	Layer Details
Greater Sage Grouse Habitats - Combined	Yes	Yes	Yes	Annual (May)	Map Service	Vector-polygon	Jun-16	National / Local	BLM – NOC	https://gis.blm.gov/arcgis/rest/services/wildlife	Raw data is here- annually Fire does a geodatabase "mashup"
Gunnison Sage Grouse	Yes	Maybe	Yes	Annual (May)	Download	Vector-polygon		National / Local	USFWS		
Other Layers											
Other CAD Layers											
Place Names	Unk	Yes	Yes					National ? / Local		<i>would this come from the Google layer? Supplied by WildCAD contractor?</i>	
Local Unit interior boundaries (i.e. Ranger Districts)	Unk	Yes	Yes					Local		<i>Not sure if the agency jurisdictional boundary maps go down to this level (USFS ranger districts, BLM Field offices, state forestry areas, etc)</i>	
Addresses	Unk	Some	Yes					Local		<i>This is for finding reported smoke reports based on home address or hwy mile marker. Not sure where this layer comes from</i>	

Appendix 6 - References and Artifacts

Dispatch has been studied and analyzed a number of times throughout the last 20 years. A document prepared by the IDIP entitled "Dispatch Study History, Summary of Reviews, Studies and Assessments, November 2014²⁶" summarizes these efforts.

The various studies, recommendations and completed efforts are not comprehensively available at any one website. Users must search to find the most current information and references in a wide variety of internet sites. It is highly recommended that select contents of this site be moved to Firenet once it becomes available for common interagency use. Until such time the following links will help users gain access to the information.

IDIP Sharepoint Site

The IDIP team collaborated using a Forest Service sponsored sharepoint site. At the time of this report, only individuals who have access to the Forest Service network can access this site. The site also requires that individual FS users be granted permission. Full access has been given to Susie Stingley-Russell, Ken Maas, Linnea Keating, Traci Beaudin and Kolleen Beesley. The link is available here:

<https://ems-team.usda.gov/sites/fs-fam-idip/SitePages/Home.aspx>.

Computer Aided Dispatch Standardization (CADS) Sharepoint Site

The IDIP CADS team served as a test group for the new firenet.gov and utilized this site for collaboration. The link is available here:

<https://accounts.google.com/ServiceLogin?service=CPanel&passive=1209600&cpbbs=1&continue=https%3A%2F%2Fadmin.google.com%2FUserHub&followup=https%3A%2F%2Fadmin.google.com%2FUserHub&skipvpage=true>.

Specific permission is necessary to access this site as contents are **procurement sensitive**. CADS team members with access include: Elizabeth (Betsy) Walatka, Ken Maas, Traci Beaudin, Norval Tyler, Barry Wallace, Kay Steffey, Nancy Ellsworth, Susie Stingley-Russell, Kolleen Beesley, Jennifer Parrish, Celeste Hancock and Ray Crowe.

The US Department of the Interior Fire Program Assessment and Implementation Plan – October 17, 2012

https://www.doi.gov/sites/doi.gov/files/migrated/pmb/owf/upload/IFPA_Implementation-Plan-2.pdf

The Interagency Fire Management Efficiency Assessments

<http://www.fs.fed.us/fire/management/assessments/>

Interagency Dispatch Improvement Project

<http://www.iiog.gov/idip.php>

Interagency Dispatch Implementation Pilot Project (IDOPP)

<http://www.iiog.gov/idopp.php>

Interagency Dispatch Implementation Project (IDIP) Website

<https://www.forestsandrangelands.gov/WFIT/applications/IDIP/index.shtml>

²⁶ <https://www.forestsandrangelands.gov/WFIT/applications/IDIP/documents/reports/DispatchStudyHistory20141028.pdf>
Interagency Dispatch Implementation Project – Final Report – September 2016 – Page 86

Appendix 7 – Lessons Learned

Overall Project Support

A project of this scope and size benefits from strong facilitation and the continuity provided by dedicated personnel on detail to the project, dedicated funding and consistent, strong leadership support.

Interagency Leadership

A project this important to the agencies should have unwavering and consistent management support.

Issue: Leadership Support to the Project

Problem: Inconsistent leadership support to this project. The charter-designated Overall IDIP Coordinator retired soon after the project began, resulting in a series of “actings” before the Forest Service permanently filled the position. This position was the designated liaison to interagency management and supervisor of the IDIP project lead.

Impact: Multiple changes in leadership over the course of the project resulted in wavering support to the project and mid-project changes to leader’s intent. There appears to be limited management interest in the IDIP progress because there was no leadership interest in a briefing at the end of the IDIP. This indicates the agencies may miss the tremendous potential to gain efficiencies, improve safety and reduce expenditures on dispatch related activities.

Recommendations:

- Secure project support at highest levels of all agencies during project charter period.
- Ensure the final project charter contains adequate specificity to guide the project to successful conclusion.
- Impress upon leadership the importance of solid support and consistent leader’s intent for the duration of the project.
- Consider dedicated project funding as an indicator of leadership support.
- Include a management liaison, such as a line officer, on the project core team. This person can serve as a champion for the project and as a direct pipeline to leadership.

