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2010 Wildland Fire Module Start-up Reference Guide

A key to understanding
the basic needs to
starting a Wildland Fire Module

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Chapter 1. Introduction

1.1 Introduction

Since the inception of the original Fire Use Modules in the early 1990's there has always been the question of what a Fire Use Module is now Wildland Land Fire Module. Many other questions about a Module's functionality, fire operational roles, prescribed fire applications, project applications, and scope of duties have also arisen with the emergence of this new resource type.

As the new trend in fire suppression is leading back to the "old ways" of doing business, managers are looking at new resources and crew types to fill into the local or regional needs of their agencies. With such emphases on hazard fuels reduction projects and resource benefit fires, (now MMO fires or Multiple Management Objective fires) managers need new options for a multiple use resource. One such resource with the capabilities to implement hazard fuel projects and still be able to implement MMO/ Wildland Suppression fires is the newly termed Wildland Fire Module. The name Wildland Fire Module is new as of spring 2009.

Wildland Fire Modules (Modules), have a unique perspective on how fire should be used in the ecosystem. A variety of Module combinations and types within the small group, have let participating Module members become aware of how fire can benefit and harm our national resources. Modules become proficient at various types of resource management styles by gaining experience in the summer performing fire suppression and resource benefit techniques, and gaining experience in the shoulder/ off seasons by performing many prescribed fire and hazardous fuel reduction projects. With this diverse background at accomplishing management goals, start-up Wildland Fire Modules are on the rise.

To help assist managers and new module leaders, the Wildland Fire Module Steering Committee has decided that it is necessary to make a document that gives basic ideas that are used currently by most modules about equipment, staffing, and budgeting needs. These needs are associated with the initial start-up of a Wildland Fire Module, and the continued management of such a resource for years to come.

The first question that a person interested in starting a module should ask is, what "type" of Module do I need or want to have? I use the term "type" because there really isn't a specific "type" of Module in use today by different agencies. Agencies like the Forest Service have been successful in suiting their agency needs by transforming IA crews into a part IA crew and part Module. These Modules serve a dual purpose for local managers and also get some direction from regional offices. The National Park Service has dedicated Modules which can rotate freely around a region for fuels or fire assignments, then nationally as needs arise. The BLM has a Module that is funded to achieve the fuels program needs of a State, then progress outward nationally on fuels and fire assignments as the fire season gains

momentum needs for resources. Some Modules only work on the local level, serving both local fuels management needs, and fire suppression needs.

As you can see “type” is a loose word which describes basically two types of Modules. Modules that stay in the local arena for managers to help support local fires and fuels projects, and Modules that can freely move around a region, or in some cases the country. All Modules vary, and most can be ordered nationally through ROSS if the supervisors of each Module allow. Knowing how you would like to use a Module to assist your program is a great starting point in making a Wildland Fire Module.

One key point to note is that a national Wildland Fire Module must be certified and turn in the proper documentation to the Wildland Fire Module Steering Committee chair before becoming available in Ross as a Certified Wildland Fire Module-Fire Use. There are other ways to list Modules in ROSS such as WFM-Fuels or WFM-Prescribed, but to become WFM-Fire Use and be available for ordering at the GACC certification and guidelines must be met.

Having a Module right at your finger tips might be just the resource you need for your area. Then again, once a second look is taken at resource needs and benefits, just knowing Modules are available for use when you need them, might suit the situation better. Hopefully this document proves informational to those in the position to start a Wildland Fire Module.

Chapter 2. Local Support

2. Local Support

Local support for a Module is possibly the most critical piece to starting and maintaining a Module. Guidance, contacts, and help of local personnel that will directly be handling the Module, are instrumental in success. This help/ support will be from many facets which can be summarized into a few major components: administration, supervision, and work facilities. Without these key factors being supported at the local level, a module will not be able to successfully perform the duties required of a Module.

