

**NWCG LEADERSHIP COMMITTEE/CMUL MEETING**  
**Irvine, CA**  
**December 2-5, 2019**

***Agency Representatives Present:*** John Wood, Co-Chair (USFS); Mike Ellsworth (BLM & FWS, acting); Shane Olpin (USFS, W/TH); Paul Hannemann (NASF, acting); Jim Shultz (NPS, acting; M/TU)

***Ad Hoc:*** Deb Fleming (BLM), NWCG Branch Coordinator; Ashleigh D’Antonio (USFS), L-180/L-280 Co-CMUL; Brandon Selk (USFS), L-180/L-280 Co-CMUL; LJ Brown (BLM), L-380 CMUL; Paul Cerda (USFS), L-480, Co-CMUL; George Risko (NASF – Southern Region), L-481 Co-CMUL; Jay Wickham (NASF – West Region); Pam McDonald (BLM), Logistics/Social Media Coordinator; Monica Morrison (USFS), *Leading in the Wildland Fire Service*;

***Guests:*** John Hill (USFS); Andre Evans (USFS); Ted Adams (USFS); Dr. Patricia Watson (National Center for PTSD, M); Ted Mason (BLM); Frank Guzman (USFS, M); Maeve Juarez (Monticetto FD, W/TH)

**MONDAY, DECEMBER 2 – CMUL MEETING**

**WELCOME & INTRODUCTIONS**

***(WOOD)***

CMULs, LC members, and guests introduced themselves.

**CURRICULUM MAPPING & LEADERSHIP LEVELS UPDATE**

***(ELLSWORTH/MASON)***

Mike Ellsworth and Ted Mason provided updates made to the curriculum mapping following the spring 2019 meeting in Santa Fe. Mike and Ted incorporated leadership levels into the framework. Mike identified the various levels by position as well. The map will be used as a curriculum management tool, outreach document, and a roadmap for IPDs.

CMULs discussed the various categories within the map.

**LEADERSHIP CURRICULUM UPDATES**

***(CMULs)***

***L-180/280***

Ashleigh will be on a short detail to Boise to work on leadership initiatives, including L-180/280 revision and the *CMU Guide*.

***L-380***

Joe Williams and Matt Lynde were unable to attend the meeting. John Wood presented information from the CMUL notes.

LJ Brown is the point of contact for the agency version. Rowdy Muir retired.

***L-381***

LJ Brown and cadre will be evaluating a new agency lead instructor for the PNW the week of December 10.

### ***L-480***

Four deliveries are scheduled for the 2020 training season. The task of recruiting additional providers continues.

Jim's operational flexibility to work on leadership tasks has diminished. Jim will engage Paul Cerda more. Andre Evans expressed a willingness to contribute as well.

Curriculum changes will be incorporated in the mapping as soon as possible.

### ***L-481***

George Risko reported the course is static. Presently only one provider is approved for delivery.

### ***L-580***

Kelly Woods has edits for the curriculum map.

The beta Chickamauga/Chattanooga L-580 Staff Ride was a huge success and will be ready for delivery in November 2020. Chris Wilcox and Kelly Woods were on hand to evaluate. Many conference group leaders were approved during the beta delivery.

OMNA's operational flexibility to support staff rides is diminishing.

The San Diego County Mega Fire Case Study will be held in late February in Redding for the NPS and California OAS. Also included in the delivery will be a mini site visit to Whiskeytown/Carr fire.

**UPDATED ACTION: In consultation with remaining L-580 CMUMs, develop a strategic vision for L-580 curriculum management and report out at the spring 2020 LC meeting. (Kelly Woods - Lead)**

### **CURRICULUM MAP/LEVELS OF LEADERSHIP WORK SESSION**

Mike Ellsworth led the group through a review and refinement of the curriculum map and levels of leadership.

#### **Action Items/Next Steps:**

- **Incorporate suggestions from the work session and CMUL final review into the curriculum map by January 15, 2020. (Mike Ellsworth, Jim Shultz, and Ted Mason)**
- **Consult with Annie Benoit, NWCG Training Specialist, about incorporating leadership levels into IPDs by January 30, 2020. (Mike Ellsworth/Ted Mason)**
- **Submit draft to CMULs for final review by February 14, 2020. (Mike Ellsworth)**
- **Submit edits to the curriculum map and recommended leadership levels for each ICS position to Mike Ellsworth by March 15, 2020. (All CMULs)**
- **Report out on final curriculum map/leadership levels per position at the spring 2020 LC meeting. (Mike Ellsworth)**
- **Vet curriculum map through stakeholders by April 15, 2020. (All agency representatives)**
- **Present the finalized curriculum map/leadership levels to the Executive Board at their May 2020 meeting. (John Wood)**

## **TUESDAY, DECEMBER 3 – LEADERSHIP COMMITTEE MEETING**

### **WELCOME & INTRODUCTIONS**

**(FENNESSY)**

On behalf of Orange County Fire Authority, Chief Brian Fennessy welcomed everyone and provided a brief history of his involvement with the committee and as preparation for the panel discussion Wednesday afternoon.

