

**USDA** United States  
Department of  
Agriculture  
Forest Service  
Northern Region  
March 2007



# **FOUNDATIONAL DOCTRINE AND GUIDING PRINCIPLES**

for  
**The Northern Region  
Fire, Aviation and Air Program**



# Table of Contents

Letter from the Regional Forester .....	i
<b>Introduction.....</b>	<b>1</b>
Defining Doctrine.....	2
The Operational Environment.....	2
<b>Fire, Aviation, and Air Doctrine.....</b>	<b>5</b>
Operations .....	5
Restoration.....	7
Aviation.....	8
Workforce.....	10
Leadership Accountability.....	11
Roles and Responsibilities.....	12
Relationships with Other Regions.....	13
Public and Partners.....	13
Program Balance and Tradeoffs.....	15



*“I ask that you embrace this doctrine and turn words into action with all the vigor and passion that you possess. These principles will set the direction for how we will implement our program. They will be our anchor point for changes in process and policy that inhibits us from reaching excellence in the Northern Region's Fire, Aviation, and Air program.”*

~**Kathy McAllister, Acting Regional Forester, Northern Region**





**File Code:** 5100  
**Route To:**

**Date:** March 23, 2007

**Subject:** Foundational Doctrine and Guiding Principles for the Northern Region Fire, Aviation and Air Program

**To:** All Region One Employees

The following is the Foundational Doctrine and Guiding Principles for the Northern Region Fire, Aviation and Air (FAA) program. The guiding principles outlined in the Doctrine will establish clear direction, a vision of where we are headed, our core values, and the way we will implement the FAA program in the future. I ask that you embrace this doctrine and turn words into action with all the vigor and passion you possess. These principles will set the direction for the program, how we will implement the program, and will be our anchor point for changes in process and policy that inhibit us from reaching excellence in the Northern Region's Fire, Aviation and Air program. The following is my "leader's intent".

This doctrine builds on the previous work done on the national Fire Suppression, Aviation and All-Hazard Response Doctrines. Key principles contained in our doctrine include:

Our FAA personnel are land managers that have fire, aviation, and air expertise and their commitment is resource management. FAA personnel are champions for integration with all our programs and lead by example. To improve the conditions of the land enough to make a difference, our programs and organizations will be integrated with a common vision to ensure healthy soil, water, vegetation and air in the Northern Region.

Providing properly functioning watersheds continues to be top priority in the Region. Within these watersheds, fire is a primary agent of rapid and dramatic change. A key product of National Forest Systems lands is clean water. All fire management strategies and tactics must be commensurate with the values to protect and the resource objectives to accomplish. We must expand the Wildland Fire Use program in the Northern Region to accomplish resource objectives.

Fire, Aviation and Air is managed as a decentralized organization, close to the resources we manage and the people we serve. Personnel and equipment are moved and shared across boundaries based on priorities.

Providing information internally and to the public we serve is critical to learning how to live with fire. The Doctrine establishes principles that will allow us to communicate well about the importance of living with fire in order to ensure the health and condition of the land.

All Northern Region employees will have a working knowledge and ability to participate in fire, aviation and air management programs. All employees are expected to participate in the FAA program whether they are actively involved or are backing up co-workers on fire assignments. It is recognized that employees who are not actively involved are also doing their part by assisting co-workers while on fire assignment.

I expect employees to exhibit a passion for leadership. Every employee will prepare themselves to



lead and will provide that skill when the need arises. Leaders will make decisions by fully using their knowledge, skills, experience, information available, and their awareness of the current and anticipated situation.

There will be situations where people encounter policy that is conflicting, detrimental or counter to the desired intent, and in those circumstances individuals are expected to apply their judgment and act within the larger intent of the Doctrine. Such actions are required to be documented, and leaders will be held accountable for the process they used. I expect informed decisions to be made and good professional judgment used. I expect creative and decisive actions that are clearly communicated. We need to walk a fine line between risk aversion and unacceptable risk. You will be supported if undesirable outcomes occur.

I expect every employee to foster a work environment that is enjoyable, rewarding, values diversity and is free of harassment.

Sound relationships are essential. We will accomplish far more with sound relationships with our partners and public. I want our partners to know we are interested in helping each other. I want the public to acknowledge that we are experts in what we do.

I recognize that to successfully restore and maintain fire adapted ecosystems and improve watershed function; we must continually improve the performance of our organization. We put emphasis on the quality of the work we do. What we do, we will do well.

Most importantly is safety. I expect each employee to take responsibility for their own safety and the safety of the people they work with. We always have and always will cover each other's back. When it comes to public safety, I want you to do everything you can to ensure it, but not at the expense of your own safety. Every employee is empowered to accept or reject assignments based on your capability to safely perform the required tasks. Turning down assignments should follow the guidelines outlined in the Incident Response Pocket Guide.

If not us, who? If not now, when? We need to position the FAA program to be successful in the future.

This doctrine is our anchor point and we must keep it dynamic and current as we implement these important guiding principles. This document is the communication tool to share clear leader's intent, but action is always more powerful than words.

Be innovative...be disciplined...execute with excellence...be safe! Now is our time for ACTION!



KATHLEEN A. MCALLISTER  
Acting Regional Forester





## Introduction

The body of principles outlined in this report forms the foundational doctrine for the Fire, Aviation and Air management programs in the Northern Region of the USDA Forest Service. These principles will guide the planning and conduct of operations within all of these programs.

