



## **ROCKY MOUNTAIN COORDINATING GROUP**

**Bureau of Indian Affairs** (Southwest, Rocky Mountain and Great Plains Regions)  
**Bureau of Land Management** (Colorado and Wyoming)  
**Fish and Wildlife Service** (Mountain/Prairie Region)  
**Forest Service** (Rocky Mountain Region)  
**National Park Service** (Intermountain and Midwest Regions)  
**State Agencies in Colorado, Wyoming, South Dakota, Nebraska and Kansas**

### **Minutes of Spring Meeting April 2-3, 2012 Grand Junction, Colorado**

#### **In Attendance:**

**Facilitator** Jim Fletcher  
**Business Manager** Brooke Malcolm

#### **Members:**

**Chair** Bob Jones  
**Vice Chair** Ken Kerr  
Blair Dunn  
Jay Esperance  
Dan Smith  
Ross Hauck  
Rich Homann  
Dave Carter  
Ron Graham  
Mike Davin  
Cal Pino  
Bill Ott  
Jeff Fedrizzi

#### **Guests:**

Cliff Hutton  
Kathy Hutton  
Todd Richardson  
Bill Hahnenberg  
Mark Hatcher  
Joe Lowe  
Todd Pechota  
Chad Ray  
Dwight Henninger  
Greg Morrison  
Beverly Derringer

#### **Unavailable:**

Don Westover  
Dave Hall

#### **1. NWCG Succession Planning**

**Dan Smith**

- Feedback and information solicited last year. Good response all around.
- Three goals based upon indicators including longer fire season, aging workforce, less interest in fire now than in previous years, and conflicts between "day jobs" and collateral fire duties.
  - Create strategy to ensure interagency fire staffing would be met for long term.
  - Improve efficiency of fire staffing.
  - Establish & maintain qualified workforce to sustain staffing needs for long term.
- Project considered decrease in federal capacity & increase in state capacity for staffing IMTs.
  - 30 state-sponsored teams nationwide that are at least Type 2 qualified.
  - Available and called upon for surge capacity when needed.
  - Never more than 40 teams assigned at same time.
- Eleven over-arching principles for future needs defined:
  - Payment of base-8 by fire or agency
  - Support for team members

- Differences in agency policies
- Holding agencies accountable for sponsoring/staffing teams
- Support for team decisions
- Etc.
- Accepted Incident Management Organization Succession Project report in December.
  - Team makeup (scalable):
    - Standard: 27 w/14 trainees; 8 trainees are C&G
    - Short: 9 positions w/6 trainees
  - Address overlap between different types of teams.
    - Will combine all types of teams and do away with typing.
    - Goal is to bring all Federally-sponsored teams up to Type 1 qualified.
    - Intend to fill out all 40 teams as Type 1 eventually.
  - Will require more standardization across geographic areas.
    - NICC will be more involved in IMT management at national PL3 or higher.
  - Module/service center approach may be preferable to support multiple teams.
    - Finance, LTAN, GISS, etc.
    - Allow for remote working and more efficiency in services, especially in shortage positions.
  - Compensation strategy (requires agency support)
  - Area command teams would change to strategic management.
    - Requires a change to ICS.
    - New training & coordination required.
  - NIMO teams will not be included in the changes presented.
- Modifications to qualification requirements will be necessary.
  - Will require re-vamp of new positions, task books, experience requirements, etc.
  - Crosswalks with all-hazard qualifications possible.
- Created new Strategic Implementation Team with representatives from all levels & various areas to develop strategy for NWCG executive board to prioritize activities, assign work, identify timelines, etc.—for delivery May 15<sup>th</sup>.
  - Estimate 5-year process for full implementation (2016), but may be a reach. More realistic is 5-10 year process.
  - Organizational model accepted.
  - Team Support still being discussed.
  - Training & Qualifications component still being discussed.
- (Kerr) National plan will not affect RMA succession planning strategy for current 3-year plan.
  - RMCG will adapt new succession plan to NWCG developments and incorporate them into next 3-year plan (2014-2016) (added to Action Log).
    - Team Organization
    - Team Management & Support
    - Training & Qualifications
  - Executive report will include current succession plan & zone team strategy.
  - Small emphasis will be placed on future through NWCG succession planning.
  - Zone Team Task Group needs to address this issue in plan/presentation for executives.
    - Suggest including year-by-year outline of RMCG team management strategy in executive reports.

