Rocky Mountain Area Coordinating Group

Operating Plan

Approved: Robert L. Lam Date: 5/11/12

Chair, RMCG

Amended 1/31/13

Amended 4/23/14 Ron Graham

Amended

Table of Contents

RMCG CHARTER

RMCG OPERATING PLAN

I. INTRODUCTION
II. AUTHORITY
III. GUIDING PRINCIPLES
IV. PURPOSE & CORE VALUES
V. MEETING MANAGEMENT
- A. GENERAL
- B. CONFERENCE CALLS
- C. AGENDA
- D. DECISION MAKING
- E. PRESENTATIONS
- F. QUORUM & ABSENT MEMBERS
- G. MEETING PURPOSE
- H. MEMBER INFORMATION DISTRIBUTION
- I. SPRING RMCG/IMT MEETING
- J. RMCG COMMITTEE REPORT-OUTS

VI. RECORDS MANAGEMENT
- A. AWARDS
- B. DOCUMENTATION OF MEETINGS
- C. REQUESTS FOR INFORMATION
- D. LEGAL ISSUES
- E. FILE KEEPING

VII. ROLES & RESPONSIBILITIES
- A. CHAIRPERSON
- B. VICE-CHAIR
- C. CHAIR, RMA FIRE EXECUTIVE COUNCIL
- D. DUTY OFFICER
- E. MEMBERS
- F. RMACC MANAGER
- G. BUSINESS MANAGER
- H. COMMITTEE LIAISONS
- I. ZONE DISPATCH LIAISONS
- J. MULTI-AGENCY COORDINATING GROUP (MAC)

VIII. Personnel Management
A. Awards & Criteria
B. IMT Management & Evaluation
C. Personnel Conduct & Disciplinary Issues
D. Code of Ethics
IX. RMCG Common Business Tasks
A. Ratifying Team Roster Recommendations
B. Ratifying Mobilization Guides
C. Approving Committee Charters
D. Approving Sub-Committees
E. Communicating with Executives
F. Approving 420/520/620 Applications
X. Financial Considerations & Funding of Projects
XI. Investigations/Reviews/Incident Closeouts
A. After Action Reviews (AAR)
B. Fire and Aviation Safety Team Reviews
C. Incident Closeouts
D. Incident Management Review Reports
XII. Accreditation
XIII. Issue Papers
A. Format & Purpose
B. Process Procedures
C. Resolution of Issue Papers
D. File Keeping of Issue Papers
XIV. Committees
A. Approved Committees
B. Committee Membership
C. Common Tasks
D. Reporting & Tracking of Tasks
E. Committee Minutes
F. Charters
G. RMCG Task Groups
H. Expectations of the Standing Committees & Task Groups
I. Committee Liaisons
J. Committee/Task Group Decision Making

Attachments

Attachment 1 – RMA Fire Executive Committee (FEC) Contact List
Attachment 2 – Current RMCG Members
Attachment 3 – Agenda Request Form
Attachment 4 – Revised Consensus Decision Model
Attachment 5 – Sample RMCG Action Log
Attachment 6 – Committee Consensus Model Template
Attachment 7 – Sample Spring Meeting Agenda
Attachment 8 – Committee Report-Out Template
Attachment 9 – RMCG Records Maintenance Program
Attachment 10 – RMCG Chair Rotation
Attachment 11 – RMCG Duty Officer Rotation
Attachment 12 – RMCG Committees and Liaisons
Attachment 13 – RMA Zone Dispatch Centers and RMCG Liaisons
Attachment 14 – RMA Zone Board Chairs
Attachment 15 – RMCG Award Criteria
Attachment 16 – Award Nomination Form
Attachment 17 – Incident Management Review Report
Attachment 18 – Sample Incident Commander Expectations Letter
Attachment 19 – Sample Firefighter Expectations Letter
Attachment 20 – Committee Charter Template
Attachment 21 – RMCG Issue Paper Template

Note: All attachments are in PDF format. Word versions of forms are available on the RMCG webpage or upon request from the RMCG Business Manager.*

January 23, 2014

Rocky Mountain Area
Coordinating Group

Charter

Name

The name of this group is the Rocky Mountain Area Wildfire Coordinating Group, hereinafter referred to as the RMCG.

Mission

The Rocky Mountain Coordinating Group (RMCG) is established to promote the safe management of wildland fire and all-risk incidents (within limits of respective statutory authorities) through interagency cooperation, communication and coordination in the Rocky Mountain Area (RMA). The RMA is defined as that area inside the Rocky Mountain Region of the National Forest System and includes all or portions of the States of Colorado, Wyoming, South Dakota, Nebraska and Kansas.

Purpose

- RMCG serves the line officers of the Rocky Mountain Area Fire Executive Council (RMA-FEC) and implements RMA-FEC decisions.
- RMCG initiates actions to improve coordination and integration of state, tribal, and federal wildland fire programs while recognizing individual agency missions.
- RMCG provides geographic area leadership in implementation and communication of policy, standards, guidelines, and qualifications for wildland fire program management.
- RMCG serves as a clearinghouse and provides a forum for discussion of short and long-term wildland fire management issues and related resolution.

Functions

- Promotes individual agency/state and collective meeting of standards, guidelines, training and certification in interagency wildland fire operations.

- Coordinates wildland fire programs across the area.
- Responds to RMA-FEC wildland fire policy, program guidance, and direction.
- Ensures coordination among fire, resources, aviation, and other related program areas.
- Identifies and resolves interagency incident management issues.
- Recruits, develops, and sustains, high reliability Incident Management Teams (IMTs) to meet RMA geographic area needs in accordance with the 2008 RMA Succession Strategy adopted by the FEC (RMA Executive Group, August 15, 2008) including but not limited to:
    - More formal support for and use of sub-geographic area IMT3s; and
    - Recruitment from non-traditional sources (FEMA, State OEM's, etc.).
- Facilitates efficiencies in interagency fire management and all-risk activities at all levels, including, but not limited to:
    - Type I and II Incident Commander and Team approval;
    - Oversight to the Rocky Mountain Area Coordination Center (RMACC);
    - Activation of the geographic area Multi-Agency Coordination Group (GMAC);
    - Oversight and approval of the RMA Mobilization Guide; and
    - Oversight to RMCG Standing Committees.
- Serves as the point of contact for the National Multi-Agency Coordinating Group (NMAC) and the National Interagency Coordination Center (NICC).
- Utilizes the RMACC as a central source of information and assistance for conducting wildland fire management and all-risk management activities.
- Recognizes outstanding contributions and/or performance in the areas of interagency wildland fire management and all-risk management.
- Reviews RMCG charter annually and makes updated recommendations to the RMA Fire Executive Council.
- Supports the National Response Framework, as well as the National Incident Management System (NIMS) as required.
- Facilitates efficiencies and cooperation in the following areas:
    - Implementation of current fire management initiatives;
    - Fuels and smoke management;
    - Community assistance;
    - Firefighter capability;
    - Restoration and rehabilitation;
    - Prevention and education;
    - Aviation operations;
    - Long-term fire management operations and planning;
    - Training;
    - Wildland Fire Operations; and
    - Communication Systems

Guiding Principles

- Safety is the core value and consideration throughout all RMCG activities.
- Wise and efficient use of funds is an essential consideration in planning and implementing actions to meet individual and collective RMCG objectives.
- Interagency communication, coordination, and cooperation are vital to the effective and efficient use of the area's wildland fire management resources. Actions are based on the leader's intent as expressed by RMA-FEC.
- Trust and integrity are inherent to the success of RMCG. Deliberations are open and transparent.
- Differences in member organizations' responsibilities, missions, and capabilities are recognized and mutually respected.
- Responses to change are through a deliberative process.
- Member accountability for all actions contributes to excellence.

Membership and Organization

The RMCG will be composed of representatives appointed by the respective agency administrator from each of the agencies listed below. Membership consists of one representative from each of the following organizations:

- Wyoming State Forestry Division
- Kansas State Forest Service
- South Dakota Division of Wildland Fire
- Colorado Division of Fire Prevention and Control
- Nebraska State Forest Service/Nebraska Emergency Management Agency
- Southwest Region, Bureau of Indian Affairs
- Rocky Mountain Region, Bureau of Indian Affairs
- Great Plains Region, Bureau of Indian Affairs
- Bureau of Land Management, Colorado
- Bureau of Land Management, Wyoming
- Mountain-Prairie Region, U.S. Fish and Wildlife Service
- Intermountain Region, National Park Service
- Midwest Region, National Park Service
- Rocky Mountain Region, U.S. Forest Service

Additional non-decision-making subject matter experts may also be asked to participate on an as-needed basis. Such invitations must be coordinated through the appropriate delegated RMCG representative(s) and the Chair.

RMCG officers will include a Chair and Vice-Chair. Each will serve a one-year term. The rotation of the Chair will follow the rotation list in the RMCG Operating Plan. The Vice-Chair will be the representative from the next agency in line, and will assume the Chair position as it becomes vacant. Terms will be based on a calendar year with succession occurring at the annual January meeting. Interim vacancies will cause the rotation of the Chair and Vice-Chair to move accordingly.

A Business Manager for RMCG will be hired/retained pending availability of funds. The USFWS will host the position and provide administrative supervision/services. Funding for salary will be provided on an interagency basis.

Operating Guidelines and Procedures

The RMCG shall have an Operating Plan to provide protocols and procedures for conducting RMCG business. The Plan provides operating details for many sections of this Charter, and is updated regularly.

RMCG/MAC will follow the Revised Consensus Decision Model posted on RMCG's webpage and as an attachment to the RMCG Operating Plan. Decisions will be archived in a decision log. A sample of an RMCG Action Log is presented as an attachment to the RMCG Operating Plan.

Where there are two or more representatives from individual RMCG member agencies and states, a unified agency and/or state position is preferable in the decision making process. Representatives will convey their viewpoints in the consensus-based decision process or, as needed and agreed to, through a peer representative of a sister agency or state.

Conflict of Interest

RMCG members are expected to express opinions on different issues based upon their professional knowledge and the interests of the Agency they represent. However, biased opinions concerning issues which may affect the personal interests of the member are considered unprofessional and may conflict with the best interests of the Interagency fire community as a whole (Conflict of Interest).
Therefore, members are expected to abstain or recuse themselves from any issue in which they have a Conflict of Interest. This would include, but is not limited to, participating in an investigation or deliberation; establishment of an adverse policy; and/or drafting of corrective action regarding: 1) any group of which they are a member, including RMA Incident Management Teams; 2) their personal fire qualifications or eligibility to participate in an activity; and/or 3) the qualifications, eligibility or participation of any person with whom they have a close personal relationship.

Members who do not remove themselves from these situations may be required to do so by the majority of the RMCG membership.

Meetings and Reports

The RMCG shall confer monthly or as necessary to conduct business. Three meetings each calendar year will be held at locations to be determined by the member organizations through their representatives. The Group shall also meet upon the call of the Chair at a location to be determined by the Chair. The Chair shall submit necessary reports and have minutes prepared for each meeting and distributed to the members.

Monthly meetings shall focus on program coordination and incident management team oversight. Three times each year, meetings shall focus on standards, guidelines, and training and certification issues in interagency wildland fire operations. A quorum for conducting business shall be a minimum of two-thirds (currently nine) of the members.

Permanent Standing Committees

Interagency Standing Committees are established through RMCG direction. Issues and concerns of mutual interest will be assigned to the appropriate committee by RMCG. The RMCG will provide direction, oversight, and a Liaison to each Standing Committee. RMCG will dissolve any committee when determined it is no longer effective or needed.

Each Committee will have a charter with a mission and a purpose statement. Committee charters will be modified and/or approved by the RMCG and are an appendix to this charter. Committees will elect a Chairperson. Minutes of meetings will be taken and distributed to Committee members, the RMCG Business Manager, and Chairs of other Standing Committees.

Approved Committees:

1. Incident Business Management
2. Information/Education
3. Operations
    - Subcommittee – Incident Management Teams (IMT)
    - Subcommittee – Interagency Hotshot Crews (IHC)
4. Training
5. Fire Program Analysis (FPA)
6. Geospatial Technical
7. Aviation
8. National Fire Danger Rating System (NFDRS)

Task Groups

RMCG and Committees may appoint Task Groups. A Task Group shall sunset upon completion of its assignment.