This Northern Region Fire, Aviation and Air doctrine is definitive enough to guide specific operations, but flexible enough to adapt to the dynamic environment associated with Fire, Aviation and Air management. This doctrine will enable and empower the region's personnel to:

- Complete their work,
- Encourage their use of sound judgment,
- Take advantage of their training and experience, and
- Support their decision-making.

The Northern Region Fire, Aviation and Air doctrine is also designed to tier to the national Fire and Aviation Management foundational, and all Hazard Response doctrines and has been expanded to include all aspects of Fire, Aviation and Air management.

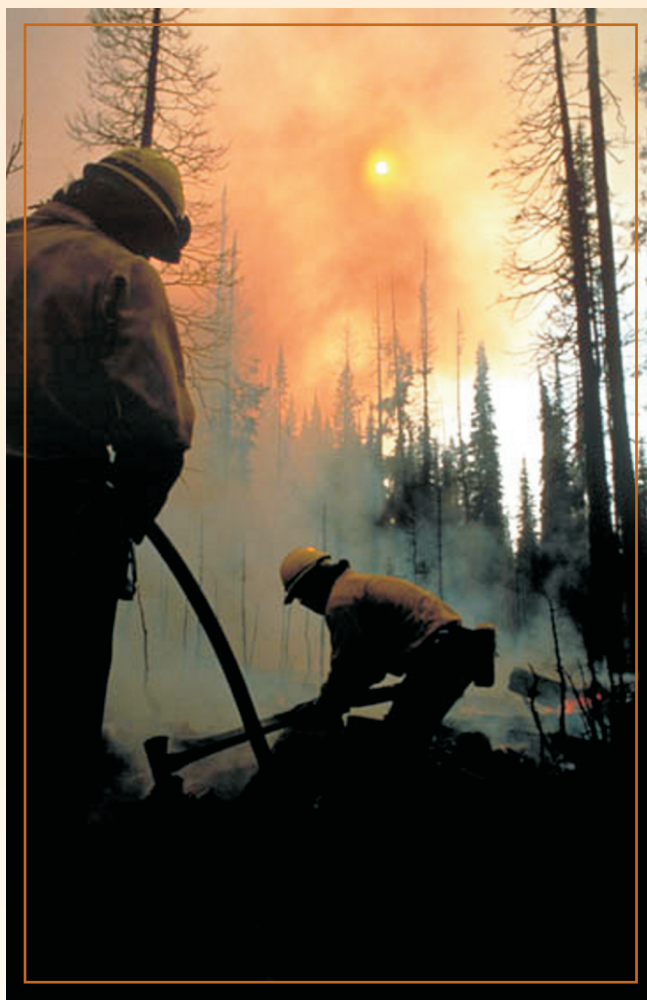
The priority land management objective of Fire, Aviation and Air management is to maintain or improve the vegetative and watershed conditions of our national forests and grasslands. This objective is directly aligned with the agency's overall strategic goal to:

- Reduce the risk from catastrophic wildland fire by improving the health of national forest lands;
- Manage fire at minimum cost—considering firefighter and public safety, resource benefits, and values to be protected; and
- Assist neighboring communities and lands most at risk from hazardous fuel conditions.

## Empowering and Guiding Our People

The mission of the Forest Service is to sustain the health, diversity, and productivity of the nation's forests and grasslands to meet the needs of present and future generations. Successfully accomplishing our fire, aviation, and air management responsibilities is essential to the Forest Service mission.

The requirement for effective programs demands that comprehensive and effective doctrine empower and guide people to use all their training, experience, and judgment in making the best decisions possible—often in harsh operational environments. There will be very few times we tell you what to do, but we will be clear on these occasions.





## Defining Doctrine

Doctrine is the body of principles—*not* rules—that guide an organization's activities and actions. A principle is the moral or ethical standard that forms a foundation for judgment, mode of action, decision-making, and behavior.

The Fire, Aviation and Air management doctrine outlined in this report establishes a particular way of thinking about this overall program. This doctrine provides a philosophy for leading Fire, Aviation and Air personnel in their operations, a mandate for professionalism, and a common language. The doctrine does not consist of procedures to be applied to specific situations so much as it sets forth general guidance that requires judgment in application. Doctrine provides information on how decisions should be made, not what the decisions should be.

## The Operational Environment

Fire and aviation activities occur in a dynamic, high-risk environment. The mixture of people, machines, technology, and the forces of nature create a highly complex workplace that—in a relatively short period of time—can rapidly transition from routine to unpredictable and chaotic.

The Northern Region's Fire, Aviation and Air personnel routinely encounter numerous and varied inherent risks while redeeming their responsibilities. Even with reasonable mitigation of risk and working within the scope of agency doctrine and policy, our personnel may suffer serious injury or death. Any doctrine or policy that neglects this basic truth is incomplete. At the same time, it remains the philosophy of the Northern Region that no resource or facility is worth the loss of human life.

Practicing sound fire and aviation management principles in the Northern Region requires a resilient, highly reliable organization that



continually strives to:

- Minimize risk—while communicating and accomplishing leader's intent and defined objectives
- Minimize internal friction
- Remain cohesive and resilient

## Employee Expectations

Our employees are expected to make reasonable, prudent, and timely decisions necessary to accomplish the agency mission. They are also expected to make these decisions consistent with agency rules and regional doctrine—as well as being consistent with their training, experience, and the context of the situation.

