

SEARCH



Interoperability Cornerstones: Planning, Project Governance, & Partnerships

**Dan Hawkins, Manager
SEARCH Public Safety Technology Program**



SEARCH

SEARCH is a private, non-profit consortium of the states governed by a membership group of gubernatorial appointees. It has a 36-year history of collaboration with and assistance to State and Federal grant recipients. Over the past two years, it has worked under the COPS Interoperable Communications Technology Program (ICTP) and DHS Interoperable Communications Technical Assistance Program (ICTAP)





Interoperability Cornerstones

- Planning
- Project Governance
- Partnerships





Cornerstone: Planning

- Critical at many levels
 - Strategic Planning
 - Project Planning
 - Lifecycle Planning
 - Tactical Planning
- But it seems endless!

"It is always wise to look ahead, but difficult to look farther than you can see."
- Winston Churchill





Planning Principles

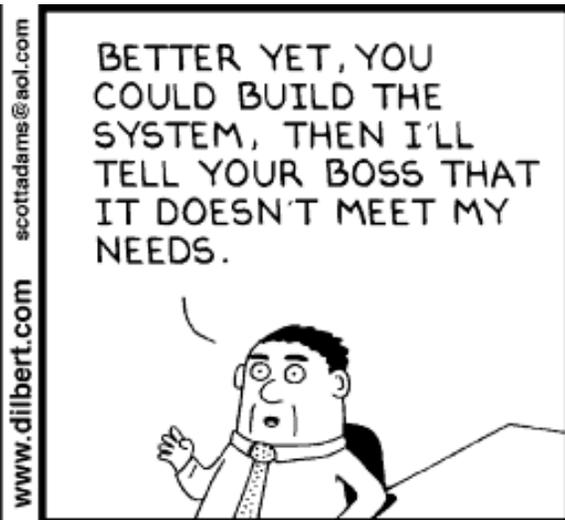
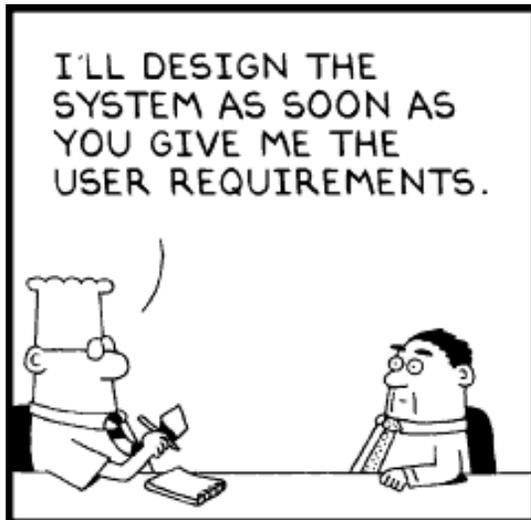
- The plan isn't as important as the planning
- It's all a matter of context
 - Plan in context
 - Design in context
 - Train in context

"A good plan today is better than a perfect plan tomorrow." - General George S. Patton





Planning - Crazy Talk



www.dilbert.com scottadams@aol.com

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Planning in Context

- Plan in the context of:
 - **Operational, functional needs**
 - Other regional, state, Federal initiatives
 - Continuously changing technology environment
 - Complex system of systems





Planning in Context

- Plan in the context of:
 - Agency business plan
 - Agency technology plan
 - Regional, state, and national interoperability strategies
- Most importantly:
 - **In the context of plans of partners in response**

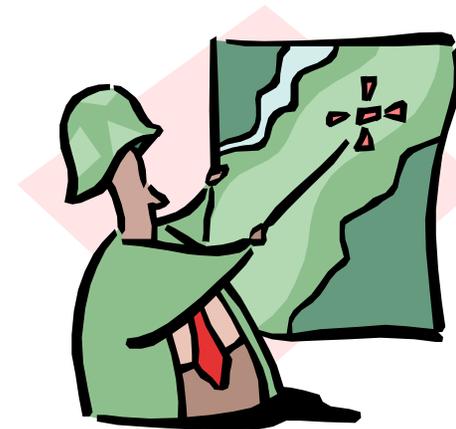




Cornerstone: Planning

Build your strategic interoperability plans based on:

- Business needs
- Broader agency and technology strategic plans
- Other regional, state, and national plans





Cornerstone: Project Governance

- Process v. Project v. Process
- Project governance is the decisionmaking structure that:
 - provides leadership and accountability,
 - defines the business of the partners,
 - analyzes technical environments, policies and solutions, and
 - effectively manages projects.





