

FIRESCOPE

Articles of Organization and Procedures



Adopted by
Cal EMA Fire and Rescue Service Advisory
Committee/FIRESCOPE Board of Directors

MACS 410-4

January 2010

Articles of Organization and Procedures

MACS 410-4

Table of Contents

Contents 1

Introduction.....2

Mission Statement3

Vision Statement3

Definitions.....4

Membership.....5

Organization7

Board of Directors.....8

Executive Coordinator 10

Operations Team..... 11

Task Force..... 13

Specialist and Working Groups 15

Decision Process..... 16

Attachment A: FIRESCOPE Strategic Plan – February 25, 2002..... 17

INTRODUCTION

The **FIRESCOPE** Program originated in Southern California, organized under the acronym, “**F**irefighting **R**esources of **S**outhern **C**alifornia **O**rganized for **P**otential **E**mergencies” in 1972. By legislative action, the FIRESCOPE Board of Directors and the California Emergency Management Agency (Cal EMA) Fire and Rescue Service Advisory Committee were consolidated into a working partnership on September 10, 1986. This consolidation represents all facets of local, rural, and metropolitan fire departments, the California Department of Forestry and Fire Protection, and federal fire agencies.

Through this partnership, FIRESCOPE was established as a statewide program under the redefined acronym “**F**irefighting **R**ESources of **C**alifornia **O**rganized for **P**otential **E**mergencies.” To further support FIRESCOPE’s statewide program, CALFIRMS (**C**ALifornia **F**ire **I**nformation **R**esource **M**anagement **S**ystems) in Northern California joined with FIRESCOPE as the Northern Operations Team.

Under provisions set forth by Senate Bill 27, chaptered on October 2, 1989, under Health and Safety Code Section 13070, the California Emergency Management Agency (Cal EMA), formerly the Governor’s Office of Emergency Services (OES), California Department of Forestry and Fire Protection (CAL FIRE) and the State Fire Marshal (SFM) are to jointly establish and administer the FIRESCOPE Program.

On January 1, 2009 the Governor’s Office of Emergency Services (OES) merged with the Office of Homeland Security (OHS) under provisions set forth under Assembly Bill 38 and became the California Emergency Management Agency (Cal EMA); herein throughout the remainder of this document all references to the Governor’s Office of Emergency Services (OES) will now reflect this merger and the new agency, Cal EMA.

This document is intended to complete the legislative attempt to unify these various fire agencies together into one voice and direction. The character of this group is comprised of diverse fire agencies derived from the founding legislation. The synergy created by these diverse fire agencies truly provides valuable input to the Secretary of the California Emergency Management Agency in addressing the future of fire/rescue services in California and assures excellent representation for the continued development of FIRESCOPE products.

This document addresses the roles of these two previous entities; one being the organization/program of the Cal EMA Fire and Rescue Service Advisory Board, and the other being the organization/program of FIRESCOPE.

The Cal EMA Fire and Rescue Service Advisory Board’s role is to deal with mutual aid, cooperative agreements, fire/rescue regional policy issues, and to advise the Secretary of Cal EMA in matters of statewide importance. The decision-making process for these matters rest within a majority rule process due to the size of the Board and limited discussion time. Minority viewpoints are also forwarded to Cal EMA for consideration.

The FIRESCOPE Board of Director’s role is maintaining and improving FIRESCOPE products and services [i.e., Incident Command System (ICS) and the Multi-Agency Coordination System (MACS)].

The decision-making process for these matters is built upon the FIRESCOPE organization and the “consensus” decision-making process that creates buy-in among diverse local, state, and federal fire agencies toward a common goal.

This MACS 410-4 document shall serve as FIRESCOPE’s by-laws.

MISSION STATEMENT

The mission of the FIRESCOPE Board of Directors is to provide recommendations and technical assistance to the California Emergency Management Agency (Cal EMA); to maintain the FIRESCOPE Decision Process and continue the operation, development, and maintenance of the FIRESCOPE Incident Command System (ICS) and the Multi-Agency Coordination System (MACS); and maintain a system known as the FIRESCOPE Decision Process to continue statewide operation, development, and maintenance of the following FIRESCOPE developed Incident Command System (ICS) and Multi-Agency Coordination System (MACS) components.