The actions of a single individual at a critical moment can have a great impact on the outcomes of an assigned operation. The harsh reality is that, to succeed, Forest Service Fire, Aviation and Air





## Introduction

personnel must first perceive and understand the complexities of their operating environment and then:

- Think
- Plan
- Mitigate risk
- Communicate
- Boldly engage in their assigned tasks

Fire, Aviation and Air personnel require extensive formal and informal training to accomplish their responsibilities in achieving the agency's fire management mission. Consequently, a functioning qualifications and certification system coupled with diligent management of that system, remains critical to the Fire, Aviation and Air programs.

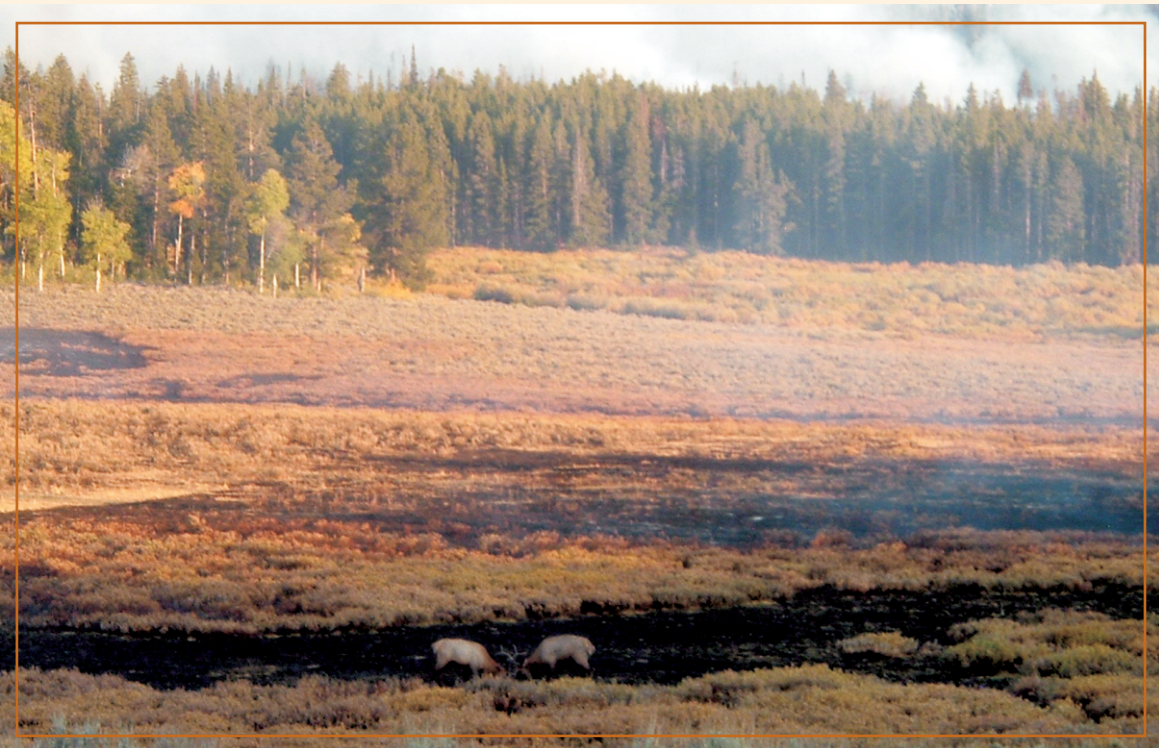
### Dramatic Change

While technology plays a key role in expanding the analytical, situational awareness, and tactical tools available to Fire, Aviation and Air personnel, the essential job has not changed dramatically in 100 years. The amount and condition of fuels throughout the Northern Region, however, *has*

changed dramatically.

The landscapes in the Northern Region developed from natural and cultural processes, including fire and the human use of fire. Many areas are now subject to large-scale landscape disturbances that may exceed the historic range of natural processes. This condition has placed both ecological and social values at risk. Our imperfect knowledge of nature and fire behavior increases the complexities of our Fire, Aviation and Air program.

It will remain necessary to control some fires and check the forward progress of others in the Northern Region. However, we cannot sustain a program of putting out fires in fire dependent ecosystems so; over time, the areas where fire suppression and prevention are necessary or desirable will decrease. Increasingly, fire will play its natural role in ecosystem sustainability within given social, economic, and political environments; and human communities will become fire adapted, rather than depending on escalating protection, in the Northern Region. The Region promotes the natural role of fire, recognizes that both wanted and unwanted events





will occur, and takes advantage of opportunities to treat the land through the use of fire.

The Fire, Aviation and Air operating environment is also influenced by a variety of external factors, including political considerations, line officer direction, budget constraints, media involvement, and public attitudes. In the Northern Region, the rapidly expanding wildland-urban interface is dramatically contributing to both the political and operational complexity that confronts all of our personnel.

As the nature and complexity of the operational environment changes, the Northern Region's Fire, Aviation and Air doctrine will evolve to allow fire managers, firefighters, and our cooperating partners to accomplish the Forest Service fire, Aviation and Air mission with allocated resources.

The Northern Region must work closely with our partners and the public as we shift the Northern Region's Fire, Aviation and Air programs in new directions—simultaneously working cooperatively with federal, state, and local and tribal governments in all aspects of Fire, Aviation and Air management.

Interagency relationships and agreements remain critical to us *and* to the success of the Fire, Aviation and Air programs in the Northern Region. Local units are expected to honor and implement our interagency agreements by developing their respective plans in a fair, equitable, and balanced manner in the interest of all the cooperators.

