

# National Wildfire Coordinating Group

## Bylaws and Operating Principles

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Chair, NWCG

Amended \_\_\_\_\_

Amended \_\_\_\_\_

Amended \_\_\_\_\_

I. Preamble: .....	1
Mission:.....	1
Vision:.....	1
Beliefs: .....	1
II. Organization. ....	1
III. Membership. ....	2
IV. Decision Making.....	2
V. Meeting Schedules and Logistics.....	2
A. General. ....	2
B. Agenda. ....	3
C. Presentations.....	3
D. Absent Members. ....	3
E. Meeting Purpose.....	3
F. Member Information Distribution. ....	3
VI. Working Teams .....	3
A. NWCG Working Team Liaisons.....	3
B. Charters. ....	4
C. Working Team Strategic Plans.....	4
D. Coordination.....	4
E. Funding of Projects.....	4
F. Budget Process.....	4
G. Working Team Annual Accomplishment Reports:.....	5
H. Working Team Reviews.....	5
I. Sunset Provisions.....	5
VII. Funding Share Formula. ....	6
Appendix A – Then and Now .....	7
The Need for Cooperation .....	7
Formation.....	7
Functions.....	8
Accomplishments.....	9
Future .....	9
Creed of the National Wildfire Coordinating Group .....	10
Appendix B – NWCG Charter .....	11
Appendix C – Sample WT charter.....	13
Appendix D – NWCG Qualification & Training Responsibility.....	14
Appendix E – Operation Procedures.....	19
Appendix F - Budget format.....	23

# **National Wildfire Coordinating Group (NWCG) By-Laws and Operating Principles October 1, 2000**

## **I. Preamble:**

This document is predicated on NWCG's *Vision, Mission, and Beliefs*. It is intended to provide flexible, yet efficient protocols and procedures for conducting NWCG's business, fully recognizing the independent autonomy of each member's organization.

NWCG is chartered by a Memorandum of Understanding (MOU) dated March 16, 1976, as amended, and signed by the Secretary of the Interior and the Secretary of Agriculture. A brief history of NWCG, authored by Jack Wilson and Jerry Monesmith, Director, [sic] Boise Interagency Fire Center, USDI, Bureau of Land management and Safety and Training Officer, USDA, Forest Service, respectively, furthers defined NWCG's past and present purpose (Appendix A). This was further augmented by the January 1994 NWCG Strategic Planning Report, aka, the "Umbrella" document, enclosed. (Appendix B)

The current membership has restated its purpose and scope as follows.

### **Mission:**

The mission of the National Wildfire Coordinating Group is to provide leadership in establishing and maintaining consistent nationwide policies, standards, and procedures for wildland fire management.

### **Vision:**

The NWCG provides leadership for a seamless response to wildland fire across the nation.

### **Beliefs:**

We believe effective wildland fire management is the result of leadership where:

- *Public and firefighter safety is the first priority in all fire management activities*
- *Individuals are accountable for all their actions*
- *The resources of all fire organizations are efficiently and effectively coordinated for the public good, regardless of jurisdictional boundaries*
- *Shared leadership, mutual trust and assistance is prevalent among all wildland fire organizations*
- *Excellence is achieved through standards, policies, and procedures*
- *Economy, efficiency, and quality is evident in all activities*
- *Public trust is maintained through the wise and efficient use of funds*

## **II. Organization.**

Each member agency must designate the official representative for that agency/organization. The aggregate representatives are called the membership of the NWCG. NWCG may designate other groups or teams for the purpose of problem solving, issue development, informational briefings, etc.

### **III. Membership.**

Membership is limited to the signatory agencies in the 1976 Memorandum of Understanding and amendments. Associate membership may be conferred on other groups or entities that have special skills, interests, or resources that may help the mission of NWCG. Contributory wildland firefighting resources, funding for projects, or other tangible support for wildland fire management is considered a vested interest. Associate Members are part of the NWCG and may serve as WT Liaisons.

### **IV. Decision Making.**

Decision making for NWCG is by consensus. Consensus decision making does not require unabridged agreement by the formal NWCG Members. Procedurally, a formal motion followed by a unanimous vote documents the concurrence. In some cases, members may find it necessary to vary the decision to fit within their own individual agency's rules and regulations. If an agency feels so strongly that agreement is unattainable, the issue will be tabled until the next meeting until a more acceptable decision can be attained. However, once a decision has been reached, all members agree to support and live with the group's decision. The Chair of NWCG will issue a decision letter to all members. Member agencies may use the decision letter to transmit policy decisions to their respective agencies for implementation.

Each member of NWCG takes responsibility to air dissenting opinions for group consideration and deliberation, and most importantly to provide an alternative solution where there is disagreement.

When no consensus can be reached within the meeting time frame, a small group will be formed and tasked to develop a recommendation for the full group's consideration. The Chair NWCG will issue a tasking letter to small groups or an existing Working Team to develop a recommendation for NWCG approval.

Given the independent nature of each member's organization and the mission of group, NWCG should not deal with urgent or hurried decision making. Urgent, safety related decisions must be decided upon and implemented by each member organization in order to be effective.

### **V. Meeting Schedules and Logistics.**

#### **A. General.**

Meeting frequency will be based on purpose and need, and will generally be scheduled 2 to 3 times annually. Meeting dates will be selected at least 12 months in advance.

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)
4. Host agency purpose (demonstration of activity, examples of management, etc.)

The NWCG Executive Secretary is responsible for arranging facilities and for contacting and confirmation of all NWCG members.

