

# **NORTHERN ROCKIES IMT COVID FIRE RESPONSE TEMPLATE**

## **Strategic Options for Incident Management Support of Wildland Fire during the COVID-19 Pandemic**

May 22, 2020



### **Northern Rockies Coordinating Group**

Federal, State, and Local Government Agencies Working Together in Emergency Response  
Management

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## INTRODUCTION

The intent of this guide is to provide a reference of strategic options for implementing incident management team functions on wildland fire response during the COVID-19 Pandemic. This guide captures working guidelines and key items that will help teams function efficiently and effectively while reducing risk to incident management team members, responders, and the public. It is not intended to duplicate existing documents policies or guidelines but is meant to incorporate guidance into strategic options for implementation.

The guide was developed with specific considerations in mind including team skill sets and incident location based logistical considerations. All strategic options require increased access to internet connectivity including quality and reliability. All incident camp locations should consider the availability of data services or account for increased travel times to provide necessary tools for responders.

Most of the strategic options accounting for the lowest possible risk are a significant departure from business as usual and will require additional planning and training to implement. Significant changes in technology and tools required to implement remote and virtual options have changed in FY20 will account for additional training.

### Objective:

Develop sustainable models for mobilizing, managing, and demobilizing from a large incident that utilizes virtual technology and minimizes risks to incident responders, their loved ones back home, and the general public in a COVID19 pandemic environment.

### Rationale:

To meet the objective each functional area identified and provided rationale for the following:

1. Those rostered IMT positions suggested for deployment to an incident physically on-site (In Person or Remote) and those that can achieve duties virtually.
2. The immediate and anticipated logistical and technical support needs of each on-site and virtual resource in order to successfully accomplish their task.
3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.
4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.

### Strategic Plan Development:

The development of this strategic plan included considerations of incident location and availability of logistical, connectivity, and team capacity considerations. The plan was produced using the PACE model to provide side boards for team operations on incidents within the Northern Rockies during the 2020 fire season. Strategic planning occurred on a position by position basis to account for differences in skill and tool sets available for use.

- Primary – The primary strategy includes the least amount of team disruption with the greatest amount of team support while moderating risk of COVID-19 exposure for IMT members and responders.
- Alternate – The alternate strategy focused on maintaining proximity to the incident and responders increasing logistical support/concerns but further reducing COVID-19 risks.
- Contingency – Contingency planning accounted for maximized virtual and remote work environments, reducing the ability to collaborate and supervise workforce, it also increases logistical concerns, but provides for the least amount of risk to IMT and responders.

#### Definitions:

A clear understanding of definitions is required to picture how an incident management team will staff their organizations and where team members will be located. There are three levels of presence that are applicable to the Sections.

- On-Site (os): Individual is expected to interact on an in-person basis with personnel on a day to day basis from an incident camp location.
- Remote (r): Individual will be assigned to an incident(s) at a remote location such as an airport or hotel or spike camp. May be expected to have the ability to quickly interact on a face to face basis with personnel. Remote positions are typically working in functional groups.
- Virtual (v): Individual must be assigned incident duties but work from a virtual location. Face to face interaction is not expected other than via video conference.

Under all circumstances primary COVID mitigations of social distancing outside the “Modules as one” and personal hygiene (hand washing, cough/sneeze containment, etc.) will be practiced.

## STRATEGIC OPTIONS BY POSTION

Incident Commander and Command Staff				Operations Section			
	Primary	Alternate	Contingency		Primary	Alternate	Contingency
IC	os	os	os	Line Operations	os	os	r
Deputy	os	r	r	Planning Operations	os	r	r
				Strategic Operations	os	r	r
Safety Officer	1 os	1r	1r	Night Operations	os	os	os
Public Info. Officer	1 os /1r	r	r/v	Branch Directors	os	os	R
Liaison Officer	1os/1r	1os/1r	1os/1r	Division/Group	os	r	r
<b>Planning Section</b>				Division/Group			
	Primary	Alternate	Contingency	Division/Group			
Planning Section Chief	1os / 1r	2r / 1v	2r / 1v	Division/Group			
Resources Unit Leader	1os / 1-2r	1-3r	1r / 2v	STPS	os	r	r
Demobilization Unit	1r	1r	1v	<b>Air Operations Branch</b>			
Documentation Unit	1v	1v	1v	Air Tac Grp Sup.			
Status Check-In	1v	1v	1v	ASGS			
Situation Unit Leader	1os / 1r	1os / 1 r	2 r	<b>Finance/Administration Section</b>			
GIS Specialist	2-3r	2-3r	2-3r		Primary	Alternate	Contingency
FBAN	1os / 1r	1r	1r	Finance Section Chief	1os / 1r	2r	1r / 1v
IMET	1r	1r	1v	Cost Unit Leader	1os	1r	1v
SOPL	1r	1r	1v	Time Unit Leader	1r	1r	1v
LTAN	1r	1v	1v	Personnel Timekeepers	1-4r	1-2r / 1-2v	1-2r / 1-2v
READ	1os / 1r	1r	1v	Procurement Unit Leader	1r	1r	1v
IT Support Specialist	1os / 2r	1os / 2r	2r	Equipment Timekeepers	1-4r	1-2r / 1-2v	1-2r / 1-2v
HR	1v	1v	1v	Incident Contract P. I.	1os	1os	1r
<b>Logistics Section:</b>				Comp/Claims Unit Leader	1os	1r	1r
	Primary	Alternate	Contingency				
Logistics Section Chief	1 os / 1 r	2r	2r				
Supply Unit	1 os	1r	1 r				
Facilities Unit	1os / 1r	1 os / 1 r	2 r				
BCMG	1 os / 2 r	3 r	3 r				
Ground Support Unit	1 os / 1r	2 r	2 r				
Communications Unit	1 os	1 r	1 r				
Medical Unit	1 os	1 r	1 r				
Ordering Manager	1r / 1v	2 r	2 v	os	On-Site		
RCDM	1os / 1 r	2 r	2 r	r	Remote		
SECM	1os / 1r	1os / 1r	1os / 1r	v	Virtual		

# INCIDENT COMMANDER

Evaluating the opportunities and challenges with implementing functional requirements of Command on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by all Incident Commanders for the seven NR IMTs.

Representatives included:

- IC Lead: Rick Connell
- Team 1: Mike Goicoechea, Greg Poncin
- Team 2: Doug Turman
- Team 3: Mike Almas, Roger Staats
- Team 4: Brian Jenkins
- Team 5: Joe Sampson
- Team 6: Bob Fry, Jay Winfield
- Team 7: John Thompson

## **1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

### Incident Commander

- Onsite: IC
  - Duties include all normal functions with Deputy IC taking off-site coordination functions.
- Remote/Virtual: IC
  - Off-site Coordination with Agency Administrators, Cooperators, local government and other “external” constituents
  - Coordinate all other IMT Remote functions
  - Consider a County Health or Epidemiologist as a THSP working under the Deputy IC when COVID exposure is a significant issue for local support.

## **2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

### IC Onsite-

- Normal functional needs. Phone service if cell service isn't available.
- Most of us use our own PCs.

- Internet connectivity to support expected communication options (e.g. video conferencing)

#### Remote IC

- Same

### **3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices ([Appendix A](#)), for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily ([Appendix C](#))

### **4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

#### General Command Challenges

- Ensuring clear communication within the IMT is constant and feedback is expected. Assumptions will cause significant challenges...minimize them at all costs.
- Ensuring flexibility before, during and after the incident to meet objectives.

#### Challenges for Internal IMT Coordination

- Remote incidents may have technology challenges and high COVID complexity
- What are the backups to remote & virtual failures during an incident?

#### Challenges for External Communications

- What are the limitations to engagement with agencies, cooperators and the public unique to this incident?
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# SAFETY

Evaluating the opportunities and challenges with implementing functional requirements of Safety on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by all Safety Officers representing the seven NR IMTs.

Representatives included:

- IC Lead: John Thompson
- Team 1: Toni Petrilli, Dan Cassidy
- Team 2: Dan Lacrone
- Team 4: Joe Brabender
- Team 6: Chris Tesler
- Team 7: Michael Dardis

## 1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.

### Safety Officer

The purpose of maintaining an SOF on-site in the Primary strategy is to ensure comprehensive situational awareness of safety concerns and communicate mitigation measures. However, in a COVID-19 environment, the Alternate/Contingency plan may be necessary and preferential as a functional approach to accomplish all duties while limiting exposure to/from the larger organization.

#### P.A.C.E

1. Primary – (1) SOF on-site, (n) SOFR imbedded in DIV/Group and functioning under Module-as-One concept.
  2. Alternate – (1) SOF remote, (n) SOFR imbedded in DIV/Group and functioning under Module-as-One concept.
  3. Contingency – (1) SOF remote, (1) SOF Virtual, (n) SOFR imbedded in DIV/Group and functioning under Module-as-One concept. The need for a second, SOF virtual, is recommended for COOP only if there is ongoing evidence of community transmission within the organization.
- Onsite: SOF (PACE Primary)

Duties in the context of the COVID-19 environment:

- The purpose of maintaining an SOF on-site in the Primary strategy would be to interact, as directly as possible, with activities occurring at ICP, the fireline, C&G, and any subordinate positions in as forward a posture as possible.
- Interact with SOFRs and DIVS at ICP while exercising BMP social distancing
- Conduct AM briefings



- Develop and maintain 215R, IAP parts, etc.
- Attend breakout meeting with DIVS/OPS at end of shift
- Develop transition plan/final narrative
- Remote/Virtual: SOF (PACE Alternate/Contingency)
  - The SOF would be able to provide all above from a remote location through use of available technologies.
  - Does not preclude the ability to provide in-person morning briefings or direct interaction with field-going personnel through BMP social distancing.

**2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

SOF Onsite-

- Dedicated workspace to function using the Module-as-One concept as nearly as possible.
- Internet connectivity to exchange/submit documents while maintaining BMP social distancing.
- The SOF would be able to provide the above from a remote location through use of available technology such as cell phones, radio, MS Teams platform in FireNet and other functionalities found within the Office 365 environment.

Remote SOF

- Dedicated workspace to function using the Module-as-One concept as nearly as possible.
- Internet connectivity to exchange/submit documents while maintaining BMP social distancing.
- The SOF would be able to execute all responsibilities from a remote location using available technology such as cell phones, radio, MS Teams platform in FireNet and other functionalities found within the Office 365 environment.

**3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily ([Appendix A](#))
- Adherence Module-as-One concept as near as practical.

