**RLT MEETING**

**Wildfire Crisis Strategy Governance Triage**

**Breakout group findings (5 groups)**

**May 12, 2022**

The PURPOSE of the Breakout is to get smaller groups to define the Region’s decision space related to the Wildfire Crisis Strategy and then identify the Regional level governance needs to ensure implementation is efficient.

**Ian’s Group (responses in bold)**

Prompting questions for the group’s discussion:

1. Given that the Wildfire Crisis Strategy (WCS) is a WO initiative and governance at the WO level has been provided in the [Wildfire Crisis Strategy Implementation Plan](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.fs.usda.gov%2Fsites%2Fdefault%2Ffiles%2FWildfire-Crisis-Implementation-Plan.pdf&data=05%7C01%7C%7C03c8c369bce547fa387a08da32abf03a%7Ced5b36e701ee4ebc867ee03cfa0d4697%7C0%7C0%7C637878012458121798%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=lpRKrwlOO8YpPV78k7zq4pw4lHurcpIcwJCsbTP%2BQOY%3D&reserved=0), what is the Region’s decision space? Assuming that the Region’s decision space here is not only determined by the WO WCS, what existing and/or concurrent decision space does the Region have?

* **Latitude to refine how to implement while addressing social justice,**
* **Latitude on how we meet the expectations to**
* **Priority is the three WRRIT priority landscapes, while as a Region we have a total of 19 Priority landscapes such as NM Shared Stewardship Priority Landscapes, Joint Chiefs, CFLRPs, N Kaibab, key areas on Coronado and Tonto**
* **Develop SOPs and regional guidance on prioritizing, for grants and agreements, PPS, budget**
* **Where, when and how to implement within these areas**
* **How to narrow down and prioritize tasks within within the fireshed priority landscapes (i.e. biggest bang for the buck w/ other Mission Objectives)**
* **Develop common operating picture that RLT can communicate from**

1. From the above, what governance is needed to ensure efficient implementation of the Wildfire Crisis Strategy as well as ongoing Regional efforts beyond those specific to the WCS? Consider the following:
   1. Does the Region need policy and/or Leader’s Intent related to this decision space? If so, stating what to whom?

* **Outcome-based leader’s intent provided on how to prioritize tasks within landscapes**
* **Identify end outcome and work backward, then match up work, needs and funds to better communicate internally and externally.**
* **RLT should be governing body**
  1. Does the Region need a specific entity to oversee the Region’s decision space? If so, does an entity already exist or will one need to be stood up? What should be the entity’s purpose (be specific here – gaining efficiency is an obvious and generic governance outcome)? Who will the entity need to interface with in order to be effective and avoid duplication? How long will the Region need this governing entity?
  2. Does the Region need a standard process related to this decision space? If so, what needs standardizing at the Regional level and why?

DID NOT GET TO THIS

1. What other governance needs are there in relation to this decision space?

DID NOT GET TO THIS

**Rita’s Group (responses in bold)**

1. Given that the Wildfire Crisis Strategy (WCS) is a WO initiative and governance at the WO level has been provided in the [Wildfire Crisis Strategy Implementation Plan](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.fs.usda.gov%2Fsites%2Fdefault%2Ffiles%2FWildfire-Crisis-Implementation-Plan.pdf&data=05%7C01%7C%7C03c8c369bce547fa387a08da32abf03a%7Ced5b36e701ee4ebc867ee03cfa0d4697%7C0%7C0%7C637878012453519596%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=icmnD7YRSCmymXL5wKwUAviGuGA39yZrQZeSZ2Bqb5Y%3D&reserved=0), what is the Region’s decision space?