2.1 Administration

Administrative support at the local level for the typical Module consists of using the existing Human Resource personnel, and Administrative Assistants. These personnel may be assigned to the current fire/fuels organizations, or just simply to the office from with each Module works out of. Some support personnel might be at a regional or state level. Once in place the Module will need the support from human resource managers for hiring, filing proper paperwork, employee resources, identification badges, and background checks. Other administrative support would be from unit time keepers, IT administrators, fleet managers, and administrative support assistants.

As always working with a group of people generates a barrage of problems, concerns, and solutions, which all need attention from different specialists in the administrative support system. Make sure that when you are entertaining the idea of starting a Module too talk with the people whom your Module needs will affect. Be sure to identify if your administrators are willing and have the proper resources to handle more employees. If the administrators that will be dealing with the Module cannot support your group, the solution might be as simple to hire more support personnel. Additional support will assist in the added work load a new Module of employees will bring. Take into consideration all options, and work with administrators to find out if a solution can be reached. Keep in mind some solutions might affect your individual overall budget cost.

2.2 Supervision

Like most of us we always have a boss. This is true for a Module also. Module supervision is varied throughout the existing Module in the country right now. Some Modules are supervised by a regional manager, others by local FMO's, and still others through local fuels specialists. Supervision for the Module can come in many forms and facets. Job descriptions and duties also vary throughout the existing Module organization. The most important part of Module supervision is providing the support of a supervisor who is willing to take on the task.

Supervisory task for a Module would include but not limited to: personnel management of the Module Leader and perhaps the Module, budget control,

assignment direction, annual Module readiness evaluations, Module availability, conflict resolution with other resources, assisting the Module Leader in making the most of this type of resource. For example; the BLM Module is under the supervision of the local fuels management specialist. This job also associates with it the title of Module Coordinator. The Module Coordinator's job, along with doing the standard evaluations of the Module Leader, readiness reviews for the Module, finds and determines work assignments for the Module. The Module Leader also performs some of these duties, but when conflicts between two projects or needs for the Module arise. The Module Coordinator has the authority to make the decision as to which project or need is greater suited by the having a Module. The National Park Service also has a similar structure in where a Regional Manager makes the decisions as to where and how to use each Module most efficiently. This flexibility and programmatic supervision allows Modules to be used in an efficient manner according to the program needs.

The type of supervision above might not be what your program needs, if you are looking to start a Module just for local use. Local supervision from a FMO or like supervisory manager might also be sufficient for your needs. Training of local existing personnel such as a fuels crew or IA Squad, alongside a certified Module might suffice. A local fuels squad cross trained might be just the right choice for your unit.

Choosing the proper type of supervision for a Module relates back to the question from the introduction. What "type" of Module do I want or need? Module supervision relates to the willingness of the Module supervisor or supervisors to take on the challenges of making a Module successful. Time and effort needed to manage this diverse resource might not be currently in your agencies capabilities. Some agencies have gone as far to make dedicated positions at regional levels to handle Module supervision, movements, and assignment/project needs. Once again, creating a new position might impact budgeting and office efficiency.

2.3 Facilities

To have a Module the proper facilities needs for this type of resource are very import to crew efficiency and operations. Not unlike most other fire or fuels resources, Modules need a home base or office to conduct day to day business. This base should consist of two parts, an office and some type of storage facility/yard. These two parts being essential to containing all of the equipment needed for Module operations. Some Modules currently operate with their own space away from the main headquarters, others are attached with the fire crew operations, and still others are out of field offices. No matter where a Module operates out of it does require space, both office and storage.

The office should consist of enough area to adequately provide working space for permanent personnel. This would mean most likely a private room for meetings, space enough for desks, filing cabinets, and chairs at the minimum. Office needs would include computers for permanent employees, printers, phones, and other general office equipment. The space should be

large enough to fit the whole Module at one time during off time, or Module meetings. It should be connected to some type of general server to allow for email and electronic file communications. Most generally the office space required should be large enough and well enough connected to the outside world, for the Module to work efficiently.

