The NWCG's Vision for the future is:

The Nation's resources and communities are protected and enhanced through safe, comprehensive, and cohesive interagency wildland fire management.

NWCG Mission

Provide National Leadership and establish, implement, maintain and communicate policy, standards, and guidelines for wildland fire program management

Guiding Principles

SAFETY: We believe safety is our core value, therefore, public and firefighter safety is the first priority in all wildland fire management activities.

COST EFFECTIVENESS: We believe the wise and efficient use of funds is a high priority, therefore, we will consider and evaluate the costs associated with implementing NWCG's objectives.

INTERAGENCY COMMUNICATION, COORDINATION & COOPERATION: We believe that interagency communication, coordination and cooperation are vital to the effective and efficient use of the nation's wildland fire management resources, therefore, we will base our actions on the collective needs and capabilities of the interagency community.

LEADERSHIP: We believe effective wildland fire management is the result of leadership at all levels, therefore we will provide and promote leadership throughout all NWCG activities.

TRUST & INTEGRITY: We believe trust and integrity are inherent to the success of the NWCG, therefore deliberations will be open and transparent and we will honor, respect, and support the decisions of the NWCG.

RESPECT: We believe in mutual respect for the differences in member organizations' responsibilities, missions, and capabilities, therefore, NWCG decisions represent a consensus and are supported by all.

EXCELLENCE: We believe in excellence throughout all NWCG activities, therefore, we are deliberative in our decision-making process and are accountable for our actions.

NWCG Goals

STANDARDS AND GUIDELINES
Wildland Fire organizations share common standards and guidelines, which are developed through collaborative interagency processes

QUALIFICATIONS
All Wildland Fire organizations share the same interagency competency-based certification processes

COMMUNICATIONS
All Wildland Fire organizations share a joint communications plan that is clearly articulated, and is an efficient and effective mechanism for transmitting policies, decisions, standards, and for reporting and receiving feedback

FIRE POLICY
All Wildland Fire organizations share a common interagency fire policy

PROGRAM IMPLEMENTATION
All Wildland Fire organizations share common interagency program development and implementation processes

INCIDENT OPERATIONS
The response to and management of wildland fire incidents is safe, seamless, cost-effective, timely, and efficient; above all, it is responsive to changing climates, demographics, budgets, and other factors

GOAL 1 – Standards and Guidelines

Wildland Fire organizations share common standards and guidelines, which are developed through collaborative interagency processes

Critical Success Factors

1. Must have integrated systems to support objectives
2. Must have a diverse, knowledgeable, and experienced cadre of experts
3. Must have a clear definition of NWCG's purpose
4. Must have a wide acceptance of NWCG's objectives
5. Must be timely in decision making
6. Provide knowledge for the on the ground decision maker to meet the operational intent
7. Guidelines in place for standard development and implementation
8. Must use current industry standards to develop NWCG products

Objectives

1. Establish an efficient process for reviewing, updating, implementing, and adopting standards & guidelines
2. Improve effectiveness by leveling of differences across agencies
3. Improve responsiveness to changing conditions
4. Have current interagency personnel standards for training, experience and fitness in place each year.
5. Have current interagency standards for equipment and supplies in place each year.
6. Have current interagency standards for NWCG publications and other products in place each year.
7. Have current interagency guidelines for accepted normal operating procedures for fire management activities in place each year.

Barriers

1. Organizational resistance to change
2. Insufficient resources (time, money, and people)
3. Inability to make timely decisions
4. Independent agency decisions
5. Retiring workforce (succession issues)
6. Difference in mission and capacity to implement and adopt standards
7. Operating environment is not the same between agencies

Strategies

1. Develop interagency standards for all NWCG publications and other products and systems within two years.
2. Develop and implement standards and guidelines review and revision processes to ensure currency within two years.
   - Review and revise equipment and supplies standards every five years
   - Review and revise interagency standards for personnel every five years
   - Review and revise NWCG publications and other materials on established schedules
3. Develop a formal process in order to recruit and retain SMEs for support of developing common standards and guidelines.

GOAL 2 – Qualifications

Wildland Fire organizations share the same interagency certification processes

Objectives

1. Improve the timeliness of getting people qualified

2. Move towards a competency-based qualification

3. Have a current incident qualifications and certification system in place each year sufficient to meet wildland fire management needs.