## **B. Agenda.**

Agenda items must originate from NWCG members or associate member representatives. Working Team agenda items will be coordinated through NWCG Working Team Liaisons. The Chair will make the final decision to include or exclude agenda topics based on time constraints. After setting the agenda, the Executive Secretary is responsible for getting all necessary pre-work out to members -- at least 30 days for requested decision making and 2 weeks for informational briefings. The Chair may elect to add informational items if less than 30-day notice to members is provided. By unanimous consent, NWCG may decide on unforeseen issues without prior notification.

## **C. Presentations.**

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

## **D. Absent Members.**

Members who are unable to attend will ensure that their agency or organization may be represented with an alternate participant to the meeting. The alternate must have the authority that allows them to make binding decisions on the member's behalf.

## **E. Meeting Purpose.**

The primary purpose of any NWCG meeting is to utilize the skills of its members for decision making based on our mission and beliefs.

1. Administration and information sharing will be minimized and, to the extent possible, will be done by other means, mailings, conference calls, etc.
2. Decision documents should include, as appropriate, an issue statement, discussion, pro/cons, cost alternatives and consequences for not doing the project/proposal. Working Team decision requests must be sent to the Secretary no later than thirty days prior to the scheduled meeting. The NWCG Team Liaison will be responsible for advancing Team recommendations and identifying audio/visual/presentation needs. In addition, a tasking letter will be sent to the WT Chair by the Chair NWCG specifically outlining expectations of follow up work and actions from the WT.
3. Informational materials may be distributed at the meeting. The presenter is responsible to provide printed copies for 15 to 20 attendees.

## **F. Member Information Distribution.**

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

# **VI. Working Teams**

## **A. NWCG Working Team Liaisons**

The Chair of NWCG will appoint a Liaison for each of the established working teams (WT) or Advisory Groups. The role of the Liaison is:

- Receive assignments for the WT from the Chair
- Provide assistance to the WT for NWCG reviews
- Review and receive correspondence between NWCG and the WT
- Participate in at least one meeting per year
- Provide advice for budgets, projects, and strategic planning
- Keep WT informed of Parent Group deliberations and direction

## **B. Charters.**

Working Team and Advisory Group Charters will follow the standard format attached to this business plan, Appendix C. 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.

## **C. Working Team Strategic Plans.**

Working Team and Advisory Group strategic plans will be submitted to the NWCG Executive Secretary annually by December 1st each year. The plans will address the team's three year business plan and provide information on cost, measurable output(s) for all projects proposed for the three year period.

## **D. Coordination.**

Working Team and Advisory Group activities, products, projects, or recommendations that may affect another working team(s) shall be coordinated with the team(s) affected. The concurrence of that team(s) will be evident and documented prior to presentation to the Parent Group for approval or implementation. Each WT will designate a member to coordinate with the PMS Working Team.

## **E. Funding of Projects.**

Only projects that are mutually beneficial and sanctioned will be considered for NWCG funding, following the process identified in the "Umbrella" document. In general, NWCG funds projects for reasons of economic efficiency and multiplier effect, not to bypass agency program and development processes or authorities. All projects should have the following information:

Project Proposal : Name of Project

- a. Project Goal
- b. Description of problem this project solves
- c. Describe the quantitative outcome. (how will success be measured)
- d. Describe current status/situation.
- e. What are the existing constraints? (Ex. must interface with payroll system)
- f. What is the relative priority of this project? What are the consequences of not doing the project?
- g. What is the project's duration and relative size? (Ex. 1 month, small, easy fix)
- h. List alternative strategies, pros, cons and estimated life cycle cost.
- i. Discuss resource availability? This leads to who will ultimately do the work.
- j. Funding alternatives. Who else can fund this project? Why should NWCG assume this responsibility?

Working Teams shall submit a 3 year strategic plan which clearly specifies Team/Group direction, goals and objectives, including future funding needs. New projects ( as part of the strategic plan revision process or individual requests) for funding consideration must be submitted on the "Project Proposal" form in Appendix F.

## **F. Budget Process**

The work of the NWCG as carried out through the efforts of the Working Teams (WT) and Groups: The objectives of the WT must be consistent with objectives of NWCG members and the agencies they represent. In order for the WT to effectively meet the needs of the Parent Body and to secure the funds necessary to carry out their work, the WT must have a strategic plan that sets the direction of the Team. The following set the criteria for proposing budgets to the Parent Group.

1. Each Working Team and Advisory Group will submit a strategic plan to the NWCG for review and approval. The plan will include direction and objectives for a 3-year period. Goals must be clearly linked to the Vision, Mission, and Beliefs of NWCG. Specific products and timelines for product delivery will be identified. Longer term plans are acceptable but not recommended.

2. Each plan will include annual funding requirements for the term of the plan. The request must include State representative travel costs and contract costs as a minimum. Different funding levels, alternatives, are encouraged. A minus 20% level for the next fiscal year should accompany all requests.

3. Plans and budget requests will be presented to the NWCG Parent Group at the January meeting. A subcommittee of NWCG will review the plan and present a proposed NWCG budget for discussion and preliminary approval at the June meeting. Final approval will occur after the appropriations process is complete.

4. Funding sources outside the NWCG membership are encouraged. The source of the funding and venue for transfer of funds must be approved by the Parent Group and agency procurement before any commitments or acceptance of funds is made.

5. NWCG funding of personnel salaries is not to be considered, except in rare circumstances.

6. Timeline for submission of annual plan budget request: (for example, for FY01, starting October 1, 2000, the budget must be submitted in December, 1999.)

December 1 - Draft plan/budget submitted to the NWCG Executive Secretary

January - WT Chairs present plan and budget request to NWCG

January to June - NWCG Subcommittee reviews proposals and drafts NWCG budget

June - NWCG Parent Group discusses and gives preliminary approval of annual budget

October - NWCG gives final approval or modification of budget following enactment of agency appropriation.