Expenses

Except as outlined above for hosting meetings, the costs of salary, travel, per diem, and operating expenses for the RMCG, Committee, and Task Group members will be borne by each agency. Member agencies will contribute to the costs of operations of RMA Teams, RMCG, RMACC, the Business Manager, special equipment, and awards within the limitations of their respective fiscal authorities and protocols. RMCG will evaluate alternatives to cover costs of special projects.

This Charter is effective on the date of approval by the Rocky Mountain Area Fire Executive Council and shall remain in effect until revised or revoked by RMA-FEC. Any revision to this Charter must be reviewed and approved by RMCG members, then presented to the RMA-FEC for approval.

Approved:

_____

Chair
Rocky Mountain Area Fire Executive Council

Rocky Mountain Area Coordinating Group
Operating Plan

I. Introduction

All Rocky Mountain Geographic Area (RMA) wildland fire agencies manage wildfire emergencies by authority outlined in departmental/agency policy and interagency agreements. Additionally, they may also support other all hazard incidents contingent upon agency policy. This Rocky Mountain Area Coordinating Group (RMCG) Operating Plan is intended to provide management direction for cooperation, standardization, administration and operational guidelines for fire and incident management activities within the Rocky Mountain Area. Updates to this document may occur periodically as needed, and must be reviewed and approved by RMCG members, then signed by the RMCG Chair.

The Rocky Mountain Area is defined as that area inside the Rocky Mountain Region of the National Forest System, and includes all portions of the states of Colorado, Nebraska, and Kansas and most of the states of Wyoming and South Dakota. It is intended to provide flexible, yet efficient protocol for coordinating RMCG's business, fully recognizing the independent autonomy of each member's organization.

ll. Authority

The RMCG provides general oversight and direction for the fire management programs throughout the Rocky Mountain Area and represents the interests of the senior executive leadership of the federal, state, and local government agencies (Rocky Mountain Area Fire Executive Council, Attachment 1) represented by the RMA member organizations. These Senior Executives have chartered RMCG to serve the best interests of the RMA, while respecting the authorities and limitations of individual agencies. RMCG's charter is presented on the RMCG webpage. A current list of RMCG members is presented in Attachment 2.

RMCG representatives will communicate to individual Agency Executives any recommendations to establish significant new policies in fire or incident management prior to implementation. Members of RMCG are delegated authority to act on behalf of their respective agencies for the purposes of planning, priority setting, and implementation of current agency policies, directions and standards for fire and incident management activities. Each agency will be bound to act within the limits of their respective statutory authorities while participating as a member of RMCG.

III. Guiding Principles

1. Safety is the core value and consideration throughout all RMCG activities.
2. Wise and efficient use of funds is an essential consideration in planning and implementing actions to meet individual and collective RMCG objectives.
3. Interagency communication, coordination, and cooperation are vital to the effective and efficient use of the area's wildland fire management resources. Actions are based on

the leaders' intent as expressed by the Rocky Mountain Area Fire Executive Council (RMA-FEC), which may be updated periodically.

4. Trust and integrity are inherent to the success of RMCG. Deliberations are open and transparent.
5. Differences in member organizations' responsibilities, missions, and capabilities are recognized and mutually respected.
6. Responses to change are through deliberative processes.
7. Member accountability for all actions contributes to excellence.

IV. Purpose and Core Values

1. RMCG's goal is to provide a cooperative forum for seeking consistency in fire and incident management within the RMA. RMCG seeks to enhance safety, efficiency and effectiveness of interagency fire management activities and support to authorized non-fire emergencies.
2. RMCG serves the Executive Agency Administrators or their representatives and implements RMA-FEC decisions.
3. RMCG initiates actions to improve coordination and integration of state, tribal, and federal wildland fire programs while recognizing individual agency missions.
4. RMCG provides geographic area leadership in implementation and communication of policy, standards, guidelines, and qualifications for wildland fire program management.
5. RMCG serves as a clearinghouse and provides a forum for discussion of short- and long-term wildland fire management issues and related resolution.

V. Meeting Management

A. General

Meeting frequency will be based on purpose and need, and will be scheduled 3 times annually. Meeting dates will be selected approximately 12 months in advance and in coordination with key RMCG committees.

Meetings will typically last 2-3 days, based on agenda. Meetings will begin and end mid-day when possible to allow for travel.

The location of meetings will be based on a balance between four criteria:

1. Convenience (easy access to airports, suitable hotel and meeting rooms within an hour's drive);
2. Geographical regions (east, west, north, south) which shall be alternated for each meeting;
3. Most economical (based on total travel costs); and
4. The RMCG Business Manager is responsible for coordinating with hosting RMCG member for arranging facilities and for contacting and confirmation of all RMCG members.

B. Conference Calls

Conference calls will be held on the first Thursday of each month or as needed, except when that first Thursday overlaps with a scheduled meeting. An agenda for the conference

call will be compiled and distributed to all participants by the Monday preceding the call or at least 3 days in advance. Conference calls may be added to or removed from the schedule at the discretion of the Chair, and depending upon the need to address RMCG business.

C. Agenda

Agenda items must originate from RMA-FEC, RMCG members or Committee Chairs. Committee agenda items will be coordinated through RMCG Committee Liaisons. All agenda requests must be submitted using the Agenda Request Form (Attachment 3) and sent to the RMCG Business Manager as soon as possible prior to scheduled meetings and conference calls. Late submissions of supporting materials may result in postponement or delay of decisions. The Chair will make the final decision to include or exclude agenda topics based on time constraints.

After setting the agenda, the RMCG Business Manager is responsible for getting all necessary pre-work out to members as soon as possible prior to scheduled meetings for requested decision making informational briefings. Accompanying materials for conference call agenda items will be distributed by the Business Manager on the Monday before, or as soon as possible prior to, the scheduled conference call.

The Chair may choose to allow informational items if deadlines for distribution are not met. By unanimous consent, RMCG may decide on unforeseen issues without prior notification.

D. Decision Making

RMCG will follow the Revised Consensus Decision Model posted on RMCG's webpage and presented in Attachment 4. The status of current and completed action items will be documented on the RMCG Action Log, a sample of which is presented in Attachment 5.

E. Presentations

Presentations should be clear, concise, and relevant. Once the presentation is concluded and issues clarified or questions answered, only the RMCG will discuss the issue and make decisions.

F. Quorum and Absent Members

A quorum is required for RMCG to make binding decisions. A quorum is defined as two-thirds of current RMCG membership (currently nine members). Members who are unable to attend may choose to be represented by an alternate participant to the meeting. The alternate must have a written Delegation of Authority that allows them to make binding decisions on the member's behalf.

G. Meeting Purpose

The primary purpose of any RMCG meeting is to utilize the skills of its members for decision making based on its chartered mission, purpose, functions, and guiding principles.

1. Administration and information sharing will be streamlined through the use of mailings, conference calls, etc. prior to the meeting.

2. Decision documents should include, as appropriate, an issue statement, discussion highlights, pro/cons, cost alternatives and consequences for not accepting the project or proposal. Committee decision requests must be sent to the Business Manager as soon as possible prior to the scheduled meeting. The RMCG Committee Liaison will be responsible for advancing Committee recommendations and identifying audio/visual/presentation needs. In addition, a tasking letter will be sent to the Committee Chair by the RMCG Chair specifically outlining expectations for follow-up work and actions from the Committee.
3. Informational materials may be distributed at the meeting. The presenter is responsible for providing printed copies for 20 attendees.

H. Member Information Distribution

Each member is responsible for keeping their respective agency or organization informed of RMCG proceedings and decisions.

I. Spring RMCG/IMT meeting

The Spring Meeting historically occurs during the first full week in April. It has two main purposes:

1. To allow RMA teams to meet together, participate in team building activities, and share important administrative, leadership and seasonal information before the main fire season starts; and
2. To allow RMCG to meet with the ICs and team staffs and discuss items of interest.

Attachment 7 depicts a sample agenda for the Spring Meeting.

J. RMCG Committee Report-Outs

An annual report-out from each RMCG Committee will be conducted at the Winter Meeting. Each committee chair or designee will be given approximately 30 minutes to make the presentation. The report-out format is included in Attachment 8.

The RMCG Business Manager will be responsible for coordinating the report-out scheduling with each committee chair. All supporting materials should be provided to the RMCG Business Manager no later than 2 weeks prior to the scheduled meeting. A written version of each committee's report-out, along with any supporting documentation, will be filed in the RMCG Files.

VI. Records Management

The RMCG Business Manager will maintain all official RMCG records according to the Records Maintenance Program, which is presented in Attachment 9.

A. Awards

Documentation of all awards presented will be filed in the RMCG business file. See Section VIII-A for more details on the RMCG Awards Program.

B. Documentation of Meetings

1. Attendance at all RMCG meetings will be recorded and saved for the permanent record.
2. Minutes of each RMCG meeting and conference call will be taken by the RMCG Business Manager or designee. A draft will be provided to the RMCG members within 2 weeks of the conclusion of the meeting or conference call. RMCG members will have 2 weeks to review and approve the draft minutes. Final drafts of minutes will be posted on the RMCG web site and filed in the RMCG files.
3. RMCG decisions and supporting documentation, including option selected, will be recorded and retained in the permanent record. All decision criteria used by the RMCG to prioritize incidents, etc., will be recorded and retained in the permanent record. The permanent record will reside at Rocky Mountain Coordination Center. Sensitive records dealing with individual or IMT management or records of Executive Session Meetings will be stored separate from other permanent records in a secure file. Access to the secure file will be limited to the Chairperson (or acting) and Business Manager.
4. All RMCG Group decisions will be documented in writing. RMCG decision documents will be on Rocky Mountain Coordinating Group letterhead and signed by the RMCG Chair. RMCG decision documents will be distributed to the involved agency heads, RMCG committee chairs, incident commanders or other individuals responsible for implementation through the Rocky Mountain Coordination Center using the coordination system via FAX or electronic mail.

C. Requests for Information

Requests for copies of sensitive information must be received in writing. The request should be specific as to the topic and dates of the information requested. Information requested under FOIA or individual states freedom of information statutes will follow the requirements of those acts/statutes.

D. Legal Issues

Issues, inquiries, accusations, or threats; either implied or real; shall be documented and retained in the sensitive records. Agency Administrators will be informed of potential legal implications. Each RMCG participatory member will be responsible for informing or seeking counsel from their agency legal departments. RMCG will determine if the issues are Agency specific or RMCG focused. If it is agency specific, the issue is deferred to the agency for resolution. If RMCG focused, the issue is taken up by RMCG with input from member agency counsel. RMCG will develop a recommendation consistent with legal counsel advice and move the recommendation to the Agency Administrators. All discussion notes, correspondence, decision tools, recommendations and actions will be kept in an issue specific folder in the sensitive records file.

E. File Keeping

All RMCG records will be maintained by the Business Manager according to the approved Records Maintenance Program in Attachment 9. Original issue papers, along with RMCG decisions will be filed, either hard copy or electronically, in the RMCG files. Recent decisions will also be posted on the RMCG webpage. Sensitive issue papers, along with RMCG decisions will be filed, either hard copy or electronically, in the RMCG sensitive issues files.

VII. Roles and Responsibilities

A. Chairperson

The Chairperson is responsible for: calling meetings; seeking agenda items and setting the agenda; managing the meetings and/or appointing a facilitator; managing conference calls; and tracking follow-up on all action items. He/she will also sign appropriate RMCG documents and correspondence representing all member agencies. In addition, the Chair will represent RMCG at Rocky Mountain Area Fire Executive Council Meetings, Geographic Area Coordinating Group Advisory Council (GACGAC), and other meetings and events as appropriate. When the Chair is absent from a RMCG meeting the Vice-Chair shall assume the full authority and responsibility of the Chair.

A Chairperson will be chosen to serve a one-year term. A Vice-Chair will be the representative from the next agency in line, and will assume the chair position as it becomes vacant. Terms will be based on a calendar year. Interim vacancies will cause the rotation of the Chair and Vice-Chair to move accordingly. Adjustments to the rotation can be made to benefit RMCG leadership, i.e. to allow new members to gain situational awareness, accommodate impending retirement, etc. RMCG will follow the Chair Rotation identified in Attachment 10.

B. Vice-Chair

In the absence of the Chair, The Vice-Chair is responsible for serving as Chair and for performing delegated duties. Additionally, the Vice-Chair will be in charge of the RMCG awards program and will coordinate the Spring Meeting agenda for the year he/she is Vice-Chair. The Vice Chair will also attend GACGAC meetings with the Chair.