Storage space is the other aspect to having a Module. Trailers, ATV's, trucks, and other equipment need to be in a safe, secure place. Ideally all equipment should be kept inside when not in use or during the off season. Inside storage will provide for longer equipment life and less costs for maintenance. How much equipment your module has will affect the size of building or area needed for storage. Along with vehicles and trailers, take in to consideration all standard fire equipment needed for a fire crew. Hand tools, chainsaws, leaf blowers, fire shelters, camping gear, cubies, line packs, uniforms, Nomex. The space should basically be a supply cache of everything found or needed by a typical firefighter. Along with the standard equipment storage, a work area for tool/equipment rehabilitation after usage or for general maintenance is a must. General tools such as hammers, screwdrivers, wrenches, drills, and so forth are needed, with a dry place to use them. A good storage area would allow the Module to make in-house fixes to most of its equipment, and allow for off season enclosed secure storage.

One last part of facility needs would be a work out area. Some Modules use equipment that is already available at their headquarters, field offices, or fire bases. Other Modules have gone as far as to have a designated room with purchased weights, treadmills, and mats. Just as other fire organizations, employee fitness is a key factor to success and safety of the Module on the fire line or project area. Whether or not your work out area is part of the office, storage, or a separate place, it should be considered while starting a Module. Cost of space, available space, building usage, and equipment are some important areas to consider while trying to start a Module.

Chapter 3. Module Equipment

3. Module Equipment

Module equipment like most other things within the program varies from each Module and Agency. The 2008 Fire Use Module Operations Guide is the current governing document that standardizes Modules and their associated mandatory equipment. Generally crews need two types of equipment. These equipment types fall under the categories of office equipment, and field equipment. The first list under Field Equipment will be directly from the 2008 Fire Use Module Operations Guide. The second list in the Field Equipment Section, is a list of optional or extra equipment that makes a Module more versatile and efficient. Such secondary equipment has been found to be very useful by many Modules and should be considered for each individual needs. A well equipped Module will be more likely to be successful and more employable, by gaining job versatility using varying types of equipment.

3.1 Office Equipment

In the 2008 Fire Use Module Operations Guide there is no break out for office specific equipment. All equipment listed in the Guide is for what a Module will have upon being dispatched to an incident. It is still important however to look at what a minimally equipped Module office would contain. This equipment will directly affect Module start-up cost if not readily available from surplus. Costs listed below are from a range of products available on GSA for each type of item. This cost breakdown should be used as a generalization of actual item costs, and should be used as a thought generator to look at what would be involved to start a Module from nothing.

ITEM	Quantity	Cost per Item $	Total Cost $
Bookshelves	2	200	400
Chairs	10	150	1,500
Computers	4	1,200	4,800
Desk Phones	4	80	320
Desks	4	500	2,000
General Supplies*	NA	3,000	3,000
Laser Printer	1	1,000	1,000
Lockable Filing Cabinets	2	500	1,000
Lockable Storage Cabinets	2	1,000	2,000
Lockers	7-10	350	3,500
Meeting Table	1	500	500
Monitors	4	200	800
	Total Cost for Office Equipment	**~**	**$21,000**

*General office supplies would be paper, tape, scissors, calculators, label machines, hanging files, folders, expandable file folders, pens, pencils, sticky notes, white board, markers, thumbtacks, and so on. Some office locations will already have most of this equipment on hand others might not have any at all.

3.2 Field Equipment

A Module is a unique type of resource that has the capability to do multiple jobs often while on the same assignment. To be able to keep this versatility Modules must be equipped and able to use a variety of field equipment while performing assignment duties. As mentioned above the first list of Field Equipment is the minimum equipment standard used by the 2008 Fire Use Module Operations Guide. The second list is a list for additional equipment that many Modules use some, part, or none of the equipment on it.

