

NWCG Leadership Committee Meeting, In Person and Virtual, Boise, ID

April 2-4

April 2nd

Attendees: Patrick Morgan, Mike Ellsworth, Brandon Selk, Ted Adams, Ashleigh D'Antonio, Justin Vernon, Russ Babiak, Carmen Thomson, TJ Gholson, Erin Burkehammer, Tess McCarville, Richard Putnam, Ryan Sharp, Jaimie Olle (virtual), Kelly Woods (virtual)

[Teams Document Library](#)

Intro – Patrick Morgan: Thanks for everyone taking the time to make it, with the FS and probably with others, budgets are getting tight, and time is certainly tight – but I really feel value in the in person time that we share together.

Chris Wilcox – Div Chief for NPS. This group has been one of the most impactful pieces or drivers of wildland fire. Going back to the inception of the committee that came from the taskings following the Tri-Data study that came on the heels of fatality events. Key holes in fire were recognized in communications, decision making, and leadership. This group has shaped an entire culture. We changed the language and the expectations of firefighters, leaders, and agency administrators. In 2014, we completed the 14 taskings of the Tri-Data report. Gettysburg staff ride led us as a leadership committee to consider if we've won the battle or if we're winning the war. We've seen a substantial turnover in the committee, so to consider what the initial impetus of the committee is – it's to serve the community. We've changed the culture (won the battle), we have yet to identify what's next. Do we hold on the bank of the Potomac? Or do we find what's next to win the war? Half of our workforce was born after the creation of the Leadership curriculum. What problems have yet to arise? In the generation of 'back benchers', people were beating down the door just to hear the dialogue. I was hungry to hear what was being discussed and it was always meaningful and powerful to my story and my development. The contributions that I made in this group have been some of the most powerful moments in my career.

How do we fit in the shift that we've seen politically? Looking at recent history in regard to Congress hearing us on the subject of mental/physical health and sustaining whole people. The work hasn't changed. The duration and complexity has changed. There are pieces that we can connect with in the behavioral health space to leadership and we can identify relevance and to build in the training.

On the subject of back benching: FS folks want to show up and be a part of it. At the end of the day, day jobs are increasing the percentage of plate. I know we have folks that are interested and willing to participate – but how do we build the back bench of non-voting members? As a committee, I feel like we've lost that connection – how do we build that in again? Budgets are tapped currently – how do we still keep people engaged?

Can you provide some perspective from once being part of the committee – how do you see the initial energy shifting into this phase of maturation? What started us were those tasks (those were given to us). As an example – a firefighter on the South Canyon staff ride said "Well, why didn't they just pull out the IRPG?" Not everything that the community has currently was available then. Not every tool that will be helpful in the future is apparent at this time. How do we better leverage our connections to leverage communication, fatigue, mental health, on and on? We didn't just work in the meetings – we had task groups that worked and interacted and between the meetings. We had to hurdle a culture of "why would I send someone to training – we have work to do." Some of the culture still exists today.

Kelly – it's good to remember that we're a sister group (LLC). We're always here and always excited to partner. Patrick – I can't imagine doing business without the LLC partnership.

Mike – we had the trinity: LLC, WFSTAR, Leadership. We were intentionally coordinated in the past, we should get back into the groove of influencing what's coming out of both groups. We agree that our communication to the field sucks. Mailchimp, facebook, X, mass e-mails, etc – are not reaching the field. There are untapped efforts that we need to find better ways to leverage.

Do we, as a committee, need to find the next 14 taskings? We need to dust off the line of efforts that came from the original 14 taskings.

[Line of Effort-Strategic Plan \(Word on Teams\)](#)

Looking at those the line of efforts, there were things that we evaluated like leading in the unwinnable situation. Resilience in leadership. Building stress antibodies (high-school breakup). How do we prepare folks for failures of leadership in unwinnable situations?

We're refreshing a lot of things. What's the new? What should we be chasing?

Is there a bigger, strategic plan that incorporates maintenance and future direction?

That was the exercise in the 1-3-5 year exercise

[1-3-5 Year Plan \(Excel on Teams\)](#)

How do we make sure we're recruiting and innovating? We used to have rich uncle Shane to pay for travel in the FS – budget modernization created a hurdle that we have yet to overcome.

What is our touchpoint to the current generation that makes leadership relevant?

