



**Executive Board Primary Members (EB):** Erik Litzenberg (IAFC) — Chair, Anne Jewell (DoW) — Vice Chair, Heath Cota (USFS), Jim Durglo (ITC), Greg Smith (NASF), Eric Fransted (USWFS)

**Associate Members:** Heath Hockenberry (NWS), Steven Weidner (NASA — Acting), Mike Rubenstein (IMTA)

**NWCG Staff:** Katie Wood (NWCG Program Manager), Sarah Lee (Deputy Program Manager), Erica Lamb (Coordinator), Steven Gaskill (Coordinator), Toni Suminski (Training Program Manager), Chelsea McKinney (Publications Manager), Kelly Houghton (IPTM Project Manager), Michael Rodriguez (Executive Secretary), Joe Schindel (EB Facilitator)

**Guests:** Mark Hnat (EMC), Michael Froelich (IPSC), Jill Leguineche (USFS)

Topic & Notes	Decision/Action Item
<p><b>(I) Rapid Extraction Module Support (REMS) Tasking Alternatives Discussion:</b></p> <ul style="list-style-type: none"><li>• The <i>NWCG Standards for Rapid Extraction Module Support</i>, PMS 552 requires REMS Leaders to hold a Single Resource Boss (SRB) qualification for Type I and Type II REMS teams.</li><li>• Contracted resources face barriers that prevent them from meeting this requirement.</li><li>• The Emergency Medical Committee (EMC) and Incident Medical Unit Subcommittee (IMUS) evaluated the <i>NWCG Standards for Rapid Extraction Module Support</i>, PMS 552, interim guidance in EMC Memorandum 25-001, and fielded feedback. The working group identified gaps between SRB competencies and REMS Team Leader responsibilities.</li><li>• Interim guidance (EMC-M-25-001) currently allows Firefighter Type 1 (Squad Boss) (FFT1) qualified personnel to serve as REMS Team Leaders. A transition plan for any new qualification pathway will be created following future decisions and taskings.</li><li>• Four alternative qualification options were developed and vetted through EMC and IMUS membership. These include:<ol style="list-style-type: none"><li>1. Edit the <i>NWCG Standards for Rapid Extraction Module Support</i>, PMS 552. This would replace the SRB requirement with the FFT1 qualification, formalizing the interim solution currently in effect. This option does not create an Incident Position Description (IPD), Incident Position Standards (IPS), Position Task Book (PTB), or position-specific training.</li><li>2. Create a REMS Leader position using existing courses: Develop a REMS Leader position supported by an IPD, IPS, and PTB. Utilize the S-229, Single Resource Boss course.</li></ol></li></ul>	<p><b>ACTION ITEM:</b> Primary members will consider replacing the SRB requirement with the FFT1 qualification and a requirement for the S-229, Single Resource Boss course.</p> <p><b>ACTION ITEM:</b> Do primary member agencies support a long-term solution that works towards creating a REMS Leader position as outlined in a few of the options presented? The topic will be revisited in May, 2026.</p>



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<ul style="list-style-type: none"><li>3. Create a REMS Leader position with position-specific training: Develop a REMS Leader position supported by an IPD, IPS, PTB, and REMS Leader-specific training, supplemented by S-229, Single Resource Boss.</li><li>4. Create a REMS Leader position with comprehensive fireline medical and extraction training: Develop a REMS Leader position supported by an IPD, IPS, and PTB, supplemented by S-229, Single Resource Boss. Create a provider-level curriculum for all fireline medical personnel and REMS team members to address medical care and extraction competencies.</li></ul> <ul style="list-style-type: none"><li>• The EB reviewed options for moving forward based on feedback from contracted resources gathered by the USFS.</li><li>• Replacing the SRB requirement with the FFT1 qualification with the additional requirement of the S-229, Single Resource Boss course would be viewed as the most desirable and economic way to meet the intent of the proposal.</li><li>• Local government and contractors favor option four.</li><li>• Revisions to qualification requirements may be formalized through contract modifications on an annual basis.</li></ul>	
<p><b>(I) Incident Management Team Course Steering Committee (IMTCSC) Update:</b></p> <ul style="list-style-type: none"><li>• S-420, Intermediate Incident Management:<ul style="list-style-type: none"><li>○ The committee reviewed S-420, Intermediate Incident Management course material from the Alpha test course and are putting together materials for the Beta test course April 13-17, 2026, in Bakersfield, CA.</li><li>○ Given the time required for a full review and to reduce the risk of delays or impacts of fire season, proposed supporting an in-person adjudication meeting following the beta test course.</li><li>○ The contract’s period of performance (PoP) date will be extended. The course will still be available in December 2026.</li></ul></li><li>• IMT Training Subcommittee met to identify the chair and vice chair for the committee reorganization.</li></ul>	<p><b>ACTION ITEM:</b> The EB will provide SMEs working on critical NWCG efforts with a message affirming that their work remains essential and encouraging them to continue their efforts through the committee reorganization.</p>
<p><b>(D) FY2027 Project Funding Requests:</b></p> <ul style="list-style-type: none"><li>• Committees brought forward funding requests. Once received, NWCG Staff reviewed the requests according to the NWCG Annual Funding Guidance FY2027 using the 2026 EB priorities.</li></ul>	<p><b>DECISION:</b> Approve the proposed FY2027 project requests.</p>