- (Homann) Changing culture of fire workforce
  - Question about how to reverse change of culture for new members of organizations back toward fire commitments.
  - Agency support needed for participation in fire, similar to states that include fire in position descriptions. Compensation strategies also need to be adjusted.
  - Re-emphasis on importance of fire for agency missions.

## 2. Other NWCG Business

**Dan Smith**

- NMAC management of key resources:
  - Due to shortages, key resources may not be available from outside of GACC.
  - Will need to develop strategy for allocating resources in GACC according to priorities.
- Encourage continued cooperation amid the current climate of budget issues, etc.
- Involved with Cohesive Strategy—encourage RMCG involvement.
  - Western Regional Strategy Committee interacting with National Science Team.
  - Likely to produce management alternatives and potential actions supported by science to leverage non-federal resources & validate good work currently underway.
  - National action plan will be culminated from regional plans—due sometime around February 2013.
- Master Co-Op Plan national template
  - Coordinate fire management agreements between all federal agencies and states.
  - Still being worked on—currently up for congressional consideration in South Dakota.

## 3. Meeting with Incident Commanders

**Richardson, Hahnenberg  
Hatcher, Lowe, Pechota**

- IC Expectations
  - Continue inter-team communications to maintain cooperation and shared resource management.
  - Encourage communication with RMCG on issues as needed.
- Operations Committee
  - Team selection process went well—come a long way from previous years.
  - Need cooperation on deputy rotation process, which is new this year.
  - Need to improve Operations Committee liaison involvement with teams in field (i.e. visits to incidents, etc.).
  - Management through Operations Committee Duty Officer (can facilitate coordination between IC/Team and agencies, etc.).
  - Coordinate with Operations Committee for rosters & changes as they happen.
- Ethical Conduct
  - Development of better processes for documenting & guiding expectations.
  - Need to develop reporting protocols that can be followed area-wide.
  - New language in RMCG Operating Guide for Team Member Expectations.
  - IC Expectations Letter forthcoming in next 2 weeks.
- Executive Tasking for Zone Teams
  - New succession planning will not take effect until 2014 or later.
  - For now, current plan will go forward with an eye on future plans from NWCG.
  - Implementation will be addressed when it becomes appropriate.

- IC Round-Robin
  - Hahnenberg: Type 1 Team participation
    - Question from January: how many teams can RMA support?
    - Type 1 Team has only been on assignments for 8 days in last 3 years. If that trend continues, likely that applications/participation will go down for next round.

#### 4. RMCG Operating Plan Review

All

- Section-by-section review of Operating Plan for consensus approval.
- Section on Accreditation (Training & Qualifications) still under development by Ross Hauck.
- Document amended and approved for signature by Chair.
- Sent out for final review. Will be signed after May 3 Conference Call.

#### 5. Zone Team Tasking Update

All

- Northern Rockies Area uses zone teams to make meetings and team cohesion more efficient. All NRA IMTs still operate on an area-wide rotation.
- Southwest Area uses zone teams due to geographical constraints.
  - Zone teams more feasible due to depth of qualified resources available to staff teams.
- MNICS model uses 3 type 2 teams on rotation in state of Minnesota.
  - 3 teams share resources, so not possible to stand up 3 teams at same time.
- Definition of "zone team" currently being used: "A zone team is comprised of people from within the zone, primarily operates in a given zone on the closest forces concept, and is managed by the zone Board of Directors or GACC."
  - Suggest addition of "primarily": "...comprised **primarily** of people from within the zone..." Consensus reached to amend definition.
  - New definition reads: "A zone team is comprised primarily of people from within the zone, primarily operates in a given zone on the closest forces concept, and is managed by the zone Board of Directors or GACC."
- Compilation of data on red-carded RMA resources and RMA team participants.
  - 3 possible zone configurations developed from data presented, according to geographic locations of resources plotted against 10-year large fire (Type 1 or 2) locations.
  - Data revealed large gaps in C&G qualified resources in every potential zone.
  - Data also revealed large number of people qualified, but only a small percentage of those resources are actually participating on teams currently.
- Option 1 zone configuration preferred over others.
  - Dunn clarified that South Dakota would be amenable to new succession plan national rotation at PL3.
  - Need data reformatted to reflect percentage of team that can be filled from within each zone, within each option.
- Concern that zone concept would force home units to deplete IA resources if team is called out. Issue of drawdown is a key consideration for zone team configuration and feasibility.
- Further data refinement requested from Business Manager:
  - Elimination of duplicate qualifications from data set.
    - Current team participants list is already refined to eliminate duplicate resource counts.

