

**LEADERSHIP COMMITTEE MEETING**  
**San Diego, CA**  
**November 4-6, 2008**

***Agency Representatives Present:*** Doug Alexander (NPS), Jim Cook (USFS), Brian Fennessy (San Diego FD), Ted Mason (BLM), Mark Stanford (Texas Forest Service), Chris Wilcox (FWS)

***Agency Representatives/Advisors Absent:*** Duane Tewa (BIA), Jennifer Smith (advisor, BLM)

***Liaisons/Advisors:*** Tim Blake, NWCG Training (BLM); Jim Glenn, TWT Liaison (BLM); Dan Kleinman, L-480/580 Steering Group Liaison (USFS); Pam McDonald, Logistics Coordinator (BLM); Bill Miller, Course Evaluations (USFS); John Wood, Gleason Award (USFS)

***L-480/580 Steering Group (Wednesday/Thursday):*** Deb Corner (NAFRI), Cyndie Hogg (NAFRI), Dave Koch (BIA), Kurt LaRue (BLM), Bill Molumby (FWS), Paul Hanneman (Texas Forest Service)

***Guests/Presenters:*** Bill Middleton (retired SDFD—Tuesday), LtCol Robert Baird (USMC—Tuesday); Steve Gage (NIMO), Billy Phillips (USFS—Wednesday/Thursday), Matt Gibson (USFS); Brad Mayhew (Fireline Factors, Thursday); David Caraway (Tapestry Solutions, Thursday)

## **TUESDAY, NOVEMBER 4**

### **Welcome and Introductions (Jim Cook, Brian Fennessy, and Bill Middleton)**

Jim Cook, Brian Fennessy, and Bill Middleton welcomed the group and made introductions.

### **Open Action Log (Jim Cook and Pam McDonald)**

Jim Cook reviewed the Open Action Item Log with the group to solicit the status of items generated from the previous meeting. Members provided a brief synopsis as well as status of each action item.

Action Items Completed: #324, 357, 358, 360, 361, 362, & 364

Action Items Dropped/Removed: #332, 359, & 363

### ***Action Items Remaining Open:***

#303: Bill Miller and Duane Tewa worked with Larry Sutton to identify potential contacts at Ft. Leavenworth regarding an NCO training opportunity under the existing MOU. Bill and Duane are awaiting return calls and will report at the Spring 2009 Leadership Committee meeting.

#356: John Wood will finish making recommended changes to the Lead by Example Operating Plan and coordinate with Jennifer Smith to post on the leadership website prior to year's end.

***Action Item Discussion:***

#332: The Committee agreed to drop the idea of focus group evaluations for L-380. However, performing focus group evaluations for the leadership curriculum as a whole has merit and may be considered at a later date.

#358: Jim Cook and Ted Mason presented difficulties they encountered when expending Leadership Committee funds for state scholarships. The NIFC BLM procurement shop would not expend designated NWCG funds for non-BLM personnel training or travel as was done in FY07. After failed attempts with other agencies, the USFS determined a way to move funding through the system to cover the cost of four leadership courses. The Leadership Committee will continue to experience problems of spending interagency funds that are held within the BLM fiscal system. Agency representatives and their finance personnel may be tasked to coordinate with BLM NIFC procurement personnel to transfer funds on a case-by-case basis.

#362: An agreement was made with Wildfire magazine to run four half-page advertisements on a quarterly basis during 2009.

**ACTION: Follow up with Becky Livingston regarding the coverage of expenses for the Wildland Fire Safety Summit Dude Staff Ride then contact Wildfire magazine to see if an arrangement can be made to exchange advertising for the costs associated with conducting the staff ride. (Jim Cook and Chris Wilcox)**

***Previous Action Item Updates:***

Bill Miller and Tim Blake briefed the group on the status of the L-180 and L-280 revisions. The guiding principles that were developed for the L-180 and L-280 revisions worked well. Revisions will be completed within the one-year time frame. L-180 should be available through PMS by mid-November; L-280 will be sent to publishing soon and available for the 2009 training season.

**ACTION: Develop a short e-mail announcement to the GATRs regarding the revised L-180 and L-280 courses and get to Ted Mason for distribution by December 1, 2008. (Bill Miller and Tim Blake)**

Ted Mason will act as the Leadership Committee's GATR representative. A specific concern for the upcoming GATR meeting is whether the GATRs believe there is a problem with L-381 prerequisites.