- Improved methods for coordinating multi-agency resources during major incidents.
- Improved methods for forecasting fire behavior and assessing fire, weather and terrain conditions on an incident.
- Standard terminology for improving incident management.
- Improved multi-agency incident communications.
- Multi-agency training on FIRESCOPE developed components and products/services.
- Common mapping systems.
- Improved incident information management.
- Regional operational coordination centers for regional multi-agency coordination.

The mission of the Cal EMA Fire and Rescue Service Advisory Committee is to provide professional recommendations and technical assistance to the Secretary of Cal EMA and the Cal EMA Fire and Rescue Branch on the following program elements:

- Statewide Fire and Rescue Mutual Aid Plan
- Statewide Fire and Rescue Mutual Aid System
- Mutual Aid Use and Application
- Cal EMA Fire and Rescue Branch Staffing Needs/Requirements
- Policies and Programs
- Apparatus and Equipment Programs

VISION STATEMENT

The FIRESCOPE Board of Directors/Cal EMA Fire and Rescue Service Advisory Committee vision is to continue national leadership in the development of all-risk incident management and multi-agency coordination systems, to enhance and encourage full participation by the California fire service in the statewide Fire and Rescue Mutual Aid System, and provide a common voice for the California fire service relating to these issues.

DEFINITIONS

Consensus - means that FIRESCOPE decision-making will make every attempt to come to general agreement on all interests and concerns before decisions are finalized and implemented.

Decision Process - means a process, which governs FIRESCOPE decision-making through a coordinated interaction among the four organizational levels of the FIRESCOPE Program (Board of Directors, Operations Team, Task Force, and Specialist/Working Groups).

Document Control Unit - means a unit responsible for issuing of FIRESCOPE developed ICS and MACS documents.

Fire and Rescue Mutual Aid System - means a statewide system that allows for the progressive mobilization of equipment and personnel in support of on-scene emergency management.

Incident Command System (ICS) - means a standardized on-scene incident management system which allows for the combination of facilities, equipment, personnel, procedures, and communications to operate within a common organizational structure, supporting incident management to effectively accomplish stated objectives pertinent to the incident.

Multi-Agency Coordination System (MACS) - means a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system to coordinate assisting agency resources and support emergency operations through decision-making regarding prioritization of incidents, and the sharing and allocation of critical resources.

National Incident Management System (NIMS) - means a system consisting of five major sub-systems (Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management), which provides a total systems approach to all-risk incident management.

National Wildfire Coordinating Group (NWCG) - means a group formed at the direction of the Secretaries of Agriculture and Interior to facilitate the coordination and effectiveness of wildland fire activities on a national level.

MEMBERSHIP

MEMBER AGENCIES

Through the unification of the FIRESCOPE Program and Cal EMA Fire and Rescue Service Advisory Committee, Board voting membership is comprised of the following agencies and departments:

- Bureau of Land Management
- California Department of Forestry and Fire Protection*
- City Fire Departments (two representatives)
- County Fire Departments (two representatives)
- Fire Districts (two representatives)
- Los Angeles City Fire Department*
- Los Angeles County Fire Department*
- National Park Service
- California Emergency Management Agency*
- Orange County Fire Authority*
- Santa Barbara County Fire Department*
- State Fire Marshal
- United States Forest Service*
- Ventura County Fire Department*
- Volunteer Fire Departments

* "Original" FIRESCOPE Member Agencies that have permanent representation at all levels of the FIRESCOPE and Board organization.

This membership serves as the FIRESCOPE Board of Directors/Cal EMA Fire and Rescue Service Advisory Committee, herein referred to as the Board of Directors.

MEMBER VACANCY

Board member vacancies for City Fire Departments, County Fire Departments, Fire Districts, and Volunteer Fire Departments shall be filled through an application process. The respective member agency or department will fill all other member vacancies. The Board of Directors will review applications with recommendations forwarded to the Secretary of Cal EMA for the appropriate action. The Board and Cal EMA Secretary have the responsibility for ensuring Board memberships are filled to maintain statewide interests.