**4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

General Safety Challenges

- The practice of BMP social distancing and the reluctance to interact outside of the Module-as-One is a barrier to sharing ideas, concerns, and hazards. DIVS/OPS/SOF will need to be diligent in their commitment to communicate with one another and line resources. Strong and positive communication is paramount to the success of the organization.
- Radio briefings can be cumbersome and difficult. The operational briefing is a foundational aspect of our workplace. Thoroughness and effective deliverance are of paramount importance. Consider electronic IAP delivery where possible.
- Under the Module-as-One concept, assign resources with the “long view” as practical. Resources moving from DIV to DIV is not in keeping with the concept.

Challenges for Internal IMT Coordination

- Safety situational awareness can be compromised within the organization using the Module-as-One concept through “siloes” C&G and Unit Leaders. Strong and positive communication are paramount to the success of the organization.

## MEDICAL UNIT LEADER

Evaluating the opportunities and challenges with implementing functional requirements of Command on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by Medical Unit Leaders for the seven NR IMTs.

Representatives included:

- IC Lead: Thompson
- Michael Dardis
- Teri Miller
- Anna Stull
- Anita Parkin
- Gwen Humphrey
- Dave Poxleitner
- Troy Phelps
- Connie Weeks
- Kyle Troop
- Linda Donner

**1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

Medical Unit Leader

The purpose of maintaining a MEDL and Medical Unit in whole, on-site, in the Primary strategy will ensure geographic proximity and ready access to resources assigned to an incident in order to provide medical aid, triage cases, and provide transportation to injured or ill personnel as deemed appropriate in a timely manner. However, in a COVID-19 environment, the Alternate/Contingency strategy may be necessary and preferential as a functional approach to accomplish all duties while limiting exposure to/from the larger organization. The products and services of the Medical Unit can be delivered with the same results in the Alternate/Contingency strategy with a slight inconvenience of proximity. The MEDL nor Medical Unit has limited to no opportunity for virtual activation.

P.A.C.E

1. Primary – (1) MEDL on-site, (1) MEDL [(T) at minimum] on-site, (1) Medical LOFR<sup>1</sup> on-site, (1) Medical Scout<sup>2</sup> on-site, (2) EMPF on-site, (2) EMTF on-site
  2. Alternate/Contingency – (1) MEDL remote, (1) MEDL [(T) at minimum] remote, (1) Medical LOFR remote, (1) Medical Scout on-site, (2) EMPF remote or on-site as needed, (2) EMTF remote or on-site as needed
  3. Contingency – See above
- Onsite: MEDL and Medical Unit (PACE Primary)
    - The medical Unit is physically located at ICP while keeping physical distance from other sections.
    - Maintaining a MEDL with ready access for all resources, allowing the MEDL on-site to interact, as directly as possible, with activities occurring at ICP, the fireline, C&G, and any subordinate positions in as forward a posture as possible.
    - Responsible for making direct contact establishing relationships and coordinating with local health officials to determine or oversee local protocols for the

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<sup>1</sup>Dedicated individual to liaison directly with the local county health officials and hospital on behalf of the IMT and Medical. Individual with emergency care provide (ECP) experience preferred. This position reports to the MEDL.

<sup>2</sup> Dedicated individual (scout) with a minimum of EMT qualification to triage resources as a first contact with the Medical Unit “perimeter”. The intention of this position is to be visible to all resources seeking medical attention, but physically distanced from the Medical Unit to direct individuals to the proper location to best meet their needs/request.

management of COVID-19. This can be delegated to a sole point of contact in the Medical LOFR if one is clearly established.

- Interact with SOF/LSC while exercising BMP social distancing
  - Develop and maintain 206W, other IAP parts, etc.
  - Maintain records and reports.
  - Responsible for contact tracing of suspected COVID-19 cases within the incident and providing findings to the local health officials to provide direction. This should be relatively simple if the Module-as-One concept is adhered to within the organization.
  - Develop transition plan/final narrative
- Remote/Virtual: MEDL and Medical Unit (PACE Alternate/Contingency)
    - The medical Unit is physically located at remote location in the proximity of the incident while keeping physical distance from other sections.
    - Maintaining a MEDL as near to ready access as possible for all resources, from a rear posture or remote location.
    - Same as above

## 2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.

- Onsite MEDL and Medical Unit
  - Dedicated workspace to function using the Module-as-One concept as nearly as possible.
  - Three yurts, trailers or other on-site locations at ICP that can function as Hot, Warm, and Cold zones to limit cross-contamination after resource triage is conducted.
  - Internet connectivity to exchange/submit documents while maintaining BMP social distancing.
  - MEDL Needs:
    - Communication
      - Bring personal computer (approval specified on resource order)
      - iPad (approval specified on resource order)
      - Cell Phone (approval specified on resource order)
      - FireNet Access
    - Supplies
      - Infectious disease supplies **will be provided** by the Northern Rockies Fire Cache when available.
      - Personnel should deploy to incident with jump kits containing equipment in accordance with their certification level, scope of practice, and local protocols.

- The MEDL would be able to provide the above from a remote location through use of available technology such as cell phones, radio, MS Teams platform and other functionalities found within the FireNet Office 365 environment.
  - Collocation with Communication Unit. This is not intended to imply Module-as-One concept. BMP social distancing can be used while proximity will help with communication during IWI.
- Remote MEDL and Medical Unit
    - Dedicated workspace to function using the Module-as-One concept as nearly as possible.
    - Internet connectivity to exchange/submit documents while maintaining BMP social distancing.
    - The MEDL would be able to execute all responsibilities from a remote location by using available technology such as cell phones, radio, MS Teams platform and other functionalities found within the FireNet Office 365 environment.

**3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily ([Appendix A](#))
- Adherence to the Module-as-One as near as practical.

Actions:

- Communicate and coordinate with local health officials and follow internal and local protocols. Directory of local health departments can be found here: <https://www.naccho.org/membership/lhd-directory>
  - Map of Idaho State Health Districts is included in ([Appendix B](#)).
- Establish a Medical LOFR that works for the MEDL to carry out this critical mission and coordination. Considerations specific to the Medical LOFR position are as follows:
  - What is the local guidance and are there flow charts for COVID-19?
  - Each clinic and hospital have their own process. What is their process for patients - both regular and COVID-19? Are there flow charts?
  - What local Public Health Orders do we need to be abiding by in addition to State Orders regarding quarantine, testing, and isolation?

- Does the local area have a Testing Site and what is the process to utilize?
- Does the local area have a quarantine area set up and location?
- Does the local area have protocol and means to dispose of biohazard materials, such as gowns, masks, gloves, etc.?
- Does the local area have an order or protocol for those individuals tested and awaiting results?
- Are local health officials meeting daily, and if so, would it be beneficial for the Medical LOFR attend?
  - Is there local support for obtaining respirator training and fit testing?
- Post relevant COVID-19 signing throughout areas occupied by assigned resources and include information in the IAP.
- Communicate current State COVID-19 guidance and orders to EMS/IMS personnel assigned to incident.
- Establish a Medical Scout to triage resources seeking medical treatment.
- Establish and communicate protocol that dictate how resources establish contact with the Medical Unit.
- Reference R1 Patient Care Guidelines for Use During COVID-19 Pandemic ([Appendix C](#)). This document has been reviewed and approved by the Northern Region Medical Director for content. It contains multiple other informative references.
- Reference Fire Management Board Wildland Fire COVID-19 Screening – Interim SOPs ([Appendix A](#)).

Considerations:

- In an anticipation of EMS personnel shortage, rely on crew and other resource EMS certified personnel to provide EMS line presence.
- All personnel are pre-tested/pre-screened “Am I Fit” before acceptance of assignment. This should be on resource order.
- All assigned medical personnel understand and expect to have close contact with resources that may have COVID-19. Proof of N95 fit testing should be provided to MEDL upon arrival.
- Order two ambulances; one dedicated to non-transmittable conditions and another specifically for suspected COVID-19 transport with all PPE and isolation precautions in place to transport.
- Personnel should not be held in quarantine at camp. Follow local health official guidance.
- Provide COVID-19 symptoms in the Medical Plan or as an addendum in the Incident Action Plan.

**4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

### General Medical Challenges

- Securing appropriate and ample PPE to protect Medical Unit staff in the COVID-19 work environment.
- Maintaining close coordination with local health officials and protocols.
- Filling the position of Medical LOFR to focus on this relationship is critical.
- Resource reluctance to seek medical assistance for COVID-19 suspicion for fear of the demobilization of the entire crew. This needs to be addressed as a safety concern larger than any one individual. The IMT will take every practical step in coordination with local health officials to maintain the assignment status of every member of the organization.

### Challenges for Internal IMT Coordination

- Needs to be co-located with Communications Unit as near to possible

### Challenges for External Communications

- Coordination/communication with local health officials.

## PUBLIC INFORMATION

Evaluating the opportunities and challenges with implementing functional requirements of Public Information on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by all Public Information Officers representing the seven NR IMTs.

Representatives included:

- IC Lead: Mike Almas

### **1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

- PIO's could be located on-site, virtually or remotely. The primary or assistant needs to be located on site to conduct face to face business with the team, public, and media while maintaining social distancing. They should use the

“module as one” concept, if they should become incapacitated, they will not bring down the whole staff area.

- PIO’s working traplines should be located remotely, close to camp and their traplines, but not in camp. Consider using barcodes so the public can drive up, scan, and leave or use other strategies that keep people from congregating.
- Work with cooperating agency offices, post offices, county/city offices and commercial establishments to publish and post trapline information for the public to see at their respective locations. Also consider other options that could reduce exposure.
- The rest of the PIO duties could be done virtually or remotely – info posting on various websites, Facebook Live meetings and responding to email and phone calls. These positions could serve more than one team if needed.
- Consider using Liaison Officers to deliver key messages to cooperators.

**2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

- The logistical and technical support needs would be similar regardless of whether on-site, remote, or virtual. During an emerging incident the working remote or virtual model is not as effective as bringing a group together for a fast start-up. This means that Internet access is paramount for the PIO section to be successful. InciWeb, Facebook, Twitter and press releases all require reliable and fast internet access.
- The PIO group will need technology support, they cannot be expected to set up the equipment, problem solve, and do the PIO work, they will need help. Order folks as Incident Computer Technical Specialist. There are already shortages for these folks so some pre-season planning will be required.
- All Northern Rockies teams should use the same video conferencing platform, this would make transitioning between teams easier.
- Need support to buy quality audio and visual equipment.

**3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

- A majority of the PIO duties can be completed virtually or remotely. Traplines that are considered essential for effective message distribution by most PIOs present the main challenge to mitigation efforts. Mitigation measures would be to



house trapline PIOs off site remotely. They would require lodging, meals, internet and printer access in order to function effectively. Other mitigations would include designing traplines that do not allow people to congregate into small groups to look at information.

