

LEADERSHIP COMMITTEE MEETING
Austin, TX
December 5 – 7, 2006

Agency Representatives Present: Jim Cook, FS; Mark Stanford, TX Forest Service; Duane Tewa, BIA; Mark Linane, Santa Barbara County Fire Department; Ted Mason, BLM

Agency Representatives Absent: Paul Head, NPS

Liaisons/Advisors: Jennifer Smith, NIFC; Tim Blake, NWCG; Jim Glenn, NWCG; John Wood, FS; Chris Wilcox, FWS; Pam McDonald, NIFC; Dan Kleinman, FS; Bill Miller, FS

Guests: Paul Hannemann, TX Forest Service; Larry Sutton, FS; Cyndie Hogg, NAFRI; Bill Waterbury, FS; Bill Molumby, FWS; Sean Cross, BLM; Rich Gray, TX Forest Service (Wednesday only)

Tuesday – December 5, 2006

Welcome and Introductions (Jim Cook and Mark Stanford)

Mark Stanford and the Texas Forest Service welcomed the Leadership Committee (LC). Mark briefed the LC on recent fire seasons and items that came out of suppression efforts—a unit log book and “Attack from the Black” CD.

Jim Cook briefed the LC on logistics and meeting concerns. The LC welcomed Ted Mason as the new BLM Representative and Chris Wilcox as the LC Annual Fireline Refresher Representative.

Open Action Item Log (Pam McDonald)

The LC reviewed and provided updates to the Action Item Log.

Paul Head will be retiring; his replacement will be Doug Alexander. All action items will be transferred to Doug.

Leading in the WFS Publication (Jim Cook and Tim Blake)

Mark Linane briefed the LC on the history of *Leading in the Wildland Fire Service*.

Tim Blake briefed the LC on the publication review process. Eighty copies were sent out for review and 39 were received back with comment. Overall, comments were positive. The

main concerns regarded the intent and tone of the document, need for clarification on some examples, and hollow statements regarding policy.

ACTION: Present an issue paper to the TWT regarding approval of the *Leading in the Wildland Fire Service* publication, including possible additional IMT vignettes, and placement into PMS - December TWT meeting. (Jim Glenn)

ACTION: Work with the vendor technical writer/editor and ICs to create IMT, all-hazard vignettes for the *Leading in the Wildland Fire Service* - January 2007. (Jim Cook, Jim Glenn, and Mark Stanford)

Preparation for L-480/580 Group (Jim Cook)

Dan Kleinman presented a NIMO brief on the IMT capacity role.

Jim Glenn briefed the LC on the status of S-420.

Joint Meeting with L-480/580 Steering Group

Who owns L-480?

Larry Iverson gave NAFRI the rights to the L-480 course materials as stated in the contract.

Will we continue with only one provider and one instructor?

At the present time, there is only one provider and one instructor. Constraints do not exist to limit it to one vendor/one instructor. The intent is to open delivery similar to that done with L-380/381.

How does L-480 fit with S-420 and other command and general 400 courses?

There is no defined prerequisite relationship at the present time.

Will there be some final NWCG certification process?

There is no need for any additional certification process.

Is this/should this be a requirement in 310-1?

Not at the present time.

Who/where is the keeper and coordinator of the course?

NAFRI will be the custodian of course materials. They will also identify an L-480 coordinator/point of contact.

The L-480 Steering Group will provide for new provider evaluation and any revision work.

Geographic areas will contract with a provider(s) to deliver the courses. They will also identify cadre/coaches with the assistance of the L-480 Steering Group if needed.

How much does it cost and will there be national funding?

The cost for a class size of 30 students is approximately \$25,000 (somewhere between \$650 and \$860 per person depending on cadre). At the present time, there will be no national funding.

Is there going to be defined instructor criteria?

Yes. The Steering Group will develop the instructor criteria. The defined instructor criteria will be part of the L-480 package at NAFRI and placed on the Leadership Web site.