MEMBERSHIP EXPANSION

Departments or agencies interested in Board membership, shall meet the following membership criteria:

1. Fire protection responsibilities in California.
2. Actively supports the Statewide Fire and Rescue Mutual Aid System [capable of and willing to provide resources in support of this system (minimum of 15 fire suppression resources of any combination of ICS kind and type)].

3. Agree to adhere to policies and procedures governing FIRESCOPE and actively utilize FIRESCOPE-developed ICS and MACS products.
4. Provide a staffing commitment at all organizational levels of the FIRESCOPE Program.
5. Must be of a size capable of supporting a two-division incident as outlined in the FIRESCOPE Field Operations Guide for one operational period without outside assistance (minimum of 30 fire suppression resources of any combination of ICS kind and type and 16 overhead personnel).

Applications for FIRESCOPE Membership shall be submitted to the Board of Directors for review with recommendations forwarded to the Secretary of Cal EMA for the appropriate action.

CHARTER ADVISORY BOARD MEMBERS

The California Professional Firefighters (CPF) and the California State Firefighters' Association (CSFA) are permanently recognized as Charter Advisory Board Members by the FIRESCOPE Board of Directors/Cal EMA Fire and Rescue Service Advisory Committee; and as such, will be included at the Board table, may attend all Board meetings, may discuss and participate in all Board business and shall have permanent voting privileges on all policy matters.

ASSOCIATE ADVISORY BOARD MEMBERS

Associate Advisory Board Members are interested fire service groups who have an active internal membership, which may be affected by FIRESCOPE's decisions or the California Fire and Rescue Mutual Aid System

Associate Advisory Board Members will be included at the Board table, may attend all Board meetings, may discuss and participate in all Board business but may not vote on policy matters.

ASSOCIATE ADVISORY BOARD MEMBERSHIP EXPANSION

For a group to be added as an Associate Advisory member of the Board, all the following membership criteria shall be met:

1. Must have a vested interest in the outcome of Board actions.
2. Actively represents an internal membership of at least 500 members.
3. Cannot be a vendor or engage in fire suppression activities directly.
4. Must agree to adhere to policies and procedures that govern FIRESCOPE and the California Fire and Rescue Mutual Aid System, and actively utilize FIRESCOPE developed ICS and MACS products.

Applications for Associate Advisory Board membership shall be submitted to the Board of Directors for review with recommendations forwarded to the Secretary of Cal EMA for the appropriate action.

ORGANIZATION

FIRESCOPE consists of four organizational levels, each separate but interactive with the other. The four organizational levels of FIRESCOPE are:

Organizational Level	Representation	General Responsibilities
Board of Directors	Chief/Director of FIRESCOPE member	<ul style="list-style-type: none"> • Sets FIRESCOPE policy and establishes direction • Sets priorities and provides direction to the Operations Team • Final authority for FIRESCOPE decision process • Recommends policy and procedure changes to Cal EMA Secretary
Operations Team	Deputy/Assistant/Division Chief or equivalent rank and Representatives from U.S. Coast Guard and U. S. Fire Administration	<ul style="list-style-type: none"> • Recommends policy and procedure changes to Board of Directors • Develops and implements plan of work • Reviews and approves Task Force products
Task Force	Battalion Chief or equivalent rank of Board member affiliated agency	<ul style="list-style-type: none"> • Reviews and develops FIRESCOPE products for decision process consideration • Determines the need and provides liaison to Specialist/Working Groups • Provides direction and monitors progress of Specialist/Working Groups
Specialist Groups (standing) and Working Groups (ad hoc)	Dependent on level of technical expertise required	<ul style="list-style-type: none"> • Assists Task Force in the development of FIRESCOPE products

Coordination between organizational levels is the responsibility of FIRESCOPE’s Executive Coordinator. The Executive Coordinator (Cal EMA Fire and Rescue Branch Chief) reports directly to the Chair of the Board of Directors and serves as the point of contact for the Chair of the Operations Team and Task Force. Cal EMA shall act as staff to FIRESCOPE, be receptive to FIRESCOPE’s recommendations and attempt to support/fund FIRESCOPE’s direction.