**4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

- The main obstacle would be lack of or slow internet. Internet is the backbone for incident information being able to function remotely.
- Another would be non-agency personnel having access to computers if they are unable or unwilling to use their own.
- It has been determined a minimum of three people are needed to conduct a Facebook Live public meeting. If three PIOs are not on-site or together remotely, out of section support would be required.
- Team PIO's need access to quality audio and visual equipment. This will lessen time and frustration when trying to give presentations.
- PIO's will need IT help.
- All IMT's should be using the same video conferencing platform to create consistency.

## LIAISON

Evaluating the opportunities and challenges with implementing functional requirements of Liaison on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by all Liaison Officers representing the seven NR IMTs.

Representatives included:

- IC Lead: Bob Fry
- Team 1- Rob Taylor; Kay Jaquith
- Team 2- Cornie Hudson, Licette Hammer, Anna Stull, Dellora Gauger
- Team 3- Pat Seymour, Bill Altman, Mark Harvey, Dan Jacobs,
- Jennifer Costich-Thompson
- Team 4- Mark Newcomb, Jason Jarrett
- Team 5- Diane Hutton, Jud Hammer
- Team 6- Lance Burns, Ray Hageman
- Team 7- Marianne Baumberger, Kevin Larsen
- MT DNRC CAT- Kate Wilson

**1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

Liaison Officer: Liaison Section will respond to incident at full strength and will “right size” at the appropriate time.

- Onsite: 1 LOFR
  - Attend all briefings in camp.
  - Facilitate in-person stake holder meetings as needed
  - Assist other IMT sections as needed
  
- Remote/Virtual: 1 LOFR
  - Maintain/update contact list
  - Facilitate virtual stake holder meetings
  - Assist onsite LOFR as needed

**2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

LOFR Onsite

- Dedicated conference call lines available to externals
  - Internet connectivity is a must.
  - A dedicated hard line at ICP for Liaison section
- Video conferencing capabilities (i.e. Zoom Pro/Business subscription)
  - We need an approved platform that is easily available to all users and can work on personal computers of ADs and stakeholders
  - Allow pre-season use to gain proficiency.
- Recorded/cached briefings, maps, and messaging to empower cooperators & partners on their own unique timeframes
- Laptops/phones/devices updated with compatible software
- Push out briefing maps in a user-friendly format or make them accessible to stakeholders through file access
  - IMTs will post briefing maps to the respective folder on the publicly accessible side of [ftp.nifc.gov](http://ftp.nifc.gov) website. Liaisons can text or email the site to cooperators

Remote LOFR

- Personal printers/paper/thumb drives/cell phones as opposed to traditional team cache. These items should be placed on team members orders.
- Consider using rented computers and accessories

### **3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily ([Appendix A](#))
- Amplified travel tracking documentation of on site and remote LOFRs.
- Conduct as much work as possible utilizing technology to attend virtual cooperators meetings and share information with participating agencies.
- Identify and establish relationships with cooperators including health departments and local EOC.
  - Agency Administrators should do preseason work in their areas to create a robust contact list, including Health Department personnel and Emergency Management. This list needs to be current and include cell phone numbers and email addresses.
  - Agency Administrators should be talking with the Health Departments in their area to update them on our Covid-19 protocols and what they can expect before a fire is in their community.
- Provide participating agencies and other cooperators the IMT COVID-19 protocols.
- Assist Safety and Medical to gain information regarding the capacity and integrity of the local and regional healthcare system(s).
- If deployed to incident site, be prepared for multiple days of self-sufficiency with food, water, clothes, etc.

### **4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

- Prebuilt Initial Contact list for high probability cooperators/partners such as MT, ID, ND, CDC, FEMA, High Potential EMS, etc.
- Standards may need to be relaxed to allow use of Gmail accounts, video conference, file storage methods to allow use of non-department computers to ensure everyone can work remotely in the virtual world.
- Potential communication overlaps within sections – Solved by unified, coordinated initial contact plan

- Work with Team Medical section when creating contacts. Suggest Medical contact local hospital, EMS and ambulance as is normal for IMT scenario and LOFR contact public Health Agency and State Level public health organization.

LOFR's do have the capacity to provide support to other sections that have a very high percentage of tasks that can be performed from virtual/remote locations. Simply capturing what these needs are will be a unique task for each incident.

## PLANNING

Evaluating the opportunities and challenges with implementing functional requirements of Planning Sections on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by Planning Section Chiefs representing all seven NR IMTs.

Representatives included:

- IC Lead: Mike Goicoechea
- Team 1: Robin Jermyrn, Rob Gump, Morganne Lehr
- Team 2: Trini Garrison
- Team 3: Lisa Spinelli, Frank Waterman
- Team 4: Patrick Lonergan
- Team 5: Julie Shea, Jim Stiteler
- Team 6: Will Bernard
- Team 7: William Phillips, Ron Hecker, Karly DeMars

**1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

### Planning Section Chief

The benefit to maintaining a PSC on-site in the primary strategy is to ensure consistency, collaboration, and facilitation of information flow within the IMT. However, a PSC located and available at ICP may not be necessary nor essential under the COVID-19 environment. With that in mind, it is recommended at minimum 2 PSC available co-located in a remote Plans Section. Highly recommend third PSC that could work virtual if available.

PACE

4. Primary – (1) PSC on-site, (1) PSC remote
5. Alternate – (2) PSC remote, (1) PSC virtual
6. Contingency – (2) PSC remote, (1) PSC virtual

- Onsite: PSC
  - Duties include supporting onsite planning section members, supporting IC, acts as liaison to all other onsite team members, facilitate briefings/meetings, breakouts as needed. Ensure coordination and communication between remote location and operations. Support Transfer of Command documentation.
- Remote/Virtual: PSC
  - Support all other section needs/functions, oversee development of IAP, documentation management. Ensure communication between remote location and operations. Responsible for finalizing Transfer of Command/EA.
  - Coordinates process for daily briefings and planning meetings
  - Supervises of RESL, DMOB, Strategic Analyses, SITL, IT, HR and Training units
  - Monitors/quality control of electronic and paper products and dissemination of that information
  - Draft revised Planning Process timelines and post --- expect that the planning timeline may be longer than usual.
  - Daily IAPs – Work closely with IC and Operations on drafting and distribution (electronic or paper) – electronic push early in morning – brief field going resources later in morning once electronic or paper version information is provided.
- Virtual PSC duties – 1 PSC
  - Provides facilitator role for virtual daily scheduled C&G meetings
  - Facilitator for communication dissemination
  - Develops Draft Transition Plan
  - Daily IAP preparation Review
  - Set up meetings schedules and manages any IT troubleshooting

## Resources / Check-In

The Resources Unit Leader has a lot of variability in how they are deployed strategically based upon needs. That variability allows for a maximum flexibility within the position but requires planning to allow for processes that typically happen in person to a virtual process. Status Check-In duties can be transitioned to a 100% virtual environment with relative ease.

PACE

1. Primary – (1) RESL on-site, (1-2) RESL remote, (1) SCKN virtual
  2. Alternate – (1-3) RESL remote, (1) SCKN virtual
  3. Contingency – (1) RESL remote, (1-2) RESL virtual, (1) SCKN virtual
- Onsite:
    - On-site RESL multi-skilled in Resources, DMOB, check-in, IT if possible
    - Duties would include: electronic or hard copy check-in & DMOB and feeding that info back to remote camp, interfacing with planning ops, getting 204 data to remote ICP,

troubleshooting basic IT, setting up meetings with remote staff, gather PTB info/evals and submit to TNSP, compile any hard copy documentation they may come in and scan it to be filed electronically. Expectation is there would be limited to NO connectivity to the i-suite database.

- Remote/Virtual: 1-2 RESL's & 1 SCKN–
  - Duties: remote RESL's will be compiling, producing & disseminating the IAP, managing cleanliness of I-Suite database, oversee check-in function. Communicate to onsite location information on resource orders/fills, eta's etc.
  - SCKN will be entering all check-in data into i-suite (site or enterprise), support RESL's & DMOB as needed at remote location.

### **Demobilization**

Demobilization Unit Leader remains remote or virtual throughout the different strategies. There is additional possibility that the DMOB may be accomplished at an extended dispatch.

PACE

1. Primary – (1) DMOB remote
2. Alternate – (1) DMOB remote
3. Contingency – (1) DMOB virtual

- Onsite: N/A
- Remote/Virtual: 1 DMOB (could be RESL with dmob skills)
  - Compiling all demobilization paperwork and coord. With expanded dispatch. Remote work locations could include remote ICP location or integrated with expanded dispatch if their facility can accommodate an additional person. Creating DMOB plan with expanded. Potentially helping to compile TOC.

### **Documentation:**

The Documentation Unit Leader will be using an electronic doc box to house all documents related to the incident. Because of the large amount of digital documentation and the ability for this type of documentation to not contain the same naming or filing conventions a dedicated virtual DOCL is required for all alternatives.

PACE

1. Primary – (1) DOCL virtual
2. Alternate – (1) DOCL virtual
3. Contingency – (1) DOCL virtual

- Virtual:
  - 1 DOCL – Dependent upon incident needs
  - Ensuring the FireNet doc box structure is set up, maintained, dealing with copy contract (if applicable), interfacing with all sections remote or onsite to ensure all documentation is in one central repository prior to transition.
  - Provide electronic documentation package to host agency(s) per their direction.

### **Information Technology Support Specialist**

The ITSS position though reduced need at a centralized ICP location there will still be set up needs for the remaining support staff on-site. The larger workload is supporting remotely positioned IMT and assigned fire personnel in multiple locations.

PACE

1. Primary – (1) ITSS on-site, (2) ITSS Remote
2. Alternate – (1) ITSS on-site, (2) ITSS Remote
3. Contingency – (2) ITSS Remote

### **Training Specialist**

The training specialist function may be effectively implemented through virtual means. The ability to work in e-ISuite allows the TNSP to complete all required documentation for trainees on an incident. Web meetings or conference calls may be utilized for one-on-one communication between TNSPs and trainees/trainers.

PACE

1. Primary – (1) DOCL virtual
2. Alternate – (1) DOCL virtual
3. Contingency – (1) DOCL virtual

- Virtual
  - 1 TNSP – Dependent upon incident needs
  - Receiving all training paperwork from onsite resources, entering data into I-suite. Recommendation for this would be virtual over remote if situation allows. Providing reports of trainees showing assigned to onsite plans group to track down paperwork of those resources. With lack of qualified TNSP, this could be a virtual team that works

from a central location, (or virtual) covering many fires and coordinated through the Regional Training Specialist much like the Remote Sit works or a RMAT.