### ***G. Working Team Annual Accomplishment Reports:***

Working Team and Advisory Group annual accomplishment reports will be submitted to the NWCG Executive Secretary by September 15th each year. Accomplishment reports will include information on progress made or the lack of progress on all active projects in the working team's strategic plan for the year being reported on.

### ***H. Working Team Reviews.***

Working Teams and Advisory Groups will be reviewed by the NWCG at least once every four years. To allow for full WT membership participation and to reduce travel costs, the WT should locate and schedule their meeting to coincide with the Parent Group. The review will include the following as a minimum:

1. Validation of Charter
2. History of WT/AG as related to current issues
3. Past performance
4. Emerging Issues
5. Review of Strategic Plan
6. Recommendation for continuance

### ***I. Sunset Provisions.***

Based on the recommendation of the WT Liaison and concurrence of the Parent Group, Working Teams may be disbanded. The WT may also recommend disbanding based on completion of assigned tasks.

## **VII. Funding Share Formula.**

In the absence of agreed upon specific amounts of funding, the following ratio of funding will be applied:

USDA Forest Service - 60% (NASF share included)

USDI Bureau of Land Management - 24%

USDI National Park Service - 6%

USDI Fish and Wildlife Service - 2%

USDI Bureau of Indian Affairs - 8% (Intertribal Timber Council share included)

FEMA U.S. Fire Administration - \$125,000.00

Where other funds are available, the above share ratio will be applied after deducting the additional funding source.



## Appendix A – Then and Now

### The National Wildfire Coordinating Group - Then and Now

*Jack Wilson and Jerry L. Monesmith*  
Respectively,  
Director, Boise Interagency Fire Center, USDI,  
Bureau of Land Management, Boise, Idaho,  
and  
Safety and Training Officer, USDA Forest Service,  
Washington, DC

The National Wildfire Coordinating Group (NWCG) is made up of the USDA Forest Service; four Departments of the Interior agencies (Bureau of Land Management (BLM), National Park Service (NPS), Bureau of Indian Affairs (BIA), and the Fish and Wildlife Service (FWS) ); and State forestry agencies through the National Association of State Foresters. The purpose of NWCG is to coordinate programs of the participating wildfire management agencies so as to avoid wasteful duplication and to provide a means of constructively working together. Its goal is to provide more effective execution of each agency's fire management program. The group provides a formalized system to agree upon standards of training, equipment, qualifications, and other operational functions.

#### ***The Need for Cooperation***

Just as the fires of the 1960s led to the formation of the Boise Interagency Fire Center (BIFC), so did the fires of the early 1970s (1970, 1971, and 1973) stimulate the formation of the National Wildfire Coordinating Group. Some suggest the beginning was a famous river trip down the Colorado by then Secretary of Agriculture Earl Butz and Interior Secretary Roger Morton who agreed, after several discussions around the camp fire, that their agencies should cooperate more. But the need for a coordinating mechanism had been recognized long before this trip. Two events had a strong influence in focusing this need: (1) the "America Burning" Task Force Report which strongly urged a single national firefighting concept that wasn't to be in the wildland fire community and (2) the entry into the fire program by the Aerospace industry who had just been drastically reduced in defense programs. (This group ultimately spawned the genesis of the National Interagency Incident Management System [NIIMS] effort.)

A third reason was the recognition of escalating firefighting costs. Closer to home, and an event many can relate to, was a meeting of a group of wildland fire training officers at Boise in late 1972 where it was pointed out that eight distinct units were developing courses in fire safety. The officers were appalled at the duplication of effort and formed their own training committee to cope with this situation. This committee was the predecessor of the NWCG Training Working Team.

#### ***Formation***

Under the leadership of Henry W. DeBruin, Director of Aviation and Fire Management, USDA Forest Service, and James H. Richardson, Chief, Division of Fire Management, USDI Bureau Land Management, a meeting was convened in January 1973, in the auditorium of the USDI. There were four representatives from USDA: Hank DeBruin A&FM; Craig Chandler, Division of Fire and Atmospheric Sciences Research; Williard Tikkala, Cooperative Fire Protection; and Robert Bjomsen, BIFC. There were also five persons from USDI: J.H. Richardson, Chief, Division of Fire Management, BLM; Jack F. Wilson, BLM/BIFC; Roger Gettings, Resource Management Staff (Park Opus) NPS; James Hubert, Refuge Management staff, FWS; and Richard Ely, Forester, BIA. This meeting followed President Richard Nixon's actions in response to the oil embargo; subsequently the room was cold and poorly lighted. The meeting started in a very stiff, formal, wait-and-see manner.

But the pressing need and general agreement led to the development of a coordination system and NWCG was formed. Considerable time was spent deciding the name as each word was to have a specific meaning: "National" to clearly set forth the scope of the effort, "Wildfire" to ensure the structure and urban fire missions were delineated, "Coordinating" to emphasize the cooperative nature of coordinating together, and "Group" because of the tenuous working relationships of the people involved.

As a point of interest, the founders of NWCG were unaware that a similar organization, chaired by William Greeley of the Forest Service, had existed between 1927 and 1933. This organization was known as the Forest Protection Board and its charter read almost the same as NWCG's. It differed from NWCG in that it was headed by line officers.

Two of the first major actions of NWCG were to promulgate a charter and to add a representative from the National Association of State Forester's (NASF). The State Forester tapped by NASF was the chairman of their Fire Committee, Ralph Winkworth of North Carolina. He was a strong line officer and past president of NASF. Two years later a second State Forester, Gareth Moon of Montana, was added. Secretary of Agriculture Earl Butz and Secretary of Interior Tom Meppen signed the NWCG charter, which set forth the organization's purpose and functions, in February 1976.