## **FireRescue Initiative (Brian Fennessy and Bill Middleton) - Handout**

Brian Fennessy briefed the group on leadership course delivery efforts in the municipal environment. The San Diego Fire Rescue Department has delivered the L-180 course to their 1,200 municipal firefighters and has delivered eight L-380 courses at the Captain & Battalion Chief level. The plan for the coming year is to deliver four L-380 courses and a several L-381 courses. L-380 is now required to sit for the Battalion Chief examination by the SDFD. They are looking at utilizing the L-381 courses as an alternate route for S-420. Efforts are progressing to include the municipal version of L-381 under a similar DHS certification as the one that L-380 has already achieved.

**ACTION: Send Jim Glenn e-mail with information regarding the use of L-381 as an alternate route for S-420. (Brian Fennessy)**

*FireRescue* magazine approached San Diego Fire-Rescue regarding the Point of the Spear (L-380) leadership development program. Bill Middleton wrote an article titled Leadership Starts with an "L" for *FireRescue* magazine. **(Pre-meeting reading)**

Brian presented the group with a list of entities who submitted inquiries about the leadership program as a result of the article. **(Handout)** There seems growing support for the leadership program among members of the International Association of Fire Chiefs (IAFC).

The Committee discussed their ability to provide assistance to municipal entities that would like to pursue implementation of the leadership program.

**ACTION: Develop an internal process for vetting municipal requests for assistance regarding the NWCG leadership program. (Mark Stanford and Brian Fennessy)**

Brian briefed the group on a recent inquiry from the National Fallen Firefighter Foundation (U.S. Fire Administration).

## **IRPG Revision (Jim Cook)**

The IRPG will be revised with a January 2010 availability date. Jim Cook asked for volunteers to validate the front section that deals with leadership.

**ACTION: Validate the leadership content within the IRPG and provide any recommendations to Jim Cook by the Spring 2009 Leadership Committee meeting. (Doug Alexander, Chris Wilcox, John Wood)**

### **L-580 / Leadership is Action Support (Jim Cook/Dan Kleinman)**

Since the last meeting, the Boise NIMO team was tasked with supporting “Leadership is Action.” A Request for Quotes is out and will be awarded soon. Matt Olson (Contract Specialist, USFS – NIFC) has provided support for this project.

Jim expressed concern about the timeline for an April 2009 delivery. The target audience is approximately 40 individual Command & General staff. Committee members would like to offer the opportunity to agency administrators. Steve Gage felt that they could facilitate an additional group to accommodate agency administrators.

A letter regarding the “Leadership is Action” opportunity will be sent to four geographic areas the first week of December; Bill Molumby and Steve Gage will also solicit support at the IC/AC meeting on December 8, 2008, in Reno, NV.

Funding for development and support of the “Leadership is Action—Gettysburg Staff Ride” opportunity will be allocated from Leadership Committee funds.

### **DECISION: The Leadership Committee agreed to allocate \$25,000 to support the Leadership is Action—Gettysburg Staff Ride.**

Other discussion revolved around L-480 Steering Group’s collateral duty for development and maintenance of “Leadership is Action”. The L-480 Steering Group members believe that they can continue to provide oversight responsibilities but will continue to need assistance from other sources (NIMO, etc.) to develop and implement the various “Leadership is Action” opportunities. The Leadership Committee will continue to monitor the demands of “Leadership is Action” on the L-480 Steering Group.

### **Pacific Northwest Training Center (PNWTC) L-381 New Provider Evaluation (Bill Miller)**

Bill Miller briefed the group regarding a new potential L-381 vendor, Interagency Management Support Technology (IMST), being sponsored through the PNWTC. An alpha course will be held December 1-5, 2008, in Redmond. Bill Miller, Shane Olpin, and Jim Shultz will be evaluating the course and delivery.

### **Our Role in Quality Control (Jim Cook)**

There have been some concerns with various L-course vendors. GATRs should be handling specific issues with the vendor at the time of delivery. However, GATRs who cannot handle issues directly with the vendor are encouraged to submit a valid, written complaint to the Leadership Committee through his/her Leadership Committee agency representative.

### **Online L-180 (Jim Cook)**

Jim Cook shared an e-mail from a state fire agency regarding whether or not the Leadership Committee was considering developing an online version of L-180. The Committee discussed the value of an online version and agreed to pursue development funding.

**ACTION: Create a briefing paper for TWT requesting funding for creating an online version of L-180 and submit to Jim Glenn prior to February 1, 2009. (Tim Blake)**

### **USMC Senior Leader Education ( LtCol Robert Baird)**

LtCol Robert Baird briefed the group on how the Marine Corps educates senior leaders and also briefed the group regarding the threat of pyro-terrorism. Leadership Committee members found great interest in a presentation slide that illustrated the Marine Corps' training vs. education time wedge.

LtCol Baird will be reassigned to Quantico in June 2009. The opportunity may exist in the future to rebuild the MCU partnership.