### **Human Resources Specialist**

The Human Resources Specialist will be a virtual position in this team environment. The HRSP will be used in a call-when-needed capacity and available to the IMT during the team's day operational period.

PACE

1. Primary – (1) HRSP virtual
  2. Alternate – (1) HRSP virtual
  3. Contingency – (1) HRSP virtual
- Virtual
    - 1 HRSP
    - Access to the HRSP will be through phone or web meetings.

### **Situation Unit Leader / GIS Specialists**

Virtually, Remote, and On-Site located situation resources were evaluated in this process. Infrastructure is not currently in place to effectively support a 100% virtual GISS workforce at this time. Virtual GISS is a possibility with time and resources to develop it but additional support would be required to achieve this capability as an efficient/effective operation for wildland fire.

The development team pursued a combined on-site and remote concept for implementation for the 2020 fire season. The preferred alternative is using the established Northern Rockies Remote Situation Program in centralized locations to support multiple incidents across the geographic area. An additional scenario was pursued that included on-site personnel and localized remote and incident specific situation unit staff. Two alternatives require a SITL to mobilize with the team to trouble shoot technology, print maps on scene, and interface with the team to collect intel.

#### **Scenario # 1: Northern Rockies Remote Situation is Active (preferred)**

To be successful this summer, an incident situation unit will use the Northern Rockies Remote Situation Unit (RSU) in support of T3, T2, T1 incidents. In this scenario an IMT would mobilize with one SITL and will coordinate with the Remote Situation Unit to determine increased staffing needs. In the RSU a Remote Situation Unit Coordinator (virtual, remote) and a team(s) of GISS



and SITLs that support multiple incidents across the GA. The on-site IMT SITL coordinates with the Remote Unit while also meeting the needs of the IMT.

#### PACE

1. Primary – (1) SITL on-site, (1) SITL in the NR RSU, (2-3) GISS in the NR RSU
  2. Alternate – (1) SITL on-site/remote, (1) SITL in the NR RSU, (2-3) GISS in the NR RSU
  3. Contingency – (1) SITL remote, (1) SITL in the NR RSU, (2-3) GISS in the NR RSU
- See Remote Situation Unit Operations Guide
  - Remaining situation support provided at remote geographic area designated site
  - Remain flexible for additional closely remote resources as a last resort.
  - Depending on fire activity in the NR, multiple RSUs with no more than six people, would be established. The Northern Rockies Remote Situation Unit Coordinator would work with the NRCC to determine new/emerging/long term incidents and coordinate incident support between RSUs. Multiple RSUs would be established to provide GIS support across the Geographic Area and to reduce the potential of COVID-19 exposure shutting down an entire sit unit.
  - The Remote Situation Coordinator works with and coordinates efforts of remote/virtual decision support (co-located or offsite) to ensure product development for strategic planning requirements on the incident are met.

#### Scenario 2: Northern Rockies Remote Situation is not Active

In this scenario Remote Situation is not active or has been activated. Additional, resources will need to report to locations within local driving area to support the IMT. In this scenario the situation unit functions that are remote would only support the incident they were mobilized to.

#### PACE

1. Primary – (1) SITL on-site, (1) SITL remote, (2-3) GISS remote
2. Alternate – (1) SITL on-site, (1) SITL remote, (2-3) GISS remote
3. Contingency – (2) SITL remote, (2-3) GISS remote

#### **Strategic Analysis Support**

On-site, remote and virtual positions are suggested for Strategic Analysis Support: FBAN, LTAN, SOPL, IMET, Air Quality/Smoke. In the event that IMTs may not typically mobilize with some or all positions, NRCG should consider mobilizing a remote Decision Support Center to provide these skills to IMTs and emerging fire incidents.

- See Northern Rockies Decision Support Operations Guide, update 2020
- The Northern Rockies DSC Coordinator would work with the NRCG and NRCC to determine new/emerging/long term incidents and coordinate incident support between remote and on-site IMT Operations Section and Planning Section. NR DSC specialist would be established to provide Strategic Analysis support across the Geographic Area and to reduce the potential of COVID exposure.
- The Remote Decision Support lead works with and coordinates efforts of remote/virtual decision support (co-located or offsite) to ensure product development for strategic planning requirements on the incident are met.
- Strategic Analysis positions within the remote DSC would be assigned to specific incidents to provide support and routinely communicate with incident team's Operations, Planning and Situation units, to develop cohesion and trust as a remote 'member' of the IMT they are assigned.

### **Fire Behavior Analyst**

The Fire Behavior Analyst (FBAN) is identified as a key position and recommended as on-site or remote position and readily available to attend meetings and strategic operational discussions, as well as field-going. Ideally, this position resides on-site, but can be located at a remote location to mitigate exposure to Covid 19.

PACE

1. Primary – (1) FBAN on-site, (1) FBAN remote
2. Alternate – (1) FBAN remote
3. Contingency – (1) FBAN remote

### **Incident Meteorologist**

The Incident Meteorologist (IMET) is recommended as a remote and/or virtual position, with recognition that this individual may be assisting numerous incidents. This position is expected to not only provide daily/hourly weather intelligence, but available for briefings and strategic operational discussions if needed.

PACE

1. Primary – (1) IMET remote
2. Alternate – (1) IMET remote
3. Contingency – (1) IMET virtual

### **Strategic Operational Planner**

The Strategic Operational Planner (SOPL) is identified as a remote and/or virtual position and readily available to attend meetings and strategic operational discussions, as well as field-going. Ideally, this position resides on-site, but can be located at a remote location to mitigate exposure to COVID-19.

PACE

1. Primary – (1) SOPL remote
2. Alternate – (1) SOPL remote
3. Contingency – (1) SOPL virtual

### **Long-Term Analyst**

The Long-Term Analyst (LTAN) is identified as a remote and/or virtual position and readily available to attend meetings and strategic operational discussions, as well as field-going. Ideally, this position resides on-site, but can be located at a remote location to mitigate exposure to COVID-19.

PACE

1. Primary – (1) LTAN remote
2. Alternate – (1) LTAN remote
3. Contingency – (1) LTAN virtual

### **Resource Advisor**

The Resource Advisor position (READ) is identified as a key position and recommended as on-site and remote and/or virtual position. As a representative for local Agency Administrator(s), this position should be readily available to attend meetings and strategic operational discussions, as well as field-going. Ideally, this position resides on-site, but can be located at a remote location to mitigate exposure to COVID-19.

PACE

1. Primary – (1) READ on-site, (1) READ remote
2. Alternate – (1) READ remote
3. Contingency – (1) READ virtual

## **2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

This year there were several significant incident management programs that transitioned to new software, including: ROSS to IROC, FireNet Google to FireNet 365, ARC Map to ARC Pro, Collector Classic to New Collector. These systems affect every single incident management team member and responder on the incident. Not one of the program changes were minor but were complete redesigns so are completely new systems. These new systems will require a significant training effort to be effective in the current environment.

### **PSC/RESL Onsite**

- Connectivity to communicate back to remote/virtual, cells/laptops/ipads, small portable copier, printer, basic office supplies. Workspace, shelter from environ., 1-2 tables, chairs. Cleaning supplies necessary to ensure health & safety guidelines are met.
- Logistical and technological support to prep and present briefings and meetings remotely and be effective!!
- Risks in co-locating sections remotely vs at ICP.
- Consider relaxing the deadlines for daily 209s and rely more effectively on daily IC conference calls to share/move critical resource needs.
- If documentation package is to go completely electronic – need a standardized format and location for housing that electronic file. We do not currently have that!
- Finance/buying teams need to consider relaxing purchases for 1 terabyte Storage to house electronic files to be left with hosting unit at the end of incident.
- Local units should consider providing technical specialists to do scanning for electronic file prep and not burden visiting IMT.
- Local Agency Administrators may not be prepared to assist IMT with local militia to help with virtual or remote needs.

### **Remote PSC/RESL/DMOB/DOCL/TNSP/HRSP**

- Connectivity to communicate back to remote/virtual, cells/laptops/ipads, small portable copier, printer, basic office supplies. Workspace, shelter from environ., 1-2 tables, chairs. Cleaning supplies necessary to ensure health & safety guidelines are met.

### **Virtual positions**

- No support needed – assumption made that if they can accept virtual assignment, they have the office setup-connectivity from their virtual location to work. Virtual positions need to ensure they have appropriate software downloaded and access to necessary programs.
- If teams are utilizing e-ISuite Site, virtual positions will not be able to work in the database.

- Some ITSS troubleshooting may be required to address technical issues.

**Situation Unit (SITL, GISS)**

Resource needs between Scenario 1 and 2 are mostly the same. Scenario 2 will require that the remote location has internet accessible by interagency computers and or Smart Source computers.

**Scenario #1: Northern Rockies Remote Situation is Active (preferred)**

On-Scene SITL:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Bring own computer</li> <li>• Extra monitor</li> <li>• Cell phone</li> <li>• Strong internet</li> <li>• FireNet access</li> <li>• Adobe Reader License</li> </ul> | <ul style="list-style-type: none"> <li>• Avenza Maps License</li> <li>• ESRI Collector</li> <li>• Plotter/Color Printer</li> <li>• iPads</li> <li>• Other access (FTP, SIT-209, EGP, etc)</li> </ul> |
|--|--|

Remote Situation:

All members of the remote situation unit will require per diem and lodging unless located in the local area.

SITL Needs:

- Bring own computer
- iPad
- Extra Monitor
- Cell phone
- FireNet Access
- Adobe Reader
- ESRI Collector
- Avenza Maps
- Other access (FTP, FileZilla, EGP)

GISS Needs:

- Smart Source Computer
- ArcPro Licenses for each GIS computer
- Adobe Reader
- High speed internet
- CAT-5 cables, Router
- Extra Monitor
- FireNet Access
- NAS Box with Northern Rockies Data
- Other access (FTP, FileZilla, EGP)

**Scenario #2: Northern Rockies Remote Situation is not Active**

All logistical considerations are the same for scenario 2. If the remote functions are not within proximity lodging and/or per diem may be required. Additionally, if no suitable remote location is available a print trailer with plotter, internet connection, and workstations may be required.

**Strategic Analysis Group (SOPL, FBAN, LTAN, IMET, READ)**

To operate under this proposed structure, on site or remote personnel will require electricity, internet access, cell phone and/or landline telephone coverage to accomplish their duties on an incident that is supported virtually in the COVID-19 environment.