What is the 'why'?

Themes: connecting to history, creating relevance, space for innovation, hearing from those that need it

What can we do to rectify the power and utility of a debriefing? How do you create time for innovation? How do we get this stuff in front of those types to make sure that they see daily utility and exercise in it? How do we communicate our program? (We run into people that aren't even aware of our program.) Is there space to create bite sized content? Where are we recruiting? Can we deliver ourselves to the academy? Can we empower people to do things a different way with our intent?

We have to start challenging some of the foundations that came before us due to the shifting environment. Refresher trainings, daily exercises, find the teachable moments every day. A lot of the communications we're doing serve an opt-in audience that is already aware of the committee and its work.

Experiential learning is the next piece that's right in front of our face. There is opportunity for us to minimize some of the chaos around staff rides. It fits our target audience; we want to be outside. How do we make training free?

Mike's staff ride on a piece of paper facilitation technique. Ashleigh's RT from a case study. Justin's terrible RT-130 unit on a bad tree.

We don't teach people how to be teachers. How do we promote that skillset?

The reality of the field is that we are not seeing people in positions anywhere close to how long they had in past years. People need to be trained and developed as fast as possible. A GS 03 will be doing 05 work in one year, a GS 05 will be doing 08 work in two years. There's no slow rolling anymore. People are being pushed into positions way faster than we'd ever imagined. Leadership curriculum could help people deal with the unknowns of their future.

Curriculum Updates

L180 – Static, waiting on 280 development to be done. Once 280 is done, we'll focus on alignment.

L280 – Things are nearing completion. A few more units to go into NWCG pptx format. About to pass off to NWCG. Goal is to have content solidified and off to NWCG by end of May. Colby and company will work on final and get it out. Hopefully coordination need will be light. Hoping to have it live and out by 9/1/24.

Request for change to require L280 for single resource boss. Leadership committee could be the group that can encourage request for IPSC – part of this request could also allow other position stewards to consider whether or not they want to add L-280 for their qualification standards. We've had a philosophy that we don't meddle in requirements, but the gap in leadership has come up enough times that it could due to be addressed.

L380 – The group that got together post-Orange County, intent is to make the content more approachable, easier to build a course, easier to maintain a cadre, etc. We've changed the design criteria, not the content. Hope is to make organizations see an easier way to maintain delivery. Should allow the GATRs to be the gate-keepers of who can be a unit instructor. This will apply to vendors and agency delivered.

Unit instruction changed from objectives to learning outcomes, included delivery considerations, have an intent statement. Still requires a book from the PRP, allows for cadre to select a book from outside the PRP but they are required to push it through the PRP process to then include on the list.

Book distribution is a problem to be considered. Ensuring cadre reference the book throughout the week is a problem to be considered.

If reading is required – how do you ensure it is utilized in class.

Mike proposes that we don't call it prework to allow cadre flexibility.

We are building an agency package. Design criteria can provide broad visibility. Unit Maps are being build for each so help give a more finite viewpoint of one example of how to deliver. It could make for a cleaner package to share with other vendors, agency providers, international partners (Canada, Australia).

Criteria to be lead instructor. Have developed a list to allow the GATR to evaluate the individual (resume, instruction history, knowledge of subject areas, letter of recommendation, etc.). GATR will be the evaluator in lieu of CMUL.

Have we ever tried to articulate the problem of lacking instructors? Have we made a business case/organizational case for creating our own curriculum/training? We need to articulate the problem to the degree that it can be pitched in an elevator and delivered in a briefing paper so it can be used to advocate when the opportunity presents itself.

How do we recruit cadre? For staff rides and for L-Course delivery. You need to know the right person to get invited to the table – how to we circumvent the 'who you know' problem? (R2 L380 asks students if they're interested to help teach). R3 is trying to solve the problem as a region to maintain an interest list that helps ID who needs reps, who needs practice delivering, etc.

L381 – Time frame is to come back to this committee in the fall to have signoff. Coordination needs to be done with websites, communication, GATRs, distribution, etc. Vetting will be continued.

Plan to create the same design criteria product for L381 in the same style as L380 to make the course more approachable for regions/vendors.

Considering merging the CMUL responsibilities for 380 and 381. We will be forced into having a team cover both.