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<ul style="list-style-type: none"><li>• Budget line items discussed.</li><li>• The total project funding requests proposed for approval are \$93,000 less than the total approved for FY2026.</li></ul>	
<p><b>(I) Incident Strategic Alignment Process (ISAP) Update:</b></p> <ul style="list-style-type: none"><li>• The ISAP Task Team provided a robust response to NWCG Tasking Memorandum TM-23-007 and the recommendations tasking was closed.</li><li>• If desired, the next step would be to formalize ISAP as an NWCG standard.</li><li>• Possible options for formalizing withing NWCG:<ul style="list-style-type: none"><li>○ Focus on an “ISAP Principles” document outlining the four pillars, terminology, and other foundational information.</li><li>○ Need to determine if the NWCG agencies support formalizing ISAP within NWCG.</li><li>○ Consider if there are other existing sources where this information is already available to avoid duplicating content.</li></ul></li></ul>	<p><b>ACTION ITEM:</b> EB will vet whether agencies have interest in an ISAP Principles NWCG document and the topic will be revisited in July 2026.</p>
<p><b>(I) Training Program &amp; IPTM Update:</b></p> <ul style="list-style-type: none"><li>• Priorities:<ul style="list-style-type: none"><li>○ Incident Position Performance Lifecycle Management: Evaluation and Maintenance Planning (Phase 1) — System Analysis</li><li>○ NWCG Training Program SOPs</li><li>○ Creating a high-performance team and building capacity</li><li>○ NWCG Courses in Progress:<ul style="list-style-type: none"><li>▪ S-420, Intermediate Incident Management: Preparing for Beta delivery, April 13-17, 2026</li><li>▪ S-490, Advanced Fire Behavior Calculations: Certified and live on the Wildland Fire Learning Portal (WFLP)</li></ul></li></ul></li><li>• Media:<ul style="list-style-type: none"><li>○ Spring RT-130, Wildland Fire Safety Training Annual Refresher (WFSTAR) offerings include Patient Assessment, Specific Medical Treatments, Deer Creek Pyro Vortex, Ransom Road Immersive, 2025 Fire Year in Review.</li><li>○ The Media shop is conducting interviews in the new studio as part of segment within the WFSTAR 2025 Fire Year in Review featuring Chief Fennessy, Sarah Fisher, and Greg Smith.</li><li>○ Continue to expand capabilities within the Media shop with unmanned aircraft systems (UAS) qualifications for staff.</li></ul></li></ul>	<p><b>ACTION ITEM:</b> EB members will continue to recruit SMEs for positions with critically low numbers (FOBS, CREP, STAM, and RCDM) by March 20, 2026.</p>



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<ul style="list-style-type: none"><li>• IPTM Summary:<ul style="list-style-type: none"><li>• 40 Positions Completed</li><li>• 7 Positions in Progress</li><li>• 66 Positions Upcoming</li></ul></li><li>• 113 Total IPTM: In progress and recent completions:<ul style="list-style-type: none"><li>○ Call Order 8 Analysis workshops are underway. In-person workshops are scheduled for Boise in March 2026:<ul style="list-style-type: none"><li>▪ Single Engine Airtanker Manager (SEMG)/ Ramp Manager (RAMP) and Helicopter Manager, Single Resource (HMGB): Week of March 9</li><li>▪ Incident Commander Type 4 (ICT4) and Heavy Equipment Boss, Single Resource (HEQB): Week of March 23</li></ul></li><li>○ Courses slated for revision under Call Order 8:<ul style="list-style-type: none"><li>▪ S-200, Initial Attack Incident Commander</li><li>▪ S-236, Heavy Equipment Boss)</li><li>▪ S-273, Single Engine Airtanker Manager</li><li>▪ S-372, Helicopter Manager</li></ul></li></ul></li><li>• IPTM IPS and Next Gen PTB:<ul style="list-style-type: none"><li>○ Public Information Officer Type 3 (PIO3): On track to be approved Spring of 2026.</li></ul></li><li>• IPTM Course Development:<ul style="list-style-type: none"><li>○ S-131, Firefighter Type 1: Certified! Available on the WFLP.</li><li>○ S-231, Engine Boss (Single Resource): Certified! Available on the WFLP.</li><li>○ S-203, Introduction to Incident Information: Beta test course scheduled for April 2026. On track for certification in July.</li><li>○ S-229, Single Resource Boss: Final committee review in preparation for certification. Target completion April 2026.</li><li>○ S-212, Intermediate Faller: Development is complete. Awaiting FAL2 transition plan approval to ensure clarity for roll out to the field.</li><li>○ S-312, Advanced Faller: Project scoping being finalized by Hazard Tree and Tree Felling Subcommittee (HTTFS) and NWCG. Plan to begin analysis work in Fall 2026.</li></ul></li><li>• IPTM Future Planning:<ul style="list-style-type: none"><li>○ Call Order 9: Focused on low-effort updates for positions lacking formal training — deliverables include updated IPDs, IPSs, and PTBs. Contract award is anticipated around April 1, 2026. Tentative analysis workshop dates May 2026 (May 4-8 and May 18-22).</li></ul></li></ul>	