Budget

A project of this scope, size and importance requires dedicated funding adequate to see the project through to successful conclusion.

Issue: Financing the Project

Problem: No dedicated funding for this project.

Impact: The lack of a project budget caused constant uncertainty about how long the project would have consultant support, whether the team would be able to meet as needed and whether the project lead could travel as necessary to support project objectives.

Recommendations:

- Secure and set aside funding adequate to meet project needs at the beginning of the project.
- Ensure project funding in subsequent fiscal years, for the life of the project.

Timeline

Issue: Impracticable Timeline for Completion

Problem: The project charter allotted 18 months for the IDIP Phase I with additional time allocated for Phases II and III for complete implementation. Management was aware that a project of this scope would take more than 18 months to complete. IDIP concluded in 18 months with only Phase I completed.

Impact: The IDIP team did not have adequate time to complete all deliverables, nor was it able to see completed items through to implementation and monitoring. The transition of IDIP components to new ownership allowed for very little continuity and it appears that the agencies might never implement some of the many partially completed work items.

Recommendations:

- During transition of each major component within the IDIP, include one or more of the original IDIP team members or SMEs on the continuation project team at least to the point where a new team is able to pick up where IDIP left off.
- Provide for some level of support from original IDIP team members to field units that choose to implement aspects of IDIP that the team prepared for their implementation
- Ensure leadership remains aware of the efficiency gains and cost avoidance that is available through implementing the changes identified over the last several years of studies.

Personnel Support

Issue: Dedicated Personnel Support

Problem: Inadequate Number of Personnel in Dedicated Detail Positions (formal Not-To-Exceed assignments) on the Project.

Impact: The IDIP benefitted from having a dedicated project lead, strong facilitation and focused involvement of detailers to the core project team, but would have been a stronger and more productive project with a larger number of dedicated personnel.

Recommendations:

- Include on the core team a member with strong facilitation skills who is able to manage meetings and teleconferences for optimal progress.
- Include on the core team a member who is dedicated to or is able to manage all the administrative support functions for the project.
- Consider mentoring one of more employees as a part of the project, to build bench strength for future projects.
- Consider a number of long-term detail or Not-to-Exceed (NTE) positions commensurate with project complexity and of duration adequate to maintain project continuity. This project would have benefitted from one NTE position for each major component of the project, for the duration of the project.
- Evaluate the need for contract support, and consider specific skills and experience necessary to supplement the team, before deciding whether to retain a consultant. Note that beneficial support to many agency projects requires specialized knowledge that maybe difficult to find using standard contracting vehicles. Ensure any requirements document for a contract support contains adequate specificity to ensure any consultant provided under contract meets all qualifications.

Successes:

- The contract consultant on IDIP had direct, recent experience in the Forest Service Fire and Aviation staff and had participated on the studies that led up to the IDIP. This was particularly valuable to the team. The contract required that “The individual providing support to the teams must possess subject matter expertise in federal fire and aviation operations; familiarity with incident communication protocols including the incident command system; and a working knowledge of fire and aviation-related management efficiency assessments and studies conducted to date.” This requirement ensured that the contractor could not substitute a consultant who lacked the specific skills necessary to support the IDIP.
- Contracting Officers Representatives on the core team were essential as the project included contract consultant support.
- The IDIP team was a valuable learning experience for many of the participants, particularly for those who the team leads actively mentored.

Communication and Collaboration

A project of this size and complexity requires strong internal and external communication.

Issue: Information sharing among team members from different agencies.

Problem: Collaboration on and sharing of written documents was difficult due to lack of interagency collaboration sites.

Impact: Reduced efficiency in team collaboration.

Recommendations:

- The IDIP would have benefitted from an electronic SharePoint type-site that all team members could access and use to work collaboratively on documents.

Successes:

- The IDIP team members understood the importance of confidentiality in their deliberations and through this understanding, the IDIP avoided issues caused by rumors spreading about the project.
- The CADS team maintained the necessary confidentiality in all their procurement-sensitive discussions and work products. This is critical to the process of establishing a standardized CAD application.

Issue: External Communication

Problem: The nature of the IDIP required confidentiality in deliberative work products with ongoing collaboration among agencies and partners.

Impact: Minimal impact, due to good communication management.

Recommendation:

A project of this size and complexity should have a public affairs or communications specialist involved as part of the core team.

Successes:

- The IDIP lead conducted multiple briefings over the life of the IDIP, to a variety of different stakeholder groups. This open information sharing helped to alleviate concerns at the upper levels of the organizations.
- The team issued multiple written updates to the field to keep potentially affected personnel aware of the IDIP progress.

- The team held virtual “road shows” at key points in the process to enable field personnel to see team progress and ask questions about the IDIP.
- The team established dedicated email address for both the IDIP and CADS efforts to be used for the user community to ask questions or provide feedback on project efforts.