LC and ad hoc members and guests introduced themselves.

### **SELF-CARE/ WELLNESS INITIATIVE**

**(DR. WATSON)**

Dr. Patricia Watson, National Center for PTSD, briefed the committee on the Stress First Aid peer support model. The model has been mapped onto various governmental agency platforms (FEMA, Navy, Marines, and the National Fallen Firefighters Foundation) and shapes a way of thinking. Stress First Aid should be considered a facet of leadership development, fitting well with self-care and wellness.

Kim Lightley consulted with Dr. Watson for adaptation of the model created for the National Fallen Firefighters Foundation for use in wildland fire. Through a multi-year contract for Dr. Watson's services, Kim is organizing Stress First Aid train-the-trainer sessions to be held in Tucson in February 2020.

LC members had a robust discussion regarding the critical need for self-care/wellness within the wildland fire service. Members acknowledge the need to coordinate efforts with the Risk Management Committee's Mental Health and Wellness Subcommittee.

### **Action Items:**

- **Brief the Risk Management Committee (RMC) on Dr. Watson's presentation and recommend the Mental Health and Wellness Subcommittee pursue an educational campaign using the Stress First Aid model and report out at the spring 2020 LC meeting. (Ted Mason)**
- **Submit a joint NWCG budget request with the RMC to support self-care/wellness initiatives and training by January 15, 2020. (John Wood and Ted Mason)**
- **Consult with the IRPG coordinator to incorporate self-care/wellness and report out at the spring 2020 LC meeting. (Mike Ellsworth)**
- **Incorporate self-care/wellness in to the curriculum with Dr. Watson's expert assistance by February 14, 2020. (All CMULs)**
- **Determine what parts of the Stress First Aid course could be placed in the Leadership Toolbox and report out at the spring 2020 LC meeting. (Monica Morrison)**
- **Consult with Travis Touchette about creating a self-care/wellness module for the annual fireline safety refresher and report out at the spring 2020 LC meeting. (Mike Ellsworth)**

## LIAISON UPDATES

### *NWCG Coordinator Update*

*(Fleming)*

- Deb briefed the group on an informal Executive Board tasking regarding
- The NWCG Executive Board will meet December 18 in Boise. **(LC Update by John Wood)**
- Funding requests are due by January 15, 2020. **(John Wood and Eric Walker)**
- Finalization of the leadership curriculum management guide is a priority. Included will be ethics guidance for agency instructors teaching for outside sources and instructor certification.

**ACTION: Incorporate information and update previously duplicated information in the FMCG found in the draft leadership curriculum management guide into the training catalog on the NWCG website (Deb Fleming, Ashleigh D'Antonio, and Nancie Turner).**

**ACTION: Finalize the leadership curriculum management guide and post on the LC website by March 1, 2020. (Ashleigh D'Antonio and Pam McDonald)**

### *GATR Update*

*(Woods)*

- There will be significant turnover in the GATR organization.
- GATRs continue to focus on the learning portal.

## MISCELLANEOUS

### *Values and Principles Discussion*

*(Morrison)*

Monica Morrison briefed the LC on the status of the values and principles revision effort. The group discussed an email from a former committee member expressing concern about the effort. The LC feels the duties are legitimate, but the principles need to be contemporized. Various versions of the principles exist throughout program elements.

**ACTION: Align versions of the values and principles throughout the WFLDP and report out at the spring 2020 LC meeting. (Monica Morrison – Lead and CMULs)**

**ACTION: Revise the wildland fire principles to reflect contemporary language and culture and present at the spring 2020 LC meeting. (Monica Morrison – Lead, Jim Hill, Mike Ellsworth, Paul Cerda, Brandon Selk)**

### *Authentic Leadership Video Project*

*(Waldron via Wood)*

The authentic leadership video project should be completed in a couple of months. Texas Forest Service will host the videos.

### *Thirty-Mile 20<sup>th</sup> Anniversary (2021) video*

*(Wood)*

Anthony Veltri (CIO) is willing to lead the Thirty-Mile 20<sup>th</sup> anniversary video project. Connections have been made with various survivors. The project will need to be vetted through the US Forest Service.