ACTION: Review the L-480 instructor criteria and provide comments to the Steering Group - Spring LC meeting. (All Committee Members)

ACTION: Place the approved instructor criteria on the Leadership Web site – June 2007. (Jim Cook and Jennifer Smith)

What are the support cadre requirements?

Coaches are members of the L-480 faculty. Qualifications for a coach include Type 1 or Type 2 Command and/or General Staff experience, facilitative skills, knowledge of the leadership curriculum (successful completion of L-380, or L-381, or L-480 or reading *Leading in the Wildland Fire Service* is recommended), and the willingness to mentor.

Do we need to start thinking about the revision process?

Revision is always a consideration. The Steering Group will monitor the course evaluations and address revisions as needed.

ACTION: Create a link to the L-480 support tools in the Leadership Toolbox – January 2007. (Cyndie Hogg, Jennifer Smith, and Jim Cook)

ACTION: Obtain the S-520/620 leadership lesson plans from Deb Corner and review for alignment with the leadership curriculum and report - Spring LC meeting. (Dan Kleinman)

Do we continue with an effort to develop L-580?

The Steering Group and the LC agree that there is a need for L-580.

What would/should the end state look like for L-580?

Group brainstormed ideas about the future of L-580 and determined that a further refinement was needed on the target audience question.

Wednesday – December 6

L-380 Evaluation Contract (Ted Mason/Larry Sutton)

Ted Mason was identified as the new LC lead, replacing Larry Sutton, on the L-380 evaluation project.

Larry Sutton briefed the LC on the history of the L-380 evaluation project which was developed and administered by Mike DeGrosky, The Guidance Group.

Ted Mason provided the LC with a report developed by Mike DeGrosky updating the group on the current status of the project.

ACTION: Assist Mike DeGrosky in collecting survey responses from approximately 10-20 BIA/tribal firefighters - January 2007. (Duane Tewa)

ACTION: Notify Mike DeGrosky to resume response reminders after the first of the year and that responses received thus far, inclusive of additional BIA/tribal firefighters, is sufficient to continue with the L-380 analysis - January 2007. (Ted Mason)

ACTION: Determine if/when it is appropriate to have DeGrosky attend a LC meeting to brief the group on results of the evaluation - December 2007. (Ted Mason)

ACTION: Provide follow-up briefings to other work groups regarding the final L-380 evaluation report - December 2007. (Ted Mason)

ACTION: Determine whether the Committee needs to facilitate focus groups as specified in the L-380 evaluation methodology and report – Spring LC Meeting. (Ted Mason and Bill Miller)

The LC discussed future applications of the evaluation model. The general consensus was that conducting an initial large sampling of L-381 and L-480 would be beneficial pending discussion with TWT.

NWCG Annual Fireline Safety Refresher Training (Chris Wilcox/Larry Sutton)

Larry Sutton discussed his new affiliation with FFAST and their connection with refresher activities.

Chris Wilcox has been identified as the LC liaison to the Annual Fireline Safety Refresher Training Steering Group. Chris briefed the LC on the functions of the group and his role as liaison.

Chris notified the group that the Annual Fireline Refresher Training Steering Committee request that additional TDGS be created.

ACTION: Identify potential cadre members to participate in a Spring 2007 TDGS Workshop and submit to Chris Wilcox or Jim Cook - February 2007. (All Members)

ACTION: Create additional TDGS, including fire use and all-hazard response, and place on the Leadership Web site - June 2007. (Chris Wilcox and Jennifer Smith)

Chris briefed the group on efforts regarding staff rides under development.

Ted Mason briefed the LC on the status of the 2007 Annual Fireline Safety Refresher video.

L-180 & L-280 revision (Tim Blake)

Tim Blake briefed the LC on the TWT's curriculum maintenance plan and its impact on L-180 and L-280 revision.

Under the Curriculum Maintenance Plan, the LC will oversee the maintenance of the leadership courses. Courses are to be reviewed by the Committee every 3-5 years with feedback communicated to the TWT. Assistance is available from the TWT and the NWCG Development Unit.