- For purposes of moving forward, will use only current team participants, not all qualified resources.
  - Eliminate Type 1 resource counts from data set.
- Percentage breakdown by zone of team that can be filled from within each zone under each configuration. (Including C&G and Operations w/ 4 DIVS).
- Extension requested by Chair from Bill Crapser to present Executive Briefing after NWCG Succession Strategy is released in May.
- Suggestion to reach out to line officers and agency executives to find out why participation is so low among qualified resources.
- Fedrizzi suggested using GIS modeling from the data to determine zone boundaries.
  - Would give better picture of zone boundaries without being constrained by existing dispatch boundaries.
  - Business Manager will send refined data to Fedrizzi for assistance from GIS specialist in WY.
    - Data will include current participants in C&G, Operations Section w/ 2 OSC & 4 DIVS.

## 6. **Colorado All-Hazard Incident Management** **Henninger, Ray, Morrison**

- Building on framework already established for wildland fire and applying it to all-hazard incidents.
  - Strive to fill gap between local management staff and Type 1 & 2 IMTs.
  - Provide short-term capacity and diversity for variety of incidents.
- All-hazard training components started with S-courses translated into L-courses through Emergency Management Institute.
  - Working to create crosswalks with training between L-courses to S-courses.
  - All-hazard environment accepts all NWCG training; NWCG/ICS does not accept EMI training.
  - Fits in with NWCG Succession Planning from perspective that all-hazard incident management is next logical progression.
  - FEMA Region 8 has allocated large amount of funds for all-hazard training.
- Colorado has adopted task book process for all-hazard positions.
  - Coordination with NWCG qualified personnel to assist with task book signoffs.
  - Looking into endorsement process for specific disciplines.
  - NIIMS working groups compiling task books for different professions to determine qualification requirements.
  - State multi-disciplinary committee reviews completed task books and certifies resource qualifications.
  - Need assistance from Federal agencies with task book development & standardization.
- FEMA Region 8 Project
  - Aimed at developing AHIMT capacity in all states in region.
  - Good progress made in developing teams in all 6 states.
  - Working on more efficient process for crossing state boundaries.
  - Capstone exercise in Salt Lake City for simulated earthquake upcoming.
- Federal support & partnership needed for AHIMT development.
  - Type 3 organizations provide mechanism for safety, communications and resource management during critical period before complex incident IMT can arrive.
  - Trainee and shadow opportunities needed for cross-training between wildland fire and all-hazard experience.

- Need to partner on succession planning and budgetary concerns to ease burden on both sides.
- Cooperation for identification of values at risk and protection strategies.
- Need to assess and coordinate for accountability in emerging incidents.
- Partnership on training and qualification standards needed to ensure quality and consistency in courses and task books.
- Leverage existing working groups to include more Federal involvement through RMCG.
- Encourage AHIMT organization involvement in RMCG moving forward.
- RMCG needs to examine Charter & authorities.
  - Need to include melding of all-hazard and wildland fire teams and processes in RMCG mission moving forward.
  - RMCG mission already includes all-hazard component.
  - Need to explore ways to expand that component moving forward.
- Discussion about making sure that incident management organization is specialized and experienced in specific incident type at hand.
  - Concern that all-hazard operations can be very different from wildland fire.
  - Need to ensure that properly trained and qualified personnel are filling key positions.
  - Addressed by using discipline endorsements currently under development.
- Need closer relationship between RMCG and AHIMT coordination.
  - Possibility of allowing non-voting members sitting on RMCG from state AHIMT representatives. Ex-officio members could fill need for liaison between two organizations.
    - Prefer to have representative from each FEMA region represented in RMA assigned as ex-officio RMCG members.
    - FEMA working group would need to appoint representative(s).
  - Interim solution will be to include Henninger, Ray, & Morrison on upcoming RMCG calls, etc. Business Manager will provide them with call-in information & details for agendas.

## 7. Housekeeping

**Beverly Derringer**

- Suggestion to create a website or other R.S.V.P. mechanism for next year's IMT Meeting so that an accurate attendee count can be made.
- No tracking of attendees this year, which made room block and food counts difficult.