ITEM	Quantity	Cost per Item $	Total Cost $
4X4 Vehicles (minimum 2)*	2	65,000	130,000
Belt Weather Kits	7	125	875
Binoculars	2	200	400
Cellular Telephones (minimum 2)	2	300	600
Chainsaws (minimum 4)	4	800	3,200
Digital Cameras	2	300	600
Extended Backcountry Camping Gear*	NA	2,000	2,000
Fire Shelters	10	250	2,500
Firing Devices (minimum 4 Drip Torches)	4	150	600
Fuels Transect/plot Equipment*	2	100	200
GPS Units	5	400	2,000
Hand Tools	10	50	500
Laptop Computer	2	1,500	3,000
Line Packs	10	200	2,000
Medical Kits (minimum 1-10 person kit)	1	200	200
PPE*	10	5,000	5,000
Radios (minimum 5)	5	1,200	6,000
Sleeping Bags	10	200	2,000
Tents	10	200	2,000
Water Filtration System*	2	500	1,000
Total Cost for Field Equipment		**~**	**$155,400**

* These types of equipment require some explanation to what currently is in operational use by Modules.

The extended backcountry camping gear refers to a list of items needed to be self sufficient away from ICP. Generally speaking Modules will have two coolers, a 2-5 food boxes for dry goods, 1-2 camping stoves, and the associated pots and pans to cook with. That would be just the basics to what some Modules have for backcountry gear. The BLM Module uses paper plates and plastic utensil to conserve washing dishes with

valuable drinking water. Some Modules also use a 3 burner propane grill for faster food preparation time. Coleman portable white gas or propane bottle fueled grills are also very useful in pack out situations where weight and portability are concerns.

Fuels transect and plotting equipment is usually assembled into a FEMO kit. This kit would include transect forms such as a Brown's transect, inventory forms, photo plotting forms, and other standardized forms found in the Fuels Monitoring Handbook published by the National Park Service. Other items in the kit would include a 50-100' tape measure, rebar, a hammer, spray paint, clipboard, and possibly photo series' for a couple of the fuel types you will be working in.

Module PPE refers to Nomex pants and shirts, hard hats, gloves, eye protection, and ear plugs. It also includes fireline packs with fire shelters, which I have broken each out above. Just in case some Modules carry one extra set of built line gear in the instance that someone loses theirs, breaks something, or just forgets to bring it. Common fireline items tend to go missing which can be found readily if an extra pack is stocked.

Water filtration systems are a must for backcountry survival. Modules use hand pumps, foot pumps, and gravity fed versions of water filtration systems. The biggest issue of whichever you choose, is clean water production rate. If a water filtration systems takes large amounts of time and labor to produce a day's worth of drinking water, it is not worth the effort. I would suggest finding a large gravity fed filtration system which can be filled with dirty water, hung, and left alone. This type of system saves time and energy making clean water.

The types of vehicles used by the current Modules are varied. Some Modules have 1 helitack type vehicle, and one 4 door crew-cab truck. Others Modules have a six pack truck with a type 6 engine. The BLM Module currently uses two F350, 4 door, crew cab, and diesel trucks. One truck has a topper shell and the other a utility body. Some National Park Service Modules use two standard utility body, 4 door, crew cab trucks with utility trailers in tow. The Nature Conservancy Module has two Type 6 Engines along with a fleet of crew cab trucks. All Module vehicle configurations vary for the Modules intended purpose and use. The 2008 Fire Use Module Operations Guide states that a Module should have a minimum of 2 vehicles.

Optional Field Equipment

There is also a need by many of the Modules to carry a variety of equipment not listed in the 2008 Fire Use Module Operations Guide. The list below contains some of the other equipment Modules have found useful.

ITEM	Quantity	Cost per Item $	Total Cost $
ATV's (minimum 2)	2	8,000	16,000
ATV Torch	1	1,500	1,500
ATV Trailer	1	10,000	10,000
ATV Sprayer	1	300	300
Weather Station	1	1,500	1,500
Very Pistols	2	1,600	1,600
Solar panels	2	200	400
Generator	1	1,000	1,000
Fuels Oven (scale and tins)	1	1,000	1,000
Cargo Trailer	1	10,000	10,000
Fuel Cans	5	100	500
Bladder Bags	2	50	100
Trash Pump	1	500	500
Hose + Fittings	NA	1,000	1,000
Satellite phone	1	700	700
Mapping software	2	200	400
Portable HOBO Meters	4	125	500
Emergency Litter	1	600	600
Cargo Net	1	400	400
Medical Supplies	NA	1,000	1,000
Total Cost for Additional Field Equipment		**~**	**$49,000**