### **Functions**

The people who originally made up the group were then, and are today, basically staff leaders in agency programs. They are not line officers. However, don't underestimate the power of the group, because in most cases these leaders are the people who have a large influence on the policy and funding of an agency program. Agreed-upon policies, standards, and procedures are implemented directly through regular agency channels.

The NWCG elected to operate through "Working Teams," a rather nondescript term that doesn't **do justice to a tremendous effort**. The working team concept has had the greatest effect of NWCG in that it has provided a means for the exchange of knowledge about all dimensions of fire management.

Originally, there were 12 working teams. The criteria established required they be small (8-10 persons); interagency in nature; and insofar as possible, geographically balanced. Teams could appoint subteams, and several of these subteams were very productive, the National Fire Equipment Standards (NFES) Team and the Fire Prevention Task Team that developed the "Cool Sheet" and standardized fire reporting. Over the years some teams have been abolished; some put on an "as needed basis," and some retained. There are currently 14 teams.

The current teams are:

- Fire Equipment Working Team
- Fire Danger Rating Working Team
- Fire Use Working Team
- Fire Weather Working Team
- Incident Business Practices Working team
- Incident Operations Standards Working Team
- Information Resource Management Working Team
- Publication Management System Working Team

- Safety and Health Working Team
- Training Working Team
- Wildland Fire Education Working Team
- Wildland Fire Investigation Working Team
- Wildland/Urban Interface Working Team
- Radio Communications Task Group

A member of NWCG serves as a representative on each working team and carries working team recommendations back to the parent body. Occasionally a committee of specialists is formed, for a short term, to complete specific tasks. Examples are the Fireline Safety and Wildland/Urban Interface committees.

In addition, an executive secretary serves on the group to maintain status of the members, track NWCG issues, solicit input, and prepare meeting agendas, provide advance study materials, prepare budget plans, and oversee preparation and distribution of minutes.

There are several avenues in which individuals or agencies can interface with the NWCG to retrieve information, make recommendations, or raise issues. Contact can be made with agency representatives on the parent group and/or the working teams, the group or working team chairpersons, or the executive secretary.

If contact with the field is needed the working team chairperson will contact the agency NWCG member as a courtesy and for authorization and coordination purposes. Working teams needing information from States request this information from one or both of the NASF representatives of NWCG.

### ***Accomplishments***

NWCG **has accomplished a number of major** goals with the assistance of working teams and other task groups.

1. Development of interagency fire training programs; State and Federal fire personnel have the same training background.
2. Development of fire chemical standards reduces environmental impact and increase cost effectiveness.
3. Implementation of the National Interagency Incident Management System (NIIMS) including a common on-incident organizational management system, a National Interagency Wildland Fire Qualifications Guide, associated training, and supporting technologies.
4. Standardization of Federal air tanker and helicopter contracts.
5. Standardization of radio frequency agreement format for sharing specific radio frequencies at the local level.
6. Development of fire prevention training materials and guides.
7. Standardization of fire cache equipment leading to equipment compatibility and use by all fire organizations.

### ***Future***

What's the future of NWCG? Will it last? We certainly think so. First, the concept is an important one: All of us in the wildland fire business need to share information in a formal way and that a form of high-level coordination is effective and beneficial.

None of us can go it alone. Over the years, interagency cooperation has vacillated between two competing philosophies: autonomy and fragmentation on the one hand and cooperation and synergism on the other. Program similarities and sheer cost dictate the potential benefits of the latter philosophy, and this overriding need for cooperation is the basis of the NWCG creed. The magic of NWCG, however, is that the agencies can maintain individual decision-making and autonomy on some issues but agree upon a synergistic approach when it benefits everyone involved.

***Creed of the National Wildfire Coordinating Group***

- We believe the goal of effective wildfire management is best served through coordinating the resources of all fire management agencies, irrespective of land jurisdiction.
- We believe in the concepts of full partnership, trust, and mutual assistance among the fire management agencies.
- We strongly support professionalism in all facets of fire management.
- We strive to bring the best talent to bear on vital issues in a timely manner, irrespective of agency affiliation.
- We strive for economy, efficiency and quality in all activities, and practice concepts of total mobility. Closest forces, and shared resources without geographic limitations.
- We constantly search for areas of agreement to further the effectiveness of the wildfire management program.

## Appendix B – NWCG Charter

### MEMORANDUM OF UNDERSTANDING NATIONAL WILDFIRE COORDINATING GROUP

#### I. AUTHORITY

The Departments of Agriculture and the Interior are authorized to enter into cooperative agreements by the Protection Act of 1922 (42 Stat. 857; 16 U.S.C. 594), *the Economy Act of 1932 (31 U.S.C. 686)*, the Public Land Administration Act of 1960 (74 Stat. 506; 43 U.S.C. 1361-1364) and *the Federal Fire Prevention and Control Act of 1974 (P.L. 93-498, 15 U.S.C. 2201)*. In addition, the Secretaries have entered into Memoranda of Understanding dated January 28, 1943, and February 21, 1963, to provide adequate wildfire management and protection to the lands under their respective jurisdictions. State representation is authorized by the Clarke-McNary Act of June 7, 1924., Sec 1, (43 Stat. 653, 16 U.S.C. 564).

#### II. VISION AND MISSION

The vision of the National Wildfire Coordinating Group provides leadership for a seamless response to wildland fire across the nation. The mission of the National Wildfire Coordinating Group is to provide leadership in establishing and maintaining consistent nationwide policies, standards and procedures for wildland fire management. The Group provides a formalized system to agree upon standards of training, equipment, aircraft, suppression priorities, and other policy areas.

Agreed upon policies, standards, and procedures are implemented directly through regular agency channels.