By doing so, we leverage our partners' knowledge, skills, and abilities to help us be successful. After federal, state, and local government resources have been fully utilized, we will employ contractors to help us accomplish our work. We will also work collaboratively with the public—oftentimes with communities taking the lead—to increase understanding, build support, and—where and when appropriate to our overall mission—change expectations.

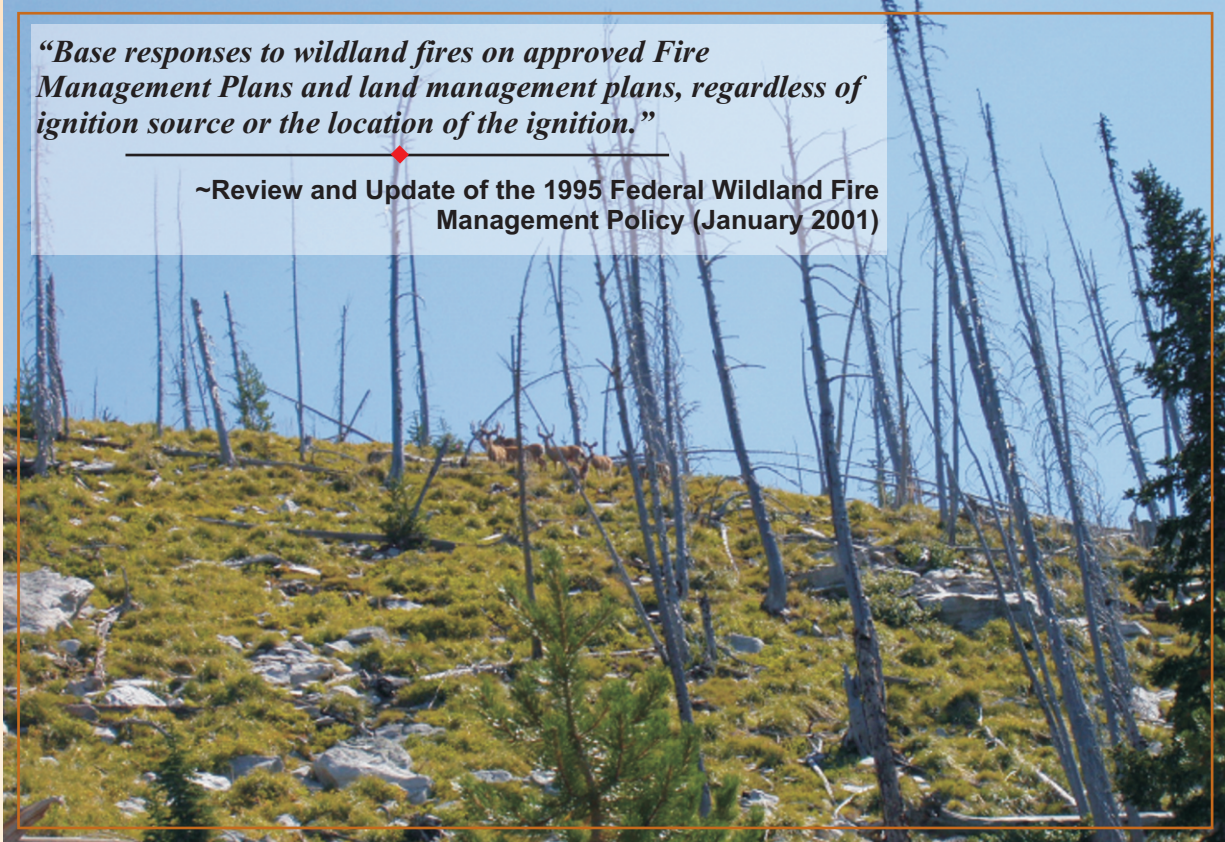






*“Base responses to wildland fires on approved Fire Management Plans and land management plans, regardless of ignition source or the location of the ignition.”*

~Review and Update of the 1995 Federal Wildland Fire Management Policy (January 2001)



## Fire, Aviation and Air Doctrine

### Operations

The primary means by which we implement decentralized command and maintain unity of action is through the use of universal principles of fire and aviation management operations. These principles guide our fundamental fire practices, behaviors, and customs. They are mutually understood at every level of command.

### Appropriate Management Response (AMR)

- ❑ Our response to wildfires on national forest system lands in the Northern Region involves actions and expenditures that are commensurate with the values at risk and are

consistent with agency policy, land management plans and fire management plan direction.

- ❑ Line officers will be prepared to make informed decisions on the appropriate management response prior to fire season.
- ❑ We will maximize opportunities for our line officers to accomplish resource objectives through wildland fire use.
- ❑ Our partners and public will understand our expectations of appropriate management response in advance of fire season.
- ❑ Initial attack requires a planned, rapid and focused response with appropriate forces. AMR will maximize firefighter and public safety.
- ❑ If initial attack is unsuccessful, we will ensure that the transition process to a more complex situation remains cohesive and forthright.