To maximize efficiency, remote Strategic Analysis personnel would need:

- Laptop computers, at least one additional monitor per position, a printer/copier/scanner, a projector to facilitate pre-planning meetings, a plotter to generate necessary large format documents or electronic WIFI-connect Smart Board technology to project informational documents and maps for pre-planning meetings and briefings.
- Collector Capable technology/screens to interact with Operations Section.
- Conference call capability. Each IMT needs 2-4 platforms to conduct conference and telecommunication (either Microsoft Team lines or Zoom lines).
- Devices to allow paperless transmission of information.
- NIFC/AGOL accounts
- Computer Tablets with AGOL capability
- 2 4-wd Vehicles for field access
- Cell phone and landline access at their remote location
- IT support readily available
- UAS (Drone Use) capability

### **3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily ([Appendix A](#))
- Planning area (tent, yurt, or building) is equipped with physical barriers for enforced “Social Distancing”. Examples: shields to separate resources during business activities, windows with extended barriers to conduct business and/or table extensions.
- Limit number of crew and equipment members to check in or check out. Primary and trainees only.
- Social distance parameters are ingrained in the IMT and reminders are posted.
- Sanitation stations are throughout facilities, not just bottles of sanitizer.
- Maintain contingency plans in the event of technology failure.
- Conduct Check-In and Demobilization by electronic device, otherwise, limit exposure by maintaining social distancing and have decontamination protocols in place.
- Encourage electronic documentation to avoid person to person contact whenever possible.

- Incident personnel should document travel and exposure to high risk environments on electronic unit logs (ICS 214).
- Coordinate with MEDL to assure appropriate procedures are enacted as a standard part of the Demobilization process.

### **Strategic Analysis Group (SOPL, FBAN, LTAN, IMET)**

- Strategic Analysis Planning personnel will be housed in yurt or building, large enough to enforce the social distancing guidelines and consider equipping with physical barriers, such as: shields to separate personnel during business activities, windows with extended barriers to conduct business and/or table extensions.
- Limit number of crew and equipment members to check in or check out. Primary and trainees only.
- Post Social distance parameters throughout remote site location.
- Sanitation stations are throughout facilities, not just bottles of sanitizer.
- Preorder includes satellite dish/advance internet/cell connection technology.
- IT support - Maintain contingency plans in the event of technology failure.
- Office supplies and sanitizer/alcohol wipes are not to be shared.
- Limit access to duplication/printer/plotter equipment.
- Encourage electronic documentation to avoid person to person contact whenever possible. Be mindful that some personnel working virtual may/may not have access to printers, scanners, plotters – and limited WIFI capacity.
- Provide schedule that provides adequate time at the end of shift for daily disinfecting work areas.
- Coordinate with Medical and Security to set up ‘gate keeper’ station (check in and check out) when remote personnel visit ICP for briefings, planning meetings, et al. Also includes a check in/checkout plan for visiting active fire theatre.
- Briefings/Meetings – Should be set up strategically for comply with social distancing measures.

### **4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

#### **General Planning Challenges**

- Limited number of Teams audio lines for virtual briefings/meetings. Audio lines need to be added to FireNet MS365 accounts, with priority given to PSCs/ICs.
- Each IMT will have at least 1 Pro Zoom account for virtual briefings/meetings.
- Communication/Coordination – lot of moving parts.

- Margin of error increased with check-in/DMOB data if done by resources via electronic forms.
- Change in process will be an obstacle – resistance/training gaps.
- Identifying the best e-ISuite tool to use depending on the situation (enterprise vs. site).
- Personal telecommunication policies, scrutiny of tech. needs ordered.
- Equipment supply/demand – how will they be purchased; will cost be limited factor for tech equipment?
- NR Teams need to ensure whatever check-in/dmob process is identified remains consistent among ALL teams to benefit the end user (FF's).
- Training opportunities for IMT members to practice using new technologies and processes.

### **Check-In**

- Electronic, self-service form tied to the Team 365 environment.
- Form populates an Excel spreadsheet that is then manually entered into e-ISuite because at present Excel data cannot be automatically uploaded into e-ISuite.
- The Excel spreadsheet will be housed on the incident's Team 365 environment where it can be accessed by the TIME and DEMOB units.
- Onsite entry – but feeds back to remote workforce who would do all e-ISuite data entry.
- If connectivity becomes issue onsite, may have to scan/text/call/drive in check in info to remote ICP.
- Need to ensure remote set-ups are in locations that are unlikely to experience connectivity issues.

### **Resource Tracking/IAP development**

- Tracking resources via e-ISuite or alternative database or spreadsheet tracking mechanism that could be developed. Data reports as requested will be developed from whatever database is employed.
- We envision no substantial change to the overall approach to coordinating with Planning Operations.
- Accomplishing the pre-planning meeting with a mix of on-site, remote, and virtual individuals will require additional audio-visual technology, such as a projector, large monitor, or both.
- NR Teams would still have the ability to develop IAP's via I-suite or Microsoft word or excel as they deem appropriate.
- IAP production/dissemination – IAP can be produced entirely electronically/digitally signed. Email disseminating/QR codes, posted links at specific location, but still may have



a need to produce some paper copies, paper copies will be prioritized for ground resources as needed.

### **DMOB**

- Electronic, self-service form tied to the Team 365 environment for ICS221.
- Form populates an Excel spreadsheet that is then manually entered in e-ISuite because at present Excel data cannot be automatically uploaded into e-ISuite.
- The Excel spreadsheet will be housed on the incident's Team 365 environment where it can be accessed by the TIME and DEMOB units.
- Onsite entry – but feeds back to remote workforce who would do all e-ISuite data entry.
- If connectivity becomes issue onsite, may have to scan/text/call/drive in check in info to remote ICP.
- Need to ensure remote set-ups are in locations that are unlikely to experience connectivity issues.
- Preseason testing and training of technology should be performed.

### **Situation Unit**

The Northern Rockies Remote Situation Unit has been utilized twice in three years. It is an established process that will be successful in this environment while providing for the safety of our employees.

Specific Challenges for the 2020 fire season include:

- Training all Incident GISSs and SITLs to work in the remote situation unit.
- Training GISSs in the use of ArcPro (new technology for 2020).
- Training SITL/GISSs and Operations in use of new Collector (new technology for 2020).
- Training SITL/GISSs in the use of the new FireNet365 (new technology for 2020).
- Creating SOPs for IMTs that have not used the Remote Situation Unit before.
- Prepare and update base data, incident data, workflows, tools, and technology.
- Identify RSU locations for operation and required logistics for the 2020 fire season.
- Develop and implement training for NR GISS/SITLS on RSU workflows.
- Develop and implement training of field personnel on new Collector use.
- Collaborate with other GA/National RSU efforts.
- Collaboration and integration of team processes including other remote/virtual IMT planning efforts in the NR for the 2020 fire season.

Operating a Virtual Situation Unit versus a Remote Situation Unit additional planning and preparation is required to be successful. Preparation for virtual operations will begin when the

Remote Situation Unit is established. Beginning preparation now for virtual operations will allow for increased flexibility and response this summer and into the future.

### **Strategic Analysis Group (SOPL, FBAN, LTAN, IMET)**

#### Challenges for Internal IMT Coordination:

- Expectations from other IMT sections on what the PLANS section will/or will not be providing.
- Communication – challenge to increase capacity for communication within the IMT.
- Communication with field resources and other remote IMT sections. Distribution of IAPs and other information to /from field resources will be a challenge when internet and cell service is limiting.
- Expect deliberate reliance on Unit Leads within each section to relay and transmit information in timely manner.
- If expected to rely heavily on electronic access for paperless documentation and sharing of information, government devices are limiting in availability and technology access, and personnel devices (cell phones, computers, tablets) are not supported by NRCC for use on assignment. Consider loosening the use/coverage of personal devices.
- Each IMT needs 2 to 4 platforms for teleconferencing capabilities (such as Microsoft Team and/or Zoom accounts).
- IMT's and/or Dispatches are not set up to rely 100% on sharing information via FireNet.
- Consider loosening finance rules for IMT renting computers and/or renting at the GAC level.
- Loosen UAS use restrictions and/or allow contracted UAS (Drone) usage for use in the fire theatre.
- Provide Smart Board technology in ICP to teleconference and share strategic analysis products with OPS, IC and Agency Administrators.
- Understanding that our normal level of service and quality may look very different under the COVID-19 environment.

#### Challenges for External Communications –

- Maintaining good communication with agency administrators and understanding what we can do and not do for them.
- Concerns that AA Leaders Intent that may not correspond with our IMT operational changes addressing COVID-19 mitigations.
- Our level of service will not be the same as in past years.

# LOGISTICS

Evaluating the opportunities and challenges with implementing functional requirements of Logistics on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by all Logistic Section Chiefs representing the seven NR IMTs.

Representatives included:

- IC Lead: Rick Connell
- Team 1: Charlie Showers, Roylene Gaul, Jim Evanoff
- Team 2: Harv Skjerven, Ruth Lewis
- Team 3: Pat Merrill, Tom Fleer
- Team 4: Mary Fields, Cheri Hartless
- Team 5: Russ Riebe, Bill Laurer
- Team 6: Jeremy Walla, Tyler Rae
- Team 7: Rick Hotaling

## **1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

The rostered team Logistics positions will need to be on-site, other than ordering that could be accomplished virtually and possibly an LSC working remotely coordinating a remote ICP/Base Camp. All other positions are direct support to line personnel and/or the functionality of incident facilities/equipment/supplies. Some of the additional logistics positions could be located remotely as documented below. If the goal is to keep ICP small, then consider ground support; supply; and communications at separate camps or setup remotely. However, logistics would have to carry additional personnel above what is normally rostered if there are remote locations. More locations equal more logistics and added people working in logistics. If, ICP was large and different sections (finance, plans, etc.) could be isolated within a larger than normal ICP footprint, logistics would not have to bring on additional personnel. A potential significant issue will be handling Food Storage Order accountability with the proposed feeding options.

ORDMs could operate virtually with all orders being submitted preferably electronically or via phone with follow up electronic form.

### **Logistics Section Chief**

The benefit to maintaining 1 LSC on-site in the primary strategy is to ensure consistency, collaboration, and facilitation of information flow within the IMT and the sections that are still at ICP. However, a second LSC located and available at a remote area could be necessary if other sections are established remotely. The idea of having a virtual LSC would probably not work based on work associated with the logistics sections.

#### PACE

1. Primary – (1) LSC on-site, (1) LSC remote
  2. Alternate – (2) LSC remote
  3. Contingency – (2) LSC remote
- Onsite: 1 LSC
    - Duties include supporting and providing oversight for onsite logistics unit leaders and personnel and supporting needs of the ICP. Ensure communication between onsite LSC and remote LSC.
  - Remote: 1 LSC
    - Duties include supporting and providing oversight for remote and virtual logistics unit leaders and personnel. Ensure coordination and communication between remote location, spike camps, ICP and operations.