C. Chair, RMA Fire Executive Council

The designated Chair, RMA-FEC, will meet with RMCG at their annual winter meeting to review IMT selections and provide the Executive Council's expectations (leaders' intent) for the year.

D. Duty Officer

In the absence of a MAC Group (typically at Preparedness Levels 1 – 3), RMCG will provide a Duty Officer to work with the RMACC Center Manager on a rotational basis. The rotation schedule is on the RMCG webpage and presented in Attachment 11. The duties of the RMCG Duty Officer are listed in the current RMA Mobilization Guide and include establishment of incident priority.

E. Members

Members are expected to actively participate in RMCG, including serving as liaisons to RMCG committees and dispatch zones. Members represent their own agency's interests and are expected to be informed on agency/RMA issues and concerns.

Additional non-decision-making subject matter experts may also be asked to participate on an as-needed basis. Such invitations must be coordinated through the appropriate delegated RMCG representative(s) and the Chair.

F. RMACC Manager

The manager serves as a technical subject matter expert with respect to mobilization and also serves as RMACC liaison to RMCG.

G. Business Manager

RMCG will strive to have a Business Manager to ensure coordination and completion of work tasks and business matters. The Business Manager's responsibilities include but are not limited to:

1. Recording and distributing RMCG and Committee notes;
2. Maintaining electronic and hard copy records of RMCG and Committee business;
3. Obtaining information for RMCG and Committee members;
4. Drafting and distributing agendas for meetings and conference calls using past notes, correspondence, and action logs;
5. Responding to emails from RMCG and Committee members;
6. Preserving and organizing emails;
7. Gathering, organizing, and distributing materials and references for conference calls and meetings;
8. Drafting correspondence;
9. Drafting task orders;
10. Making contacts with members, speakers, and committee members concerning RMCG business;
11. Maintaining action logs;
12. Informing and prompting RMCG and Committee members on tasks and due dates;
13. Maintaining web page and updating postings;
14. Formulating and maintaining RMCG calendars; and
15. Formulating and maintaining contact lists.

H. Committee Liaisons

The Chair of RMCG will appoint a Liaison for each of the established Committees and Task Groups. The role of the Liaison is to:

1. Receive assignments for the committee from the RMCG Chair;
2. Deliver assignments to the committee;
3. Provide assistance to the committee to complete assignments or for RMCG reviews;
4. Receive and review correspondence between RMCG and the committee;
5. Participate in at least one committee meeting per year;
6. Provide advice to the committee for budgets, projects, and strategic planning;
7. Keep the committee informed of RMCG deliberations and direction.

A list of RMCG Committees and their Liaisons is included on the RMCG webpage and presented in Attachment 12.

I. Zone Dispatch Liaisons

The Chair of RMCG will appoint a Liaison for each RMA Dispatch zone. The role of the Liaison is to:

1. Represent RMCG during zone meetings and conference calls and provide a RMA-wide and RMCG perspective on issues of interest;
2. Provide a link to RMCG for messages and questions to and from the zone;
3. Provide assistance to the zone to gather information or complete tasks.

A list of RMA Dispatch Zones and their Liaisons is included on the RMCG webpage and presented in Attachment 13. Contact information for RMA dispatch zone board chairs is presented in Attachment 14.

J. Multi-Agency Coordinating Group (MAC)

The purpose of the MAC group is to prioritize incidents/resource use during periods of high incident frequency (typically Preparedness Levels 4 - 5). Each member agency will be represented on the Multi-Agency Coordinating Group (MAC) through a delegation of authority from their agency administrator. Although MAC group members can be RMCG members, coordination issues usually addressed by RMCG will not typically be handled by the MAC.

VIII. Personnel Management

A. Awards and Criteria

RMCG recognizes individuals and/or groups for significant contributions to the betterment of interagency fire management efforts in the RMA through the presentation of awards. Award categories and criteria for each are listed on the RMCG webpage and presented in Attachment 15.

Award nominations will be solicited by February 1 for the previous year. All nominations should be submitted to the RMCG Business Manager no later than March 1, using the form found on the RMCG webpage and presented in Attachment 16.

B. IMT Management and Evaluation

RMCG is responsible for recruiting and maintaining highly reliable Incident Management Teams (IMTs) to meet member agency fire management objectives within the RMA. Team performance feedback is essential to this process and will be monitored by RMCG. Teams must receive a Performance Appraisal from the hosting agency on each assignment. This Performance Appraisal must be forwarded to RMCG via the Business Manager. RMCG will review Performance Appraisals and take action to correct deficiencies if/when necessary. RMCG will also make every effort to visit and evaluate each IMT at least once annually while they are deployed in the field. The main purpose of this evaluation is to help ensure personal contact and maintain lines of communication and coordination. The current

RMCG Incident Management Review Report on the RMACC website and presented in Attachment 17 will be used during the evaluation.

Incoming teams from outside of the RMA will be provided with an in-briefing by RMCG and/or RMA Operations Committee members. The in-brief agenda and briefing products are listed on the RMA website: http://gacc.nifc.gov/rmcc/administrative/mac_group.html. IMTs from other Geographic Areas will follow the same operating procedures as outlined above for the RMA IMTs.

C. Personal Conduct and Disciplinary Issues

1. Team members:

RMCG expects the highest standards of professionalism and leadership within its IMTs. On an annual basis, RMCG will provide an RMA Incident Commander Expectations letter (Attachment 18) and require that current year ICs review and sign it. On an annual basis, RMCG will provide the ICs with a RMA Firefighter Expectation letter (Attachment 19) to be reviewed and signed by IMT members. This requires Incident Commanders and team members to be ethical and promote, by their duty-based conduct, the Team's values and mission. RMCG deems that attaining this standard means each member meeting their employing agency's ethics and conduct standards at all times on an incident assignment. If any member fails to do so while on duty, then on review of evidence regarding any concern deemed in its discretion to warrant fact-finding, RMCG will promptly refer the matter and all associated evidence to the lead employing unit and support that entity's investigatory procedures. At all times regarding any pertinent conduct issue, RMCG will defer to the member's employing unit, which RMCG expressly recognizes as the primary, ultimate-recourse disciplinarian for all employees reporting thereto. The primacy of this entity's disciplinary authority is both recognized and cited by RMCG as the "lead employing unit."

An individual's service on a RMA IMT is a discretionary function of RMCG not only based on "red card" qualifications, but additional factors including past performance, future performance expectations, ethical conduct, appearance of propriety, and maintaining professional standards in all RMCG activities and mission functions. Thus, RMCG will review any notifications of performance/behavior problems, complaints and/or grievances, and take corrective actions warranted (including suspension, demotion or removal from the Team as necessary), always consistent with the findings of the lead employing unit.

2. RMCG Members:

RMCG members are expected to conduct themselves in a professional manner during deliberative discussions and as they interact in public settings. Members are expected to express opinions on different issues based upon their professional knowledge and the interests of the agency they represent. However, biased opinions concerning issues which may affect the personal interests of the member are considered unprofessional and may conflict with the best interests of the interagency

fire community as a whole (Conflict of Interest). Therefore, members are expected to abstain or recuse themselves from any issue in which they have a Conflict of Interest.

This includes, but is not limited to, participating in an investigation or deliberation, establishment of an adverse policy, and/or drafting of corrective action regarding:

1. any group of which they are a member, including RMA Incident Management Teams;
2. their personal fire qualifications or eligibility to participate in an activity; and
3. the qualifications, eligibility or participation of any person with whom they have a close personal relationship.

Members who do not remove themselves from these situations may be required to do so by consensus of the RMCG membership.

D. Code of ethics

RMCG members are held to a high standard. The following code of ethics should be applied to all RMCG members:

1. Recognize that we serve in a position of public trust that imposes responsibility to use publicly owned resources effectively and judiciously;
2. Do not use a public position to obtain advantages or favors for friends, family, personal business ventures or ourselves;
3. Use information gained from our positions only for the benefit of those we are entrusted to serve;
4. Conduct our personal affairs in such a manner that we cannot be improperly influenced in the performance of our duties;
5. Avoid situations whereby our decisions or influence may have an impact on personal financial interests;
6. Seek no favor and accept no form of personal reward for influence or official action;
7. Engage in no outside employment or professional activities that may impair, or appear to impair, our primary responsibilities as fire officials;
8. Comply with local laws and campaign rules when supporting political candidates and engaging in political activities;
9. Handle all personnel matters on the basis of merit;
10. Carry out policies established by elected officials and policy makers to the best of our ability;
11. Refrain from financial investments or business that conflict with or are enhanced by our official position;
12. Refrain from endorsing commercial products for personal gain through quotations, use of photographs or testimonials;
13. Develop job descriptions and guidelines at the local level to produce behaviors in accordance with the Code of Ethics;
14. Conduct training at the local level to inform and educate local personnel about ethical conduct and policies and procedures;
15. Have systems in place at the local level to resolve ethical issues;
16. Orient new employees to the organization's ethics program during new employee orientation; and
17. Review the ethics management program in management training experiences.

IX. RMCG Common Business Tasks

A. Ratifying Team Roster Recommendations

Recommendations will be submitted to the RMCG Business Manager by the Chair of the Operations Committee after the Winter Operations Committee Meeting and before the RMCG Winter Meeting. The Business Manager will acknowledge receipt of the recommendation in writing or via email to the committee chair and inform when the recommendation will be heard. RMCG will review and discuss the recommendation and make decisions using the RMCG Consensus Decision Model. Additional information or clarification of the recommendation needed by RMCG to reach consensus will be transmitted to the committee chair in writing or via email. Any delays caused by obtaining additional information will be transmitted to the committee chair. Final decisions by RMCG will be transmitted to the committee chair in hard copy or via email. If the recommendation is not accepted, rationale for the decision will be returned to the committee chair and the process will be repeated as necessary. The RMCG Business Manager will file all documentation related to the requests and actions taken in the RMCG Files.

B. Ratifying Mobilization Guides

The RMCG Chair is responsible for signing Chapter 10 of the RMA Mobilization Guide prior to its publication.

C. Approving Committee Charters

Each committee will have a charter consistent with the approved template for charters, provided in Attachment 20. Committees are required annually to review charters and update as needed. Amendments to charters will be submitted to the RMCG Business Manager and forwarded to RMCG for consideration. The Business Manager will acknowledge receipt of the charter review in writing or via email to the committee chair and inform when the charter will be heard. RMCG will review and discuss the charter and make decisions using the RMCG Consensus Decision Model. Additional information or clarification of the charter needed by RMCG to reach consensus will be transmitted to the committee chair in writing or via email. Any delays caused by obtaining additional information will be transmitted to the committee chair. Final decisions by RMCG will be transmitted to the committee chair in hard copy or via email. The RMCG Business Manager will file all documentation related to the charter and actions taken in the RMCG Files.

D. Approving Sub-Committees

A sub-committee may be approved by RMCG. Requests for the establishment of a sub-committee will come from the chair of the committee requesting the establishment to the

RMCG Business Manager. The request should contain rationale for the need and benefit of the establishment of a sub-committee. Sub-committees may include subject matter experts and specialists. Requests shall be submitted to the RMCG Business Manager as soon as possible prior to a RMCG meeting or scheduled conference call. The Business Manager will acknowledge receipt of the request in writing or via email to the committee chair and inform when the request will be heard. RMCG will review and discuss the request and make decisions using the RMCG Consensus Decision Model. Additional information or clarification of the request needed by RMCG to reach consensus will be transmitted to the committee chair in writing or via email. Any delays caused by obtaining additional information will be transmitted to the committee chair. Final decisions by RMCG will be transmitted to the committee chair in hard copy or via email. The RMCG Business Manager will file all documentation related to the requests and actions taken in the RMCG Files.

E. Communicating with Executives

1. Each RMCG member is expected to brief their respective Agency Administrator (agency executive) after each RMCG meeting or conference call.
2. The RMCG Business Manager will prepare a year-end accomplishment report for submission to the agency executives.
3. Each RMCG member is expected to communicate urgent issues to their respective agency executive.
4. RMCG will conduct an annual review of the RMCG Charter and revise as needed. The Charter will be submitted to the RMA Fire Executive Council for approval and signature.
5. Any issues not resolved by RMCG through consensus will be elevated to the Chair of the RMA Fire Executive Council by the Chair of RMCG.
6. RMCG will encourage RMA Fire Executive Council participation in all RMCG functions.
7. Written communications with RMA Fire Executive Council will be shared with all RMCG members and filed in RMCG Files.