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<ul style="list-style-type: none"><li>○ Currently finalizing subject matter expert (SME) lists with committees and continuing to recruit for positions with low SME sign-ups. Positions to be worked on:<ul style="list-style-type: none"><li>▪ Aircraft Timekeeper (ATIM)</li><li>▪ Compensation/Claims Unit Leader (COMP)</li><li>▪ Cost Unit Leader (COST)</li><li>▪ Crew Representative (CREP)</li><li>▪ Deck Coordinator (DECK)</li><li>▪ Fire Effects Monitor (FEMO)</li><li>▪ Field Observer (FOBS)</li><li>▪ Geographic Information System Specialist (GISS)</li><li>▪ Ordering Manager (ORDM)</li><li>▪ Receiving/Distribution Manager (RCDM)</li><li>▪ Staging Area Manager (STAM)</li></ul></li><li>○ Call Order 10:<ul style="list-style-type: none"><li>▪ Fall 2026 workshops are anticipated for 10-14 incident positions of varying complexity. Currently recruiting for 16 positions. Positions selected will be dependent on NWCG capacity and SME recruitment totals.</li></ul></li><li>● Gaps continue to exist for SMEs for some positions. Continued EB engagement is necessary for recruitment of key SMEs.</li><li>● Based on contract deadlines, Call Order 9 SME slots should be filled by Friday, March 20, 2026.</li></ul>	
<p><b>(I) EB Off-Site Meeting Planning Update:</b></p> <ul style="list-style-type: none"><li>● The agenda and logistics details are being finalized and will be shared once complete.</li><li>● Monday (4/20) and Friday (4/24) are travel days.</li><li>● Flying into Ronald Reagan National Airport (DCA) is the most logistically efficient option.</li><li>● The EB monthly meeting will be held on Tuesday April 21.</li><li>● Meetings will be held in the hotel’s conference room with a possible Teams meeting option.</li><li>● The intent is to avoid using rental cars and instead rely on public transportation.</li></ul>	
<p><b>(D) Fire Management Board (FMB) Wildland Fire Terminology Request:</b></p> <ul style="list-style-type: none"><li>● FMB stated that the purpose of the request is to:<ul style="list-style-type: none"><li>○ Update terminology used to describe wildland fires and management strategies.</li><li>○ Align with federal policy recognizing only two fire types: prescribed fire and wildfire.</li></ul></li><li>● The updated terminology for fire types includes:</li></ul>	<p><b>ACTION ITEM:</b> NWCG EB Members are engaging in further dialogue to determine next steps before issuing a response.</p>