#### **Supply Unit**

The Supply Unit Leader has a lot of variability in how they are deployed strategically based upon needs of the incident as well as the RCDM. They both can be semi-remote or onsite, but not virtual. ORDMs could operate virtually with all orders being submitted preferably electronically or via phone with follow up electronic form.

#### PACE

1. Primary – (1) SUPL on-site
2. Alternate – (1) SUPL remote
3. Contingency – (1) SUPL remote
  
4. Primary – (1) RCDM on-site (1) remote
5. Alternate – (2) RCDM remote
6. Contingency – (2) RCDM remote
  
7. Primary – (1) ORDM remote (1) virtual
8. Alternate – (2) ORDM remote
9. Contingency – (2) ORDM virtual

## **Facilities Unit**

The Facility Unit leader as well as base camp managers could work on site or remotely for hotel management, spikes, or other duties as needed. If there is an ICP some presence of facilities personnel is needed.

PACE

1. Primary – (1) FACL on-site (1) remote
2. Alternate – (1) FACL on-site (1) remote
3. Contingency – (2) FACL remote
  
4. Primary – (1) BCMG on-site (2) remote
5. Alternate – (3) BCMG remote
6. Contingency – (3) BCMG remote

## **Ground Support Unit**

GSUL could be semi-remote as well as the EQPMs. Inspections can be done via the web, just like insurance industry does as inspection for a vehicle crash. Order Type 1 mechanic to do inspections off site. If there are spikes and remote locations the number of drivers will increase.

PACE

1. Primary – (1) GSUL on-site (1) remote
2. Alternate – (2) GSUL remote
3. Contingency – (2) GSUL remote

## **Communications Unit**

The communications unit will be complex and key with multiple spike camps.

PACE

1. Primary – (1) COMT on-site
2. Alternate – (1) COMT remote
3. Contingency – (1) COMT remote

## **SECM**

The number of security managers is dependent on the number of remote locations and how close to ICP. Security unit itself would be dependent on number of locations and personnel from local law enforcement may be able to support the unit.

## PACE

1. Primary – (1) SECM on-site, (1) remote
2. Alternate – (1) SECM remote, (1) remote
3. Contingency – (1) SECM remote, (1) remote

## **2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

### **All Logistics:**

- Wi-fi access, potential need of laptops and printers and supplies for virtual resources. (Create a “Virtual Ready Kit”, (i.e. WiFi Jetpack/hotspot, laptop, mini all in one printer/scanner, paper, etc.)
- Cell phone
- Online forms available
- Covid-19 PPE need for all ground support personnel

### **Ground Support:**

- Order extra EQPM (2-3) to increase social distancing
- Order Type 1 mechanic (VIPR) to assist with inspections led by a government ICPI, EQPI, GSUL, preferably off site from ground support
- Pre-approved overhead rentals for remote and field going personnel to limit number of vehicles in ground support.
- Large area for ground support, such as a large shop or warehouse, to be able to spread out for unit needs.
- Large parking area due to anticipated increase in rental vehicles needed to adhere to social distancing needs.
- Have a separate hand wash station for drivers and mechanics
- Keep ground support pool vehicles to a minimum to reduce the need to continue cleaning after each use.
- IPADs for use within Ground Support
  - Electronic forms, ie. – electronic inspection forms, electronic fuel issue tickets, electronic shift tickets and access to FireNet
  - Use of videoconferencing to conduct virtual vehicle inspections, document damages to vehicles, question on repairs, etc. to reduce exposure to employees.
  - For rental vehicle checkout

**Communications:**

- 1 COML, 2 Agency COMTs also red carded as RADOs, and 2 INCMs. Possibly 2-4 RADOs depending on the incident. (Most agency techs have trucks, tools, laptops, smart phones, programming software and cables and can perform multiple functions.)
- Potential RADO's remote location
- Tents or office for Comm techs/ COML
- Separate space needed for sanitation and storage of Comm supplies/radios
- Cleaning supplies need for radio equipment

**Supply:**

- Tent or office for RCDM to secure durable supplies
- Due to limited camp crew 2-3 additional RCDMs will be needed
- Have a separate hand wash station inside supply yard to wash hands

**3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily ([Appendix A](#))

**All Logistics:**

- Limit personnel in Camp, Crew/Strike Team/ Division Supervisors to acquire needed supplies/services from pertinent Logistics function.
- Establish a list of general SOPs for each section, when necessary make available for IAP (See Appendix).
- Unit personnel would always maintain social distancing guidelines.
- Communications would take place over the phone, through virtual technology (videoconferencing) or in person outdoors practicing social distancing while wearing proper PPE.
- In order to adequately support resources with minimal access to some supplies, logistics is requested that all assigned resources be provided the following list of items that people should try to bring with them to the assignment if possible, to reduce demand.
- Personal Protective Equipment (PPE)

- Based upon CDC guidelines, all units' personnel will be provided with the following PPE based upon availability:
  - *Nitrile Gloves* – to be worn by Facilities Unit personnel when needed
  - *Face Masks* –cloth facemasks will be provided and worn on a voluntary basis during normal job duties and required during food and supply distribution. (N95 masks should only be used by medical personnel that have been trained for their use, N95 masks need to be properly fitted, they restrict air flow and can exacerbate breathing problems, and should not be used unless the activity calls for it. They are considered “respirators”.)
  - *Personal PPE* – traditional PPE such as closed-toed shoes, full length pants, etc. are expected.

### **Ground Support:**

- Large area for ground support, such as a large shop or warehouse, to be able to spread out for unit needs.
  - Allow for customer social distancing of 6’ apart
- Large parking area due to anticipated increase in rental vehicles needed to adhere to social distancing needs.
  - Limit number personnel will not be allowed to ride together in a vehicle.
  - Sharing of vehicles is highly discouraged due to cross-contamination. A deep/disinfecting cleaning would be required between drivers if sharing a vehicle was unavoidable.
  - A vehicle is recommended to be issued to each individual mobilized.
  - Road closure –honor system, lock gates to limit access, this reduce need for security personnel

### **Communications:**

- Design Communication section to limit exposure to COMT, such as; providing plexiglass physical barriers, Single file line 6’ spacing, cloning by division. Separate location for equipment sanitizing station.
  - Limit checkout of radio accessories: i.e. Radio cases, batteries to be issued out by supply
- Plan for RADO’s and INCM’s in isolated remote work locations, utilizing technology to communicate to different functions as needed.
  - Utilize programs like Microsoft Team environment for video/texting conferencing for Incident within an Incident (IWI) to essential functions (this allows for documentation of the Incident).



- Put 8 line on virtual form to limit paper copies
- identify a special “short” IWI core group.

### **Supply:**

- Isolate and contain all potentially contaminated items. Determine which items are the individual’s personal items versus incident issued and separate accordingly. Collection of these items should be performed with the personnel wearing and trained on the appropriate PPE. Place the items in bags and tag the bags with information that they have been exposed to an infectious disease.
- Identify processes and procedures in IAP for placing orders and receiving supplies
  - Establish QR codes for electronic ICS- 213 General Message forms, Utilize electronic forms; GM’s (ICS-213), resource requests, incident replacement (OF-315), unit logs etc. Make them available for incident personnel to access, maybe create a QR code that links to the forms.
- Utilize email, “CamScan” (or similar such as iPhone Notes app, Android equivalent),
- Possible managing Supply in 24hr shop to prepare for delivery supplies and limit exposure.
- Supplies for Covid-19
- Sanitization Supplies are going to be key – need to be able to order and obtain adequate supplies. Wipes, cleaning sprays, cleaners etc.
  - Traditional supplies for a typical incident as provided by the cache, along with:
    - Individual Infectious Disease Barrier Kit (NFES 1660)
    - Multi-Person Infectious Disease Barrier Kit (NFES 1675)
  - Additional supplies in relation to mobilizing in a pandemic environment:
    - Nitrile Gloves
    - Cloth masks
    - Personal hand-sanitizers (if available) or alternate “home-made” versions as recommended by the CDC.
    - Bulk Disinfectant such as “VIREX” along with all Safety Data Information.

### **Facilities:**

- Incident Command Post (ICP)
  - The establishment and layout of ICP and supporting units is one of the most critical decisions in the Covid19 environment. This is going to be dependent on what’s available in the Northern Rockies and what time of the year. We are suggesting a larger ICP footprint than normal. Schools and hotels could be considered if they are available.
- For efficiency Ground Support and Supply should have sites closer to the line operations, probably two locations each, one for IMT needs and one for line Operation’s needs.

Additionally, Weed Wash Stations will need to be closer to the line operations, as well as a fuel truck potentially.

## Food and Meals

- Caterer
  - Caterer will supply all meals, no seating will be provided, no self-serve areas available, no pickup window.
  - IMT and ICP personnel along with resources that are near ICP will pick up their packaged meals from the caterer.
  - Fireline resources will be supported through small spike camp operations where packaged meals are delivered by logistics resources. (All meals will be in a to-go style feeding option).
  - Intended Uses:
    - Catering is intended to provide food items for resources assigned to incident.
    - The caterer can scale options to meet size of fire and varying need of resources.
    - All meals packaged 'to-go'.
  
- Agency provided Food Box
  - The food box will provide shelf stable food items for 2 individuals for 3 shifts, resources will order the appropriate number of boxes for resource size.
  - The contents include freeze dried meals, canned items and other packaged goods.
  - Water will be required for reconstitution of some menu items.
  - Intended Uses
    - Intended use is for line spiked personnel (crew, engine, single resources) where providing caterer prepared meals is logistically challenging, increases risk or temperatures cannot be maintained. This box does not require refrigeration.
    - Fresh produce should be considered.
    - Implementation process still being discussed.
  
- MRE with Fresh Produce
  - MREs can be supplied and utilized in multiple scenarios and are intended for short term usage or need to be supplemented with other options.
  - MREs have a long shelf life and resources can arrive to a fire with supply.
  - Intended usage
    - During initial attack, extended attack, and Type 3 fires when other options are not viable.
    - In hard to reach geographical divisions of Type 1 and 2 fires. When MREs can be supplemented with fresh produce from the caterer or incident.
    - The Army Combat Feeding Directorate also indicates "(MREs) Can be

- consumed as the sole source of subsistence for up to 21 days.
- When available, bread, fruit, as enhancements, and milk as a supplement to the MRE are recommended."
- MRE use will not exceed xx days without supply of standard meals.
- Establish tracking system to ensure crews are provided meals.

**Security:**

- Security Manager would use local law enforcement achieve most LE functions when possible.
- EC-1's would use Agency Law Enforcement vehicles for high visibility patrols to deter criminal activity.