**ACTION: Contact Anthony to pursue production of the Thirty-Mile 20<sup>th</sup> Anniversary video and report the status at the spring 2020 LC meeting. (John Wood)**

***Paul Gleason Lead by Example Award***

***(Wood)***

- Paul Cerda volunteered to take over as the LBE Award Coordinator.
- George Risko briefed the group on Jim Karel's LBE Lifetime Achievement presentation.

***Wildland Fire Leadership Campaign***

***(McDonald)***

- The 2019 campaign concludes December 31, 2019.
- The 2020 Wildland Fire Leadership Campaign – *Command Presence – Who Are You?*  
New to 2020 is a Facebook discussion group.

**WEDNESDAY, DECEMBER 4 – SITE VISIT AND LEGACY PANEL**

**KNOTT'S BERRY FARM SITE VISIT**

***(OCFA)***

LC members met with emergency operations personnel at Knott's Berry Farm. Members say how the private sector has adapted ICS to respond to emergency situations. Unity of effort and strong relationships have led to successful responses during incidents. Every employee is a leader and part of the response plan.

**EXPERIENTIAL LEARNING**

***(OLPIN)***

National staff ride workshops resulted in two new staff rides: Chickamauga/Chattanooga (East) and Griffith Park (West – Los Angeles).

Additional experiential learning opportunities the USFS is assisting with include:

- Los Angeles City – Mendicino Complex and First Interstate High-rise fire
- New York Fire Department – Hurricane Sandy
- OMNA – 9/11
- Wharton School of Business (Preston Kline) – mission-critical teams

Maeve Juarez briefed the LC on efforts to create a staff ride/case study centered on monumental incidents within Santa Barbara.

**WFLDP LEGACY PANEL**

***(FENNESSY)***

Orange County Fire Authority hosted a panel of wildland fire leaders who were instrumental in Wildland Fire Leadership Development Program formation. Panel members included:

- Paul Hannemann, (NASF), L-480 Steering Group
- Mark Linane (USFS-retired), IHC representative
- Jim Cook (USFS-retired), Leadership Sub/Committee co-chair
- Bill Molumby (USFS-retired), L-480/580 Steering Group
- Dan Buckley (NPS), Leadership Task Group member
- Randy Skelton (USFS), Eyes Forward, L-280 Train-the-Trainer, L-380 CMUL
- Mark Smith, Mission-Centered Solutions
- Anthony Escobar (USFS-retired), Moderator and early contributor

The video can be found at <https://vimeo.com/377668246>.

## **THURSDAY, DECEMBER 5 – LEADERSHIP COMMITTEE MEETING**

### **LEGACY PANEL DEBRIEF AND TAKEAWAYS**

*(Wood)*

- Leadership principles should be contemporized to keep them relevant.
- Co-location with other committees would be helpful.
- A change to the L-380 audience is justified.
- Benchmarking is vital to the growth and improvement of the program.

### **WFLDP – HISTORY PROJECT**

*(Morrison)*

Monica Morrison recommended the LC develop an in-briefing packet for new members and guests. A wealth of knowledge resides with members who will be retiring in the next few years. Collecting historical documents and creating SOPs would assist incoming members to traverse the functioning of the program.

Pam McDonald suggested creation of a digital library with links included on notes and agendas.

Information to be referenced may include, but is not limited to:

- [\*Findings from the Human Factors Workshop\*](#) – November 1995/July 1996
- [\*Wildland Firefighter Safety Awareness Study\*](#) – October 1998
- [\*Report of the Leadership Task Group to the TWT\*](#) – February 2001
- [\*Firefighter Life Safety Summit Initial Report\*](#) – April 2004
- [\*OFCA legacy panel video\*](#) – December 2019
- [WFLDP website](#) and social media platforms ([Facebook](#), [Twitter](#), [Blogger](#))
- [NWCG Leadership Committee website](#) (rosters, meeting minutes, etc.)
- *Leadership Curriculum Management Guide*
- LC/LCSC roles and responsibilities
- NWCG processes and publications

**ACTION: Create a digital library of leadership publications and websites and include reference on agendas and within notes and forward to LC members by February 1, 2020. (Pam McDonald)**

John Hill, USFS – Unita-Wasatch-Cache NF, has a degree in history and a Master's degree in historical preservation. With LC approval, John will embark on a historical preservation project for the WFLDP. John will also assume the notetaking function for the committee as succession planning for Pam McDonald's functions.