#### III. MEMBERSHIP

The National Wildfire Coordinating Group shall consist of federal and state government organizations actively involved in wildland fire management. Each member organization shall be normally be represented by one individual. Exceptions include the USDA Forest Service which shall include representatives from both Fire and Aviation Management and fire research, and the National Association of State Foresters (NASF) which shall be represented by two State Foresters, one from a western state and one from an eastern or southern state. Current membership is as follows:

- |    |   |    |  |
|----|---|----|--|
| a. | Bureau of Indian Affairs                    | f. | Vegetation Management and Protection Research - Forest Service |
| b. | Bureau of Land Management                   | g. | National Association of State Foresters                        |
| c. | U.S. Fish and Wildlife Service              | h. | Intertribal Timber Council                                     |
| d. | National Park Service                       | i. | FEMA, U.S. Fire Administration                                 |
| e. | Division of Fire Management, Forest Service |    |  |

Associate members may also be permitted. Associate members are other organizations with an active interest in wildland fire management may be elected as associate members. Associate members are expected to attend all regular meetings and be actively involved in the business of the NWCG. However, associate members do not have voting rights nor attend executive sessions. Current membership includes:

National Fire Protection Association  
Fire Control Officers Group, Australia/New Zealand

IV. ORGANIZATION

The chair *and* vice chair will be elected from within the Group to serve a term of two years (with possibility of re-election). An Executive Secretary may be appointed to maintain minutes and documentation of the organization. Other officers necessary for the functioning of the Group may also be appointed.

V. COMMITTEES

The Chair may establish working teams to carry out the functional work of the Group. The working team chair shall be selected by the vote of the National Wildfire Coordinating Group. Membership shall be invited from organizations having the greatest expertise and interest in the particular subject matter. Working team reports and recommendations shall be submitted to the Group for review, approval, and further action.

VI. AUTHORITY OF CHAIR

The Chair may call and conduct meetings, establish working teams, and submit Group recommendations to member agencies for action.

VII. MEETINGS, REPORTS

The NWCG shall normally meet three times each year and locations to be determined by the membership, or upon the call of the chair. The Chair shall submit necessary reports and have minutes prepared for each meeting and distributed to the Group members.

VIII. FINANCING

Salary, travel, and incidental costs of representatives and committee members shall normally be borne by their respective agencies. Any extraordinary costs shall be covered by a written agreement among the agencies.

IX. This Memorandum of Understanding is effective as of the date of the last signature. It shall remain in effect until terminated by either party upon thirty (30) days written notice to the other.

SIGNED: \_\_\_\_\_ SIGNED: \_\_\_\_\_  
Secretary of Agriculture Secretary of the Interior

SIGNED: \_\_\_\_\_ SIGNED: \_\_\_\_\_  
Director, Federal Emergency Management Agency President of the National Association of State Foresters

Date: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix C – Sample WT charter

### Working Team Charters

Working Team Charters will include the following headings and information associated with each heading:

1. **Background** - A general background description of the ET
2. **Name** - Name of the WT
3. **Authority** - Authority to form the team and the authority of the team and WT Chair.
4. **Purpose** - General and specific purposes of the WT.
5. **Membership** - Specific membership that will fill the team generally by agency rather than individual names.
6. **Organization** - How the team will be organized to conduct business
7. **Cooperation and Coordination** - Other teams that a working relationship will be used
8. **Meetings** - Occurrence of meetings, NWCG generally recommends two meetings annually if driven by WT agenda.
9. **Responsibility** - of the Chair and WT members.
10. **Reports and Minutes** - Outlines how reports are made and the status of minutes. Minutes should generally be posted on the NWCG website by the Web Master.
11. **Charter Amendments** - Specific guidelines to be followed to amend the charter.
12. **Charter Approval** - NWCG Chair approves the Charter based on NWCG member recommendation

## Appendix D – NWCG Qualification & Training Responsibility

NATIONAL WILDFIRE  
COORDINATING GROUP

Memorandum

To: NWCG Members  
Chairs, NWCG Working Teams Chairs, Geographic Boards

From: Chair, NWCG

Subject: NWCG Qualifications and Training Responsibilities

The attached "System Umbrella and Process Guide" describes the NWCG parent group's and Working Teams', responsibilities for development and maintenance of the wildland fire qualifications, Incident Command System, and training systems. This approved NWCG process is intended to improve and clarify procedures between the field, working teams and NWCG in the identified areas.

We invite your close scrutiny of and adherence to this "Process Guide" I which outlines working team relationships and responsibilities in all NWCG qualifications, training and the wildland fire Incident Command System issues.

This Guide specifically advises the field of the procedures required to get a qualifications, ICS, or performance issue forwarded to NWCG, and thence potentially into the NWCG Publications Management System.

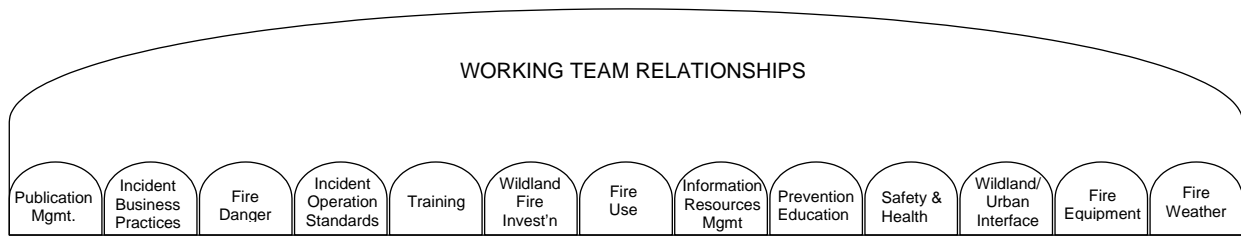
By this memo, I am asking each Working Team Chair to include this information and process into your team charter and to guide associated activities accordingly.