L480 – (BSU course) Russ, Paul, Mike E – auditing the L course in a hope for an off-the-shelf delivery. The course may not be an off-the-shelf delivery, but conversations being had with the director of the leadership program to build us a course that meets L480. The logistics could be inhibitive for attendance (2 days/month/4 months). Could be awfully close to an L480. Russ will write up a comparative analysis between the experience and L480.

Micro-learning experiences. This course could offer something like that. It is cool to sit with a non-fire audience and hear how they approach and see leadership. The business tilt of the lessons gives a viewpoint on how to consider leadership during the 90% of the time that is not incident related. Has been another example of good coursework and delivery (they are professionals).

Has led to the conversation about where 480 fits. Could be a discussion that generates a list of leadership trainings that aren't incident related but will make you a better leader.

Is L480 a space that could benefit employees on the arc of their career to shift how they consider 'customers'.

Tess – Texas A&M leadership course delivered a course for the development program. There are 6 styles of leadership studied in the industry, one is not the end-all-be-all, the styles have been studied over time and the long-term impact of certain styles has been shown (command and control has long term implications).

Can we stop numbering the courses?

I do like the idea of looking at other courses and bucketing them.

PFTC has the fuels academy because they recognized a lack of the existing skillset in the workforce and people needed an expedited pathway for competence. The lead of the program pulls in tools, widgets, and experts and pulls them in.

Is it worth this group considering a pseudo-endorsement of these kinds of programs? Associated with a leadership level or someone's drive to pursue their merit badge is leadership (certificate).

L580 – Plan of action, it has been passed to Maeve as lead CMUL. Both will go to Gettysburg in May to take a wide look at where/what it is to figure out where we want to go as a whole. There are really only a few objectives that make 580 what it is. It is the audience and the level of conversation that makes it what it is. Rosters have drifted enough to make the groups less impactful than past iterations. Need to evaluate who is going and practice some accountability.

Could we develop a delivery that fits a national delivery for high acuity engine bosses/FMOs/other audience? Use this to point individuals to a 'more appropriate' delivery?

Are we pushing to stand up an L580 steering committee? Having a small, 5 person group that oversees what 580 can and should be – that could bring updates back to this committee – could serve a need. We just need to sit down and figure out what we mean by that. How do we approve other events that fit 580 criteria?

Too many people can be hard to get together – too few people can create an echo chamber.

First step could be to sharpen the audience (minimum participant qualifications). Next step could be to clarify learning objectives.

As a CMUL lead, Mike would posit that the separate day for CMULs is inefficient – the same conversations are rehashed on the second day. Building in time for the CMUL group for working time is still beneficial. Agenda will be re-worked.

L481 – ATO is putting a course together. Their first attempt at a structure was not great, now they're at a better place to make progress.

How does L481 fit with the basic and advanced CIM training? L-committee should take and advertise a stance. We will evaluate the outcomes from L481 to see if it meets the end-results of CIM training. Will consider if it remains equivalent? S420 and S520 will be exchanged with basic/advanced CIM. If a course is required (420) and there's an equivalent (L481) – the GATRs have the ability to use vendors as an easy button. If it is not equivalent, the required course will stay (420). We may have to tweak the L481 to fill the gap that's created in the inception of basic/advanced CIM.

Professional Reading Program Update:

2024 List:

- Emotional Agility by Susan David
- Young Men and Fire by Norman Maclean
- The Wisdom of the Bullfrog by William H. McRaven
- Writing to Persuade by Trish Hall
- The Art of Clear Thinking by Hasard Lee

April 3rd

Attendees: Justin Vernon, Richard Putnam, Mike Ellsworth, Ashleigh D'Antonio, Ted Adams, Brandon Selk, Russ Babiak, Patrick Morgan, TJ Gholson

NWCG will need some heads up for pushing go on L-280, the publications shop is swamped, timeframe for delivery is 2+ months. No worries, as long as the work that's done on our end is completed on schedule (pretty much done by end of today, if working time is allowed). If it takes NWCG time, Mike and TJ can track progress in NWCG space.