The LC discussed the need to conduct yearly course reviews to identify revision needs.

ACTION: Write up a recommendation from the LC on revisions for L-180 and L-280 and include the recommendation in the annual report to the TWT – Spring LC Meeting. (Tim Blake)

L-380/381 Provider Approvals (Bill Miller)

Bill Miller presented the LC with an overview of the L-380/381 provider approval evaluation process and evaluation activity that occurred during 2006.

Bill expressed that the present arrangement is working but concerns were voiced regarding the approval of lead instructors and whether approval of every lead instructor is necessary. The LC determined that an approval of every lead instructor was not necessary; however, approved providers may be audited using an instructor protocol that will be created.

ACTION: Develop a protocol for approving new lead instructors from existing approved providers – February 2007. (Bill Miller and Jim Cook)

The LC discussed potential evaluation activity and related support needs for 2007. Minimal activity is projected at this time.

The LC discussed inconsistencies in agency acceptance of approved providers.

ACTION: Revise the approved provider page of the Leadership Web site to reflect all agencies' acceptance of current approved providers – February 2007. (Jennifer Smith and Jim Cook)

Web Site Review (Jim Cook and Jennifer Smith)

Jim Cook briefed the LC on changes and new features that have been added to the leadership Web site since the last meeting.

Jennifer Smith walked the LC through Web use statistics. The Web site continues to be an effective and useful tool.

Mark Linane suggested that all staff rides have a *Google Earth* or fly-around feature.

ACTION: Provide location (latitude/longitude) and *Google Earth* links to the staff rides in the Staff Ride Library - February 2007. (Jim Cook and Jennifer Smith)

ACTION: Contact Renee Beams regarding leadership training links for placement on the Leadership Web site – January 2007. (Jim Cook and Jennifer Smith)

ACTION: Change the term “prescribed fire” to “fire use” on the TDG Library page of the Leadership Web site – January 2007. (Jim Cook and Jennifer Smith)

TWT Information Sharing (Jim Glenn and Larry Sutton)

Larry Sutton and Jim Glenn briefed the LC on the budget process. The LC should think in advance what funding will be necessary for operation. As funds become limited, approval for projects may become more difficult.

ACTION: Send the TY 2007 TWT budget to Jim Cook and Pam McDonald – December 2006. (Jim Glenn)

Capital Area Interagency Wildfire Academy (Rich Gray)

Rich Gray briefed the LC on efforts that the Texas Forest Service and partners have undertaken to create wildland fire academies at the Camp Swift military facility near Bastrop, TX and near Lufkin, TX. The academies have proven to be an effective means of presenting leadership courses at a reduced cost due to on-site dorms and mess hall availability.

Texas is willing to springboard the concept into a leadership academy in late 2007 or early 2008. The LC agreed that a plan be developed to pursue leadership academy efforts including use of funds designated by the TWT for state/rural scholarships.

ACTION: Host a pilot leadership academy in Texas – November 2007. (Mark Stanford, Rich Gray and Paul Hannemann)

Bin Items

Chris Wilcox briefed the LC on efforts by Mike Bland to create a NPS Leadership Reaction Course. The LC is willing to support the effort as needed. Chris will provide an update at a future LC meeting.

The LC revisited the placement of L-180/280 electronic course materials on the Leadership Web site.

ACTION: Post the L-180 and L-280 electronic course materials on the Leadership Web site – January 2007. (Jim Cook and Jennifer Smith)

The LC discussed the Professional Reading List revision process cycle. The LC determined that a revision is not needed at this time.

The LC discussed benchmarking other organizations including whether or not efforts should be made to re-establish relationships with MCU.

ACTION: Make contact with Ft. Leavenworth regarding an NCO training opportunity under the existing MOU – Spring LC Meeting. (Duane Tewa and Bill Miller)

ACTION: Resend the TRADOC MOU to LC Members and L-480/580 Steering Group (Action Item #273) – January 2007. (Jim Cook)

ACTION: Post TRADOC and MCU MOUs on the Leadership Web site – January 2007 (Jim Cook and Jennifer Smith)

The LC resumed discussion regarding whether to pursue L-580 development. The LC decided to revisit the L-580 guiding principles.