BOARD OF DIRECTORS

MEMBERSHIP

The Board of Directors shall consist of the Chief or Director of FIREScope member organization. Board vacancies will be filled through an application process coordinated by the Executive Coordinator. The Board of Directors will review applications with recommendations forwarded to the Secretary of Cal EMA for appropriate action.

GOALS

1. Provide professional recommendations and technical assistance to the Secretary of Cal EMA on policy and procedural issues that influence Cal EMA Fire and Rescue Branch operations and the California Fire and Rescue Mutual Aid System.
2. Continue statewide operation, development, and maintenance of FIREScope developed Incident Command System (ICS) and Multi-Agency Coordination System (MACS) components.

OBJECTIVES

1. Sets FIREScope policy and establishes overall program objectives, establishing priorities and providing direction to the Operations Team.
2. Responds to requests for assistance from and provides advice to the Secretary of Cal EMA.
3. Serves as the final authority to the FIREScope Decision Process, providing direction on issues which influence funding, scheduling, structure, and functions of ICS and MACS in its development and application.
4. Keeps constituents informed of FIREScope products and actively pursues support in the use of these products.

OPERATING PROCEDURES

1. The Chair of the Board of Directors will be chosen based upon a recommendation made by the Board of Directors to the Secretary of Cal EMA for a two-year term. The Vice-Chair of the Board of Directors will be selected by Board members, serving a concurrent term with the Chair. In an effort to provide statewide continuity, the Chair and Vice-Chair may be selected from both northern and southern California to provide equal representation, but not required.
2. The frequency of Board meetings shall be determined by the Board Chair, but shall not be less than two (2) per calendar year. A minimum of one meeting per calendar year will be held in the southern half of the state.

3. Decisions for all FIRESCOPE products shall follow the consensus decision-making process. All Fire and Rescue Mutual Aid System decisions shall follow a simple majority rule process with the opportunity for a minority viewpoint to be passed on to the Secretary of Cal EMA.
4. The business meeting agenda shall be divided into two (2) parts for business dealing with Cal EMA Advisory Committee issues and FIRESCOPE products.
5. In the advent of time sensitive issues, the Board of Directors may initiate a conference call among all of its members.
6. A quorum shall consist of eight (8) voting members for Board of Director's meetings and/or conference calls.
7. This MACS 410-4 document shall serve as the Boards by-laws. These by-laws may be amended by a simple majority vote after a seven-day review period of the entire Board.

AUTHORITY

The Board of Directors serves as the final authority in the FIRESCOPE Decision Process and advises the Secretary of Cal EMA on issues influencing the statewide Fire and Rescue Mutual Aid System. The Board will direct the course of action taken by the FIRESCOPE Program that includes the Operations Team, Task Force, and Specialist/Working Groups through adoption and implementation of policies and procedures developed through the Decision Process.

EXECUTIVE COORDINATOR

The Chief of the Cal EMA Fire and Rescue Branch shall fill the position of FIRESCOPE Executive Coordinator. This position reports directly to the Board Chair and is responsible for the following:

1. Coordination of issues and information between the FIRESCOPE organizational levels.
2. Point of contact for the Chairs of the Operations Team and Task Force.
3. Scheduling Board Meetings and developing meeting agenda, ensuring previous meeting minutes and information pertaining to upcoming meeting are made available to Board members at least seven (7) days prior to meeting.
4. Attending Board Meetings and ensuring complete and comprehensive meeting minutes are recorded and published for Board review and approval.
5. Ensuring that Board decisions that require action are forwarded to those parties affected by these decisions.
6. Maintaining current membership rosters of Board of Directors, Operations Team, Task Force, and Specialist/Working Groups for distribution to the appropriate organizational levels.

OPERATIONS TEAM

MEMBERSHIP

Fire departments and agencies at the federal, state, and local levels may apply for Operations Team membership. Application for membership shall be submitted to the Board of Directors for review. The Board shall be responsible for ensuring the Operations Team has equitable representation based on geographic and department/agency type (i.e., paid, volunteer, municipal, rural, etc.). Additional representation will include the IMS Consortium, U.S. Coast Guard and U.S. Fire Administration.

The current Cal EMA Fire and Rescue Mutual Aid Regions shall delineate the Operations Team membership. Operations Team membership shall be reviewed annually by the Board of Directors.