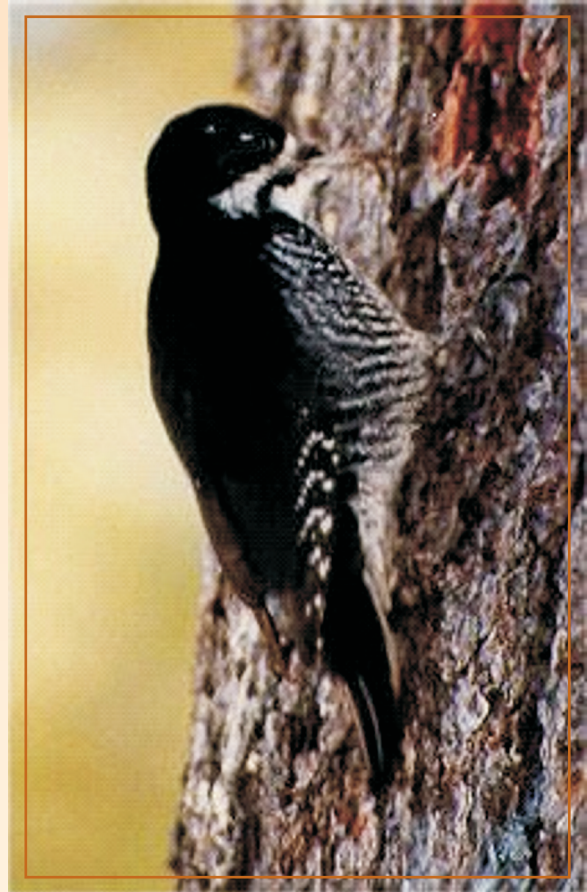
- ❑ Incident Commanders will assess risk and hazards and communicate mitigation measures to firefighters and fire managers.
- ❑ Incident Commanders and fire managers will be decisive in establishing clear and attainable objectives that are consistent with leader's intent and direction.

### **Prescribed Fire**

- ❑ Prescribed burns maximize the use of natural barriers to achieve landscape-scale results that are commensurate with land management objectives and help reduce risk.
- ❑ We recognize that prescribed fire occurs in a dynamic, fluid environment that requires a tactical approach to meet objectives.
- ❑ Prescribed burns to reduce hazardous fuels will have priority in wildland-urban interface areas that will minimize future risk for large, high-intensity wildfires.

### **Risk Management**

- ❑ We will learn from accidents and incidents. As we determine accident causes, we will treat personnel with empathy and respect.
- ❑ Risk management decisions will be made at the appropriate level of the organization depending on mishap severity and probability, the time-critical nature of the mission, and the knowledge, skills, and abilities of the personnel involved.
- ❑ Risk management includes accepting varying degrees of exposure to hazards depending on the nature of the mission. As mishap severity and probability increases, the risk decision will be elevated to higher levels of the organization.
- ❑ Organizational learning is crucial to risk management. To promote and strengthen our safety culture, it is essential we review our successes as well as our failures.



### **Non-Fire Response**

- ❑ Response to non-fire incidents will be commensurate with our authorities and training.
- ❑ When requested to respond to current and developing “all-risk” emergency situations that are outside the core responsibilities of the agency, we will respond consistent with our skills, training, and abilities.
- ❑ Agency employees respond when they come across situations where human life is immediately at risk or there is a clear emergency and employees are capable of assisting without undue risk to themselves and others until someone with the appropriate authority responds.





## Valuing Professional Judgment

- ❑ Success requires flexibility, adaptability and recognizing the unpredictable nature of our business.
- ❑ Intuitive judgment and initiative lead to successful decision making and problem solving.
- ❑ Employees will trust in their own judgment and trust in the judgment of others while recognizing the skills and limitations of both.
- ❑ Employees will maintain situational awareness by validating their actions and the actions of others in relation to their objectives.
- ❑ Employees will recognize that there are unintended consequences due to the unpredictability of the fire ground environment. When consequences are recognized, employees will use professional judgment to immediately minimize the impacts of unintended results.
- ❑ Risk management is evaluated on the decision-making process not the outcome. Decisions will be judged on whether the decision-maker used professional judgment based on information that was available at the time.



## Restoration

- ❑ We will recognize and acknowledge wildfire as the primary agent of change in the Northern Region that has shaped the composition, structure, and function of our landscapes.
- ❑ The Northern Region Fire, Aviation and Air program shares a common vision with other resource program areas and our partners to maintain high quality or to restore the health and condition of the Northern Region's terrestrial and aquatic ecosystems.
- ❑ Biomass removal will be concentrated in areas where there are high values at risk.
- ❑ We recognize the connection between wildland fire and wildland fire use and boldly embrace and promote wildland fire use as the most appropriate tool to maintain and restore our ecosystems.
- ❑ Prescribed treatments are designed to meet ecological and social goals, and promote fire adapted communities in the Northern Region's wildland-urban interface.
- ❑ Restoration treatments are central to restoring the health and condition of the Northern Region's forests and grasslands, and are necessary to increase their resilience to the effects of wildland fire.
- ❑ Prescribed fire and the application of wildland fire use are essential to maintaining/improving high value watersheds and wildlife habitats in a properly functioning condition.
- ❑ The Northern Region air quality program will maintain mutually productive relationships with our interagency partners and regulatory agencies (Department of Environmental Quality and Environmental Protection Agency) to promote understanding of inherent agency differences and requirements, yet maintain effectiveness.



- ❑ The Northern Region air quality program will use appropriate air quality law, regulation, policy and science to protect natural resources, including visibility, from adverse effects of human-caused air pollution.
- ❑ The Northern Region air quality program will support wildland fire use and prescribed fire programs through the enhancement of collaborative relationships and effective communication between regulatory agencies and Fire, Aviation and Air leaders. We will maintain a business climate among cooperating agencies and Fire, Aviation and Air managers that is conducive to each other's success.