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<ul style="list-style-type: none"><li>○ Prescribed Fire: A wildland fire originating from a planned ignition in accordance with applicable laws, policies, and regulations to meet specific objectives.</li><li>○ Wildfire: A wildland fire originating from an unplanned ignition, such as lightning, volcanoes, unauthorized and accidental human caused fires, and prescribed fires that are declared wildfires.</li><li>○ NWCG confirmed both terms already exist in the <i>NWCG Glossary of Wildland Fire</i>, PMS 205 verbatim under the stewardship of FMB.</li><li>● FMB has proposed updated terminology for suppression strategy types to include “direct extinguishment strategy” and “indirect confinement strategy.”</li><li>● If the proposed terms were submitted to PMS 205, the Data Terminology Standards Board (DTSB) would put the proposed terms out for comment; terms do not get vetted separately through individual agencies.<ul style="list-style-type: none"><li>○ DTSB is comprised of member agencies and facilitates the comment period.</li></ul></li><li>● NASF does not believe the terms should be incorporated into the <i>NWCG Glossary of Wildland Fire</i>, PMS 205, as it does not support limiting wildland fire strategies to only two defined options.</li></ul>	
<p><b>(I) Annual Meeting After Action Review (AAR):</b></p> <ul style="list-style-type: none"><li>● A voluntary survey was disseminated to the 2026 NWCG Annual Meeting attendees. Questions included:<ul style="list-style-type: none"><li>○ Did You Increase Your Knowledge/Understanding of NWCG and its Mission?<ul style="list-style-type: none"><li>▪ Yes — 66%</li><li>▪ Somewhat — 34%</li><li>▪ No — 0%</li></ul></li><li>○ Prior to the Event Did You Receive All the Information/Logistics Needed?<ul style="list-style-type: none"><li>▪ Yes — 100%</li><li>▪ Somewhat — 0%</li><li>▪ No — 0%</li></ul></li><li>○ Did You Find the Coordinator and EB Listening Sessions Beneficial?<ul style="list-style-type: none"><li>▪ Yes — 89%</li><li>▪ Somewhat — 11%</li><li>▪ No — 0%</li></ul></li><li>○ Did this Annual Meeting Meet Your Expectations?<ul style="list-style-type: none"><li>▪ Yes — 89%</li></ul></li></ul></li></ul>	<p><b>ACTION ITEM:</b> The 2027 NWCG Annual Meeting will be held in-person at the Idaho State Museum in Boise, ID. The dates will be February 17 to 18, 2027.</p> <p><b>ACTION ITEM:</b> The EB meeting scheduled for February, 16, 2026, will be cancelled.</p>



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<ul style="list-style-type: none"><li>▪ Somewhat — 11%</li><li>▪ No — 0%</li><li>• Overall Meeting Takeaway (consolidated from fill-in responses)?<ul style="list-style-type: none"><li>○ Adapting to Change (66%): With significant transitions underway, multiple participants highlighted the importance of remaining flexible, embracing change, and identifying opportunities within evolving structures.</li><li>○ Strategic Focus (23%): Participants appreciated time dedicated to planning, communication, and strategy to help reduce uncertainty and better inform next steps.</li><li>○ Meeting Value &amp; Organizational Complexity (11%): Respondents acknowledged the scale and complexity of NWCG and recognized the efforts from leadership to balance multiple priorities and stakeholder needs.</li></ul></li><li>• Take Aways from Listening Sessions:<ul style="list-style-type: none"><li>○ Strengthen Coordination and Communication: Increase connection calls and committee-to-committee touchpoints. Improve information flow to deeper levels within agencies.</li><li>○ Prioritize and Focus Work: The EB should clearly prioritize committee efforts and acknowledge that NWCG and its groups cannot take on every issue.</li><li>○ Improve Process Clarity: Provide clearer NWCG intent and guidance on processes, and increase clarity around committee roles, delegations, expectations, voting, and decision-making.</li><li>○ Enhance Agency Coordination: Better define and communicate the difference between agency vetting and alignment. Ensure appropriate agency engagement in decisions.</li><li>○ Evaluate Project Relevance: Establish a process to periodically review projects on the back burner to ensure they remain relevant and aligned with priorities.</li><li>○ Support Workforce Competency: Ensure incident positions emphasize demonstrated competency, not just completion of training.</li><li>○ Manage Transition Effectively: Provide clear mapping from the old structure to the new one, hold transition meetings to transfer knowledge, and maintain awareness of ongoing work across groups.</li><li>○ Engage and Inform Stakeholders: Improve visibility into what different groups are working on and identify effective ways to involve stakeholders. Be intentional about hearing quieter voices and sustain diversity of thought across committees and stakeholders.</li></ul></li></ul>	



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<ul style="list-style-type: none"><li>○ Provide Active Leadership: Ask the EB to lean in on emerging issues and send letters to SMEs encouraging them to continue work on active projects through the transition.</li><li>● Potential Future Annual Meeting Topics:<ul style="list-style-type: none"><li>○ Continue breakouts with Coordinators and EB listening sessions.</li><li>○ Have an AAR on the NWCG reorganization at the next in-person Annual Meeting.</li><li>○ More small breakout groups.</li><li>○ Rotate the EB members between breakout groups each day for different perspectives.</li><li>○ Have a way to submit questions during the meeting and have a session to answer those questions.</li><li>○ Invite upcoming vice chairs/chairs and have a separate session to orient them to NWCG processes and expectations (101 session).</li><li>○ Keep the same location for the next meeting.</li></ul></li><li>● Additional discussion included feedback suggesting that the next meeting be held in-person rather than following the planned virtual format for odd-numbered years. This could also serve as an opportunity to conduct an NWCG Reorganization AAR.</li></ul>	