**4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

**All Functional Areas:**

- There will be significant difficulty in hiring the additional personnel that each unit needs to implement these practices fully.

**Ground Support:**

- Need assistance in developing electronic forms and the number of IPADs needed for incidents to help reduce handling of paperwork and need to visit other sections to deliver paperwork.

**Communications:**

- Potential slowdown in morning rush due to social distancing and sterilizing documents. Mitigate by ordering more COMT's and have divisions come in shifts. (Strongly discourage self-cloning, there are multiple firmware and software versions for radios, high probability of corrupting radio programming, thus causing unreliable or no radio communications). Not disagreeing, however, primers should be made available to show step-by-step programming instructions. People, at least most of the younger, are IT literate and can probably self-program radio's, reducing some the need for "mass" cloning.
- Potential internet access issues could limit video conferencing for IWI. I mentioned before, remember heat of the battle, probably not going to be conducive to video conferencing. Unless the comm unit is live streaming during operational hours and the URL is widely known
- Training/protocols need to be developed for individual RADO's in utilizing various communication tools. This will be the case for ALL fire personnel, we need to keep this as simple as possible (KISS)

**Supply:**

- Anticipate delays in needed items that are non-standard cache items
- Potential lag time sorting through influx of email and dissemination of information between Ordering, Expanded, and BUYT.
- Frequent product handling:
  - Overhead bring full kits to reduce the number of incidentals needed to order.
  - No exchange of Nomex, encourage laundry at hotel or other professional laundry services. If possible, exchange of Nomex may give better control of cleaning.
  - Limit replacing Cache items on incident. Issue S# for incident replacement.
  - Have a separate hand wash station inside supply yard to wash hands
- COVID PPE needed for all Receiving and Distribution employees. Reduced/elimination of camp crew and the need for additional RCDMs as discussed earlier is going to be problematic. Getting additional staff will be very difficult.

## OPERATIONS

Evaluating the opportunities and challenges with implementing functional requirements of Operations on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by all Operations Section Chiefs representing the seven NR IMTs.

Representatives included:

- IC Lead: Joe Sampson
- Team 1: Scott Schrenk, Brent Olson
- Team 2: Mike Granger, Brandon Cichowski
- Team 3: Sam Gibbons, Keith Brink
- Team 4: Matt Martens, Greg Juvan
- Team 5: Ashley Sites, Gabe Holguin
- Team 6: Don Hammack, Paul Roose
- Team 7: Steve Christman, Charles Tuss

**1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

Resources	Number Required	Location				Notes
		PACE				
Line Operations	1	OS	OS	OS	R	
Planning Operations	1	OS	R	R	R	

<b>Strategic Operations</b>	<b>1</b>	<b>OS</b>	<b>R</b>	<b>R</b>	<b>V</b>	<b>backup OSC1</b>
<b>Night Operations</b>	<b>1</b>	<b>OS</b>	<b>OS</b>	<b>OS</b>	<b>R</b>	
<b>Operations Branch Director</b>	<b>2</b>	<b>OS</b>	<b>OS</b>	<b>R</b>	<b>R</b>	
<b>Division Supervisor</b>	<b>4</b>	<b>OS</b>	<b>R</b>	<b>R</b>	<b>R</b>	
<b>Structure Protection Specialist</b>	<b>1</b>	<b>OS</b>	<b>R</b>	<b>R</b>	<b>V</b>	

\* **OS** (on-site), **R** (remote), **V** (virtual), remote may be near-site amenities or spike camp

\* Primary option in PACE model assumes “normal” deployment of operations section

**2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

- IT support on Divisions to support virtual briefings, share intelligence, and complete required documents such as CTRs, 214, etc...
- Increased reliance on AGOL, ARC Collector for mapping purposes. Operations overhead will all have to be familiar with AGOL.
- Increased reliance on UAS for mapping, recon, and infrared detection.
- Increased restrooms on Divisions to facilitate social distancing
- Increased reliance on logistics section for food and supply items to the line and/or designated “remote” sites.

**3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices ([Appendix A](#)), for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily ([Appendix C](#))
- Module-as-One concept will be utilized extensively. Social distancing between resources inside of a Division on the ground as well as social distancing of all resources in a Division from other Divisions. Use of spike camps/hotels to house all division resources.
- Use of virtual briefings. Resources should avoid coming to the main camp if at all possible.
- Use IT support on Divisions to feed intel/briefings/documents to and from line resources.

**4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

- IT support must be established at remote sites/spike camps (**IT support assumes SAT phone, cellular, COMT and/or wifi capability**).
- Communications will need to cover a greater area of operation.
- Logistical support will need to be largely increased to support multiple remote sites/spike camps, etc.

# AIR OPERATIONS

The end state of the Northern Rockies Area Standards for COVID-19 Aviation Operations is to promote safe, effective aviation operations during national coronavirus response. They were developed by air operations representatives at both the IMT and local level and are directed to all interagency aviation users and operators: aviation crews and airbases, fire and aviation managers, Incident Management Teams (IMTs), and contractors.

This is an effort to minimize the spread of Covid-19 and infection of personnel. It is a cornerstone in maintaining a responsive aviation and fire team throughout the 2020 fire season. IMT and aviation staff measures parallel Center For Disease Control (CDC) recommendations and NWCG's Best Management Practices, most especially those relating to the wearing of additional PPE.

This document conforms to the national standards issued via NWCG Memorandum 20-003: [NWCG Standards for Aviation Operations in Response to the Coronavirus Disease \(COVID-19\)](#). Broader and more strategic aviation management objectives and long term strategy for COVID-19 may be found in that document.

That said, the overarching intent of these practices is, first and foremost, to maintain the decision space of assigned aviation managers and resources. Key is continual collaboration in the dynamic environment of COVID-19 between assigned resources and our team members or module.

The body of this document identifies typical aviation-related tasks and routines in a checklist format of Covid-19 hazards and mitigations. The checklist format enables its use as both an operational risk management hazard identification and mitigation document. All recommendations to mitigate will be treated as typical practices unless collaboration between team members and aviation managers has identified risks associated that outweigh the benefits of mitigations. The checklist may be updated as appropriate and necessary to respond to evolving COVID-19 situations, challenges, and work conditions.

<p align="center"><b>Best Management Practices for Conducting Aviation Operations in the COVID-19 Environment</b></p> <p align="center"><i>The following hazards, actions, and mitigations may apply, as applicable, to Rotary-Wing, Fixed-Wing, and/or Airbase/Helibase Operations</i></p>	<p align="center"><b>DATE/TIME REMARKS</b></p>
<p><b>PREVENTION</b></p> <p><b>Best Practices to Prevent Exposure</b></p>	
<p>Aircraft contractors, wildland fire chemical (e.g., long term retardant, suppressants, and water enhancers, mobile retardant bases, other contractors, and agency aviation modules should have a plan that identifies the procedures and frequency for disinfecting the aircraft and protecting personnel against exposure (see <b>Contamination Response below</b>). contractors</p>	
<p>Ensure implementation of the recommended wildland fire screening protocol by the NWCG's <a href="#">Emergency Medical Committee</a> as revised for COVID-19 for applicable situations (entering airbase or helibase). Document and report findings for any individual(s) meeting sick criteria (see <b>Contamination Response below</b>)</p>	
<p>Follow <a href="#">Centers for Disease Control and Prevention (CDC)</a> guidelines and current requirements for personal hygiene, physical distancing, mask wearing, and <a href="#">disinfecting</a></p>	
<p>Ensure these recommendations and procedures are widely disseminated to air and flight crews and reviewed by RW and FW airbase managers</p>	
<p>Integrity of PPE, flight equipment, etc.</p> <ul style="list-style-type: none"> <li>• Limit multi use of headsets, helmets, knee boards, gloves, flight suits, tools, etc.</li> <li>• Reserve decontaminated helmets and new gloves for miscellaneous recon passengers</li> <li>• Clean first, then disinfect</li> <li>• Do not use bleach, paint remover, thinner, or acetone on flight helmet shell as it may cause damage</li> <li>• The helmet shell and visor should be cleaned according to manufacturer recommendations.</li> <li>• Minimize” the sharing of flight helmets on <b>a minimal basis</b>, establish how your crews are going to conduct business this year. Set and share the Limited sharing of Flight Helmets as a standard SOP with your program. Stress that it should only be done in rare circumstances</li> <li>• During an emerging incident consider ordering Flight Helmets early. Also consider ordering more than typically needed in order to maintain a feasible rotation of flight helmets.</li> </ul>	



<p align="center"><b>Best Management Practices for Conducting Aviation Operations in the COVID-19 Environment</b></p> <p align="center"><i>The following hazards, actions, and mitigations may apply, as applicable, to Rotary-Wing, Fixed-Wing, and/or Airbase/Helibase Operations</i></p>	<p align="center"><b>DATE/TIME REMARKS</b></p>
<p>Technology</p> <ul style="list-style-type: none"> <li>• Briefings: utilize video conferencing, texting, messaging, radio or loud speaker.</li> <li>• Develop/maintain technological capability to participate in a virtual remote environment.</li> </ul>	
<p>Limit access to who enters a FW or RW base and has access to aircraft to flight and air crews. Do not conduct tours of the facility or grounds.</p>	
<p>Work with minimum base and flight and air crew staffing levels to limit exposure.</p>	
<ul style="list-style-type: none"> <li>• After each flight or maintenance, helibase or airbase manager should follow GSA/OEM/NBAA guidance to ensure the pilot and mechanic are carrying and use approved disinfecting supplies to decontaminate the aircraft interior including handles, interior seating, seat harnesses and the cockpit.</li> <li>• Check that all contract aircraft have contract mods for aircraft cleaning and procedures for COVID contamination.</li> </ul>	
<p><a href="#">FAA SAFO 20009</a> (Note this may be dynamic; check for changes)</p> <ul style="list-style-type: none"> <li>• When needed, rent appropriate number of vehicles available for transport that will meet physical distancing requirements</li> <li>• Minimize contact with ground personnel and time in public areas.</li> <li>• Crew and passenger safety</li> </ul>	
<ul style="list-style-type: none"> <li>• When possible, submit request and manage limited Ty 1 and Ty 2 helicopters on a 2:1 basis</li> <li>• Request via policy change a waiver for management of 4 SEATs via one SEMG or ATBM</li> </ul>	
<p>Install and use additional retardant loaders to limit hose and nozzle contacts.</p>	
<p>Coordinate with Ops to use the contract one-hour call back to reduce the number of personnel at the airbase or helibase.</p>	
<p>Work closely with the Dispatch Offices and the GACC to return pilots and flight crews to the same base every night, preferably home, to eliminate travel-induced exposure to new or different environments for flight and maintenance crews.</p>	