F. Approving 420/520/620 Applications

Recommendations will be submitted to the RMCG Business Manager by the Chair of the Operations Committee. The Business Manager will acknowledge receipt of the recommendation in writing or via email to the committee chair and inform when the recommendation will be heard. RMCG will review and discuss the recommendation and make decisions using the RMCG Consensus Decision Model. Additional information or clarification of the recommendation needed by RMCG to reach consensus will be transmitted to the committee chair in writing or via email. Any delays caused by obtaining additional information will be transmitted to the committee chair. Final decisions by

RMCG will be transmitted to the committee chair in hard copy or via email. If the recommendation is not accepted, rationale for the decision will be returned to the committee chair and the process will be repeated as necessary. The RMCG Business Manager will file all documentation related to the requests and actions taken in the RMCG Files.

X. Financial Considerations

A. Funding of Projects

Only projects that are mutually beneficial and sanctioned will be considered for funding by way of an interagency and/or cost share agreement. In general, RMCG does not have a budget nor does it fund activities. Any activities funded will be for reasons of economic efficiency and multiplier effect and will not bypass agency program and development processes or authorities. All activities proposed for funding by RMCG should have the following information:

1. Project Proposal : Name of Project
2. Project Goal
3. Description of problem to be addressed
4. Description of quantitative outcome (measures of success)
5. Description of current status/situation
6. Description of existing constraints (Ex: must interface with payroll system)
7. Description of the relative priority of project (i.e. what are the consequences of not doing the project?)
8. Project duration and relative size (Ex: 1 month; small, easy fix)
9. Description of alternative strategies, pros & cons, and estimated life cycle cost.
10. Description of resource availability (i.e. who will be responsible for doing the work?)
11. Description of funding alternatives (i.e. who else can fund this project? Why should RMCG assume this responsibility?)

XI. Investigations/Reviews/Incident Closeouts

Any RMCG member may be requested to serve as the RMCG representative on any fire-related investigation or review. Several types of reviews are discussed below:

A. After Action Reviews (AAR)

ICs will meet with the RMCG to conduct a post-season After Action Review each fall to discuss and identify issues for management action.

B. Fire and Aviation Safety Team (FAST) Reviews

FAST Reviews will be initiated during high fire activity by accessing policy, rules, regulations, and management oversight relating to operational issues. FAST will be chartered by RMCG with a delegation of authority. Mobilization of a FAST team will follow procedures in the RMA Mob Guide.

C. Incident Closeouts

RMCG members will represent the RM Geographic Area at incident closeouts to ensure quality team performance and communicate any issues to the RMCG chair.

D. Incident Management Review Reports

RMCG will review each RMA sponsored IMT at least once per year. The main purpose of this evaluation is to help ensure personal contact and maintain lines of communication/coordination. The current Incident Management Review Report on the RMACC website, and presented in Attachment 17, will be used during the evaluation.

XII. Accreditation

The RMCG will use accreditation guidelines outlined by the NWCG. Specific documents to reference are the Field Manger's Course Guide and PMS 310-1.
Institutions of higher education acting as Contractual service providers: only those that have current contractual agreements in place will be recognized by RMCG as authorized service providers.

XIII. Issue Papers

A. Format and Purpose

All issues shall be submitted on the current RMCG Issue Paper format, located on the RMCG webpage, and presented in Attachment 21.

B. Process Procedures

All issue papers should be submitted to the RMCG Business Manager as soon as possible prior to a scheduled meeting or conference call. The Business Manager will acknowledge receipt of the issue paper in writing or via email to the submitter and inform when the issue will be heard. Urgent or sensitive issues submitted to RMCG will be brought to the attention of the RMCG Chair. The Chair will decide whether to call a special meeting or hold the issue for the next regularly scheduled meeting.

Each issue paper will be reviewed by all RMCG members, and decisions will be made following the RMCG Consensus Decision Model. Submitting parties may be invited, at the discretion of the Chair, to present their issue paper at the meeting or conference call.

C. Resolution of Issue Papers

Action will be taken by RMCG on all issue papers submitted. Decisions will be made using the RMCG consensus model. The RMCG decision will be sent back to the submitter with one of the following responses:

i. Approved
ii. Approved as modified

iii. Rejected
iv. Deferred until _____.

D. File Keeping of Issue Papers (SEE RECORDS MANAGEMENT)

XIV. Committees

A. Approved Committees

A list of current RMCG Committees and their Liaisons in included in the RMCG webpage and presented in Attachment 12.

B. Committee Membership

The RMCG Committees will be comprised of representatives from each of the following agencies:

- Bureau of Indian Affairs
- Bureau of Land Management (Colorado and Wyoming Offices)
- Fish and Wildlife Service
- Forest Service
- National Park Service
- State Agencies of Colorado, Wyoming, South Dakota, Nebraska and Kansas

C. Common Tasks

Interagency Standing Committees are established through RMCG direction and have charters as appendices of the RMCG Charter. Issues and concerns of mutual interest will be tasked to the appropriate committee by the RMCG via forwarding of an Issue Paper with specific instructions, by correspondence from the Chair, or by instruction from the Committee Liaison.

D. Reporting and Tracking of Tasks

Taskings will be documented via the RMCG Action Item Log and sent to the respective standing committee Chairperson via the RMCG Committee Liaison. Committees can be requested to present updates via the RMCG agenda either at RMCG meetings and /or conference calls for information sharing, discussion and decisions. Task Reports will be expected to be received at the next RMCG meeting and /or conference call from the date of requested completion, unless the Liaison is notified of a need for an extension of time, at which point the Liaison will notify both the RMCG Chairperson and the RMCG Business Manager.

E. Committee Minutes

Minutes of meetings, as per each respective charter, will be taken and distributed to Committee members, the RMCG Business Manager, and Chairs of other Standing Committees.

F. Charters

Committee and Advisory Group Charters will follow the standard format presented in Attachment 20. The only provisions of the Charter that may be changed are specific membership requirements and purpose. The "Purpose" section should align with the current strategic plan.

G. RMCG Task Groups

RMCG and Committees may appoint Task Groups. Task Groups are formed when a specific task is needed that cannot be easily completed by the RMCG. The general purpose of Task Groups is to examine a specific problem or issue assigned by the RMCG, and return with a report and recommendations for resolving or addressing the problem or issue. Task Groups will produce a statement of work that outlines the specific products expected, with target dates. A leader will be appointed for each Task Group.

Whenever possible, Task Groups should have representation from among the RMCG. Personnel from outside members of the RMCG or RMCG Standing Committees may be appointed to Task Groups. A Task Group shall sunset upon completion of its assignment. Tasking, reporting, tracking and minutes shall comply with the same requirements of standing committees.

H. Expectations of the Standing Committees and Task Groups

1. All committees and task groups will function effectively, efficiently and within the scope of their respective approved charter or tasking.
2. Each Committee or Task Group Chair will be responsible for assuring the minutes of the Committee meetings are recorded and sent to the RMCG Business Manager for webpage posting. The Chair should also send minutes to each Committee and Task Group Member and Liaison.
3. The Committee Chair or a representative committee member will attend at least one RMCG meeting annually. At that meeting the chair or representative will present a Committee report, both orally and in writing outlining issues, work accomplished and work planned.
4. Committees have the authority to appoint task groups to assist with issues within the Committee.
5. Committees and Task Groups are not allowed to task each other. If a Committee or Task Group feels a task is beyond its scope of responsibility the task will go back to the RMCG and the RMCG will deal with it appropriately.
6. Committees and Task Groups will actively address tasks submitted by RMCG but should not hesitate to tell the RMCG if they feel unable to complete the task for whatever documented reason.
7. Committees and Task Groups will keep RMCG apprised of the need to replace Committee members. Committees and Task Groups will make recommendations to the RMCG, thru the Liaison, for selection of new members. RMCG will then select new members based on Committee and Task Group recommendations.
8. The Committee charter will be reviewed annually by each Committee chair and respective Liaison. Any changes or additions to a Committee charter will be proposed, thru the Liaison, to RMCG for consideration and approval.

I. Committee Liaisons

A RMCG Liaison will represent RMCG during all Committee meetings and other correspondence and serve as the main communication link between RMCG and their respective committee. A listing of Committees and Liaisons is on the RMCG webpage and presented in Attachment 12.

J. Committee/Task Group Decision Making

Each Committee/Taskforce will use the Revised Consensus Decision Model posted on RMCG's webpage, and presented in Attachment 4. A template for adaption by each committee is presented in Attachment 6.

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

2014 Rocky Mountain Area Fire Executive Directory

Bureau of Indian Affairs Great Plains Region	Timothy LaPointe	605-226-7343 (O)	timothy.lapointe@bia.gov
Bureau of Indian Affairs Rocky Mountain Region	Darryl LaCounte	406-247-7943 (O)	darryl.lacounte@bia.gov
Bureau of Indian Affairs Southwest Region	William Walker	505-563-3103 (O)	william.walker@bia.gov
Bureau of Land Management Colorado	Ruth Welch	303-239-3700	rwelch@blm.gov
Bureau of Land Management Wyoming and Nebraska	Don Simpson	307-775-6001 (O)	dsimpson@blm.gov
Colorado Division of Fire Prevention & Control	Paul Cooke	303-239-4600 (O)	paul.cooke@state.co.us
Kansas Forest Service	Larry Biles	785-532-3309 (O)	lbiles@ksu.edu
National Park Service Intermountain Region	Billy Shott	303-969-2652 (O)	billy_shott@nps.gov
National Park Service Midwest Region	Jim Loach	402-661-1702 (O)	james_loach@nps.gov
Nebraska Forest Service	Scott Josiah	402-472-1467 (O)	sjosiah2@unl.edu
South Dakota Department of Agriculture	Trudy Wastweet	605-773-5425 (O)	trudy.wastweet@state.sd.us
U.S. Fish & Wildlife Service Mountain-Prairie Region	Barbara Boyle	303-236-4308 (O)	barbara_boyle@fws.gov
U.S. Forest Service Rocky Mountain Region	Dan Jiron	303-275-5450 (O)	djiron@fs.fed.us
Wyoming State Forestry Division	Bill Crapser ***RMCG Liaison***	307-777-5644 (O)	bill.crapser@wyo.gov

Attachment 1

10/28/2014

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

2014 Member Directory

Wyoming State Forestry Division	Ron Graham ***Chair***	5500 Bishop Boulevard Cheyenne, WY 82002	(307) 777-3368	ron.graham@wyo.gov
National Park Service Intermountain Region	Mike Davin ***Vice Chair***	12795 W. Alameda Pkwy Denver, CO 80225	(303) 969-2951	michael_davin@nps.gov
Bureau of Indian Affairs Great Plains Region	Dave Hall	115 4th Avenue Southeast Aberdeen, SD 54701	(605) 226-7621	david.hall@bia.gov
Bureau of Indian Affairs Rocky Mountain Region	Bob Jones	PO Box 158 Fort Washakie, WY 82514	(307) 332-4408	robert.jones@bia.gov
Bureau of Indian Affairs Southwest Region	Cal Pino	1001 Indian School Road Albuquerque, NM 87104	(505) 563-3385	cal.pino@bia.gov
Bureau of Land Management Colorado	Todd Richardson	2850 Youngfield Street Lakewood, CO 80215	(303) 239-3879	trichardson@blm.gov
Bureau of Land Management Wyoming	Kyle Cowan	5353 Yellowstone Road Cheyenne, WY 82001	(307) 775-6100	kcowan@blm.gov
Colorado Division of Fire Prevention & Control	Rocco Snart	2850 Youngfield Street Lakewood, CO 80215	(720) 347-7234	rocco.snart@cdps.state.co.us
Kansas Forest Service Fire Management	Ross Hauck	2610 Claflin Road Manhattan, KS 66502	(785) 532-3314	rhauck@ksu.edu
National Park Service Midwest Region	Jim McMahill	601 Riverfront Drive Omaha, NE 68102	(402) 661-1754	jim_mcmahill@nps.gov
Nebraska Emergency Management Agency	Earl Imler	2433 NW 24th Street Lincoln, NE 68524	(402) 471-7181	earl.imler@nebraska.gov
South Dakota Wildland Fire Division	Jay Esperance	4250 Fire Station Rd #2 Rapid City, SD 57703	(605) 393-8011	jay.esperance@state.sd.us
U.S. Fish & Wildlife Service Mountain-Prairie Region	Dave Carter	134 Union Boulevard Lakewood, CO 80228	(303) 236-8110	david_carter@fws.gov
U.S. Forest Service Rocky Mountain Region	Willie Thompson	740 Simms Street Golden, CO 80225	(303) 275-5736	wrthompson@fs.fed.us
U.S. Forest Service Rocky Mountain Region (RMACC)	Glenn Bartter (*Acting*) ***RMACC Liaison***	2850 Youngfield Street Lakewood, CO 80215	(303) 445-4301	gbartter@fs.fed.us
National Association of State Foresters	Dan Smith ***NWCG Liaison***	3833 S. Development Ave. Boise, ID 83705	(208) 387-5653	desmith@blm.gov
Colorado Division of Homeland Security & Emergency Management	Chad Ray (*Ex-Officio*) ***All-Hazards Advisor***	9195 E. Mineral Ave. #200 Centennial, CO 80112	(720) 852-6627	chad.ray@state.co.us
U.S. Fish & Wildlife Service Mountain-Prairie Region (RMACC)	Brooke Malcolm ***Business Manager***	2850 Youngfield Street Lakewood, CO 80215	(303) 445-4306	brooke_malcolm@fws.gov

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)
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State Agencies in Colorado, Wyoming, South Dakota, Nebraska and Kansas

MEETING TOPIC REQUEST

For items to be considered for the agenda, they must be in the following format:

Date of Meeting:

Subject:

Speaker(s):

Objective of Presentation:

( ) Disseminate information
( ) Scoping - Getting input/information
( ) Obtain decision - (Problem statement, objective, alternatives, and proposed recommendation outlined in abstract or attached).