/s/Elmer Hurd



**NWCG Qualifications, Incident Command System,  
and Training System Umbrella**

NATIONAL WILDFIRE COORDINATING GROUP



The following describes the NWCG and working team's responsibilities for development and maintenance of the wildland qualification, Incident Command System, and training systems. This is a NWCG process intended to improve and clarify procedures and is not intended to influence individual agency processes. The National Wildland Qualification System consists of several components: incident command, prescribed fire, prevention, dispatch, etc.

Illustration 1 outlines the route qualification/performance/training issues take, from the initial identification in the field by an agency, consideration by NWCG, assignment to a working team, and to completion of the project.

All projects leading to publication of materials for distribution through the Publication Management System must be sponsored by the responsible working team and approved by NWCG. Guidance for product development may be found in the *Publications Management System Procedures Guide, Course Development and Format Standards*, and the *Publications Standards*.

**Team**

NWCG

Incident Operations Standards

Training

**Qualification and Training Responsibilities**

Approves all qualification systems and curricula as recommended by working teams and assures appropriate coordination with the Qualifications and Training Working Teams.

Manages and recommends for approval the NWCG National Qualification and Certification System and associated components; develops the Incident Command System for wildland fire suppression; prepares and maintains the Fire Line Handbook; and provides guidance to other teams in qualification development Works closely with the Training Working Team.

Manages the NWCG training curricula program; recommends for approval the Wildland Fire Suppression curriculum; develops suppression and aviation course materials; recommends to NWCG the course development and format standards; assures all training materials developed by NWCG meet the *Course Development and Format Standards*; and provides guidance to other teams on the development process and standards.

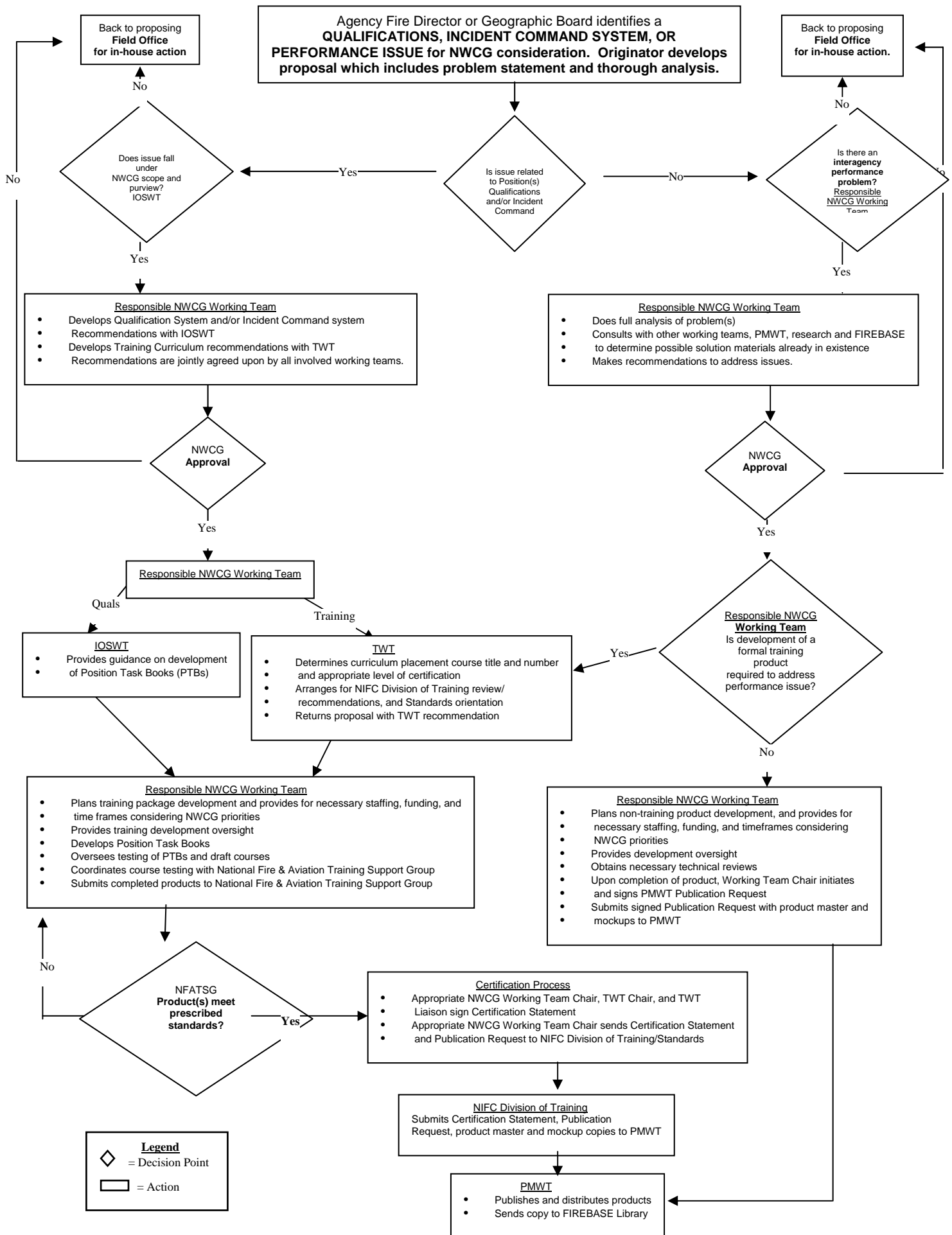
Fire Use	Recommends for approval the Prescribed Fire Qualification and Training Curriculum; coordinates with the IOS and TWTs to assure overall NWCG consistency and compatibility; develops all training materials for prescribed fire, fire effects, and smoke management following the NWCG process; recommends modifications to other Q & T systems and materials developed by others; and develops non-curriculum materials for PMS distribution.
Wildland Fire Education	Recommends for approval the Prevention Qualification and Training Curriculum; coordinates with IOS and TWTs to assure overall NWCG consistency and compatibility develops P.E. training materials following the NWCG process; recommends modification to other Q & T systems and materials developed by others; and develops non-training materials for PMS distribution.
Fire Equipment	Recommend equipment and chemical use modifications to established qualification and training systems; coordinates with appropriate teams to assure NWCG consistency and compatibility; and develops associated training and non-training materials following established NWCG standards.
Information Resources Management	Recommends information and communication area modifications to approved qualification systems and training curricula coordinates with appropriate teams to assure NWCG consistency and compatibility; and develops training and non-training materials associated with implementation information and communication systems.
Safety and Health	Recommends qualification and training modifications to approved systems and course materials developed by other teams; and develops non-training materials that will support multiple systems or are stand alone products.
Publication Management System	Makes available all qualification and training materials teams; assures appropriate approvals; and assures products meet NWCG standards and are distributed appropriately.
Incident Business Practices	Coordinate business practices for wildfire, non-fire, and FEMA emergencies. Maintain the <i>NWCG Interagency Business Practices Handbook</i>
Fire Weather	Provides for the coordination and use of meteorological services in support of the wildland fire and resources management programs.
Fire Danger Rating	The NFDRWT provides an interagency forum to address concerns with the NFDRS.
Wildland/Urban Interface	Provides a forum to increase public awareness of the Wildland/Urban interface problem. They develop local solutions to the issues and form partnerships among problem solvers and interest groups.