Chapter 4. Module Staffing

4. Module Staffing

Current Modules use a variety of combinations of size and permanent/ seasonal composition. The standard Module size is currently 7-10 employees. Permanent positions usually are the Module Leader, and Assistant Module Leader. The rest of the Modules employees can be seasonal. A Module with the majority of members being seasonal employees can lead to, year to year staffing issues, and Module quality/consistency problems. Seasonal employees for Federal Agencies have a limiting factor on Module availability. Seasonal employees only allow for a maximum of six months a year employment. If staffed with a majority of permanent employees a module can be more versatile and have continued availability for longer periods of time as needed by some managers. Organizations looking to host a Module need to look at Module availability to accomplish individual program needs. If a six month season serves program needs, then more seasonal employees could be used. If there is a year round work load, then a Module of all permanent employees might be more appropriate. Most Modules have 3-5 permanent employees and 2-5 seasonal employees.

Modules are required to be staffed for a minimum of 90 days. During the 90 day period the Module should work together as a unit and be available for assignment. When going on assignment the Module must have 4 core members. One core member must be either the Leader or Assistant, and 3 other working Module crewmembers. This configuration would leave a maximum of 3 crewmembers to be detailed on the Module for an assignment. Keeping a core of the Module while on assignment is a necessity for Module safety and cohesion.

4.1 Leadership

Module leadership in most Modules consists of a Module Leader and the Assistant Module Leader. These positions are responsible for all Module operations and safety. At a minimum a Module must be able to split into two qualified groups. Along with having a Single Resource Boss, the Module must have an Incident Commander Type 4. The basic pay for the Module Leader in existing Modules is at the GS-7/8/9 level, and the Assistant is at the GS-6/7 level. While this may seem higher compared to an engine module leader, the expectations of a Module Leader can and will be higher. A best suited qualified Module Leader would be DIVS or ICT3, TFLD, RXB2, CRWB, ICT4, FIRB, and more. These qualifications would be a desired benchmark to try and achieve when deciding on a Module Leader. Most Module Leader qualifications are ICT4, CRWB, FIRB, HECM.

The Assistant should be able to run the Module in the absence of the Module Leader. Assistant qualifications should start around ICT4 or ICT4(t), CRWB, FIRB, FEMO, HECM. Additional qualifications of the Leader and Assistant such as RXB2 or trainee, PLDO, GISS, and others will help in day to day Module operations.

4.2 Crewmembers

Modules are 7-10 person resources. Two of the Module's 7-10 positions belong to the leadership block which leaves 5-8 employees to fill in the rest of the positions. In these 5-8 positions most Modules have 1-2 Lead Firefighter or Senior Firefighter type positions. The remaining 3-7 positions are filled by seasonal or non-supervisory type fire fighters.

The Lead Firefighter positions are usually permanent employees with qualifications that look close that of the Assistant Module Leader. These 1-2 Lead Firefighters, if qualified can and should be able to backfill into the Assistant role in the absence of the Module Leader or Assistant Module Leader. The ability for these Lead crewmembers to step up into the leadership role, is critical in Module long term success. Leadership opportunities provide valuable training, and versatility of the Module as a whole. The Lead Firefighter positions are paid at the GS-5/6 level. These positions have qualification such as ICT5, HECM, FEMO, FALB, RXB3, CRWB(t), FIRB(t), ICT4(t).

The seasonal or non-supervisory positions of the Module are just as important as the leaders. Without strong, intuitive, and self motivating members a Module loses the versatility that the name implies. These 3-7 positions are usually seasonal employees, but can be permanent. A Module is only allowed to have one first year firefighter. Most Modules select crewmembers that are experienced firefighters, due to the type of individual work that is a part of being on a Module. Crewmembers are paid at the GS-3/4/5 level depending on fire experience and qualifications. Qualifications such as FFT1, ICT5, FEMO, FALB are usually found at this level of the Module.