GOAL

Provide technical expertise to the Board of Directors and professional direction to the Task Force on operational, developmental, and maintenance issues involving FIRESCOPE developed Incident Command System (ICS) and Multi-Agency Coordination System (MACS) components.

OBJECTIVES

1. Recommend changes in FIRESCOPE policy and direction to the Board of Directors for review and consideration.
2. Provide technical and staff support to the Executive Coordinator in implementing Board decisions that require action to be taken.
3. Develop and implement an annual Operations Team Plan of Work in response to Board direction and needs identified by Operations Team, assigning projects associated with the work plan to the Task Force.
4. Review and approve Task Force developed FIRESCOPE products.
5. Keep constituents informed of FIRESCOPE products and actively pursues support in the use of these products.

OPERATING PROCEDURES

1. The Operations Team Chair shall be elected by the respective members of the Operations Team for a two-year term.
2. The Chair for the Operations Team shall be responsible for the following:

- a. Point of contact for the Executive Coordinator and Task Force Chair in coordination of work projects and exchange of information.
 - b. Scheduling Operations Team meetings and developing meeting agenda, ensuring previous meeting minutes and information pertaining to upcoming meetings are made available to Operations Team members at least seven (7) days prior to meeting.
 - c. Ensuring complete and comprehensive meeting minutes are recorded and published for Operations Team review and approval, providing copy of approved minutes to the Executive Coordinator.
 - d. Attending Board of Directors meetings as Operations Team representatives.
 - e. Maintaining current membership roster for Operations Team, providing roster updates to the Executive Coordinator.
3. The frequency of Operations Team meetings shall be determined by the Chair, but shall not be less than once every three months.
 4. Operations Team members have the responsibility of serving as point of contact in fielding inquiries and questions regarding FIRESCOPE from fire departments and agencies within their respective jurisdictions.
 5. Operations Team decisions will be made by consensus. The Chair will be responsible for ensuring Operations Team decisions are shared with the Executive Coordinator.

AUTHORITY

The Operations Team serves as the reviewing body for Task Force produced products. The Operations Team determines which products and issues provided by the Task Force need to be forwarded to the Board of Directors for consideration and direction. The Operations Team provides direct technical and staff support to the Executive Coordinator in carrying out direction provided by the Board.

TASK FORCE

MEMBERSHIP

The Task Force shall be representative of Board Member Agencies with representatives needing operational and functional expertise in the areas of mutual aid, ICS, and MACS. The Board of Directors shall be responsible for determining Task Force size and agency make-up. Task Force vacancies shall be filled through an application process for those Board Member agencies governed by county, city, fire district, and volunteer fire department representation.

GOALS

1. Provide technical expertise and support to the Operations Team and the Executive Coordinator to address issues influencing mutual aid, ICS, and MACS applications.
2. Coordinate with the National Wildfire Coordinating Group's (NWCG) Incident Operations Standards Working Team in addressing ICS and MACS applications, ensuring FIREScope-developed products are compatible with National Incident Management System (NIMS)-developed products.

OBJECTIVES

1. Develop and maintain FIREScope-developed products in response to changes in FIREScope user needs.
2. Recommend changes in FIREScope-developed products to the Operations Team for review and consideration.
3. Provide technical and staff support to the Operations Team in implementation of projects identified in the Operations Team's Plan of Work.
4. Determine need for and provide direction to Specialist and Working Groups in support of FIREScope product development and maintenance.
5. Maintain a working relationship with NWCG's Incident Operations Standards Working Team to address ICS and MACS issues that influence FIREScope and NIMS developed products.
6. Keep constituents informed of FIREScope products and actively pursues support in the use of these products.

OPERATING PROCEDURES

1. The respective members of the Task Force shall elect the Task Force Chair for an one-year term. Election shall occur at the first Task Force Meeting of each calendar year.