Time needed for presentation: _____ minutes

Time anticipated for discussion: _____ minutes

ABSTRACT OF PRESENTATION

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

Revised Consensus Decision Model

January 23, 2014

General:
The consensus process is a proven and effective model for group decision-making. It promotes group problem solving through creative consensus-building, and offers greater opportunities for the best possible agreements than the "majority rules" voting model (win-lose) of more traditional and formal meeting management.

Before the meeting:
The Chair or designated contact for a particular proposal should, when applicable, contact, or make themselves available for contact by, relevant stakeholders in order to devise a preliminary proposal that takes account of the concerns of the group.

Role of the Chair:
Keeps order, keeps the discussion on track, makes sure the discussion focuses on the merits of the arguments being made, and summarizes the tentative agreements reached and tests for overwhelming agreement. The Chair may, at any time, designate a substitute to facilitate the discussion. (Should such a substitution be made, "Facilitator" shall replace "Chair" wherever it appears in this document.)

Meeting Rules:
The Consensus Model shall be the preferred decision-making model for RMCG and is expected to be used by the group to reach the vast majority of decisions. A quorum of 66% (currently nine) of the current RMCG members must be reached before any RMCG business may be conducted.

A. Someone presents a proposal. It does NOT need to be in the form of a motion, nor seconded for discussion.

B. The proposal and the pros and cons are discussed.

C. As a result of the discussion - the more input, the better - the proposal can be modified.

D. If a general agreement seems to be emerging, the Chair tests for consensus by re-stating the latest version of the proposal to see if everybody agrees.

E. If anyone dissents, the Chair returns to the discussion to see if the idea/proposal can be further modified in order to make it acceptable to everyone. The Chair shall encourage expression and examination of the concerns of dissenters. The Chair tests for support for modifications. This test could include a "straw vote".

F. The Business Manager shall record a summary, highlighting points of agreement and disagreement, for each issue discussed. This summary shall become a part of the meeting minutes and be preserved according to the RMCG Records Maintenance Program.

G. Use of the Consensus Model does **not** prevent a request by any member to "suspend the rules" to utilize Robert's Rules of Order for part of, or the remainder of, the meeting. Moving to Robert's Rules of order requires an "overwhelming majority" vote (75% of the quorum members present, either personally or remotely). The decision is "made" when the Chair determines an "overwhelming majority" (75% of the

quorum members present, either personally or remotely) has been reached. The same procedure used to suspend the Consensus Model can be invoked for moving back to the Consensus Model. Common rounding rules shall apply for any percentage computations.

Dissent:
Although the consensus decision-making process should, ideally, identify and address concerns and reservations early, proposals do not always garner full consensus from the decision-making body. When a call for consensus on a motion is made, a dissenting delegate has one of three options:

Declare reservations: Group members who are willing to let a motion pass but desire to register their concerns with the group may choose "declare reservations." If there are significant reservations about a motion, the decision-making body may choose to modify or re-word the proposal.

Stand aside: A "stand aside" may be registered by a group member who has a "serious personal disagreement" with a proposal, but is willing to let the motion pass. Although stand asides do not halt a motion, it is often regarded as a strong "nay vote" and the concerns of group members standing aside are usually addressed by modifications to the proposal. Stand asides may also be registered by users who feel they are incapable of adequately understanding or participating in the proposal.

Block: Blocks are generally considered to be an extreme measure, only used when a member feels a proposal "endanger(s)" the organization (RMCG or representative agency) or its participants, or violate(s) the mission of the organization (i.e., a principled objection). [1]

In the RMCG consensus model one block will be sufficient to stop a proposal, however, the blocking member must provide evidence and/or supporting citations which clearly show how the proposal endangers or violates as indicated above.

For decision-making, a Block may **not** be overruled through the use of Robert's Rules of Order (voting). Should a block occur, the group will move the item back to the floor for reconsideration. If the item is not dismissed or resolved after reconsideration, it will be moved to the RMA Fire Executive Council for resolution.

[1] *During a Block the member must be able to corroborate their "Block" by showing a legitimate: 1) safety violation, 2) demonstrating an endangerment of the ability of an organization or participant to function, 3) violation of policy, law or regulation, or 4) inability for the agency to participate in the activity. Documentation for the Block must be presented to other RMCG members upon request.*

RMCG Master Action Log
Updated 12/6/2013

DATE	ACTION ITEMS	PERSON ASSIGNED	DUE DATE	FOLLOW-UP	COMMENTS	DATE COMPLETED
1/19/2012	Coordinate with RMACC Intel Coord. On wording to be added to Geo Tech Committee's plan regarding decision support functions	Fletcher	As soon as possible	Ongoing		
10/24/2012	Review & revise RMA Succession Plan	Ott (with input from all)	Winter Meeting	Documents in process re-sent for comments/input	Ongoing	
1/25/2013	Issue Paper for NWCG re: Air Operations IMT shortage positions & succession	Hohn (w/Sharon Allen-Brick)		25% complete 4/2/2013		
1/25/2013	Follow-up on S-341 course offering in RMA	Foster/Training Committee		In progress 3/7/13		
1/25/2013	Follow-up on GIS Cooperation with State & County EOCs	Graham/GeoTech Committee		In progress 3/7/13	Graham will follow-up with GeoTech Committee	
1/25/2013	Issue Paper on Data Flow for RMCG Spring Meeting (In-briefing for IMTs/SOGs)	Bowne/GeoTech Committee w/ InfoEd & Operations Committees		In progress 3/7/13		
1/25/2013	Write-up for Business Committee on Mob Center/bus contract issue	Fletcher		Ongoing		Complete
1/25/2013	Review zone LMAC plans	All Dispatch Liaisons		In progress/ Ongoing		Complete

SAMPLE

Attachment 5

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

RMCG [COMMITTEE NAME]
Revised Consensus Decision Model

Adopted: [DATE]

General:
The consensus process is a proven and effective model for group decision-making. It promotes group problem solving through creative consensus-building, and offers greater opportunities for the best possible agreements than the "majority rules" voting model (win-lose) of more traditional and formal meeting management.

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The Chair or identified contact for a particular proposal should, when applicable, contact, or make themselves available for contact by, relevant stakeholders in order to devise a preliminary proposal that takes account of the concerns of the group.

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Meeting Rules:
The Consensus Model shall be the preferred decision-making model for the [NAME OF COMMITTEE] and is expected to be used by the group to reach the vast majority of decisions. A quorum of 66% (currently [NUMBER EQUALING 2/3 OF CHARTERED MEMBERS]) of the current [NAME OF COMMITTEE] members must be reached before any committee business may be conducted.

A. Someone presents a proposal. It does NOT need to be in the form of a motion, nor seconded for discussion.

B. The proposal and the pros and cons are discussed.

C. As a result of the discussion - the more input, the better - the proposal can be modified.

D. If a general agreement seems to be emerging, the Chair tests for consensus by re-stating the latest version of the proposal to see if everybody agrees.

E. If anyone dissents, the Chair returns to the discussion to see if the idea/proposal can be further modified in order to make it acceptable to everyone. The Chair shall encourage expression and examination of the concerns of dissenters. The Chair tests for support for modifications. This test could include a "straw vote".

F. The [SECRETARY OR CHAIR] shall record a summary, highlighting points of agreement and disagreement, for each issue discussed. This summary shall become a part of the meeting minutes and be preserved according to the [COMMITTEE'S FILE-KEEPING PROCEDURES].

DRAFT

G. Use of the Consensus Model does NOT prevent a request by any member to "suspend the rules" to utilize Robert's Rules of Order for part of, or the remainder of, the meeting. Moving to Robert's Rules of order requires an "overwhelming majority" vote (75% of the quorum members present, either personally or remotely). The decision is "made" when the facilitator determines an "overwhelming majority" (75% of the quorum members present, either personally or remotely) has been reached. The same procedure used to suspend the Consensus Model can be invoked for moving back to the Consensus Model. Common rounding rules shall apply for any percentage computations.

Dissent:
Although the consensus decision-making process should, ideally, identify and address concerns and reservations early, proposals do not always garner full consensus from the decision-making body. When a call for consensus on a motion is made, a dissenting delegate has one of three options:

Declare reservations: Group members who are willing to let a motion pass but desire to register their concerns with the group may choose "declare reservations." If there are significant reservations about a motion, the decision-making body may choose to modify or re-word the proposal.

Stand aside: A "stand aside" may be registered by a group member who has a "serious personal disagreement" with a proposal, but is willing to let the motion pass. Although stand asides do not halt a motion, it is often regarded as a strong "nay vote" and the concerns of group members standing aside are usually addressed by modifications to the proposal. Stand asides may also be registered by users who feel they are incapable of adequately understanding or participating in the proposal.

Block: Blocks are generally considered to be an extreme measure, only used when a member feels a proposal "endanger(s)" the organization ([NAME OF COMMITTEE] or representative agency) or its participants, or violate(s) the mission of the organization (i.e., a principled objection). [1]

In this consensus model one block will be sufficient to stop a proposal, however, the blocking member must provide evidence and/or supporting citations which clearly show how the proposal endangers or violates as indicated above.

For decision-making, a Block may **not** be overruled through the use of Robert's Rules of Order (voting). Should a block occur, the group will move the item back to the floor for reconsideration. If the item is not dismissed or resolved after reconsideration, it will be elevated to the RMCG for resolution.

TEMPLATE

[1] *During a Block the member must be able to corroborate their "Block" by showing a legitimate: 1) safety violation, 2) demonstrating an endangerment of the ability of an organization or participant to function, 3) violation of policy, law or regulation, or 4) inability for the agency to participate in the activity. Documentation for the Block must be presented to other committee members upon request.*

Rocky Mountain Area Spring Team Meeting
[Dates]
[Location]

Day 1 – [DATE]

1300 - 1500	**Concurrent Meetings:**	
	RMCG	[LOCATION]
	RMA FEC	[LOCATION]
1500 - 1530	**RMCG & RMA FEC**	[LOCATION]
1530 – 1700	**RMCG, RMA FEC & Incident Commanders**	[LOCATION]

Day 2 – [DATE]

1000 – 1200	**Group General Session**	[LOCATION]
	Moderator [CHAIR NAME]	
	Kickoff, Announcements	
	Welcome, Introductions – 15 minutes	
	RMCG Expectations & Delegations – 30 minutes	
	NWCG Topics – [NWCG LIAISON] – 30 minutes	
	Seasonal Outlook – [GACC METEOROLOGIST] – 30 minutes	
1200 – 1300	**Lunch**	
1300 – 1500	**Functional Area – Command & General Staff Breakouts**	
	PIO – [NAME]	[LOCATION]
	Safety – [NAME]	[LOCATION]
	Operations – [NAME]	[LOCATION]
	Plans - [NAME]	[LOCATION]
	Logistics - [NAME]	[LOCATION]
	Finance - [NAME]	[LOCATION]
1500 – 1700	**Team Meetings**	
	Type 1	[LOCATION]
	Type 2 Team A	[LOCATION]
	Type 2 Team B	[LOCATION]
	Type 2 Team C	[LOCATION]

Day 3 – [DATE]

0800 – 1200	**Team Meetings – Same Rooms as Day 2**
1200 – 1300	**Lunch**
1300 – 1700	**Optional Team Meetings or Travel**

SAMPLE

RMCG Committee Report-Outs
Preferred Format and Content

The RMCG Business Manager and/or Committee Liaisons will initiate contact with the Committee Chairs for the purpose of scheduling report-outs on the Winter Meeting agenda. This contact will include dates & times available, special requirements, and availability of audio-visual and remote meeting technology.