Chapter 5. Budgeting and Funding

5. Budgeting and Funding

Budgeting and funding, probably the most important factor out of all of the things to consider. A properly funded and financially supported Module can be expected to, and will do, great things for a program. With annual budget cuts and costs of equipment and personnel rising, it is hard to get the appropriate amount of money needed to perform the basic job. A Module's financial needs depend on the objectives of the host Unit.

Cost tracking, labor cost spending, and equipment use rates, all vary throughout the federal budgeting system. Some agencies allow different types of employees to charge off certain labor cost to projects and fires, some have a certain number of base hours funded. The true annual operating cost of a module is a hard number to pin down, due to the ways we as the federal government do business. An estimated start-up cost is a varying number since each situation might be different than others. A facility might already be in possession open and ready to use, or all of the vehicles needed are purchased, or cache supplies might be in surplus on hand. Annual operating costs are also a widely varying number, but can be derived from compiling various annual budgets from existing Modules. Due to the fact situations will vary, generalities will be made as to each the start-up cost and annual operating costs. Finding willing managers and or supervisors willing to take on the role to manage a Module's funding is a step in the right direction to getting started.

5.1 Start-up Cost

Start-up cost for a Module means, one time money spent initially on getting the appropriate equipment, facilities, and employees, to make the Module ready for duty. To get the right amount of money to start a Module, as stated before, will be based on specific needs of the home unit or agency. If a facility is not available initial cost will rise significantly. Here we have taken the cost of a facility to be around $500,000. If transfer of station is provided for current federal employees, cost will increase. Obviously if you already have some of the equipment in the lists the costs will be lower.

Type of Start	Total Cost $
Basic Module Start-up	**155,400**
Basic Module Start-up with Optional Field Equipment	**204,300**
Start-up Facilities needed	**500,000**
Start-up Facilities needed + Optional Field Equipment	**549,000**

5.2 Annual Operating Costs

Operating a Module year after year takes a significant commitment of time and money. Providing a career ladder and proper compensation for employees will result in maintaining good quality employees. Health care, retirement plans or benefits, are also an employee cost to be added. Depending on Module composition (permanents and seasonals), and size, annual employee labor costs will vary. As with labor costs, vehicle costs are calculated in many ways. Whichever method is used to reimburse vehicle usage, there should be a way to replace the vehicle after its useful life is expired. There must also be a way to fund vehicle repairs, maintenance, and fuel costs. Modules usually spend a significant amount of time traveling to and from assignments, thus resulting in high vehicle miles and usage.

A resource such as a Module should always invest in training, equipment maintenance, facility maintenance, and equipment replacement. Quality equipment is helpful in cutting long term maintenance and replacement costs. Modules are a highly versatile, on the move, hard working group of people. If equipment is not up to the rigorous usage that goes with the job, the Module will have unexpected down time and thus be less efficient. Proper annual funding goes a very long way to making a module successful or not.

Operating costs will also depend on length of availability for the Module. In the 2008 Fire Use Module Operations Guide, a Module should be available for a period of 90 continuous days including days off. Most Modules have a core season around six months. This number is the result of weather, local influences, and federal regulations concerning non-status seasonal employees. There are Modules that operate year round doing prescribed fire work in the off season, and wildland fire work during peak ignition season. Since the majority of Modules fall into the six month operational season, these are the annual representative costs used. The below numbers are a very rough estimation taken from multiple Module operations cost. Depending on the Module's ability to charge base hours, vehicle cost, and some equipment maintenance to assignments, these annual costs will vary.