* **Identify areas to implement**
* **How much we will implement – number of acres**
* **How we will implement (tools on the landscape – like thinning, Rx, etc., as well as internal workforce and/or contracting, etc.)**
* **How we tell the story**
* **Who does what? Who we engage with, roles and responsibilities**
* **Where to direct funding**
* **Science**

2. Assuming that the Region’s decision space here is not only determined by the WO WCS, what existing and/or concurrent decision space does the Region have? **Our decision space is bigger than the WCS (three projects), we have 19 projects and potential for others in the next 10 years. We are not starting from scratch; the following existing items would influence the projects and prioritization**

* **5- year plans**
* **Good neighbor authority**
* **Forest plans**
* **Strategic Plan**
* **Assigned targets/desired outcomes (That Congress is asking us to do)**
* **State Level Shared Stewardship Agreements**
* **4FRI**
* **Joint Chief, CFLRP, Joint Chief projects, RTRL**
* **spatial databases (that Ian used)**
* **Cooperative agreements with tribes (not sure if we have these)**

2a. Does the Region need policy and/or Leader’s Intent related to this decision space? If so, stating what to whom?

Do we need policy? **We have a lot of existing policy (handbook, manual, red book, etc). Do not need NEW policy (but process would be good).**

Do we need Leader’s intent? **We have leader’s intent, but not sure everyone knows (communication – Michiko to RLT, RLT members interpret to their units to include forests/director areas). Ensure all understand that restoration is important to the region and the WCS falls under restoration.**

2b. Does the Region need a specific entity to oversee the Region’s decision space? **Yes, suggest we revisit the restoration steering committee (a tactical group that successfully functioned for many years in making tactical decisions associated with developing process associated with soliciting and ranking restoration projects, made associated budget decisions, encompassed all forms of restoration to include riparian) and see if the charter and name of group can be adjusted to meet this need. And if it can’t, formally disband the group before establishing a new group.**  If so, does an entity already exist or will one need to be stood up? What should be the entity’s purpose (be specific here – gaining efficiency is an obvious and generic governance outcome)? Who will the entity need to interface with in order to be effective and avoid duplication? How long will the Region need this governing entity? **The restoration team (or a new entity) would be on-going with annual review on whether there are needs for adjustment. On-going because it is hard to imagine not needing a body like this considering our strategic plan objectives and our agency mission**

2c. Does the Region need a standard process related to this decision space? If so, what needs standardizing at the Regional level and why? **We do not have a specific standard process but we have a lot of things that could be used to develop/clearly articulate a standard process - start with the strategic plan, formalize the process that Ian used, build-out with additional tools/funding sources as they become available. Consider incorporating parts of the old tier 3 process/criteria and consider what needs to be added or removed (like add underserved communities, fly ways, overlapping watersheds with tribes.**

**Process would clarify role of restoration team in recommending decision (or making decision)**

3. What other governance needs are there in relation to this decision space? **Need a Charter outlining this for the Restoration Team. Need process associated with Charter. Need to incorporate a communications piece. Disband the RSAT because it confused everyone.**

**Heather’s Group (responses in bold)**

1. Given that the Wildfire Crisis Strategy (WCS) is a WO initiative and governance at the WO level has been provided in the [Wildfire Crisis Strategy Implementation Plan](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.fs.usda.gov%2Fsites%2Fdefault%2Ffiles%2FWildfire-Crisis-Implementation-Plan.pdf&data=05%7C01%7C%7C672b692e8c8c4482b47e08da343fb6be%7Ced5b36e701ee4ebc867ee03cfa0d4697%7C0%7C0%7C637879745645099609%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=3zmO%2F27FfmXfrpUCZS7JLdNvPj1%2FHKDInRaeZC2P1gE%3D&reserved=0), what is the Region’s decision space?

* **Prioritization of landscapes and projects; where we treat**
* **Types of treatments and timing**
* **Roles and responsibilities**
* **Who we work with: who we collaborate with externally; collaboratives in existence**
* **We can decide on the science we’ll use**
* **How we redistribute regular appropriations and other funds**

Assuming that the Region’s decision space here is not only determined by the WO WCS, what existing and/or concurrent decision space does the Region have?