4. Have a current training program that provides the core competencies in order to qualify personnel to perform in wildland fire management positions in place each year.

5. Have a process that provides for performance accountability for all positions covered in 310-1.

Critical Success Factors

1. Agencies must allow current experts to participate in NWCG Activities

2. Must prioritize the workload of curriculum revision and development.

3. Clear understanding of certification process by both the individual & supervisor has to exist in order to be successful.

4. Supporting IT system aligns with the business requirements to ensure meeting technology changes

5. Responsive to meeting the established standards

6. Must provide for changes in the timeframe for development of personnel into ICS positions

Barriers

1. Aging workforce, therefore candidate pool for developing and maintaining training is shrinking.

2. Limited budget.

3. Course development and revision is slow and time consuming.

4. We do not have full time people dedicated to this

Strategies

1. Develop and implement a process to systematically analyze and improve the performance of the Training, Qualification and Certification process.

   - Recommend improvements for streamlining and accelerating the process.

   - Develop a process that provides performance accountability for all positions in 310-1.

   - Maintain an inventory of the changing needs of competencies and the means for achieving them.

2. Develop a Training and Delivery Strategy

   - Clarify the certification process for both the individual and their supervisor

   - Streamline the integration of structural fire training programs into the wildland fire qualification and certification process.

GOAL 3 – Communications

Wildland Fire organizations effectively transmit decisions regarding policies, guidelines, standards, reports, and receive feedback

Objectives

1. Have a good method for getting out its messages – predominantly marketing & PR messages

2. Enhance agency collaboration with all agency personnel

3. Share NWCG strategic plan, vision, mission, and objectives with the agency leadership, the wildland fire community, and the public

4. Have a process to ensure communication and coordination between parent group and working teams and among working teams that results in efficiencies and accountability

5. Have clearly defined roles, responsibilities and priorities of NWCG regularly communicated to agency leadership, the wildland fire community and the public

6. Have a document distribution system to ensure the current interagency standards and guidelines, and the qualification and certification process are available to agency leadership, wildland fire community and the public.

7. Have a process for disseminating and receiving information between NWCG and agency leadership, the wildland fire community and the public related to NWCG's business in place and updated annually.

Critical Success Factors

1. NWCG Liaison to each working team must actively participate with working team

2. Working teams must develop and present accomplishments, strategic plans (3-yr) and budget proposals annually that links to NWCG priorities identified in the NWCG Strategic Plan

3. Need communication tools and methods: Web (nwcg.gov), Email, Repository

4. Continued administrative support

5. Acceptance and adoption of the strategic plan and resulting changes in business practices by all NWCG participants

Barriers

1. Constrained budgets are a challenge to meet identified priorities and needs

2. Collateral duty model limits effectiveness.

3. Political/Legal – Cobell

4. Inconsistent and conflicting IT security requirements that result in limited communication

Strategies

1. Develop and implement a communications plan for inreach and outreach

   • Develop communication protocols for elevating issues to and from NWCG.

   • Develop a summary annual report detailing the strategic plan accomplishments.

2. Develop information distribution system that allows for frequent updates or revisions distributed in a timely and efficient manner.

GOAL 4 – Fire Policy

Wildland Fire organizations share a common interagency fire policy

Critical Success Factors

1. Process of policy development and implementation must facilitate the review, recommendation and approval.

2. Policy must be supported and advocated across wildfire organizations.

3. Close coordination with FEC, NASF Fire Committee, and NGO Partners. ("P" stakeholders)

4. Policy is articulated to the field in a timely manner.

5. Governance in place and recognized at all levels.

Objectives

1. Common interpretation of policies and NFP among bureaus – reflection of changing law and regulations

2. Policy facilitates implementation of national priorities/initiatives. (Complements "P" Policy)

3. Policy complements and supports day-to-day field level activities (useful, clear, consistent).

4. Employees at all levels have a clear and common understanding of policy (everyone is on the same plate).

5. Policy provides for program accountability (clear, specific).

6. Policy integrates with other agency multiple resource program goals.

Strategies

1. Establish and implement the new governance structure.

2. Establish and implement the new policy-making structure
   - Develop performance measures and accountability

3. Develop the process for consistent delivery of NWCG policy
   - Integrate the process into the NWCG communication plan