### **Integration**

- ❑ Fire, Aviation and Air programs are used to accomplish the Northern Region Integrated Restoration and Protection Strategy.
- ❑ Successful implementation of our Fire, Aviation and Air doctrine relies on all employees and the support of all resource program areas.

### **Aviation**

The fundamental responsibility of Forest Service aviation is to support the agency's land management operations in a timely, cost-effective, and efficient manner. The mission of Forest



Service aviation is to:

- ❑ Provide safe, efficient, and coordinated aerial support for agency operations;
- ❑ Support partnership agreements; and
- ❑ Meet current and future needs through innovation and technology.

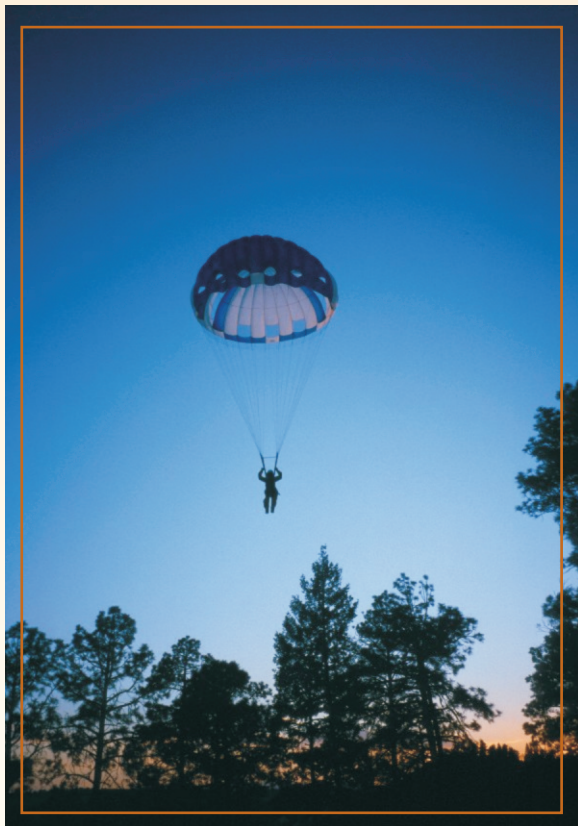
When requested to respond to emergency situations that are outside of the core responsibilities of the agency, agency aviation personnel will respond consistent with their skills, training, and abilities.

### **Operations**

- ❑ To maintain a mobile, effective, interchangeable, flexible and dynamic aviation program, we will maintain standardization throughout aviation operations and administration.



- ❑ We will use reliable, compatible, cost-effective technology in our aviation operations. We will continuously evaluate, develop, and procure appropriate technologies.
- ❑ Aviation operations require regulations, manuals, guides, and checklists to execute and coordinate operations in a safe and effective manner. All guides within the Forest Service directive system are principles and are not regulatory.
- ❑ We will maintain an environment where employees report errors in judgment without fear of retribution.
- ❑ Delivering safe, effective, and efficient aviation services requires decision-making free from conflicts of interest. Qualified government personnel shall fill all positions within the aviation program empowered to allocate resources, commit funds, make command decisions, or evaluate and approve



personnel and equipment that provide aviation services.

### **Leadership and Accountability**

- ❑ Aviation leaders in the Forest Service will be critical thinkers who possess sound judgment, values, and ethics. They will exercise initiative, accept responsibility and accountability commensurate with their position.
- ❑ Aviation leaders will know the capabilities and limitations of aerial resources. They are responsible for evaluating and recommending the appropriate use of aviation resources to accomplish agency objectives and missions.
- ❑ It is leadership's responsibility to recruit, train, mentor, and retain a highly skilled, diverse workforce of both career and auxiliary aviation employees.
- ❑ Individuals are accountable for making prudent decisions based on doctrine, training, and experience.
- ❑ The aviation organization will be structured for centralized management with decentralized execution to support standardization, resource efficiency, command and control, and maximize response flexibility.

### **Aviation Safety and Security**

- ❑ The aviation environment is a complex, high-risk environment. The hazards even with reasonable mitigation can cause harm or death to personnel. The aviation organization will aggressively apply the principles of risk management.
- ❑ The agency will be vigilant and prudent in the implementation of aviation security practices.





## Workforce

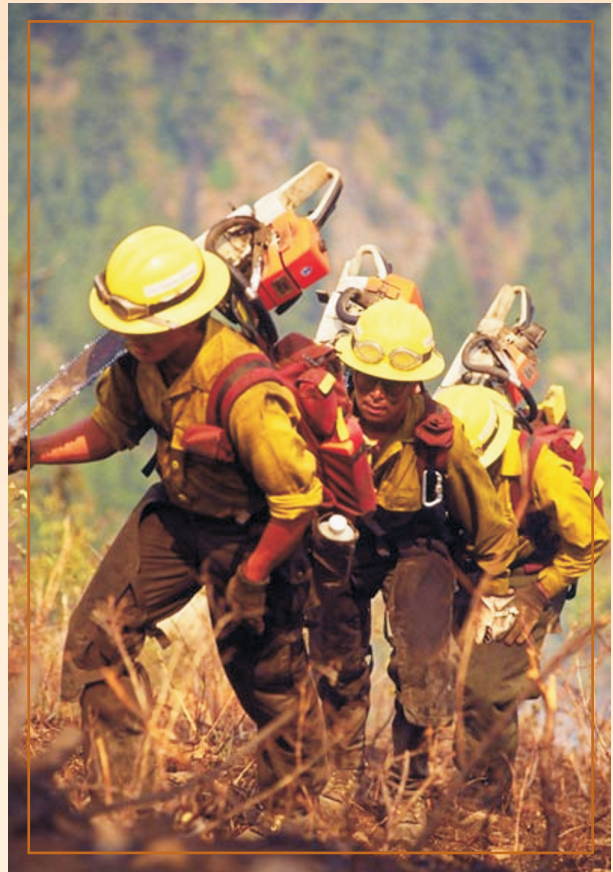
- ❑ The Northern Region's Fire, Aviation and Air program is committed to build the optimum mix of knowledge, skills, and abilities to ensure successful planning and execution of the Integrated Restoration and Protection Strategy. We will provide short- and long-term guidance to units to encourage an integrated, unified, and consistent approach for organizational change in Fire, Aviation and Air programs.
- ❑ Safe practices will be embedded in all Fire, Aviation and Air workforce decisions and actions. Our workforce will display a passion for safe practices through the application of doctrinal principles.