Experiential learning – Ryan and Ash have been chatting with George independently – Ash been working on having conversations about how to deliver staff rides using only agency personnel (in R3) – building capacity in the Fed & State workforce in hopes of making staff rides more feasible for implementation without great expense. Nuttall is an example that is fully self-contained, not contracted. Hope is to use them as a training ground for field facilitators and folks who want to get involved in addition to the training tool that already exists. Hope is to develop a similar POC for each region to fill the same niche. Jamie Strelnek (Stanley AFMO) is interested, will go to Nuttall and Ash will try to bring along in the journey.

Love the idea of creating a training for facilitators and conference group leaders. We can use staff rides as a training ground for that.

I don't feel like we have a cohesive vision for what the subcommittee will be doing but would like to get more facetime with George and others to get a clear picture of the role.

Ryan – it would be great to have a list of conference group leaders that we could lean on within the interagency space. We brought in George and FL state to Ransom Road Staff Ride, it was a powerful example of intermingling state with fed. Is there a cadre list? Could be build one? There are good conference group leaders and there are not great ones – potential to be honest with ourselves about potentially not asking them out again.

Ash - Next step is for the four of us to get together and to build a cohesive strategy to move forward. We need to be considerate about how our list interacts with regional training officers, GATRs, and more to ensure we're not stepping on toes or generating independent action.

The GATRs are the best point of coordination for the interagency space.

Having someone to be a liaison from LC to each region/agency will be important to build those relationships and coordinate efforts.

How do I coordinate with ongoing efforts? How do I honor a request for putting on a staff ride without damaging relationships or enflaming sensitivities? I want to mend relationships, coordinate efforts, and collaborate.

Need to figure out: Who owns/is the POC for the staff ride? If the unit owns it, how to allow them the time and space to determine frequency/schedule for putting it on?

Are we getting rid of the "only national events" standard for the map? There can hopefully be a middle ground where the indicator delineates national/local affect. The issue is we have events that have been developed but don't have a space on the website. We've realized that we don't need a complete, professional package to allow a staff ride to be put on the website.

NPS is struggling with maintaining a list of cadre/group coaches. FS (Patrick) is building a list as well.

How much information do we want to post where?

Where do we house the list of staff rides? How do we house the list of POCs?

How do we collect list of cadre and coaches?

Build a new map.

Use/build a course shell in the WFLP. Referenced from NWCG website.

What is the filing cabinet?

WFLDP page in the portal – needs updating (four pages of text).

Tess will work with Ashleigh.

Subcommittee will take on the governance structure to think through the process/information flow/etc.

Continue to build staff rides as time allows.

Subcommittee makeup: Ashleigh, Tess, Jamie S, Ryan S, Willie K (William_knudsen@nps.gov), George

Patrick will work with Ashleigh to develop an intent statement for subcommittee.

Does development of group leaders need to be on the radar but not prioritized at early stage?

Delivery group will feed recruitment – development group to come later.

Ultimate goal is to get more staff rides out there.

The Point Fire Story Map, produced by WFSTAR, is an example of an ideal to strive towards. Travis Touchette with WFSTAR could be leveraged to create staff ride story maps. However, low on our priority list.

Being selective about which staff rides we place emphasis on will be important to find which ones resonate with the newer generation. Additionally, there are some sensitivities about implementing a staff ride too soon (e.g. Yarnell circa 2021). We've found the most success in aiding the folks who want to develop it.

The conference group leaders facilitate the connection to relevancy for newer folks.

What about Gettysburg as a staff ride? It's not on the website? Will it alleviate some of the 580 issues? Should we advertise fire-only staff rides?

- Don't really see an issue listing it as a staff ride and mentioning that it is typically a contract-delivered session. Just need to be careful about generic statements that don't endorse.

Military contacted George about going to Mann Gulch – George is working with Dan Cottrell and Missoula SMKJs to do the thing. Logistics are a heavy load. Working an angle to get ownership and buy-in is tricky. The window for delivery is tough because it is the start of fire season.

Bow tied on experiential learning for today.

Self-study curriculum

On the portal.

Seeing use.

Added one member to the wolfpack (Chris Ayer).

Heather Heward at U of Idaho is requiring students to go through LL1 and LL2. Will solicit feedback at the end of the semester, will set up a conversation with Patrick and Heather.

Will introduce Heather to Russ (for potential look at L-480 academic program review).

Professional Reading Program – There is a portal copy and paste from the NWCG website.

Was able to finalize the list this year (later than usual). Usually takes 2-3 weeks to get updates to the website, this year may take 1-2 months.