4. Develop the process for periodic review of policy
   - Internal (operationally driven)
   - External (WFLC, politically/socially driven)

5. Develop the process for implementing policy change

Barriers

1. Different agency missions and responsibilities.

2. Different agency organizations/cultures/customs. Inconsistent communication strategy within agencies/NWCG.

3. Conflicting multiple resource program goals (e.g. wildlife, recreation)

4. External influences.

GOAL 5 – Program Implementation

Wildland Fire organizations share common programs and business practices for implementation of policies, standards, and guidelines

Objectives

1. Coordination of schedules for resource allocation -- budgeting occurs on different cycles between agencies

2. Need to evaluate working teams' efforts and products

3. Support and promote interagency collaborative participation to meet the NWCG mission.

4. Have a model in place for product development and integration in support of the wildland fire business.

5. Have programs that are implemented to achieve interagency consistency and program delivery.

6. Have seamless interagency business and operational practices.

Critical Success Factors

1. Interagency participation and cooperation.

2. Compliance with NWCG policies, programs, and procedures.

3. Ability to pool resources to accomplish programs.

4. Governance in place and recognized (authorities).

Barriers

1. Declining workforce.

2. Budget reductions across all agencies.

3. Conflicting multiple resource program goals (e.g. wildlife, recreation).

4. Different agency missions and responsibilities.

5. External influences.

Strategies

1. Develop and implement internal and external budgetary processes to support the work of NWCG.

   - Develop a multi-year NWCG budgeting process that links directly to strategic plan and agency budget cycle

2. Establish and implement the framework (workforce, governance, support functions, sub-groups, processes, etc.) to support program implementation

   - Establish and implement universal product and program development processes. (E2E, NWFEA, FEWT-process)

   - Develop a method to share data across systems

3. Establish and implement programs to assist groups (i.e. NGOs, local fire departments, contractors) in achieving NWCG standards

4. Develop a communication strategy that promotes consistent application of programs.

5. Develop a process that facilitates consistency among agency specific guides and handbooks.

6. Develop an annual process that evaluates, prioritizes , and monitors the NWCG program implementation workload and accomplishment

Working Document for the Development of the NWCG Strategic Plan.

Version 8.8
10/11/07

GOAL 6 – Incident Operations

Wildland Fire organizations respond to and manage wildland fire incidents safely, seamlessly, cost-effectively, timely, and efficiently

Critical Success Factors

1. Agency missions are accounted for.
2. Collaborative decision making process in place.
3. Timely, accurate intelligence to assist in setting priorities and decision making.
4. Sharing of resources and systems.
5. Commitment by all to support effort (militia).
6. Change in fire environments are considered:
   - WUI
   - Climate
   - Fuels
   - Insect/Disease
7. Capability for contracting.

Objectives

1. Have a well defined and understood interagency support structure in place for safe, timely, and effective response to incidents.
2. Have the workforce capability to effectively respond to wildland fire incidents.
3. Implement and maintain accountability for incident operations.
4. Have a response to wildland fire that provides for the full suite of actions as determined through local plans or authorities.
5. Interagency systems/processes are in place to support the goal.

Barriers

1. Conflicting unique agency direction.
2. Competition for resources outside mission (international).
3. Inability to maintain workforce capacity to meet mission (liability, age).
4. Real time / current systems are not responsive to need and efficiently operable (communications/radio interoperability).
5. External influences.

Strategies

1. Develop a plan that provides resource and workforce capacity to meet the interagency wildland fire community needs. (local – regional – national – international – contractors)
   - Identify opportunities and enhance utilization of non-wildland fire personnel including private sector resources
2. Define, adopt, and communicate appropriate management response. (under current policy and proposed revisions to 2003 implementation plan)
3. Develop and integrate systems that provide real time decision support
4. Develop a process to monitor and evaluate the effectiveness and efficiencies in mobilization and incident operations at all levels.
5. Strengthen and streamline interagency collaborative decision making processes
6. Develop/define the roles and relationship for wildland fire to implement and support the NRP/NIMS.