## Resource Allocation

- ❑ Our workforce will be flexible and responsive to our changing budgets while accomplishing priority work.
- ❑ We will provide quality leadership, skills mix and a career-oriented Fire, Aviation and Air workforce.
- ❑ Historical and anticipated workloads will be critical to determine budget allocation, staffing levels, and resource locations. In this manner, the Northern Region will exercise control and accountability.
- ❑ Units will develop a workforce that will be based on historical workloads and agreed upon guiding principles and regional direction. The Fire, Aviation and Air program is managed as a decentralized organization, but resources are moved and shared based on a program of work and priorities.

## Monitoring and Oversight

- ❑ Line officers are responsible to provide for a fully staffed, highly qualified and diversified



fire, aviation and air workforce.

- ❑ Leaders are responsible to ensure that their employees are trained, qualified, and equipped for the mission.
- ❑ Leaders are responsible for internalizing the core values and doctrinal principles, particularly safety, within the workforce.

## Training/Development/Mentoring

- ❑ We will work to instill and maintain the same guidelines and standards as our cooperating wildland fire agencies.
- ❑ Each unit is responsible to orient and counsel. Unit leaders have the responsibility to provide cross training to enhance interdisciplinary and organizational awareness.



- ❑ Every employee has the responsibility to train, mentor, and prepare subordinates to become the next generation leaders.
- ❑ As we move from a rule-based performance system to a doctrine-based system, our training will teach employees how to think and make appropriate decisions. We will help our employees achieve success and safety through education and training not solely by regulation.

### **Outreach/Recruitment/Retention**

- ❑ Our outreach and recruitment will create a diverse workforce capable of responding to future challenges.
- ❑ We will promote and hire people who have a desire to manage and enhance natural resources and can work effectively with people.

### **Diversity**

- ❑ It is the responsibility of every employee to foster a work environment that is enjoyable, rewarding, that values diversity and is free of harassment.

### **Agency Employees**

- ❑ Every employee has the responsibility to support and participate in the Fire, Aviation



and Air program. Every employee will identify the niche that is most consistent with their personal/professional needs, abilities, and goals.

- ❑ We value the “militia” (non- Fire, Aviation and Air employees). Our commitment is to support and to make our militia an integral part of the Fire, Aviation and Air program.

### **Leadership Accountability**

Leaders are defined as anyone in the organization from the Regional Forester to the seasonal employee. Leadership is not a position. It is a role and a responsibility. We expect all employees to incorporate leadership principles into their daily work.

Every employee understands that the power of the group or team is equal to more than the sum of its parts. Every employee will prepare him or herself to lead and, when the need arises, will provide that leadership.

- ❑ Leaders will demonstrate high self-awareness, an ability to recognize when a situation may exceed their capabilities, and a willingness to request appropriate help.

### **Cohesiveness**

- ❑ All leadership will ensure that a strong professional relationship exists throughout the entire organization, and that the organization is cohesive.
- ❑ Leaders will maintain a passion for preparedness, as well as a personal commitment to the unit's operational effectiveness.

### **Leadership Attributes**

- ❑ Leaders will listen, ask questions, and maintain a sense of calm in difficult and



challenging situations. Leaders will seek assistance as needed. Leaders will have the confidence to act.

## Roles and Responsibilities

It is the responsibility of every employee to foster a positive work environment that is enjoyable, rewarding, recognizes the value of diversity, and is free of harassment. Employee awareness of the functions of all levels of the agency fosters respect for the contributions of all employees regardless of rank or responsibilities.

Forest Service employees will gain knowledge and develop awareness of agency programs and the various disciplines that are essential to program implementation. Informed employees:

- Reduce functionalism,
- Lead to enhanced cross-functional communications and effectiveness, and
- Increase trust and respect for professionalism throughout the diversity of disciplines within the agency.

## Integration

- We will integrate fire and fuels management across all resource program areas and functions.



## Employee and Personal Responsibility

- Employees have a personal responsibility and will take personal initiative to educate and train to the best of their abilities.
- Every employee will have a basic understanding of fire, Aviation and Air management and are responsible for supporting the program.

## Fire, Aviation and Air Program Manager

- We will be proactive in educating and informing the public about both the natural role of fire and fire risk, especially in wildland-urban interface areas.
- Fire, Aviation and Air personnel will keep the line officer informed and provide professional fire, aviation and air management expertise and advice.
- The Fire, Aviation and Air manager will ensure that the program is managed safely, effectively, and efficiently.