I see more administrative roadblocks that can decrease efficiency.

2024 list should be up imminently.

With the switch from Sara to Carmen, our data ask about utilization of the website is still hanging out there. Justin will find e-mail and recirculate to Mike, to recycle to the top of the inbox.

Had ~11 book recommendations last year. The mail chimp was likely a contributor to hearing back more. Already has 3 recommendations this year. Will hit the mail chimp again.

Who maintains the portal? The WFLDP tab – there is a little bit of workload. Who can we make a portal POC to help update information. Can we make someone an editing trainer to update the PRP portal page? Ted can help, Tess can help.

Justin will think on which site will take the singular presence (Portal or Website).

We have two needs. Information hub/delivery.

Justin does want to have both, doesn't have the bandwidth or expertise in portal creation.

Justin needs to bring in a second person to help with PRP and encourage (potentially recruit for) Portal talents. Russ & Patrick will inquire with Rick/others to find who can help.

Can we test drive a limited lifetime discussion board for PRP? Experimenting with timed deliveries?

Social experimentation...

While we all want to produce 'A' quality work, it is a good reminder that we can be ok with 'B' and 'C' quality work. *Continuing to produce material and getting it pushed out to the masses is the target.*

Other committees – Podcast with Monica. Haven't touched bases in over a month but has no bandwidth to get it up and running. After discussion with the LLC the impression is that they're willing to partner, but it hasn't gotten going. Podcast is a great idea that could provide some good stuff – it exposes a typical problem with the L Committee, that it's a good idea, but we don't have the energy to keep it going.

- Proposal is to push pause on the podcast, keep it in mind for a later date.
- Support from Richard, we need to narrow our focus to ensure what we're working on is done well and is successful. Mike concurs.

Patrick will check in with Monica to ensure that it isn't going to be a disappointment or that it isn't already close to completion.

Consideration given that there were legal/policy constraints, a lot of work going into the scripting and production.

Lessons Learned does two/year, they're not looking to add work. They can/have offered assistance – but aren't able to take the workload.

Lead by example award – Three selections for this year, those will go to NWCG May meeting for final.

Leadership in Cinema – Willie Knudsen was tapped last meeting. Consider asking for another individual to support.

Do we have a person to go through our toolbox (NWCG Website) to see what needs updated? Was it tasked to anyone?

- E.g. – in L280, AAR was replaced with 'debriefing', AAR was listed as a technique for debriefing and will need to be updated on the website. Do we also need to connect with the IRPG? Patrick is already changing the IRPG and has a note to change AAR to Debrief.
 - o The tasking for committees with input to IRPG is to have changes finalized for anything that will hit the street before new production/distribution of Jan 2025. Hoping to have a draft by May/June.
 - o Process for changing the webpage will be print it out, red pen edits, return to Patrick.

Leaders we'd like to meet. Mike has had a couple suggestions for interviewees. There were some videos that had terrible audio – WFSTAR has said they'd reshoot the video interviews. Mike will see where they're at, Alexis will chase down.

Who is in charge? What are we doing? How do we add someone? **TJ volunteers to steward, will support Monica.** Consider what product/media is best. What will the webs site look like? Update?

Bin Items:

Leading in the Wildland Fire Service updates

Revisited the history of discussions surrounding updating LWFS and reviewed the book.

- What language is dated?
- What is missing?
 - o Mindfulness
 - o Mental Health and fatigue
 - o Authenticity and compassion
- What update recommendations have already been made (see Monica's docs)?
- What should be updated and what should be left alone?
- Should we make an updated version and call it Vol II?

Will put together a task group to come up with recommendations for change.

- ***Team: Babiak, Putnam, Morrison, Alexis Waldron, IHC Group rep?***
- ***By fall meeting, build a plan of action for moving LWFS forward.***

What happened to our IHC and SMJ reps on the committee? They gone. Should we add a dispatch rep? What is the big picture coordination piece with other committees? Dispatch centers are a critical point of the system, how do we engage them in leadership? Should we reach back out to those groups? What is the value of hand-picking someone and then vetting it back through their respective groups? Or should we be intentional about bringing in a variety of SMEs as back-benchers to have their voice in the room?

Do we delegate to folks on the committee to find local players so travel isn't an issue to pop into the room? If we have 5 operators per meeting and 1 volunteers to help with a project, that is a big win, but it also opens up black ops.

