

2019 Facilitation of Strategic Review for the Alaska Fire Service

STRATEGIC PLANNING

Bureau of Land Management, Alaska Fire Service – Fairbanks, AK



PROJECT DETAILS

DIFFICULTY: Medium

COST: \$60,000

TIMEFRAME: Eight (8) Months

DELIVERABLES: A Strategic Transition Plan for the successful transition from AFS “as-is” into the optimal “to-be” organization including updated Mission and Vision Statements, and current-to-future: titles, GS pay grades, and new department and supervisor information for those positions being reorganized.

CORE COMPETENCIES:

- Stakeholder Engagement
- Consensus Building
- Inter-Departmental Cooperation
- Strategic Planning
- Transition Planning
- Workshop Facilitation

PROJECT TEAM

Vision Planning and Consulting

CLIENT CONTACT

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PROJECT OVERVIEW

Vision Planning and Consulting (VPC) was selected by the Department of the Interior (DOI) Bureau of Land Management, Alaska Fire Service (AFS), for the facilitation of workshops related to: updating the AFS mission and vision statements; developing a Strategic Transition Plan; and developing a more efficient organizational structure to achieve current and future expectations. VPC developed and facilitated the Plan and planning process with the goal of transitioning AFS to an organization that meets current and future needs.

PROJECT SUMMARY

To kick off the project, VPC conducted a document review exercise to gain a clear understanding of AFS’ mission and tasks. Documents included: the DOI Departmental Manual, 1959 Statehood Act, Alaska Native Claims Settlement Act, and the Alaska National Interest Lands Conservation Act. VPC identified pertinent policy information and gaps within the AFS organizational structure. VPC worked with AFS to coordinate with land managers and other agencies who are expected to meet the statutory authority of the law. VPC helped reestablish expectations from these managers and a greater understanding of their priorities, including: human life and safety; critical infrastructure; local growth; and the environment.

Stakeholders included: Bureau of Indian Affairs, National Park Service, Bureau of Land Management, and U.S. Fish and Wildlife Service. VPC conducted external agency stakeholder group phone interviews to promote open and honest dialogue with these stakeholders and to ensure that long-term expectations are consistent with AFS’s delegated authorities. Key topics included: whether fire suppression expectations are being achieved, areas in which AFS can improve, and organizational priorities.

VPC facilitated a four-day workshop that focused on the development of a new mission and vision for AFS. Once these statements were formulated, VPC facilitated the creation of an Optimal Table of Organization for AFS, to meet the expectations

of the various jurisdictions and agencies, consistent with departmental authorities, and with the new mission and vision.

VPC identified the roles and responsibilities for each of the organization’s groups, sub-groups, and support branches, and re-organized those roles and responsibilities from the perspective of rebuilding AFS from scratch. Roles and responsibilities were placed under the most appropriate group or support branch, to help AFS most efficiently and effectively move into the future.

VPC integrated expectations from AFS and the stakeholders, to fulfill the new AFS mission, delegate authority, and create the type of organization needed in order to achieve their Vision. VPC developed a Strategic Transition Plan that addresses the organization as-is now, and how it could be. The Plan includes key discussion points from the workshops, reports expectations from managers, and addresses implementation and progress metrics.