PowerPoint or other digital presentations are acceptable, but not required. Any handouts or presentations must be sent electronically to the Business Manager no later than two days prior to the start of the meeting.

The presenter should plan to bring enough copies of handouts for twenty people, unless otherwise instructed by the Business Manager. If the presenter will not be attending in person, arrangements must be made in advance for the Business Manager to prepare copies of handouts.

The committee's report-out should include, but is not limited to:

1. The committee's activities and accomplishments in the previous year;
2. Planned program of work for the coming year;
3. Challenges or obstacles hindering progress toward committee goals or mission;
4. Changes in leadership and/or membership;
5. Requests for assistance or guidance from RMCG;
6. Status updates and/or closeout for any outstanding committee taskings.

Attachment 8

Effective Date: April 8, 2013

Records Maintenance Program

Purpose: To detail procedures and standards for retention and organization of RMCG official files, including electronic data, hard copy records, and sensitive materials.

I. Types of Records

a. Organization Documents (Charter, Operating Plan, Delegations of Authority)
b. Minutes (Meetings and Conference Calls)
c. Taskings (Internal and External)
d. Issue Papers (Initial and Responses)
e. Contact Information (Members, Committees and Associates; may include PII)
f. Correspondence (E-mail Messages, Letters)
g. Evaluations (IMT Site Visits, etc.)
h. Committee Business (Work Products, Work Plans, Operating Plans)
i. Awards (Nominations, Award Certificates)
j. Administrative Documents (Action Logs, Calendars, etc.)
k. Historical Documents
l. Sensitive Materials (Executive Sessions, Non-Public Documents)
m. Other

II. Record Formats

a. Non-sensitive hard copy
b. Non-sensitive electronic
c. Sensitive hard copy
d. Sensitive electronic

III. Retention Schedule

RMCG shall follow a custom schedule for records retention, based upon the National Archives and Records Administration (NARA) guidelines. Except where otherwise indicated, all RMCG files will be managed in accordance with NARA's **General Records Schedule 26**, and be considered "Permanent".

Continuous historical reference by RMCG members and stakeholders necessitates the availability of official records indefinitely. In the event that hard copy records cannot be retained due to

space limitations or other factors, they shall be disposed of. Prior to their destruction, files selected for disposition shall be reviewed by the Business Manager and/or Chair to determine their value and the need to preserve pertinent information contained therein. Items of historical significance that are considered valuable for reference purposes shall be converted to electronic format, typically by scanning, prior to disposition and/or destruction of the hard copy.

This process will begin with the oldest files first, with special attention paid to sensitive materials. At no time shall hard copy files be disposed of or destroyed before they have been retained for a minimum of ten (10) years.

Individual agency requirements for records retention may differ from this schedule. Each RMCG member is responsible for knowing and adhering to his/her agency's guidelines, including retention of pertinent documents independently. Any requests for copies of files for this purpose will require review and approval by the Chair prior to the release of records.

IV. Retention Methods

Every effort shall be made to create and retain RMCG records in electronic format whenever possible. The Business Manager shall store records according to the Standard Filing Plan (outlined in **Section V**) on an encrypted hard drive, with weekly backup to the U.S. Forest Service network or another acceptable agency system. Any backup of RMCG files must be housed on a medium with redundancies and which provides restricted author access. Retention of electronic records will follow pertinent guidelines set forth in NARA's **General Records Schedule 20**.

Hard copy files will be retained indefinitely according to year, and following the Standard Filing Plan outlined in **Section V.** Hard copy files will be housed at the Rocky Mountain Area Coordination Center (RMACC) under restricted access for five (5) years, after which time they will be archived at the Rocky Mountain Area Fire Cache.

V. Standard Filing Plan

All RMCG records will be organized in a manner consistent with this standard:

- Standard category designations (outlined in **Section VI**) will be used to organize all RMCG files in either hard copy or electronic format.
- Hard copy records will be clearly identified as RMCG records and labeled by year, category, and description on the folder tab. (Ex: RMCG 2012 – Organization Documents – RMCG Charter).
- Electronic files will be named using the following convention: YYYYMMDD_Short Description.File Extension (Ex: 20120104_RMCGConferenceCallMinutes.doc). Properly named files will be stored in folders and sub-folders organized according to the category designations in **Section VI**.
- Any sensitive material (other than contact information & PII) will be filed under the "Sensitive Materials" designation with the same naming convention requirements as non-sensitive materials.
- Any item that does not fit into one of the standard categories, or for items that will not likely be generated every year, the "Other" designation may be used.
- The Business Manager will conduct an annual evaluation of the category designations to identify obsolete categories and determine the need to create new ones. Amended

category designation schedules will list an effective date and be attached to this document upon implementation. All discontinued schedules will remain attached to this document for reference purposes.

- On the first business day after January 1 each year, the Business Manager will generate a file tree of the previous calendar year's electronic files. A printed copy will be kept in the hard copy files and saved electronically. The file tree will also be given to the incoming Chair and Vice Chair, as well as made available to all RMCG members for reference.

VI. Category Designations

All hard copy and electronic files will be organized according to the following standard categories:

- Organization Documents
- Minutes
- Taskings
- Issue Papers
- Contact Information
- Correspondence
- Evaluations
- Committee Business
- Awards
- Administrative Documents
- Historical Documents
- Sensitive Materials
- Other

Approved:

Chair, Rocky Mountain Coordinating Group **Date** 4/8/13

RMCG Chairmanship-2/2014

Year	Rotation according to charter	Agency Actually Serving
2002	NPS	NPS
2003	BLM-WY	BLM-WY
2004	State - CO	State- CO
2005	USFS	USFS
2006	BIA	BIA
2007	State - SD	State - SD
2008	FWS	FWS
2009	State - KS	State - KS
2010	USFS	USFS
2011	State - WY	State - SD
2012	BIA	BIA
2013	BLM - CO	BLM-CO
2014	State - CO -DFPC	State - WY
2015	NPS	
2016	State - CO -DFPC	
2017	BLM - WY	
2018	State - NE	
2019	FWS	
2020	State -KS	
2021	USFS	
2022	State - SD	
2023	BIA	

Attachment 10

2013 - 2014 RMA DUTY OFFICERS & ROTATION

Duty Officer	Agency	Work Number	Cell Number	Home Number
Bob Jones	**BIA-RM Region**	307-332-4408	[redacted]	[redacted]
Jay Esperance	**SD State**	605-393-8011	[redacted]	
Dave Carter	**FWS**	303-236-8110	[redacted]	[redacted]
Michael Davin	**NPS**	303-969-2951	[redacted]	[redacted]
Todd Richardson	**CO-BLM**	303-239-3879	[redacted]	[redacted]
Willie Thompson	**USFS**	303-275-5736	[redacted]	
Ron Graham	**WY State**	307-777-3368	[redacted]	[redacted]
Kyle Cowan	**WY-BLM**	307-775-6100	[redacted]	
Rocco Snart	**CO State**		720-347-7234	[redacted]

ALERT DATES	DUTY OFFICER	ALERT DATES	DUTY OFFICER
MAR 6-12, 2013	KERR	OCT 2-8	COWAN
MAR 13-19	OTT	OCT 9-15*	SNART
MAR 20-26	GRAHAM	OCT 16-22	JONES
MAR 27-APR 2	FOSTER	OCT 23-29	ESPERANCE
APR 3-9	SNART	OCT 30-NOV 5	CARTER
APR 10-16	JONES	NOV 6-12*	DAVIN
APR 17-23	ESPERANCE	NOV 13-19	KERR
APR 24-30	CARTER	NOV 20-26	OTT
MAY 1-7	DAVIN	NOV 27-DEC 3*	GRAHAM
MAY 8-14	KERR	DEC 4-10	COWAN
MAY 15-21	OTT	DEC 11-17	SNART
MAY 22-28*	GRAHAM	DEC 18-24	JONES
MAY 29-JUN 4	COWAN	DEC 25-31*	ESPERANCE
JUN 5-11	SNART	JAN 1-7, 2014*	CARTER
JUN 12-18	JONES	JAN 8-14	DAVIN
JUN 19-25	ESPERANCE	JAN 15-21*	RICHARDSON
JUN 26-JUL 2	CARTER	JAN 22-28	OTT
JUL 3-9*	DAVIN	JAN 29-FEB 4	GRAHAM
JUL 10-16	KERR	FEB 5-11	COWAN
JUL 17-23	OTT	FEB 12-18*	SNART
JUL 24-30	GRAHAM	FEB 19-25	JONES
JUL 31-AUG 6	COWAN	FEB 26-MAR 4	ESPERANCE
AUG 7-13	SNART	MAR 5-11	CARTER
AUG 14-20	JONES	MAR 12-18	DAVIN
AUG 21-27	ESPERANCE	MAR 19-25	RICHARDSON
AUG 28-SEPT 3*	CARTER	MAR 26-APR 1	THOMPSON
SEPT 4-10	DAVIN	APR 2-8	GRAHAM
SEPT 11-17	KERR	APR 9-15	COWAN
SEPT 18-24	OTT	APR 16-22	SNART
SEPT 25-OCT 1	GRAHAM	APR 23-29	JONES

*** Denotes Holidays**

Alert week runs 0001 Wednesday to 2400 the following Tuesday. (Mountain Time) **Updated: 2/14/2014**

Attachment 11

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

2014 Committee Chairs & Liaisons

Committee	Chair	Phone	Email	RMCG Liaison
Aviation	Chris Fallbeck *Wyoming State Forestry Division*	(307) 777-8017	chris.fallbeck@wyo.gov	Bob Jones robert.jones@bia.gov
Fire Program Analysis	Mark Nelson *U.S. Forest Service*	(970) 295-6685	msnelson@fs.fed.us	Mike Davin michael_davin@nps.gov
Geospatial Technology	Elise Bowne *U.S. Forest Service*	(303) 275-5209	embowne@fs.fed.us	Mike Davin michael_davin@nps.gov
Incident Business Management	Karrie Davin *National Park Service*	(303) 969-2358	karrie_davin@nps.gov	Willie Thompson wrthompson@fs.fed.us
Information & Education	Jeni Lawver *South Dakota Wildland Fire Division*	(605) 393-8011	jeni.lawver@state.sd.us	Rocco Snart rocco.snart@cdps.state.co.us
NFDRS	Rocco Snart *Colorado Division of Fire Prevention & Control*	(720) 347-7234	rocco.snart@cdps.state.co.us	Dave Carter david_carter@fws.gov
Operations	Dave Niemi *National Park Service*	(402) 661-1762	david_niemi@nps.gov	Todd Richardson trichardson@blm.gov
Training	Mike Bournazian *Wyoming State Forestry Division*	(307) 856-0027	mike.bournazian@wyo.gov	Kyle Cowan kcowan@blm.gov

2/13/2014

Attachment 12

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

2014 Rocky Mountain Area Dispatch Liaisons

Casper Interagency Dispatch Center	Jay Esperance (605) 393-8011 jay.esperance@state.sd.us
Cody Interagency Dispatch Center	Bob Jones (307) 332-4408 robert.jones@bia.gov
Craig Interagency Dispatch Center	Dave Carter (303) 236-8110 david_carter@fws.gov
Durango Interagency Dispatch Center	Rocco Snart (720) 347-7234 rocco.snart@cdps.state.co.us
Fort Collins Interagency Dispatch Center	Ron Graham (307) 777-3368 ron.graham@wyo.gov
Grand Junction Interagency Dispatch Center	Mike Davin (303) 969-2951 michael_davin@nps.gov
Great Plains Interagency Dispatch Center	Dave Hall (605) 226-7621 david_hall@bia.gov
Montrose Interagency Dispatch Center	Todd Richardson (303) 239-3879 trichardson@blm.gov
Pueblo Interagency Dispatch Center	Willie Thompson (303) 275-5736 wrthompson@fs.fed.us
Rawlins Interagency Dispatch Center	Kyle Cowan (307) 775-6100 kcowan@blm.gov