2. The Chair for the Task Force shall be responsible for the following:
 - a. Point of contact for the Chair of the Operations Team and Executive Coordinator in coordination of work projects and exchange of information.
 - b. Scheduling Task Force Meetings and developing meeting agendas.
 - c. Ensuring complete and comprehensive meeting minutes are recorded and published for Task Force review and approval, and a copy of approved minutes are forwarded to the Executive Coordinator and Chair of the Operations Team.
 - d. Coordinating issuance of new and revised ICS and MACS documents with FIRESCOPE's Document Control Unit.
 - e. Attending Board of Directors and Operations Team Meetings as Task Force representative, reporting on Task Force activities.
 - f. Maintaining current membership rosters for the Task Force and current Specialist/Working Groups, providing roster updates to the Executive Coordinator.
3. The Chair shall determine the frequency of Task Force Meetings. Meetings shall be held at least once per month, but may be held more frequently based on need. At least twice per year, a Task Force Meeting will be held in Northern California.
4. The Task Force is responsible for determining the need and providing direction to Specialist and Working Groups. Each group will have two Task Force members assigned as primary and alternate Task Force liaisons to attend group meetings. Task Force liaisons will represent their group's interest at Task Force Meetings.
5. Task Force decisions will be made by consensus. The Chair will be responsible for ensuring the Operations Team Chair and Executive Coordinator are made aware of these decisions.

AUTHORITY

The Task Force serves as technical staffing element, providing recommendations to the Operations Team on issues influencing ICS and MACS components. The Task Force provides a level of quality control in the development and application of FIRESCOPE products and coordination with NWCG on common issues that influence ICS and MACS development at the national level.

SPECIALIST AND WORKING GROUPS

MEMBERSHIP

Specialist and Working Groups assist the Task Force in the development, implementation, and maintenance of FIRESCOPE products. Representation on these groups is determined by the issues being addressed and the subsequent level of technical expertise required to ensure statewide representation. The Task Force has the responsibility for determining the need for and agency make-up of *Specialist and Working Groups and providing direction in support of FIRESCOPE product development and maintenance. Each Specialist/Working Group will have a Task Force Liaison responsible for providing their group with Task Force direction as needed.

*For the purpose of differentiating between Specialist and Working Groups, Specialist Groups are established to address long-term needs and Working Groups are established to address a specific need or short-term issue. Once the need or issue has been addressed, the Working Group will be disbanded.

OPERATING PROCEDURES

1. The Chair for the Specialist or Working Group shall be elected by the respective Specialist/Working Group members for a one-year term. Election shall occur at the first Specialist/Working Group meeting of each calendar year.
2. The Specialist or Working Group Chair shall be responsible for the following:
 - a. Point of contact for the Task Force Liaison in coordination of work and exchange of information.
 - b. Scheduling of Specialist/Working Group meetings, ensuring the Task Force Liaison is advised of the meeting date and location.
 - c. Maintaining current membership roster of Specialist/Working Groups, providing updates to the Task Force through Task Force Liaison upon request.
3. Each Specialist and Working Group shall develop and operate under the provision set forth by a Specialist Group Charter or Working Group Plan of Work. A charter and plan of work will outline group membership, level of technical expertise required of membership, and group goals and objectives. Each Charter and Plan of Work will be reviewed and approved by the Task Force prior to implementation.
4. Specialist and Working Group decisions will be made by consensus. The Chairs will be responsible for forwarding these decisions to the Task Force Liaison for Task Force consideration and approval. In the event consensus cannot be achieved, non-consensus issues will be forwarded to the Task Force for discussion and resolution.

DECISION PROCESS

To ensure decisions by the Board of Directors pertaining to FIREScope products support the statewide Fire and Rescue Mutual Aid System, FIREScope decision-making is based on a standardized method known as the "Decision Process." This process of decision-making involves all levels of the FIREScope organization, with interaction between levels administratively supported by FIREScope's Executive Coordinator. Issues, depending on the type and kind, may enter the decision process at any organizational level. Decision Process issues are categorized as follows:

1. Developmental - Issues which involve the development of new or modification of existing FIREScope-developed products.
2. Policy and Procedural - Issues that effect the management and operation of FIREScope and the statewide Fire and Rescue Mutual Aid System.
3. Informational - Issues of general interest that do not normally require action taken by FIREScope.