We are going to bring local reps that will include, IHC, SMKJ, Helitak, Dispatch, and RX. Location will be determined by next virtual meeting – and virtual meeting will select who will pursue which representative.

Skunkworks (working group in Lockheed martin that generated random assed thinking and thought time) – we've had some success in the past with a similar group. What is the price of admission? Intentionally creating space for folks to turn off phones, close laptops, use sticky pads and flip charts to do it. Potential to do an overnight somewhere.

Case made for free-form space for thought.

Case made for a working group at an off-site, held captive to work on an individual topic.

Should the group sample a conference/academy/something of the sort then tack on a meeting afterwards? The meeting could be a tasking to do one thing.

Homework project – send ideas to voting members – go someplace and do something or go someplace and do nothing.

April 4th

Attendees: Patrick Morgan, Brandon Selk, Richard Putnam, Ted Adams, Russ Babiak, Justin Vernon, Erin Burkehammer, Carmen Thomason, Ryan Sharpe, Mike Ellsworth, TJ Gholson (virtual), Jaimie Olle (virtual)

Mike is playing with AI on the internet: Chat.openai.com, goblin.tools/
Great starting point.

Website and what goes on the portal.

Website and revisions. Have been noticing that the website revision has forced a harder look at the content and currency of the information. Noticing big chunks of text and the potential to go away from that (websites don't look like that anymore). Have a conversation about how we want to tackle this. There are analytics for the website usage that we can access.

Lessons Learned Center developers are the same as the NWCG developers, so any of the functionality is still present.

There is a fine line on the amount of text that will inform readers but not overwhelm them.

Website strategic approach:

- **Patrick/Carmen to schedule a meeting to learn about website flexibility, with Omyhra**
- Mike is advocating for a lobby to the executive board to highlight WFLDP – if the capability is present on the new website.
- **Small working group to start chipping away at the website**
 - o Start with homepage, tier off of there, find the highest use page –
 - o Make it fresh, make it user friendly, have good content.
 - o Time spent to prioritize our efforts (what pages are not getting visits)
- **Working Group: Patrick, Carmen, Justin, Jaimie, an independent end user**

There's a problem – historically, leadership used to have our own website. For the program, the material on the NWCG website is buried underneath everything else on the website. There is a difference between committee work and program work – how does that look to the end user?

Because of the unique role of the leadership, is there space to highlight the program (tab on the top, front, home page)? We would like to go back to our own website, but not likely with structure of NWCG. Think about the buckets. NWCG will not change the buckets. Each committee has a template that we can change if there's a case for it.

Talking through the portal. What is the break between portal and website? Information vs. hosting of training.

For staff rides – linking from the webpage to the portal for delivery schedule.

The portal has issues with naming convention (for a small example). The portal as a tool 'it's powerpoint' in the sense that it is a tool that can be utilized during your facilitation.

What has happened – anything with the term 'training' attached to it has wound up in the portal.

With the portal webpage – clean up some of the content, instead of showing criteria/course material show upcoming iterations.

Need to start going into the portal and pull some of the duplicate information out. Who has the editing permissions on the portal for the WFLDP page?

Working with a developer to cleanup the portal page: Patrick, Carmen, Omyhra, Russ

LLC isn't on portal because the end user isn't interacting with it, they are downloading/reading from it.

George Risko Jr. – Catching up.

How/when do we offer staff-ride development workshops? Some of it was driven by the ask, some of it got hit by COVID, some folks went independent and developed their owns, after COVID – OMNA went to the users to help development.

The Experiential learning subcommittee will be responsible to deliver/coordinate the development workshop.

We look at what the need will be, it could be a situation where the energy spent is revamping, reinvigorating existing staff rides – finding new coaches/facilitators – developing them. The other situation could be having a workshop that focuses on developing a new staff ride.

If a clearinghouse for staff rides is created, is it nimble and easy to interact with. Is it open for enrollment? How do we differentiate between private and open offerings.

George is still working with military unit for Mann Gulch in May. Group is hard to pin down, but interested and still a go as of now (though smaller footprint than a ranger battalion).

After Patrick/Ashleigh/George meeting, George will put a meeting on the calendar for the subcommittee.

