

# Pacific Northwest Wildfire Coordinating Group

## Strategic Plan – May 2016

This Strategic Plan has been adopted by PNWCG to provide guidance and intent for interagency efforts toward fulfillment of its mission statement. The Plan will be reviewed by PNWCG and Committees each year in January as preparation for the February PNWCG Annual Committee Workshop; the intent is to provide focus for developing an annual program of work.

This Plan remains serviceable through a three-year planning cycle. The next Strategic Plan revision will occur in winter/spring of 2018.

### **Mission Statement**

PNWCG is established to further interagency coordination of wildland fire and fuels management for local, tribal, state and federal agencies to enhance firefighter safety and protect life, property, and natural resources.

### **Statement of Intent**

To provide effective leadership as an interagency coordinating group, PNWCG will build on the culture of empowerment through active engagement.

### **Values**

1. Focus on interagency collaboration; emphasize mission over agency.
  - o Respect agency differences for their utility in mapping interagency possibilities.
  - o Recognize agency similarities as a pathway for identifying common goals.
2. Work priorities reflect the wise investment of valuable resources.
3. Take a “systems” approach – organize around a network of individuals informed by common knowledge and sharing a common vision.

### **Guiding Principles**

- Stay strategic
- Question assumptions
- Maintain transparency
- Facilitate learning
- Be inclusive
- Recognize need/value of non-traditional partners

## **PNWCG Strategies**

### **Strategy 1: Continuously Improve Emergency Response Capability**

#### **Objectives:**

1. Consistently strive to create a highly coordinated system of emergency response.
2. Integrate agency processes to build unified governance that is effective for all agencies.
3. Pursue measures for improving/expanding interagency capability, including FLA, SAT and Critical Incident Peer Support.
4. PNWCG and NW Geo-Board collaborate on a program of deliberate and productive interaction with IMTs.

## **Strategy 2: Leverage Opportunities to Build Landscape Resiliency**

### **Objectives:**

1. Identify opportunities to mitigate hazards and improve resiliency on the landscape through greater insight and understanding of the wildland fire environment.
2. Utilize landscape level analysis and treatments to protect, preserve and restore critical habitat.
3. Take an integrated approach to fuels management, incorporating all-agency objectives into the planning and implementation of landscape treatments.
4. Leverage lessons learned to grow the knowledge and capability of prevention and fuels management programs, to build more effective partnerships and to continue to promote fire-adaptive communities.

## **Strategy 3: Enhance Relationships in Order to Better Serve and Protect Communities**

### **Objectives:**

1. Engage as collaborative partners; incorporate local planning efforts as a starting point for broader achievements.
2. Support prevention plans that build community resiliency, integrating fuels management objectives and incorporating incident response/management goals.
3. Recognize the role and value of non-traditional partners in keeping communities whole during emergency events.
4. Practice good communications; pay attention to key messages.

## **PNWCG Strategy 4: Promote Effective Successional Planning to Ensure Sustainable Wildland Fire Programs.**

### **Objectives:**

1. Develop an action plan for obtaining critical skills that assesses existing workforce capability, addresses speed to competency for critical positions, communicates need to agency administrators, conducts the necessary outreach to recruit and train future talent.
  - a. Document critical skill shortages related to interagency coordination and incident management and make them visible to fire managers, agency administrators.
  - b. Establish training priorities for critical skill sets; encourage cross-training for individuals qualified in well-populated skill areas; utilize mentoring.
2. Utilize facilitated learning to promote organizational values, individual wellness, and greater understanding of the PNWCG mission/vision.

## **Strategy 5: Utilize PNWCG Organization to Learn, Communicate and Grow**

### **Objectives:**

1. Establish a communication plan that visibly markets PNWCG mission, purpose, organization and goals to agency employees and the public.
2. Encourage interagency engagement by recognizing/awarding achievements of individuals on PNWCG Committees.
3. Empower PNWCG Committees, providing clear leader's intent and by informed engagement of PNWCG liaisons.
4. Develop a program for consistent executive engagement/feedback relative to ongoing interagency issues or needs.
5. Utilize PNWCG strategic planning to evaluate mission and productively engage non-traditional partners.

## **Monitoring and Implementation**

The Strategic Plan identifies relevant strategies that effectively move PNWCG towards fulfillment of its mission.

The Annual Program of Work engages specific tactics/tasks that PNWCG has decided to pursue, or has empowered Committees to pursue, as a means of implementing strategies. The program of work also identifies the parties responsible for accomplishing specific tasks by assigned dates.

The Annual Accomplishment Report documents completed tasks and status of ongoing activities.

PNWCG may issue Task Orders through respective liaisons to Committees/Task Groups that define work expectations, coordination requirements and due dates for specified tasks. These tasks are selected from the actions in the Annual Program of Work that rise to priority during the year. PNWCG-ordered tasks are coordinated through liaisons with the appropriate Committee/Task Group(s).

Committees may independently form task groups and assign tasks that serve to meet PNWCG intent. Taskings are coordinated with their PNWCG liaison.

The Strategic Plan, the Program of Work and the Accomplishment Report are all found on the PNWCG Web site.

Annually, Committees will be requested to provide input to the Strategic Plan, to priorities intended for focused implementation of the Plan, as well as submitting ongoing and completed work as part of the PNWCG Accomplishment Report.

Annually, the PNWCG will dedicate one meeting entirely to review and "re-focus" Strategic Planning.

The PNWCG Facilitator and the current Chairperson will be responsible for tracking the Strategic Plan.