## Line Officers

- Support fire management activities both on and off their unit.
- Participate directly in emergency responses appropriate to their training and experience.
- Make available and ensure the entire workforce is trained and qualified with fire and aviation management skills and abilities.
- Have the responsibility to establish clear and concise objectives (leader's intent).
- Will have appropriate training and experience to know their responsibilities in fire and aviation management actions.





## Relationships with Other Regions

The Northern Region will establish close working relationships with other regions, when capable, and when each region benefits from this relationship.

Climate and geography influence the timing of fire seasons and provide the Northern Region an opportunity to share Fire, Aviation and Air resources with other regions. When fire seasons between two regions have little to no overlap, each region can benefit by offering resources before and after its fire season and receiving resources during the fire season.

Since the Southwestern fire season typically occurs in spring and early summer, and the Northern Rockies fire season is usually late summer and early fall. This facilitates the sharing of many resources between the two regions.

- We will establish close working relationships with the other regions.
- We will incorporate resource sharing into our Fire, Aviation and Air management planning to ensure that both regions' resources are used more efficiently and that total costs to the agency are reduced.

## Public and Partners

Educating and informing the public about both the natural role of fire and fire risk is the agency's responsibility. We will build on the foundation of our current programs, as well as the successes and networks of grassroots involvement that have previously been built.

As managers, we must remember we share a common vision with our public and partners: communities withstanding the threat of wildfire without the intervention of a large-scale response.

Forest Service employees must therefore gain knowledge and develop an awareness of agency programs that assist our non-federal partners in identifying risk, developing mitigation measures, and increasing their capacity to respond to wildfires. Employees need to provide the public with information that can help them to reduce the risk of living in fire-adapted ecosystems.

The cooperative relationship between the Forest Service and other cooperators and partners is essential. It is the responsibility of the agency to develop working interagency relationships with these entities.

## Prevention/Information/Education

- We will have a workforce that provides education on the various aspects of the Fire, Aviation and Air management program.
- We will provide technical expertise to communities on how individuals and communities can reduce their risk to wildfire.
- We will educate and support homeowners in making sensible choices about living in the wildland-urban interface.

## Community Wildfire Protection Plans (CWPP)

- We will provide technical expertise to our partners and stakeholders as they develop CWPPs.
- CWPPs will be used in our planning processes to define the wildland-urban interface.
- Community priorities for hazardous fuel treatments will be recognized, promoted, and integrated into agency work priorities.

## Authorities, Roles, and Responsibilities

- We will understand, respect and value our



cooperating partner's authorities. Where differences exist, we will work to find common ground.

how we will respond in areas of mutual interest. We will be able to articulate this strategy to our cooperators and partners.

### **Response Capabilities**

- We will work with our partners to develop common expectations. If common expectations cannot be met, differences will be clearly identified.
- When responding to incidents that involve more than one jurisdictional agency, unity of command will be established.

### **Fire-Adapted Communities vs. Additional Protection**

- We will focus on risk reduction and maintenance activities in assisting our communities to ensure that they are better prepared to protect themselves when wildfire occurs.
- Forest Service facilities will serve as a community model for living in fire-adapted ecosystems.

### **Agreements: Leveraging Resources Across Administrative Boundaries**

- We will have a clearly defined strategy for

### **Common Message for Information Sharing**

- When fires occur in multi-jurisdictional areas, we will partner with the affected agencies and utilize the media to inform and educate the public with common messages.
- Individuals and communities are responsible for Firewise practices on non-Federal lands. We are responsible for planning and implementing projects that will help risk reduction near communities.

### **Capabilities of Partners for Restoration**

- We will work with cooperating agencies to strengthen integrated restoration strategies for public and private lands while valuing differences in managing the land and resources.

### **Hazardous Fuel Reduction on Landscape Scale**

- Community Wildfire Protection Plans will be used to help prioritize National Forest System land hazardous fuel reduction



projects in the wildland-urban interface.

- ❑ At all levels of the organization, we will work with our partners and strive for alignment of projects in priority areas.
- ❑ We will engage with communities to assess the effectiveness of risk reduction activities (with both Federal and non-Federal projects).

### **Collaboration with Partners and Stakeholders**

- ❑ We will strive to achieve the goals of the Western Governor's Ten-Year Comprehensive Strategy Implementation Plan.
- ❑ We will share the Region 1 Integrated Restoration and Protection Strategy with our partners and work with them to achieve understanding and acceptance.

### **Program Balance and Trade-Offs**

We will efficiently use the tools and resources in our control to maintain and improve the vegetative and watershed conditions of our national forests and grasslands. We will not

confuse the ability to have the proper tools for our jobs with an unrealistic expectation of unlimited budgets.

- ❑ What we do, we will do well and safely.
- ❑ We will be honest with our line officers about our ability to execute their expectations.
- ❑ We will make prudent decisions that have the best ability to achieve goals prioritized by Fire, Aviation and Air program management.
- ❑ We will focus our energy on projects that produce the best possible end results.
- ❑ We will create a framework for the future that maintains and improves our operational effectiveness.
- ❑ We will put emphasis on the quality of the work we do, with an appropriate balance in the quantity of what we do, to benefit the land, the public, and our own safety.
- ❑ When budgets limit our ability to field optimal resources, we will fund those resources that position us to provide the best fire, aviation and air management response to anticipated needs in keeping with that level of funding.