Fire Investigation

The team is established to recommend policies, methods and procedures, and other actions for systematic and scientific wildland fire investigations.

This accurately reflects the NWCG process for developing qualification systems and training materials, and managing the Incident Command System. As an NWCG Team Chair, I concur with the process outlined and approved by NWCG on May 25, 1993.

This original document was approved by the Chairs of all Working Teams of record on 5/25/93

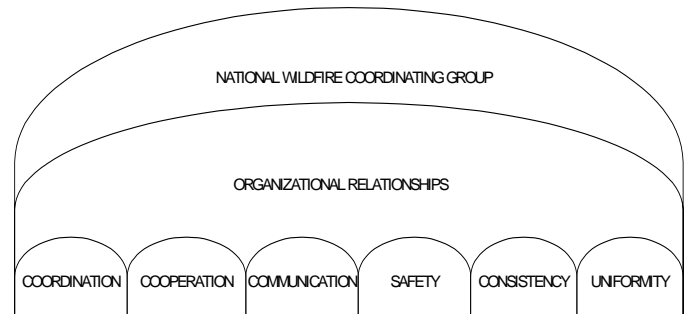


## Appendix E – Operation Procedures

The following material describes the National Wildfire Coordinating Group's (NWCG) operational procedures for addressing internal and external activities, requests, coordination, etc.

NWCG's established purpose is to design and coordinate programs of the participating agencies so as to avoid wasteful duplication and to provide a means of constructively working together. The goal is to provide more effective execution of each agency's fire management program. Agreed upon policies, standards, and procedures are implemented directly through regular agency channels. NWCG provides a formalized system to agree upon standards of training, equipment, aircraft, suppression priorities and other operational areas.

NWCG General Operation and Issue Identification and Processing



The Group is composed of USDA-Forest Service; USDI-Bureau of Land Management, Bureau of Indian Affairs, National Park Service, and Fish and Wildlife Service; two representatives of the National Association of State Foresters; U.S. Fire Administration, Inter Tribal Timber Council, and the National Fire Protection Association AND fcog, Australia/New Zealand as associate members. A chair is selected for a term of two years and an Executive Secretary is assigned. The Group meets three time a year. Minutes are distributed from the Group, Working Team Liaisons are identified

To accomplish the mission of NWCG, Working Teams have been established. Each team has a NWCG liaison plus members with expertise and interest in the subject area. Teams do the staff work for the Group by formalizing actions into recommendations. Issues come to NWCG from a variety of member sources: field offices, Geographic Boards, regional representatives, Agency Fire Directors, State Foresters, Departments or National Association of State Foresters. Illustration 1 identifies the formal process that must be followed to get an issue proposed and acted upon by NWCG.

### Working Team

Incident Operations Standards

Training

### Assigned Responsibilities

Manages and recommends for approval the NWCG National Qualification and Certification System and associated components; develops the Incident Command System for wildland fire suppression; prepares and maintains the Fire Line Handbook; and provides guidance to other teams in qualification development Works closely with the Training Working Team.