Project Governance

- A typical structure includes:
 - Executive Sponsorship
 - Steering Committee
 - Project Management
 - Working Committees and Groups





Project Governance

- Executive Sponsorship
 - One to three sponsors
 - Role: Accountability
 - Captain through the storms
 - Wind in the sails
 - Provide resources
 - Bear in the cave





Project Governance

- Steering Committee
 - High-level managers
 - Able to commit resources
 - Insures that project is managed
 - Constant guidance and oversight
 - Able to make most decisions related to the project





Project Governance

- Project Management
 - Ideally, a full-time person with specific skills, training, and experience
 - Formally accountable to upper management
 - Informally accountable to working committees





Project Governance

- Working Committees & Groups
 - User or Operational Committee
 - The folks who actually use (or will use) interoperable systems
 - Technical Committee
 - Must know workflow and business needs
 - Ad hoc work groups





Cornerstone: Project Governance

- Executive Sponsorship
- Steering Committee
- Project Management
- Working Committees and Groups

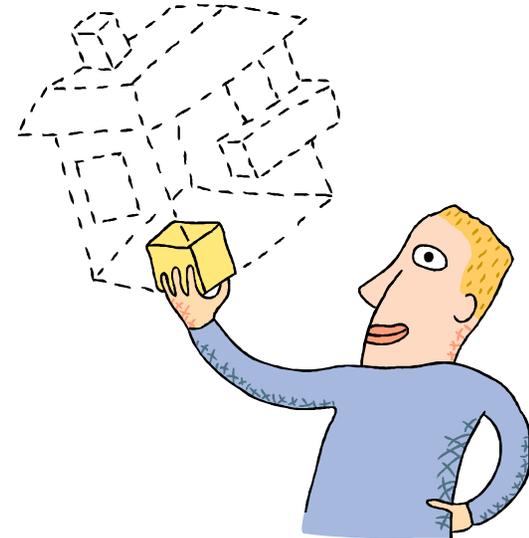




Cornerstone: Partnerships

Process – Project - Process

- Charters
- Memoranda of Understanding
- Standard Operating Procedures
- Training, Exercises, Frequent Use





Partnerships

Charters formalize partnerships

- Charters
 - Set the vision
 - Give the initiative a name
 - Capture the big picture
 - Build the business case
 - Log the background
 - Set the scope





Partnerships

- Charters
 - Set preliminary objectives
 - Note assumptions
 - Set initial timelines & budget
 - Describe project methodology
 - Outline org structure
 - Are signed





Partnerships

- Memoranda of Understanding
 - Intergovernmental agreements
 - Interlocal agreements
 - etc.
- Formal, legalistic
- Often necessary, rarely replace need for a charter in creating partnerships





Partnerships

- Standard Operating Procedures
 - NIMS ICS-based best practices
 - Emergency Traffic
 - Channel Span of Control
 - Standard Language
 - Communications-order Model
 - Operational Unit Reporting





Partnerships

- Standard Operating Procedures
 - NIMS ICS-based best practices

Emergency Traffic

- *How's it announced?*
- *Who's in charge?*
- *How's it cleared?*





Partnerships

- Standard Operating Procedures
 - NIMS ICS-based best practices

Channel Span of Control

- How many resources can be assigned to this or that command/operations/tactical/logistics channel?





Partnerships

- Standard Operating Procedures
 - NIMS ICS-based best practices

Standard Language

- *Common terminology*
- *Standard resource definitions*
- *Naming conventions*
- *Plain language*





Partnerships

- Standard Operating Procedures
 - NIMS ICS-based best practices

Communications-order Model

- *Positive message acknowledgement*
- *Five-step process*





Partnerships

- Standard Operating Procedures
 - NIMS ICS-based best practices

Operational Unit Reporting

- Standardized, e.g. CAN report, location, status





Partnerships

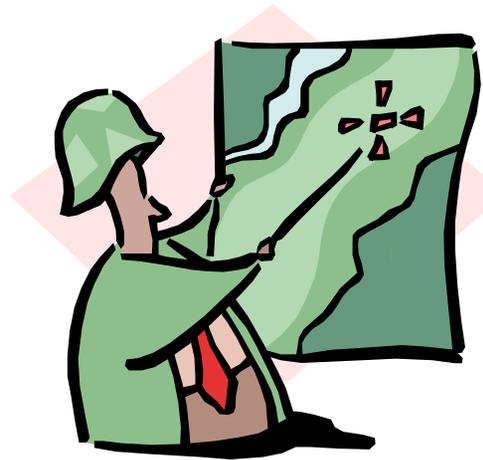
- Training, Exercises, and Frequent Use
 - Multi-discipline
 - Multi-jurisdictional
 - Multi-governmental
 - Regional – cover a response or planning area





Cornerstone: Partnerships

- Must Be Practitioner Driven
 - Unbalanced, tawdry, distorted results if:
 - Politically-driven
 - Vendor-driven
 - Bureaucracy-driven
 - Each have likely role
 - Know your partners!





Conclusion

- **Planning**
 - **Project Governance**
 - **Partnerships**

Are Interoperability
Cornerstones



“Technology makes it possible for people to gain control over everything, except over technology.”

— John Tudor