## **WEDNESDAY, NOVEMBER 5**

### **L-480 Maintenance (Bill Molumby and Cyndie Hogg) – Handout**

Bill Molumby reviewed the status of maintenance and recommendations from April 2008.

- A second L-480 provider (Doug Booster) should be approved early 2009.
- L-480 post-reading recommendations can be determined by the lead instructor.
- The Field Manager's Course Guide was updated to reflect changes in the course objectives.
- A minimum of three months lead time should be given for the Steering Group to put together an evaluation team.

Eight L-480 courses are scheduled for delivery during the 2009 training season.

The Steering Group discussed the fact that NAFRI is not receiving course evaluations.

Ted Mason will notify the GATRS that the offer still stands to provide assistance from L-480 Steering Group members when a geographic area delivers the L-480 course for the first time.

The group discussed the educational background required for the L-480 lead instructor (currently stated as "Bachelor's level degree in Organizational Behavior, Organizational Leadership, Business Management or Psychology. A post baccalaureate education in one of these fields is preferred"). The group determined that there can be some latitude with the specific degree requirement. A better measure for lead instructors will be the new provider pre-course evaluation criteria form developed by the Steering Goup. GATRS seeking to utilize new providers should have the new lead instructor complete the evaluation criteria and submit to the L-480 Steering Group for review.

Ted Mason advised the group that the GATR link under the “Prospective Provider Info” link under “Training Courses” for L-380 and L-381 has been updated and should be rerouted to [http://www.nationalfiretraining.net/geographic\\_area\\_information.html](http://www.nationalfiretraining.net/geographic_area_information.html).

**ACTION: Work with Jennifer Smith to update the L-380/381 “Prospective Provider Info” links on the leadership website. (Jim Cook)**

Ted Mason briefed the Committee on the GATR’s May 2008 AAR regarding the L-480 course. **(Handout)**

Cyndie Hogg will be retiring in January. The group expressed thanks for a job well done. Deborah Corner will be transitioning with Cyndie as the L-480 Coordinator.

### **Leadership is Action – Next Steps (Bill Molumby/Steve Gage)**

Bill Molumby and Steve Gage presented the “Leadership is Action” proposal which is to be delivered mid-April or early May. Gage’s Boise NIMO team is working on finalizing the product and making logistical arrangements.

The group discussed the effects of dropping the L-580 course number and using only the title of “Leadership is Action.” Members discussed the Marine Corps training vs. education time wedge concept that was shown during LtCol Baird’s presentation, where the final level was symposium-based events for senior leaders. The merits of developing a continuing education program were discussed.

**ACTION: Review the pros and cons of dropping the L-580 designator and report at the 2009 Spring Leadership Committee meeting. (Tim Blake, Kurt LaRue, Dave Koch)**

### **Simulation Technology Demo (All participants)**

Group members attended a simulation technology demonstration at Tapestry Solutions (technology company that provides software, training, consulting and support services to commercial and government customers) to see how simulation technology can be utilized to enhance wildland fire training. Tapestry Solutions agreed to send a representative to answer questions during the AAR for this demonstration to be held the following day.

## **THURSDAY, NOVEMBER 6**

### **After Action Review (AAR) for Offsite Simulation Demo (All participants)**

Jim Cook conducted an AAR with participants. Dave Caraway, Senior Director—Business Development and Technology Integration, Tapestry Solutions, was present to address concerns and answer questions. (See attached AAR notes)

**ACTION: Arrange for Dave Caraway (Tapestry Solutions) to experience an S-420 delivery and potentially visit an ICP. (Jim Cook)**

**ACTION: Work with Dave Caraway (Tapestry Solutions) on opportunities to review San Diego FD response and data sharing information and report at the Spring 2009 Leadership Committee meeting. (Brian Fennessy)**

### **TDGS & Google Earth (GEEEX) Demo (Billy Phillips and Matt Gibson) - Handout**

Billy Phillips (Missoula Smokejumpers) and Matt Gibson (Lolo Interagency Hotshots) presented a technological demonstration using Google Earth to run tactical decision games, case studies, or to enhance AARs. The presentation included Google Earth Exercise (GEEEX) and Facilitated Learning Analysis-Google (FLAG).

**DECISION: The group found great potential for incorporating the concepts into the leadership program and agreed to offer space within the Leadership Toolbox to house materials should it be needed.**

### **Human Factors Research (Brad Mayhew, Fireline Factors) – Handout**

Brad Mayhew presented human factors tools that he has developed from research he has conducted with his Fireline Factors business. Brad would like to continue to partner with the Leadership Committee to address human factors associated with wildland firefighting.