Type of Start	Total Cost $
7 person Module	**225,000**
10 person Module	**265,000**
Vehicle Costs (2)	**25,000**
Annual Training	**15,000**
Annual Maintenance/ Facilities	**15,000**
Equipment Replacement possible + or -	**1,000 – 20,000**
7 person Module ~ +/- $275,000	
10 person Module ~ +/- $315,000	

Chapter 6. General Considerations

6. General Considerations

Many considerations must be made and addressed while in the process of starting and maintaining one of these unique resource types. In this Guide we have looked very briefly into some of the key factors needed for a successful start. Deciding what the proposed Module's key functionality will be, or what Module "type" is needed, these considerations will be easier to resolve and plan for. Managers should look and discuss how the proposed Module will be supported with administrative needs, adequate facilities, supervision, correct staffing, proper equipment, and proper financing.

The equipment lists and budgeting numbers given in this Guide are to be used as a very generalization to the process. Current Modules exist with numerous possibilities of personnel sizes and combinations, along with equipment and functioning roles. This flexibility has allowed for Modules to maintain the highly efficient, versatile functionality in job duties that a Module will fill while on any assignment. The 2008 Fire Use Module Operations Guide is a good place to look for answers to questions about specific minimums for qualifications, staffing, availability, equipment, physical fitness, and ordering. In the 2008 Operations Guide Appendices the forms for Module Certification, Module Readiness, and other key Module documents can be found.

It has been a suggestion that when a new Module is formed it should work with an existing Module for its first year. Having the new Module work alongside an existing Module brings consistency for the Module Community as a whole since each assignment can be very diverse in operations and techniques. As the new Module is started make sure to seek out help from Module located nearest to the home unit. Having the support of a neighboring Module will increase Module readiness by providing invaluable insight for questions concerning the unique operations of these resources. Another facet for information would be to contact the Module Steering Committee members. The members of this group should be able to assist with questions and concerns about policy, equipment, and general operations. Currently the Module Steering Committee Chairman collects all Module Certifications at the beginning of each Module's season.

Modules are a great resource to have for any manager. These resources have the ability to perform duties in both the fuels arena and the fire arena with great expertise. As managers look for different way to manage fires Modules will become a more crucial part of these new fire management structures. Module will be able to provide insight on common techniques and language used by the previous "fire use" style of management. As managers increase fire occurrence on the landscape, forested lands will trend to a more fire tolerant state. Fuels management work to maintain these advances on the landscape will need Modules for prescribed burning, thinning, and project planning. Housing a properly functioning Module on unit will provide many benefits over other crew types.

Appendix A. Contact List

A.1 Steering Committee

Name	Email	Phone	Unit	Title
Jim Hutton	jim_hutton@nps.gov	(208) 387-5226	NPS NIFC	FUWT Represetative
Andy Bundshuh	andy_bundshuh@nps.gov	(303) 969-2124	NPS IMRO	NPS Regional Rep.
Vacant			USFS	USFS Regional Rep.
Angie Foster	angela_foster@co.blm.gov	(970) 244-3026	BLM UCR	BLM Regional Rep.
Dave Loveland	dave_loveland@nps.gov	(865) 430-4755	GRSM	NPS
Matt Hilden	mhilden@fs.fed.us	(209) 795-1847	Calaveras	USFS - Chairman
Sam Dearstyne	Samuel_Dearstyne@blm.gov	(970) 257-4821	Unaweep	BLM
Erick Stahlin	estahlin@tnc.org	(719) 561-8820	Southern Rockies	TNC

A.2 Current Certified Modules

BLM - Grand Junction: Unaweep

FS – Ashley NF: Kings Peak, Chepeta

FS – Fishlake NF: Tushar MT, Fremont River

FS – Inyo NF: Mammoth

FS – Klamath NF: Grass Lake

FS – Lewis and Clark NF: Lewis and Clark

FS – Sequoia NF: Kern River, Sequoia

FS – Stanislaus NF: Calaveras, Groveland, Mi-Wok, Summit

NPS – Intermountain Region: Bandelier, Saguaro, Yellowstone, Zion

NPS – Midwest Region: Black Hills, Buffalo

NPS – Pacific West: Wiskeytown

NPS – Southeast: Cumberland Gap, Great Smoky

TNC – The Nature Conservancy: Southern Rockies