Making a list of task groups that we have and how to help:

- Subcommittees :
 - 180/280 – Brandon and Ashleigh
 - Work is near completion, no need for support, but look at long-term commitment
 - NWCG help
 - 380/381 – Need more CMUL help/depth
 - Brian Sebastian, Lindsey, Joe working in a group
 - Development work – Mike needs +1
 - Matt needs to go, Jake needs to go, LJ needs to go
 - Developing a CoP can lead to community owning the dev
 - 480 – In a holding pattern.
 - Russ and Cerda need to figure out what we're going to do next
 - 481
 - George needs help –
 - +2 for CMUL help
 - Ashleigh has a line on 1
 - George could envision a transition in the near future – time to bring in and handoff
 - Who to ask:
 - Ops Group, GATRs, IC subcommittee, Ashleigh's person
 - Need C&G/need to have taken it/
 - Will get two names with a commitment to come to the next meeting (Mike/Patrick)
 - L580
 - Good for now, need a plan first
 - Experiential Learning
 - George, Ryan, Ashleigh, Travis D, Justin, Jamie S
 - Group will absorb a few things, staff rides, tactical decision games,
 - Independent Study
 - Ted good for now, vetting one additional

- Professional Reading Program
 - Need an additional 2
 - Portal development
 - Additional development
- Communication/Outreach
 - Looking for folks to help write blog posts
 - Continue to feed Jaimie material
 - Mike's blurb on Antidam took him 10 minutes
 - Carmen is oversight/reception for leadership e-mail
 - For social media, Mike and Patrick can provide enforcement advisement.
- Lead Time
 - Addey is good to go (per Patrick's conversation)
- Leading in Wildland Fire Service Revamp
 - Russ – let Russ develop his plan of action and go from there.
- Leadership in Media
 - Willie has taken over
 - Potential to add a few more folks
 - Possible to merge oversight with PRP
 - Patrick will contact and follow up

George Risko-ism – ‘sometimes the best ability is availability’.

Communications Update (Jaimie)

Patrick & Mike will review comm plan and we will finalize. We'll send to Carmen for NWCG reference. Jaimie will add final pieces to Campaign & share w/ Mike & Patrick for final review. Once final, will share w/ Carmen to post on NWCG.

Look at developing task group that can support campaign creation moving forward.

Examine how we can use Portal in the future and pair with elements of PRP and Independent Study

Jaimie will continue to monitor social media and elevate any comments of concern to Patrick & Mike.

Bucket of leadership stuff – we need to figure out the infrastructure pieces.

Two different pieces – micro-leadership/identifying stuff like the Boise State leadership.

For the bigger stuff – do we identify the stuff or do we allow folks to continue their own?

Edex.org

Encouraging the ‘other’ – universities, partners, private industry, free education,

Perspective is that the L courses are a priority.

How to encourage other resources into the hands of fireline leaders sooner, earlier so they can use the material throughout their career instead of at the end of their career.

The struggle is getting it into the hands of the people. The courses aren't necessarily actioning on the leadership toolbox.

Should there be a touchpoint to the GATRs that a L committee member or representative will stand up in every L course offered to provide a presentation on the program?

Benchmarking – what pieces of the program do we want to benchmark? For historical perspective, we've benchmarked (def'n: organization that does leadership – what are you doing? Comparing that organization against your own to see what is different/better/worse/indifferent) marine corp university,

army, Wharton, Nasa, Orange County (during an MCI scenario for Fire, EMS, Hospital, Red Cross,), Boston FD, SouthComm (soft benchmark).

Are there things we'd like to engage in?

- Would like to ask how big organizations tackle continuing education in leadership?
- Naval Leadership Academy
- MCTI (Preston Cline)

Could use something on how we function as a group? What are the roles? How do we work together?

What is the history? What are we focused on? What should we focus on?

Consider how do you bring in new people and keep consistent performance over time?

Building cohesion amongst the group.

Group needs to have a focusing exercise.

When traveling – invite the local GATR, invite local fire management.

Picking a date for the fall meeting.

Week of December 9th. Mike and Patrick will nail down location.

In closing, as always, I got a lot out of the week with the ideas and the solutions presented to continue to find ways to work on the tasking. I appreciate the commitment from the group even with other responsibilities. The outside perspectives brought into the room challenge our thoughts.