ROCKY MOUNTAIN COORDINATING GROUP

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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

2014 Rocky Mountain Area Dispatch Zone Board Chairs

Casper Interagency Dispatch Center	TBA	
Cody Interagency Dispatch Center	Chuck Russell *Bureau of Land Management* *Wind River/Bighorn Basin District*	101 S. 23rd Worland, WY (307) 347-5213 crussell@blm.gov
Craig Interagency Dispatch Center	TBA	
Durango Interagency Dispatch Center	Steve Underwood *National Park Service* *Mesa Verde National Park*	PO Box 8 Mesa Verde, CO 81330 (970) 529-5049 steven_underwood@nps.gov
Fort Collins Interagency Dispatch Center	TBA	
Grand Junction Interagency Dispatch Center	TBA	
Great Plains Interagency Dispatch Center	Eric Allen *National Park Service* *Wind Cave National Park*	26611 US Highway 385 Hot Springs, SD 57747 605-745-1156 eric_allen@nps.gov
Montrose Interagency Dispatch Center	Joe Flores *National Park Service* *Dinosaur National Monument*	4545 E. Hwy 40 Dinosaur, CO 81610 970-374-3014 joseph_flores@nps.gov
Pueblo Interagency Dispatch Center	Diana Allen *U.S. Forest Service* *Pike & San Isabel National Forests*	2840 Kachina Dr. Pueblo, CO 81008 (719) 553-1630 dlallen@fs.fed.us
Rawlins Interagency Dispatch Center	Frank Keeler *Bureau of Land Management* *High Desert District*	280 Hwy 191 North Rock Springs, WY 82901 (307) 352-0282 fkeeler@blm.gov

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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

RMCG Award Criteria

RMCG recognizes individuals and/or groups for significant contributions to the betterment of interagency fire management efforts in the RMA through the presentation of awards. RMCG approves awards considering the combined effect of service performed, length of time, leadership provided, etc.

Categories:

1. Certificates will normally be given at the RMCG/Team meeting for the following:
   -- Type 1 & 2 incident management team members who have completed a three-year commitment. Participants in the IMT program for less than a three-year commitment *may* receive a certificate of appreciation if approved by the Incident Commander.
   -- Others who have made a significant contribution to the RMA of a temporary (less than one year) nature.

2. Certificates with ornamental frame will normally be given at the RMCG/Team meeting for the following:
   -- Exiting RMCG Chair
   -- Exiting RMCG Committee Chairs
   -- Exiting RMA Incident Commanders
   -- Team or committee members who have served their term in an outstanding manner
   -- Others who have made a significant contribution to the RMA in an extended (one year or more) timeframe. Recognition for service upon transferring to another Geographic Area usually falls into this category.

3. Engraved Plaques are RMCG's highest award. They may be given at any time and will normally be presented to individuals who have made a significant contribution to the RMA over many years. Recognition for significant service at retirement usually falls into this category.

4. Other awards, tokens of appreciation (T-shirts, knives, gift certificates, trophies, etc,) or special recognition may be given at any time to acknowledge service to the RMA. These awards would typically be given to supplement a certificate/plaque for outstanding long-term service, given to members of a group whose collective activity contributed to successful outcomes during important events, or given to individuals to recognize service in a special way.

Process:

Nominations for any award will be presented to RMCG using the current form posted on the RMCG website. All award nominations must contain appropriate justification and may be submitted to the RMCG by anyone as circumstances warrant.

Team member awards will be coordinated by the RMA Incident Commanders, who will track team member service and inform RMCG when someone has met the criteria for an award. Names will be presented to RMCG at the winter meeting to ensure proper presentation at the spring RMCG/Team meeting.

Logistics:

Certificates of Appreciation and ornamental frames will be stored at RMACC. Plaques and/or other awards will be purchased and engraved as needed. The medium, printing, engraving, etc. will be purchased by interagency efforts as agency budgets allow. The value of agency purchases will be considered a contribution to the agency's fair share of RMACC operating expenses.

RMCG Award Nomination

Please mark the appropriate category that applies to the nominee.

_____ IMT Member Completion of 3 year Commitment

_____ IMT member outstanding performance above and beyond normal member duties

_____ Individual having made a significant contribution to the betterment of interagency fire management concerns

_____ Group having made a significant contribution to the betterment of interagency fire management concerns

Agency: _____ Date: _____

Nominee: _____

Nomination Prepared by: _____

Contact Name: _____

Telephone Number: _____

Contact E-mail Address: _____

Describe nominees accomplishments that warrant the award (use additional pages if necessary)

Wording to be included on Award

Certificate, Plaque or other? _____

Will the award be presented at the RMCG Spring Meeting or mailed to the recipient with RMGC cover letter? _____

If Mailed, to what address? _____

Please send all nominations to the RMCG Vice Chair via rmcoordgrp@gmail.com

Attachment 16

ROCKY MOUNTAIN COORDINATING GROUP

Bureau of Indian Affairs (Southwest, Rocky Mountain and Great Plains Regions)
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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

Operations Committee Incident Management Team Site Visit

The Operations Committee will strive to conduct site visits to IMTs on each of their assignments within the Rocky Mountain Area. The Operations Committee Representative for the lead agency of the fire is responsible for organizing a team site visit. Site visits will be coordinated with the Rocky Mountain Coordinating Group.

Site visit findings will be discussed with the IC prior to departing the incident. The original completed form will be delivered to the Operations Committee Chair, the IMT IC, and routed to the RMCG Business Manager for filing. Site Visit forms for Out-of-Area IMTs will be forwarded to their Operations Committee Chair.

Incident Name:	**Incident Number:**	**Host Unit:**
Incident Management Team:	**Date Team Assigned:**	**Date(s) of Site Visit:**

Ops. Committee Rep(s) Performing the Site Visit: _____

Visit with the Incident Commander:

- What is the Agency Administrator level of involvement?
- Did the local unit provide an adequate in-briefing to the IMT?
- Is the Delegation of Authority adequate?
- How is the level of Expanded Dispatch/Local Dispatch support?
- How is the level of Rocky Mountain Coordination Center support?
- How is the level of the Rocky Mountain Cache support?
- How is the level of RMCG and/or RMCG Operations Committee support?
- Are you utilizing trainees on this assignment and has the GATR contacted you about utilizing RMA priority trainees on this incident?
- How are the BUYT and IBA to collaborate with (if assigned)?
- Concerns (cost containment/cost share issues, BUYT issues, conflicting agency policies, etc.)?

Visit with one or multiple Agency Administrators:

- Is the Incident Management Team receptive to direction?
- Is the Incident Management Team keeping you adequately informed?
- What direction have you given the IMT regarding the use of trainees?
- Concerns?
- Successes?

Visit with one or multiple Fire Management Officials for the incident (example: District/Unit/Forest FMO, County Fire Warden, etc.):

- Is the Incident Management Team receptive to direction?
- Is the Incident Management Team keeping you adequately informed?
- Concerns?
- Successes?

Visit with one or multiple Line Resources (example: IHCs, Engine Crews, etc.):

- Are you aware of the overall objectives of the incident?
- Has the IMT clearly communicated the strategies and tactics of this incident?
- Is the team receptive to your input and feedback?
- What is the quality of your line supervision?
- Do you feel adequately supported by the IMT?
- Are you receiving quality rest and nourishment?
- Concerns?

Visit helibase and/or the airport FBO and speak with Helibase Managers/Air Attack Group Supervisors/Exclusive Use Helitack Managers/pilots:

- Is the aviation section adequately staffed?
- Are aviation resources being adequately briefed?
- Are aviation resources aware of the overall objectives of the incident?
- Has the IMT clearly communicated the strategies and tactics of this incident?

- Has the IMT clearly communicated aviation cost tracking responsibilities?
- Is the IMT considering risk with every flight?
- Do you feel adequately supported by the IMT?
- Is the team receptive to your input and feedback?
- Are you receiving quality rest and nourishment?
- Concerns?

Visit with Incident Business Advisor (if assigned):

- What is the Agency Administrator(s) level of involvement?
- Did the local unit provide an adequate in-briefing to the IBA?
- Is the IBA Delegation of Authority and direction adequate?
- Is the IMT receptive to IBA input and direction?
- Has cost containment been addressed by the Agency Administrator and the IMT?
- Concerns?
- Successes?

Visit with the Finance Section Chief

- Did the local unit provide adequate incident business expectations and clear direction?
- How are the BUYT and IBA to collaborate with (if assigned)?
- Has the local unit/IBA provided clear and realistic direction on cost containment?
- Concerns?
- Successes?

Visit with the Buying Team Lead (if assigned):

- Did the local unit provide an adequate in-briefing to the BUYT?
- How has the IBA been to collaborate with?
- How has the collaboration been with Expanded Dispatch?
- How has collaboration been with the IMT Ordering Manager?

- Concerns?
- Successes?

Visit with the Ordering Manager:

- How has the collaboration been with Expanded Dispatch?
- How has collaboration been with the BUYT (if assigned)?
- Concerns?
- Successes?

Visit with the IMT Training Specialist (if assigned):

- What has the local unit's direction regarding the use of trainees on the incident been?
- Has the IMT been in communication with the GATR regarding the use of RMA priority trainees or priority trainees from other GACCs on this incident?
- Has the IMT documented trainee and RMA priority trainee performance? Has performance been shared with the GATR?
- Concerns?
- Successes?

Visit with the Local and Expanded Dispatch:

- How was the IMT's mobilization process?
- Has the IMT been organized and efficient with their ordering?
- Is dispatch adequately supported?
- Concerns?
- Successes?

Visit with the GATR (Kim Bang):

- Has the home unit and IMT been receptive to the use of RMA priority trainees or priority trainees from other GACCs?
- Has the IMT shared trainee and RMA priority trainee performance?
- Concerns?
- Successes?

ROCKY MOUNTAIN COORDINATING GROUP

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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

April 1, 2013

To: Rocky Mountain Area Incident Commanders

From: Chair, Rocky Mountain Area Fire Executive Committee

Chair, Rocky Mountain Coordinating Group

Subject: 2013 Incident Commander Expectations

SAMPLE

Thank you for your commitment to the Rocky Mountain Area (RMA) as an Incident Commander (IC).

The Rocky Mountain Coordinating Group (RMCG) is responsible for maximizing cooperation, coordination and operational capabilities to enhance fire management programs for all agencies in the RMA. Our Incident Management Teams (IMTs) are an important part of an interagency operational capability that meets our member agency's objectives. The leadership you will provide to your IMT is greatly appreciated.

An individual's service on a RMA IMT is a discretionary function of RMCG that is not only based on incident qualifications, but on other factors (past performance, expectations of future performance, ethical conduct, appearance of propriety, etc.). RMCG expects the highest standards of professionalism and leadership within our IMTs and expects our ICs (and team members) to adhere to the following principles, in addition to their employing agency's standards:

Communication

- Always feel free to communicate with RMCG – please share experiences, personal thoughts, suggestions, and alternatives so that we can strive to continually improve our teams.
- Ensure that any public interaction by you is a positive reflection of all RMA Agencies.

Safety

- Fire fighter and public safety must be the first priority.
- Ensure that all actions are deliberate and planned and that carelessness or unsafe actions are at or near zero.
- Promote safe working and driving practices at all times.
- Monitor cumulative fatigue of team members and follow work/rest guidelines.

Personnel

- Respond to emergency incidents within and outside of the RMA with highly skilled and qualified personnel.
- Be flexible and willing to configure your IMT to meet the objectives of the host agency/agencies for any type of incident.
- Ensure that recruitment and training of new IMT members is a priority; pay particular attention to shortage positions and succession planning.
- Broaden experience and develop bench strength in your Command and General Staff by striving to follow RMCG policies regarding length of time an IMT member can occupy a position and promoting the use of current Federal, state and local agency employees/cooperators.
- Promote a team attitude that supports handling long term stressful incident situations by frequent positive and supportive IMT member interaction and camaraderie.
- Identify and mentor IMT members which have performance, leadership, and/or team cohesion issues. Do not ignore, delay action or pass-on these issues – our experience has shown that this will only create greater problems in the future.
- Meet with RMCG at least annually to review performance and identify problems for management solution.