The general procedures that govern how these three issue categories are addressed within the Decision Process are as follows:

- Developmental issues are the responsibility of the Task Force to provide the required staff work to validate issue appropriateness and to develop those products that adequately address issue needs. Staff work can involve the use of Specialist and Working Groups. When products are developed, they will be forwarded to the Operations Team for review and approval. It will be the responsibility of the Operations Team to determine the level of involvement by the Board of Directors in review of Task Force-developed products.
- Policy and Procedural issues being addressed through the Decision Process require that issues be identified as statewide Fire and Rescue Mutual Aid System or FIREScope-related issues. For those issues involving mutual aid, the Board of Directors serves as an advisor to the Cal EMA Secretary. As determined by the Board, other organizational levels of FIREScope and/or the statewide Fire and Rescue Mutual Aid System may be involved to support this advisory role.
- For those issues involving FIREScope, the Board of Directors serves as the final decision-making authority of the Decision Process. The Operations Team and Task Force will provide the required staff work to analyze issue impacts and recommend course of action to be taken.
- Informational issues can be addressed at any organizational level. The organizational level receiving the informational issue will have the responsibility of determining whether an issue will need to be provided to other levels as information. The Executive Coordinator will assist in the exchange of information between all organizational levels of FIREScope.

All decisions within the Decision Process for FIREScope products are made by consensus. Decisions pertaining exclusively to the statewide Fire and Rescue Mutual Aid System are made by a simple majority vote of the Board of Directors. If an issue should arise in which consensus cannot be achieved, the unresolved issue will be forwarded to the next organizational level for review and resolution with an explanation as to the reason(s) for non-consensus. The Board of Directors will serve as the final authority in addressing issues of non-consensus within the Decision Process.

Attachment A
 FIRESCOPE's Strategic Plan - February 25, 2002

MISSION STATEMENT - The mission of FIRESCOPE is to provide recommendations and technical assistance to the California Emergency Management Agency (Cal EMA), to maintain the FIRESCOPE Decision Process, and to continue the operation, development, and maintenance of the FIRESCOPE Incident Command System (ICS) and the Multi-Agency Coordination System (MACS).

The mission of the Cal EMA Fire and Rescue Service Advisory Committee is to provide professional recommendations and technical assistance to the Secretary of Cal EMA and the Cal EMA Fire and Rescue Branch on program elements.

VISION STATEMENT - The FIRESCOPE Board of Directors/Cal EMA Fire and Rescue Service Advisory Committee vision is to continue national leadership in the development of all-risk management and multi-agency coordination systems, to enhance and encourage full participation by the California fire service in the statewide Fire and Rescue Mutual Aid System, and to provide a common voice for the California fire service relating to these issues.

GOAL A - Maintain the Decision Process and provide advice to the Secretary of Cal EMA:

- Charge the FIRESCOPE Board of Directors to develop a business and financial plan and to support the administrative functions of FIRESCOPE.
- Review the Decision Process and Strategic Plan every two years.
- Provide technical assistance and advice to the Secretary of Cal EMA.
- Promote participation for all agencies within California in the Mutual Aid System and provide assistance to these agencies to prepare and participate in planned or unplanned events.

GOAL B - Improve and maintain the All-Risk Management System:

- Continue to develop and refine FIRESCOPE products through coordination with national organizations, i.e., National Fire Academy, National Wildfire Coordinating Group, IMS Consortium, National Fire Protection Association, International Association of Fire Chiefs, Federal Agencies, etc.
- Support multi-agency training on FIRESCOPE-developed components, products, and new technology.
- Evaluate new technology for use in all-risk management systems, i.e., communications, weather, mapping, etc.
- Explore improved cooperative use of resources.
- Continue to support the development and expansion of the Standardized Emergency Management System (SEMS).

GOAL C - Market FIRESCOPE:

- Establish a FIRESCOPE Board of Directors sub-committee to develop mechanisms to promote FIRESCOPE and its philosophies.
- Utilize existing fire service media as a marketing tool.
- Aggressively promote integration of FIRESCOPE products in the development of nationally implemented programs for incident management.
- Expand the FIRESCOPE Website.

GOAL D - Create a common voice for the California fire service:

- Utilize the FIRESCOPE Decision Process and the California Fire and Rescue Mutual Aid System to foster a common voice, by the consensus process, for the California fire service.
- Reinforce the broad spectrum of membership of the Board of Directors and encourage full participation of all members.