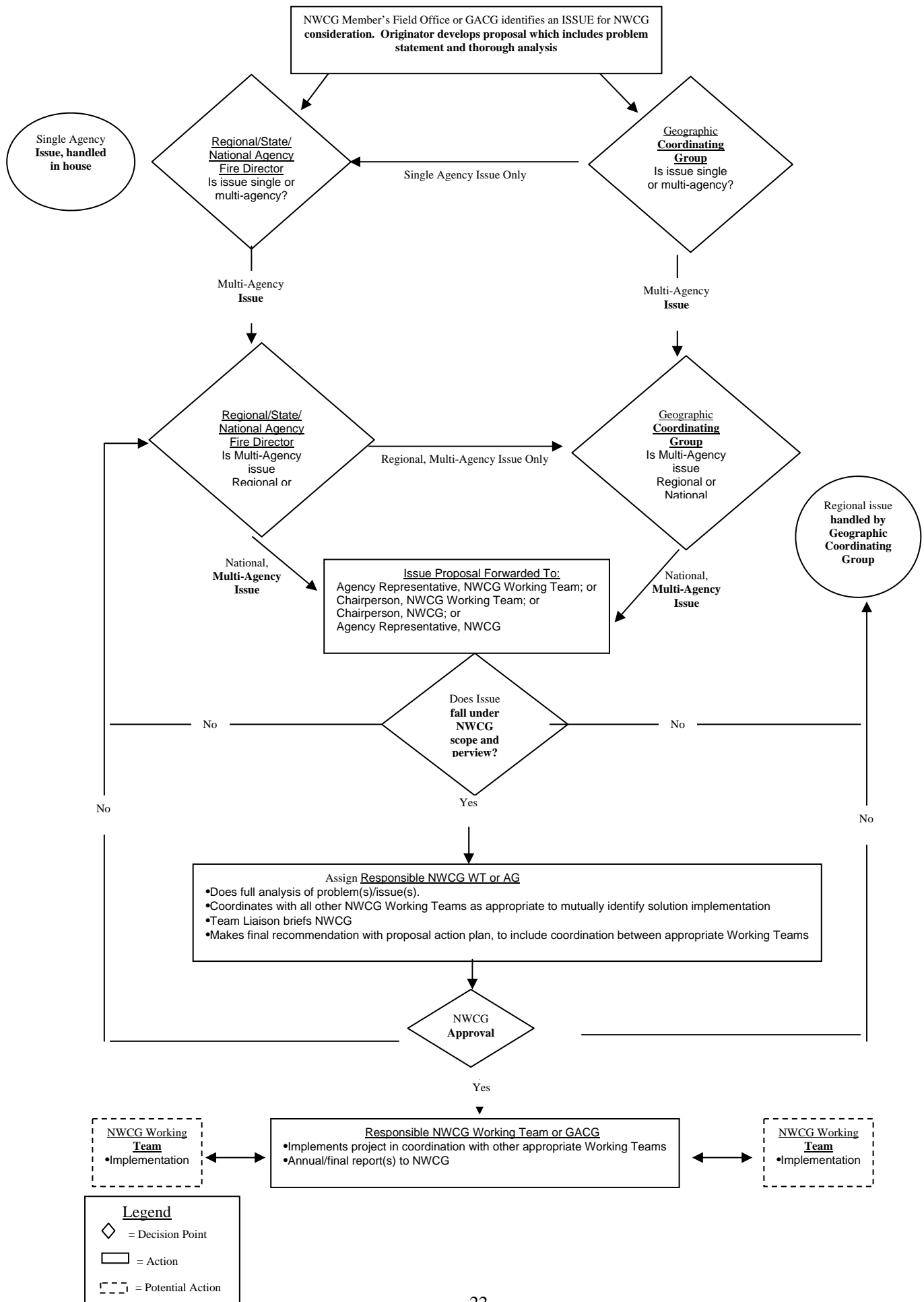
Manages the NWCG training curricula program; recommends for approval the Wildland Fire Suppression curriculum; develops suppression and aviation course materials; recommends to NWCG the course development and format standards; assures all training materials developed by NWCG meet the *Course Development and Format Standards*; and provides guidance to other teams on the development process and standards.

Fire Use	Recommends for approval the Prescribed Fire Qualification and Training Curriculum; coordinates with the IOS and TWTs to assure overall NWCG consistency and compatibility; develops all training materials for prescribed fire, fire effects, and smoke management following the NWCG process; recommends modifications to other Q & T systems and materials developed by others; and develops non-curriculum materials for PMS distribution.
Wildland Fire Education	Recommends for approval the Prevention Qualification and Training Curriculum; coordinates with IOS and TWTs to assure overall NWCG consistency and compatibility develops P.E. training materials following the NWCG process; recommends modification to other Q & T systems and materials developed by others; and develops non-training materials for PMS distribution.
Fire Equipment	Recommend equipment and chemical use modifications to established qualification and training systems; coordinates with appropriate teams to assure NWCG consistency and compatibility; and develops associated training and non-training materials following established NWCG standards.
Information Resources Management	Recommends information and communication area modifications to approved qualification systems and training curricula coordinates with appropriate teams to assure NWCG consistency and compatibility; and develops training and non-training materials associated with implementation information and communication systems.
Safety and Health	Recommends qualification and training modifications to approved systems and course materials developed by other teams; and develops non-training materials that will support multiple systems or are stand alone products.
Publication Management System	Makes available all qualification and training materials teams; assures appropriate approvals; and assures products meet NWCG standards and are distributed appropriately.
Incident Business Practices	Coordinate business practices for wildfire, non-fire, and FEMA emergencies. Maintain the <i>NWCG Interagency Business Practices Handbook</i>
Fire Weather	Provides for the coordination and use of meteorological services in support of the wildland fire and resources management programs.
Fire Danger Rating	The NFDRWT provides an interagency forum to address concerns with the NFDRS.
Wildland/Urban Interface	Provides a forum to increase public awareness of the Wildland/Urban interface problem. They develop local solutions to the issues and form partnerships among problem solvers and interest groups.

Wildland Fire Investigation

The team is established to recommend policies, methods and procedures, and other actions for systematic and scientific wildland fire investigations.

This accurately reflects the NWCG process for identifying issues and processing the issues. As NWCG Team Chair, I concur with the process outlined and approved by NWCG on May 27, 1993. NOTE: This document has been updated to reflect changes in NWCG since originally drafted in May 1993.





# Appendix F - Budget format

WORKING TEAM \_\_\_\_\_

BUDGET PROPOSAL FY \_\_\_\_\_

PROJECT	COST	MEASURABLE PROJECT OUTPUTS	CONTINUING PROJECT/NEW PROJECT	TEAM PRIORITY	AGENCY & INDIVIDUAL TO DO THE WORK