Human Resources Management

It is critical to ensure that projects of this scope and scale have detailed written information about the project that addresses the projects’ expectations from the potential recruits to the team.

Issue: Subject Matter Expert (SME) Recruitment and Expectations

Problem: Mutual Understandings of SME Responsibilities and commitments. Based on direction from leadership, the project leads clearly addressed necessary time commitments in detail and in writing with the supervisors of interested project team members during SME recruitment. This necessarily included acknowledgement that team member participation would be limited during fire season.

Impact: Misunderstandings regarding time commitments and levels of effort expected, complicated by interagency/state participation. The IDIP experienced lower levels of effort from some SMEs due to their regular job duties and/or their pre-existing commitments/responsibilities. This had significant impact on the overall project.

Recommendations:

- Continue to recruit ground-level individuals for projects such as this so it has value and meaning to the functional area it serves.
- Make it clear before a SME agrees to be involved in such a large and diverse project that it is imperative that the prospective SME be ready to give the project the time and due diligence it deserves.
- For future projects of similar size and scope, consider committing the individual participants under some type of detail or NTE job assignment, so they can focus exclusively on the project. This would create a higher level of commitment to the project and could provide coverage for their permanent jobs.
- Consider the potential need to augment or replace team membership over time to ensure fresh ideas and energy are incorporated to the effort.

Successes:

- In this case, involving dispatchers across the country and across agencies helped show the dispatch community that there was a direct effort to collaborate and understand the issues.
- Project participation was excellent among the interagency SMEs, especially in consideration of their ongoing primary job responsibilities. The SMEs independently coordinated among themselves to brief other SMEs who missed a call, meeting or webinar. This illustrates the passion and proactive approach of all team members to include everyone on the team in the IDIP analyses and decision processes.

Issue: Time and Travel Funding

Problem: Misunderstandings of funding for SME Participation in project

Impact: The IDIP experienced misunderstandings regarding funding for base salary, overtime (OT) and travel. One challenge the IDIP faced was the need to go back to individual SMEs’ home units and ask them to pay base salaries after the project began, because of these misunderstandings.

Recommendations:

- Prior to the start of the project, engage HRM and Acquisition Management to support the project.
- Clearly address funding for salary/OT, and/or travel costs up front, in writing.
- Ensure that agreements are in place for all participating agencies at the start of the project. Ensure that all agreements address exactly what the project will fund and how (authorities/agreements) and what each SME's home unit will fund.

Project Administration

A project of this size and scope requires a project person who is able to spend a substantial amount of time on administrative duties.

Issue: Personnel and Cost Tracking Challenges

Problem: Tracking Interagency personnel and incremental costs throughout project.

Impact: The interagency nature of the project complicated incremental cost tracking.

Recommendations:

- Obtain the following information from each SME at the start of the project: SME full legal name (no nicknames), unit name and mailing address, SME email and phone contacts, supervisor contact information (email, contact number) primary and alternate jet port (needed for Invitational Travel Coordinators), Pay Grade (if tracking costs).
- Pre-establish expectations and timelines for participants to submit travel requests, travel vouchers and other travel-related documents.

Success:

- The IDIP Core Team identified the need and dedicated a person to track cost tracking and other administrative duties associated with the project.

Issue: Travel Administration

Problem: The interagency nature of the IDIP complicated Justifying, Planning, Funding and Tracking meetings that required travel.

Impact: Travel administration was more time consuming than it should have been and took time from other project work.

Recommendations:

- Identify a grants/agreements contact person to initiate the reimbursable agreements for travel costs for the federal agencies. Acquire the contact names for each of the participating agencies' local unit grants/agreements personnel so each SME can resolve issues locally as they arise.
- Identify and dedicate a project admin person to facilitate meeting arrangements. This person will reserve meeting rooms and equipment necessary to support the meetings, set up sleeping room blocks at hotels, coordinate parking passes, office hours and security issues for meetings at government facilities and secure virtual meeting capability.
- Have a project admin person to perform the required meeting justification documents. This includes a detailed cost analysis to determine the optimal meeting location and to project overall costs.
- Have a project contact person who can be a liaison between Local travel initiator and project SMEs to filter travel issues/concerns.

- If the Forest Service is managing the project, identify a local ETS2 Travel Originator with authority to use “Invitational Travel” which covers airfare and reimbursable travel expenses for state participants. Invitational travel requires pre-work to ensure everything is set up. Participants must complete a form 6500-231 so the coordinator is able to build profiles into the FS travel system. Advise state participants that there could be delays in getting reimbursed due to other duties of the Travel Originator
- Coordinate with ETS2 Travel System representatives at Albuquerque Service Center to ensure job codes are appropriately set up for project personnel to use. Coordinator should send a list of project participants and their regions and job code/override to the FS-ETS2 contact.
- Ensure all reimbursable agreements are in place in advance of travel. Coordinate with local grants/agreements contact person.
- Ensure that the Project Lead have dedicated funding for the project and budgetary travel limits (thresholds) clearly identified.