### **Committee Maintenance**

#### ***Gleason Award Program (John Wood)***

John Wood updated the committee on recommendations that were made for changing the LBE Operating Plan. John will ensure that changes are made to the plan prior to the 2008 award selection. (Action Item #356)

The group discussed the quality of nominations that have been submitted. When soliciting nominations, committee members are encouraged to ask that nominators take the time to provide quality, in-depth descriptions of why the nominee should be considered for the award.

Committee members were asked to work through their channels and networks to obtain at least one nomination per year.

### *TWT Update & FY09 Budget (Jim Glenn)*

Jim Glenn briefed the group on the status of the TWT budget. There could be a budget rescission in the future, but the committee should continue with the assumption that the level of funding previously allocated will be available in FY09.

Jim also talked about the NWCG reorganization and potential elimination of committees. The future role the Leadership Committee as a result of the reorganization is unknown at this time.

### *Roles and Responsibilities Follow-up (Jim Cook/Chris Wilcox)*

The group revisited updating the Assigned Areas of Primary Responsibility document.

**ACTION: Finalize the Assigned Areas of Primary Responsibility document and coordinate with Jennifer Smith to post in the Archives on the leadership website. (Jim Cook)**

### **Eyes Forward (All members)**

#### *Leadership Toolbox*

Chris Wilcox led the group through maintenance and continued development of Leadership Toolbox features.

**ACTION: Solicit new talent from the field to take primary responsibility for various Toolbox features in the leadership website that are in need of maintenance. (Jim Cook and Chris Wilcox)**

### *PMS 490, Lessons Learned: Fatality Fire Case Studies (Handout)*

Jim Cook distributed an e-mail inquiring whether PMS 490, *Lessons Learned: Fatality Fire Case Studies* (1998) videos were available online and a TWT memorandum transferring responsibility of the publication to the Safety and Health Working Team (SHWT). Jim Cook contacted SHWT and determined they have no intention of revising the product. The Committee discussed the usefulness of the product when conducting the Annual Fireline Safety Refresher and the need for revision and possible adaptation into a Facilitated Learning Analyses-Google format (FLAGs).

**ACTION: Check with Cindy Wolf to determine the use rate of PMS-490 videos and report to John Wood and Ted Mason by December 31, 2008. (Jim Cook)**

**ACTION: Develop a briefing paper for TWT regarding the need for revision of PMS 490 for use with the Annual Fireline Safety Refresher and submit to Jim Glenn prior to February 1, 2009. (John Wood and Ted Mason)**

**ACTION: Provide a digital version of the Dude Fire case study video to Billy Phillips and Matt Gibson for development of a FFCS prototype by January 2009. (Jim Cook)**

#### *Partnering for Magazine Articles*

The group discussed whether or not there is a need for adding an additional media person as an advisor to the Leadership Committee. The person selected would utilize his/her media contacts to collaborate, write, and disseminate articles and newsletters regarding the leadership program.

Due to the demands that have been placed on Jennifer Smith by her current job, the committee agreed to pursue the possibility of adding an additional media support advisor to the Leadership Committee.

### *NWCG Glossary*

Jim Cook discussed whether leadership terminology should be formally added to the NWCG Glossary. The Committee found merits of including leadership terminology.

**ACTION: Send the electronic NWCG Glossary Entry Change Request form to Mark Stanford. (Jim Cook)**

**ACTION: Complete and submit the NWCG Glossary Entry Change Request form for leadership terminology to the NWCG Repository Manager and report at the Spring 2009 Leadership Committee meeting. (Mark Stanford)**

### **Next Meeting:**

Date: week of March 30 through April 3

Location: TBD

**TAPESTRY SOLUTIONS AAR**  
**Thursday November 6, 2008**

What?

Simulation technology demo at Tapestry Solutions

So What?

Negatives:

- High % of our time spent in actual operations; no need to spend money on sims
- May not be best application versus objectives of our training
- Actual simulation delivery methods not clear
- Agency does seem to have lead role in running the simulation
- DoDcentric – needs more all-hazard influence during development
- Disconnect with technology companies and wildland firefighting
- Costs unknown

Positives:

- + Current regional FEMA MESL exercises not held in high regard
- + Path to stay abreast with changing approaches to training
- + Could assist 420/520 simulations
- + Has application for IMTs to practice unexpected/unique situations
- + Has application for GACC to practice PL5 scenarios – exercise/troubleshoot ROSS, etc.
- + Could be used to game out past incidents
- + Allow remote access of multiple role-players from home unit

Now What?

Jim Cook will work to arrange an opportunity for Tapestry to observe a delivery of S-420 and possibly visit an ICP. Brian Fennessy will also work to provide opportunities for Tapestry to see a SoCal FEMA exercises and to provide some review for ongoing development questions.