Leadership

- Demonstrate professionalism at all times - on incidents, between incidents, and at public functions where you are representing RMA Agencies.
- Be personally committed to and responsible for your IMT's performance.
- Ensure that your actions are fair and all individuals and agencies are treated equally; RMCG has zero tolerance of discrimination of any kind.
- Deal with problems at the lowest level to ensure corrections are initiated at the first opportunity, but do not hesitate to communicate and seek assistance with RMCG for longer-term concerns.

Business Practices

- All incident team members will conduct themselves in a professional and ethical manner.
- Incidents involving unprofessional employee conduct will be referred immediately to the employee's local agency administrator by the Incident Commander. At the same time, the Incident Commander will notify the Chair of the RMA Operations Committee and the agency's Operations Committee representative.
- All team members will refrain from any activity or conduct that allows them to enhance their personal financial status in relation to actions taken on an incident.
- In the event that it appears that a team member has engaged in activity that results in the enhancement of their financial interest, the matter will be immediately referred to the RMCG membership which will immediately refer the matter to the agency hosting the incident and the home agency of the individual(s) involved. The agencies investigating will submit their findings to RMCG for consideration and possible action.

Host Agency Contact

- Make contact with Agency Administrators upon the initial order for an IMT.
- Adhere to the Delegation of Authority to accomplish agency/agencies missions and desired incident management objectives.

SAMPLE

- Understand and respect the host Agency's mission and authorities.
- Please brief with Agency Administrators on a daily basis and immediately notify them of any serious accident, injury, or fatality that may occur.
- Fully participate in any reviews, after action reviews and investigations that may involve incidents that occur when you are in charge.
- Obtain an evaluation before departing all assignments and forward to the RMA Operations Committee Chair.

Personal Conduct

- Your personal conduct during your service to the host Agency, or in any other public forum, is a direct reflection upon all RMA fire management resources, each participating Agency, and RMCG itself. We expect this reflection to be positive at all times.
- Your IMT's conduct also has the same reflection upon the professionalism of others. Monitor your IMT member's behavior and take necessary action where appropriate.
- Please refer to the attached "Fire Chief's Code of Ethics" and share this with your IMT.

RMCG knows that the job of IC is a voluntary job that can be very demanding and often goes without deserved acknowledgement. We want you to know that we appreciate your commitment to helping people in need and thank you again for your continued commitment and long standing dedication to Incident Management.

Received by:_____ Date: _____

SAMPLE

Fire Chief's Code of Ethics

Developed by the International Association of Fire Chiefs

- Recognize that we serve in a position of public trust that imposes responsibility to use publicly owned resources effectively and judiciously.
- Do not use a public position to obtain advantages or favors for friends, family, personal business ventures or ourselves.
- Use information gained from our positions only for the benefit of those we are entrusted to serve.
- Conduct your personal affairs in such a manner that we cannot be improperly influenced in the performance of our duties.
- Avoid situations whereby our decisions or influence may have an impact on personal financial interests.
- Seek no favor and accept no form of personal reward for influence or official action.
- Engage in no outside employment or professional activities that may impair or appear to impair our primary responsibilities as fire officials.
- Comply with local laws and campaign rules when supporting political candidates and engaging in political activities.
- Handle all personnel matters on the basis of merit.
- Carry out policies established by elected officials and policy makers to the best of our ability.
- Refrain from financial investments or business that conflicts with or is enhanced by our official position.
- Refrain from endorsing commercial products through quotations, use of photographs or testimonials, for personal gain.
- Develop job descriptions and guidelines at the local level to produce behaviors in accordance with the code of ethics.
- Conduct training at the local level to inform and educate local personnel about ethical conduct and policies and procedures.
- Have systems in place at the local level to resolve ethical issues.
- Orient new employees to the organization's ethics program during new employee orientation.
- Review the ethics management program in management training experiences.
- Deliver accurate and timely information to the public and to elected policymakers to use when deciding critical issues.

SAMPLE

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

March 18, 2013

To: RMA Agency Administrators, Fire Management Officers, and Fireline Leaders

From: Chair, Rocky Mountain Area Fire Executive Committee

Chair, Rocky Mountain Coordinating Group

Subject: 2013 Firefighter & Leader Expectations

Thank you for your continued commitment to the Rocky Mountain Area (RMA). The Rocky Mountain Fire Executive Committee (RMA-FEC) and Rocky Mountain Coordinating Group (RMCG) expect the highest standards of professionalism and leadership from our firefighting crews, resources and crew leaders. While the tenets of Duty, Respect, and Integrity are a common and known theme within the wildland fire community, it is important for our firefighters to know your expectations on how to put these concepts into practice.

In 2011, an interagency group representing leadership from multiple resource types at the crew leader level (IHCs, Engines, Helitack, Wildland Fire Modules, Fuels, IMT ICs, Smokejumpers) put together the following list of principles and practices. While this list is not all inclusive, it will serve as a good starting point for you to relay your expectations to firefighters in leadership roles – ultimately improving the standing of RMA resources nationally. Please take the time before this year's fire season to pass on your expectations in these areas to your firefighters:

Communication

- Ensure your interaction with IMTs, hosting units, local fuel management, and local incident commanders is professional and reflects positively on the RMA.
- Schedule and pursue After Action Reviews (AARs) with hosting agencies, fireline peers, supervisors, and subordinates. Make an effort to debrief and learn from your experiences and share those lessons with others in the fire community.
- Ensure that any public interaction by you and your crew is a positive reflection of all RMA agencies.
- Understand and utilize the chain of command to keep home unit and hosting supervisors informed.
- Always feel free to communicate with your RMCG Operations Committee representative in accordance with home unit policy - please share experiences, personal thoughts, suggestions, and alternatives so that we can strive to continually improve how resources are managed and lead in the RMA.

SAMPLE

Safety
- Fire fighter and public safety must be the first priority.
- Ensure that all actions are deliberate and planned and that carelessness or unsafe actions are not acceptable.
- Promote safe working and driving practices at all times.
- Adhere to work/rest guidelines.

Personnel
- Respond to emergency incidents within and outside of the RMA with highly skilled and qualified personnel.
- Promote a professional attitude that supports handling stressful incident situations by frequent positive and supportive inter-crew interaction and camaraderie.
- Promote the same professional attitude with other RMA resources through continuous positive interaction and support.

Leadership
- Demonstrate professionalism at all times – on incidents, between incidents, at trainings, and at public functions where you are representing RMA resources.
- Be personally committed to and responsible for your crew's performance.
- Ensure that your crew's actions are fair and all individuals and agencies are treated equally; we have zero tolerance for discrimination of any kind.
- Handle conflicts with fire line supervisors through professionalism and tact.
- Resolve problems at the lowest level possible to ensure corrections are initiated at the first opportunity.
- Pursue an evaluation before departing all assignments.

Business Practices
- All business practices should be in accordance with the Interagency Incident Business Management Handbook including but not limited to time, travel and fire replacement.

Thank you again for your continued commitment and long-standing dedication to the Rocky Mountain Area. We look forward to working with you to meet our shared goals and expectations!

SAMPLE

**************************This template contains a basic layout of sections required in each RMCG Committee charter. Items presented in a blue font contain issues that should be addressed by descriptions that follow very closely to that presented. The order of the sections/sub-sections should be followed to assist with locating information, but the verbiage in each section can/should be edited to reflect the duties/setup/ operations of the respective Committee.****************************

ROCKY MOUNTAIN COORDINATING GROUP
XXXXXXXXXXX COMMITTEE
CHARTER

Mission Statement

The Rocky Mountain XXXXXXXX Committee is established under the Rocky Mountain Coordinating Group (RMCG) to provide an interagency approach to provide advice, recommendations, support and program implementation of the XXXXXXXXXX.

Purpose and Duties

- insert
- insert
- insert
- insert
- insert
- insert

Membership

The Committee will be comprised of one member from each of the following RMA Agencies:

- Bureau of Indian Affairs (Southwest, Rocky Mountain and Great Plains Regional Offices)
- Bureau of Land Management (Colorado, Wyoming and Montana/Dakotas State Offices)
- Forest Service (Rocky Mountain Region)
- National Park Service (Intermountain Region, Midwest Region)
- Fish and Wildlife Service (Mountain -Prairie Region)
- States of Colorado, Kansas, Nebraska, South Dakota and Wyoming. (Each state may have a representative.)

Agency representatives will be responsible to ensure that respective agency policy and procedures are maintained and agency administrators are informed.

One member of the RMCG shall act as a liaison to the XXXXXXXXXXX Committee.

Additional non-decision-making, Subject Matter Experts may also be asked to become a member(s) of the Committee.

Operations and Organization

Meetings: The XXXXXXXXX Committee will convene as often as necessary to accomplish assigned tasks or resolve issues, but should convene twice a year as a minimum. Meetings are open to agency fire planners and other interested parties. Any Committee member can request additional meetings or teleconferences if the need arises.

Discussion of Issues: Issues will be addressed as tasked and/or appropriate. Issues will be discussed in a professional and respectful manner by members.

Decision-making: The goal of the XXXXX committee is to make all decisions and recommendations using a consensus-based approach using the model displayed on the RMCG website. This model does allow for decision-making by majority vote in rare events.

Conflict of Interest: Members are expected to express opinions on different issues based upon the professional knowledge and interests of the Agency they represent. However, biased opinions concerning issues which may affect the personal interests of the member reflect a Conflict of Interest that is considered unprofessional and may conflict with the best interests of the Interagency fire community as a whole. Therefore, members are expected to abstain from decision-making on any issue in which they have a Conflict of Interest.

Officers: A Chair and Vice-Chair will provide leadership for the Committee. The term for Chair is one year; however the term may be extended based upon individual circumstances and agreement by the committee. At the end of the Chair's term or if the Chair position becomes vacant, the sitting Vice-Chair will assume the Chair position and a new representative will move into the Vice-Chair position.

There will be an agency rotation of the seats, so that all agencies participate equally over time. The agency rotation will be: USFS, BLM, BIA, NPS, FWS, State. If circumstances warrant, there may be a change in the rotation if approved by the RMCG.

Duties and Responsibilities

Chair:

- Serves as the primary contact for the National XXXXXX Coordination Group in the role of the Geographic Area Lead for RMA.
- Disseminates pertinent XXXXX information to the Committee members and briefs the RMCG as needed or requested.
- Is responsible for sharing information with the XXXXXXXXX speaking in one voice for the geographic area agencies.

- Serves as the focal point for collecting and summarizing XXXXXX issues from the zones. Issues that cannot be resolved at the geographic level and require national resolution will be elevated to XXXXX.
- Ensures all topics and/or issues are resolved to the satisfaction of the standing members. Issues that are unable to be resolved will be elevated to the RMCG Liaison for attention and/or further action.
- Ensures that Committee meeting/teleconference notes are recorded, edited, filed and distributed to committee members, XXXXXX and the RMCG liaison. This duty may be delegated to the Vice-Chair.

Vice-Chair:

- Coordinates XXXXXX training/workshops with the XXXXXX, keeping records for the geographic area.
- Functions as the Chair for all conference calls or meetings in the absence of the Chair.

Members:

Members are expected to actively participate in the XXXXX Committee. They are expected to represent the interests of their Agency, be informed on issues and concerns, attend meetings, provide expertise, discussion and feedback, and complete assigned tasks in a timely manner.

Task Groups: The XXXXXX Committee will not task other RMCG committees to accomplish work, but it may set up task groups and/or assign specialists to assist as needed. If established, these groups will operate under the following guidelines:

- The XXXXX Committee may define task groups to assist in completing projects or review proposed procedures.
- The XXXXX Committee will provide direction and oversight to the task group(s) by clearly identifying the task to be completed, the scope of the task and the timeline for completion.

Reports

The Committee will provide an annual report to the RMCG consisting of a status report of activity, issues resolved and/or in need of attention by the RMCG.

Finances

The cost of the meetings, activities and/or operations will be borne by the sponsoring agencies.

Appendices

I. Current members
II. Standard Operating Procedures
III. etc, etc

_____ _____

Chair: Rocky Mountain Coordinating Group Date

Attachment 20

ISSUE PAPER

Prepared for: Rocky Mountain Coordinating Group

Submitted: _____, 20

Title:

Issue:

Background/Status:

Recommendation:

Contact: (Includes name, phone number, electronic address)

ACTION TAKEN
(Circle One)

APPROVED / APPROVED AS MODIFIED BELOW / REJECTED / DEFERRED UNTIL:_____

_____ _____

Date Rocky Mountain Coordinating Group

Explanation: (if needed)

TEMPLATE