* **Best available scientific information**
* **4FRI Governance (board, tracking, process, stakeholder group, etc)**
* **Restoration Steering Committee**
* **Each CFLRP has a board**
* **Existing collaboratives (smaller project focused)**
* **Budget process**
* **Informal encouragement from Directors for putting in for CFLRP or JC projects**
* **regional strategic plan, forest plans, riparian strategy,**

1. From the above, what governance is needed to ensure efficient implementation of the Wildfire Crisis Strategy as well as ongoing Regional efforts beyond those specific to the WCS? Consider the following:
   1. Does the Region need policy and/or Leader’s Intent related to this decision space? If so, stating what to whom? **Yes, need fireshed focus, we have it in manual, we have a national framework, we want the flexibility to be creative, we have a strategic plan. Leader’s intent from RF needed (letter with task/purpose/end state)**
   2. Does the Region need a specific entity to oversee the Region’s decision space? If so, does an entity already exist or will one need to be stood up? What should be the entity’s purpose (be specific here – gaining efficiency is an obvious and generic governance outcome)? Who will the entity need to interface with in order to be effective and avoid duplication? How long will the Region need this governing entity?

**YES! Layers: Forest Sups on 5 year plans; RO level decides which projects based on criteria (group/team/steering committee like restoration steering committee/board like the sustainable rec board with reps from each state, line, etc); how do we include the state/shared stew groups (how do we influence where the state invests; how are the various state agencies deciding priorities)**

* 1. Does the Region need a standard process related to this decision space? If so, what needs standardizing at the Regional level and why?  **5-year plan (but missing the “why for standardizing process”)**

3. What other governance needs are there in relation to this decision space? **Simple input tools for tracking data needs that are visible/transparent to all**

**Questions: Do we need leader’s intent for how to pivot when conditions change (don’t just keep going on 5-year plan because of sunk costs. What does success look like after 5 years?**

**Dan’s Group (responses in bold)**

1. Given that the Wildfire Crisis Strategy (WCS) is a WO initiative and governance at the WO level has been provided in the [Wildfire Crisis Strategy Implementation Plan](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.fs.usda.gov%2Fsites%2Fdefault%2Ffiles%2FWildfire-Crisis-Implementation-Plan.pdf&data=05%7C01%7C%7C03c8c369bce547fa387a08da32abf03a%7Ced5b36e701ee4ebc867ee03cfa0d4697%7C0%7C0%7C637878012455737038%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=nsd4Mw093OUHaYkcrXGwowA9eGLKiUl9PN69KeyxPbI%3D&reserved=0), what is the Region’s decision space? Assuming that the Region’s decision space here is not only determined by the WO WCS, what existing and/or concurrent decision space does the Region have?

**Wildfire crisis strategy is one part of a larger decision space the Region has more decision space to respond to the wildfire crisis strategy within landscapes outside the WRIT.**

1. From the above, what governance is needed to ensure efficient implementation of the Wildfire Crisis Strategy as well as ongoing Regional efforts beyond those specific to the WCS? Consider the following:
   1. Does the Region need policy and/or Leader’s Intent related to this decision space? If so, stating what to whom?

**The Region needs to identify its current policy and align it to implementation, the leader’s intent is clear at this point.**

**We had a lot of conversation around what policy actually means, my group has a tendency to think of the handbook and those high level policies I was trying to get them to move past that vision.**

* 1. Does the Region need a specific entity to oversee the Region’s decision space? If so, does an entity already exist or will one need to be stood up? What should be the entity’s purpose (be specific here – gaining efficiency is an obvious and generic governance outcome)? Who will the entity need to interface with in order to be effective and avoid duplication? How long will the Region need this governing entity?

**Yes, entity would need to interface with the WO, state stakeholders, and at least forest supervisors,**

* 1. Does the Region need a standard process related to this decision space? If so, what needs standardizing at the Regional level and why?

[DID NOT GET TO THIS]

* 1. What other governance needs are there in relation to this decision space?

[DID NOT GET TO THIS]

**Michelle’s Group (responses in bold)**

[Notes forthcoming]