Thursday – December 7

L-480 Instructor Criteria (L-480 Steering Group)

The L-480 Steering Group presented a draft version of the instructor criteria and the course criteria. The Steering Committee will begin creation of an instructor selection tool for use by the GATRs.

ACTION: Distribute the final draft L-480 instructor criteria and course criteria to LC members – January 2007. (Cyndie Hogg and Pam McDonald)

ACTION: Brief the GATRs on the final status of the L-480 course – May 2007. (Bill Waterbury and Jim Cook)

L-580 Development (L-580 Steering Group)

The L-580 Steering Group presented a documentary-based option for L-580. The LC agreed to allow the Steering Group to develop a complete proposal for a documentary-based program.

ACTION: Develop a proposal for producing a documentary-based L-580 and report to the LC – Spring LC Meeting. (L-580 Steering Group)

ACTION: Present the L-580 proposal at the national IC/AC meeting – March 2007. (Bill Waterbury and Bill Molumby)

Gleason Award for 2006-2007 (John Wood)

John Wood briefed the LC on the 2006-2007 Gleason Lead by Example Award process.

ACTION: Put a running advertisement to promote the Lead by Example Award in the *Wildland Firefighter* magazine – Fall 2007. (Jennifer Smith)

Communication Plan Review (Jennifer Smith)

The LC discussed the need for a formal communication plan. The LC determined that the present communication plan was outdated and that the Web site and supporting documents were appropriate. Efforts should be made to develop specific marketing plans when the need existed.

ACTION: Post the original communication plan on the Leadership Web site under the archive section – January 2006. (Pam McDonald, Jennifer Smith, and Jim Cook)

ACTION: Develop a marketing plan for the L-380 evaluation project – Spring LC Meeting. (Ted Mason and Jennifer Smith)

ACTION: Develop a marketing plan for L-480 – Spring LC Meeting. (Jennifer Smith and Jim Cook)

ACTION: Research the costs of replacing the canvas portion of the leadership display – Spring LC Meeting. (Jennifer Smith)

ACTION: Order leadership bookmarks – January 2007. (Jennifer Smith)

ACTION: Send the academy contact list to Jennifer Smith – January 2006. (Jim Cook)

ACTION: Talk with Cindy Wolf about placing a statement regarding the leadership display in PMS – January 2007. (Jim Cook)

Committee Maintenance (Jim Cook)

The LC made updates to the Standard Operating Procedures (SOPs).

ACTION: Post new Committee SOPs to Leadership Web site – January 2007. (Jim Cook and Jennifer Smith)

The LC discussed succession planning and agreed that Jim Cook assume the Chairperson role. A Co-Chairperson will be appointed at the Spring LC meeting.

Workshop Tasks (All)

Refresher Clarification Letter for Experiential Training (Wilcox/Mason/Miller/Sutton)

The group prepared a clarification letter regarding experiential training for the WFSTAR group.

Gleason Award Planning (Wood/McDonald/Smith)

No updates are necessary.

Leadership Academy Planning (Blake/Cook/Glenn/Linane/Stanford/Hannemann)

The group developed a plan for the Texas Forest Service hosting the Leadership Academy in November 2007. The LC will provide assistance as needed.

L-180/280 Revision Review Planning (Blake/Linane/Miller/Wood)

The group determined that there is no revision to L-180/280 is needed at the present time. When a revision is needed, the group discussed revising the courses through a vendor. The NWCG advisor on the LC should work with the group to review the courses each year using the TWT screening tool.

Web Site Updates (Smith/Mason/Tewa/Wilcox)

The group revised the FAQs and link information for inclusion on the WFSTAR site.

Finalize Meeting Notes/SOP Feedback/Budget (McDonald/Cook)

Completed.

Spring Leadership Committee Meeting

Tentative Date: March 19-23, 2007

Location: TBD