### **RISK MANAGEMENT IN THE WILDLAND FIRE SERVICE**

*(Smith)*

Mark Smith provided an in-depth presentation regarding risk management in the wildland fire service and why risk management is a leadership function. Risk management should be approached with objective decision making and expressed through leader's intent. The present system is too subjective.

#### NAVAL ACADEMY BENCHMARKING VISIT

(OLPIN/WOOD)

Shane Olin, Jim Shultz and John Wood visited the Naval Academy in Annapolis, MD. This benchmarking opportunity resulted in a partnership with the Academy and an open invitation for LC members to audit classes, access to resources, and a look into instructor development.

#### NWCG INFORMAL TASKING

(FLEMING)

Deb Fleming reminded the LC of the NWCG's Executive Board request from their June 2019 meeting. "The Executive Board requests the Leadership Committee discuss the process for all instructor qualifications in Fall 2019. Report back to Executive Board post meeting." This request followed a request from the Pacific Northwest's request to self-certify instructors. That request was denied by the EB.

John Wood was under the impression a phone call following the meeting was sufficient. Additionally, LJ Brown will be evaluating a new agency L-381 instructor the week of December 10, 2019.

The LC reiterated that all information regarding instructor qualifications and certification is located in the *Leadership Curriculum Management Guide*. John Wood will follow up as necessary.

**ACTION: With support of Deb Fleming and Pam McDonald, finalize the *Leadership Curriculum Management Guide* and post on the NWCG Leadership Committee website; report progress at the spring 2020 LC meeting. (Ashleigh D'Antonio)**

#### NEXT MEETING

The next LC meeting was tentatively set for the week of April 6, 2020.

## **NWCG LEADERSHIP COMMITTEE**

### **Assigned Areas of Functional Responsibility**

#### **Liaisons**

- NWCG – Deb Fleming
- Geographic Area Training Representative – Kelly Woods
- IHC – Jay Wood
- NAFRI – Bill Miller
- Smokejumper – Brent Morrison
- Wildland Fire Lesson Learned Center – Travis Dotson

#### **Curriculum Management Unit**

- Refresher Training – Travis Touchette
- L-180/L-280 CMU – Brandon Selk and Ashleigh D’Antonio
- L-380 CMULs – Joe Williams and Matt Lynde
- L-381 CMUL – LJ Brown
- L-480 CMULs – Jim Shultz and Paul Cerda
- L-481 CMUL – Shane Olpin and George Risko
- L-580: Chris Wilcox, FWS (CMUL); Paul Hanneman, TAMFS; Dave Gerboth, SDFR; USFS; 2 vacancies

#### **Online Leadership Toolbox Task Team Leads**

- After Action Reviews – LLC w/Travis Dotson
- Briefing and Intent – Joe Williams and Matt Lynde
- L-280 Field Leadership Assessment Course – Brandon Selk and Ashleigh D’Antonio
- LEAD Time – Andrew Addey
- Leaders We Would Like to Meet – Jenn Smith
- Leadership Media – Travis Touchette
- Mobile Applications – John Wood
- Professional Reading Program – Justin Vernon
- Self-Development Plan – Monica Morrison
- Social media: Blog/Facebook/Twitter – Pam McDonald and Justin Vernon; YouTube Playlist – LLC/Travis Dotson, NIFC/Jenn Smith
- SOP Guide – Brent Morrison – Lead, Aaron Mielke and Jay Wickham
- Staff Ride Library – George Risko
- TDGS Library – LLC w/ Travis Dotson

#### **Miscellaneous Functional Areas**

- Gleason Lead by Example Award – Paul Cerda
- Leadership Program Presentations – LSC Chair
- *Leading in the Wildland Fire Service* – Monica Morrison
- Logistics Coordinator – Pam McDonald
- Budget – LSC Co-Chairs
- Record Retention – All Members and Pam McDonald
- Webmaster – NWCG
- Wildland Fire Leadership Campaign – Pam McDonald



## **Approval Process for Committee Membership and Meeting Attendance**

- Agency Representative membership approval – Parent Group
- CMU Lead approval – Agency Representatives
- Ad Hoc membership approval – Agency Representatives
- Guest meeting attendance approval – Courtesy notification to the LSC Chair and Logistics Coordinator

## **Leadership Committee Historical References and Websites**

- [\*Findings from the Human Factors Workshop\*](#) – November 1995/July 1996
- [\*Wildland Firefighter Safety Awareness Study\*](#) – October 1998
- [\*Report of the Leadership Task Group to the TWT\*](#) – February 2001
- [\*Firefighter Life Safety Summit Initial Report\*](#) – April 2004
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