<p align="center"><b>Best Management Practices for Conducting Aviation Operations in the COVID-19 Environment</b></p> <p align="center"><i>The following hazards, actions, and mitigations may apply, as applicable, to Rotary-Wing, Fixed-Wing, and/or Airbase/Helibase Operations</i></p>	<p align="center"><b>DATE/TIME REMARKS</b></p>
<p>To reduce personnel congestion at one base during high activity:</p> <ul style="list-style-type: none"> <li>• Consider distributing tactical aircraft and aerial supervision within the GACCs, even though other bases may be farther from the incident.</li> <li>• Keep aircrews separate from other aircrews, contractors, and base personnel.</li> <li>• Recommend adding temporary facilities and supplies (e.g., travel trailers, tents, mobile offices, portable toilets, wash stations, ice chests, etc.) to reduce cross contamination.</li> <li>• Allow flight crews to isolate themselves in quarters and respond from quarters directly to aircraft with minimal to no physical contact with public and base personnel.</li> </ul>	
<p>Minimize interaction with the general public and communities during times of standby, extended standby, and non-pay status.</p>	
<p>Depending on the integrity of feeding arrangements at camp, consider use of boxed or bagged meals to be delivered to helibase per LSC/Food Unit guidelines. LSC and MEDL to evaluate risk vs. gain.</p>	
<p>Due to the dynamic nature of the Covid-19 pandemic, aviation operations very occasionally may not meet policy requirements. During or after the exception it should be reported to supervisor(s) who shall convey to appropriate individuals (e.g., AOBD, SOF, IC), who will make a determination as to whether the exception should be allowed to recur.</p>	
<ul style="list-style-type: none"> <li>• Substitute alternate method(s) of accomplishing the functions of a Helibase Operations Trailer, which are too confining to maintain physical distancing for more than a small number of people.</li> <li>• Consider the same ABRO and TOLC to minimize new people in a confined space.</li> <li>• Consider large rental trucks, tent fly's, tables, and radios where physical distancing can be accomplished.</li> </ul>	
<p><b>INCIDENT RESPONSE</b></p> <p><b>Best practices during mobilization/at incident and through demobilization</b></p>	
<p>Follow guidance included in All Personnel Safety Guidance in Appendices</p>	
<p>Maintain awareness of COVID-19 symptoms and report any observed symptoms through chain of command.</p>	

<p align="center"><b>Best Management Practices for Conducting Aviation Operations in the COVID-19 Environment</b></p> <p align="center"><i>The following hazards, actions, and mitigations may apply, as applicable, to Rotary-Wing, Fixed-Wing, and/or Airbase/Helibase Operations</i></p>	<p align="center"><b>DATE/TIME REMARKS</b></p>
<p>Transmit dispatch orders of resources (Tactical Aircraft Resource Order (TARO) aka “Kneeboard”) electronically</p>	
<p>Wear flight friendly mask (natural fibers or nomex) within the following functional areas when individuals who have not previously been assigned are expected to be working at your base or in proximity to others.</p> <ul style="list-style-type: none"> <li>• Helibase/Airbase/Module Briefings/Debriefings to protect others and self</li> <li>• CWN pre-flight and safety briefings</li> <li>• For personnel who are not usually assigned at the base: <ul style="list-style-type: none"> <li>• Manifesting personnel at helibase or helispot</li> <li>• Loading/unloading cargo and personnel</li> <li>• Reconnaissance</li> <li>• Passenger transport</li> </ul> </li> </ul> <p>EXCEPTION: If, during tactical operations, mask will interfere with focus, situation awareness, or critical non-verbal communication, a mask is not recommended.</p>	
<p>Maintain physical distancing</p> <ul style="list-style-type: none"> <li>• In a helicopter to the extent possible during preparation for all missions.</li> <li>• During crew transport or recon, maximize to the extent possible</li> </ul>	
<p>Consider establishing dedicated cargo and passenger manifesting personnel to reduce cross-exposure to crew mixing</p>	
<ul style="list-style-type: none"> <li>• Unless necessary, reconnaissance and passenger transport that can be accomplished by other means should be avoided.</li> <li>• Avoid adding personnel to the confined space of the aircraft by utilizing photo or video sharing after the flight</li> <li>• Use of UAS to gather intel when possible....</li> </ul>	
<p><u>Medevac</u></p> <ul style="list-style-type: none"> <li>• Medical air crews shall be issued the minimum amount of PPE necessary to mount a medical extraction of a Covid-19 suspected patient(s), instructions on how to properly use it.</li> <li>• In the case of all transports or extractions from the fireline this season, and certainly those utilizing an air asset, an on-scene screening of the patient for any suspicion of virus symptoms should be completed with the MEDL as a key part of the operation</li> <li>• Results should be promptly relayed to Pilot and Air crews to provide information on the level of PPE needed (e.g., N95 masks, eye protection, gowns, or as directed) needed for use by pilot and air crew.</li> </ul>	

<p align="center"><b>Best Management Practices for Conducting Aviation Operations in the COVID-19 Environment</b></p> <p align="center"><i>The following hazards, actions, and mitigations may apply, as applicable, to Rotary-Wing, Fixed-Wing, and/or Airbase/Helibase Operations</i></p>	<p align="center"><b>DATE/TIME REMARKS</b></p>
<p><b>EXPOSURE RESPONSE – PERSONNEL</b></p> <p><b>Best practices in the event of a presumptive exposure</b></p>	
<p>As warranted, required, and/or desired, initiate onsite self-isolation/self-quarantine immediately.</p>	
<p>Reporting:</p> <ul style="list-style-type: none"> <li>• Personnel should report symptoms or of potential COVID-19 exposure(s) via secure method to supervisor immediately, who will report through chain of command to IC or local agency administrator; follow agency protocols and regulations regarding use of affected person’s name(s) and information.</li> <li>• It is likely a suspected infection will be considered an Incident Within an Incident (IWI) and treated as such.</li> <li>• When possible or more effective, use virtual interview methods.</li> <li>• Transfer COVID operation to other appropriate incident staff (e.g., MEDL and IWI personnel)</li> </ul>	
<p><b>CONTAMINATION RESPONSE – AIRCRAFT &amp; EQUIPMENT</b></p> <p><b>Best practices in the event of a presumptive contamination</b></p>	
<ul style="list-style-type: none"> <li>• If it can be done safely, move aircraft away from active operations and personnel</li> <li>• Ensure no entry except by authorized personnel</li> </ul>	
<p>Decontaminate any ground equipment and locations that may have been compromised before returning to flight service.</p>	
<ul style="list-style-type: none"> <li>• Place aircraft out of flight service until such time as vendor meets aircraft decontamination requirements and per <a href="#">GSA/OEM</a> or <a href="#">NBAA</a> guidance.</li> <li>• Do not place aircraft unavailable unless COR/CO instructs you to do so.</li> </ul>	
<p>Document all actions and directions given contractor personnel</p>	
<p>Notify Controlling aircraft (e.g., ATGS/ASM/LP) or dispatch of status change</p>	
<p>Contact Contracting Officer’s Representative (COR) and Contracting Officer (CO)</p>	



# Finance

Evaluating the opportunities and challenges with implementing functional requirements of Finance on wildland fire incidents in the Northern Rockies during the COVID-19 Pandemic was a consolidated effort by all Finance Section Chiefs representing the seven NR IMTs.

Representatives included:

- IC Lead: Doug Turman
- Team 1: Shirley Ehmann and Amy Schrenk
- Team 2: Sarah Lee, Deanna Crawford and BertaLee Mottern
- Team 3: LeAnn Maupin, Jane Packer, Rebecca Judd and Annette Hoyer
- Team 4: Biddy Simet and Tammy Petersen
- Team 5: Wendy McCartney
- Team 6: Dale Harrison and Jean Richardson
- Team 7: Ann Vogt, Becky Shepard and Fauzia Massey

The Finance Section Chiefs have developed an Incident Finance Section COVID-19 Matrix as a tool for Finance Section Chiefs and Incident Commanders to use during mobilization to each incident. The intent of the Matrix is to facilitate an educated discussion of the pros/cons, mitigations, logistic/technology needs, and the tasks that can/cannot be accomplished in each location or mix of locations. It will be posted at:

<https://gacc.nifc.gov/nrcc/nrcg/committees/business/toolbox/toolbox.htm>.

The units and positions within the Finance Section have been highly integrated for over a decade to improve processes and communication while reducing workload. Separating the integration of the section will dramatically reduce communication, efficiency, accuracy and direct supervision to less experienced personnel. Mentorship of trainee personnel, especially entry-level positions, will be a challenge in remote or virtual situations. It will be difficult to assess individual resource capabilities, knowledge, skills and experience when ordering resources, such as time recorders, that are not known to Unit and Section Supervisors.

There was significant discussion that establishing a remote finance section in a separate/cordoned off area of the incident command post/camp could reduce the logistical needs of the section and team.

- 1. Those IMT positions suggested for deployment to an incident physically on-site and those that can achieve duties remotely or virtually.**

## **Finance Section Chief (FSC)**

The benefit to maintaining an FSC on-site in the primary strategy is to ensure consistency, collaboration, and facilitation of information flow within the Command and General Staff and the IMT. However, there is a need for an FSC to be located and available at any established remote section sites. It was identified that most every IMT in Northern Rockies has at least two Finance Section Chiefs (between primary, trainee and alternate). With that in mind, it is recommended at minimum 2 FSC available, with 1 on-site and 1 co-located in any remote section location.

PACE

7. Primary – (1) FSC on-site, (1) FSC remote
  8. Alternate – (2) FSC remote
  9. Contingency – (1) FSC remote, (1) FSC virtual
- Onsite: FSC
    - Maintains interaction with C&G, other on-site team members and resources, and participates in all meetings and briefings.
    - Supervises on-site section personnel and provides answers to questions and promotes customer service for all incident resources.
    - Participates in the planning process and advises on current capabilities and limitations, additional needs, and long-range plans; and shares pertinent finance/administration information that may affect the IMT's management of the incident, such as cost constraints, land-use agreements, and cost share agreements.
    - Facilitates initial and continued contact with the host unit Agency Administrator(s) regarding agency requirements and expectations, the Incident Finance Package, and closeout requirements; and meets with Assisting/Cooperating Agency Representatives as needed.
    - Provides financial summary information on current incident operations to the Agency Representatives and C&G that can be utilized to manage resources, implement cost management measures, and develop costs for strategic alternatives.
    - Collects on-site and remote paper documentation, and coordinates the transmittal of all financial paperwork (hard copy and digital) to section members regardless of location.
    - Facilitates complex cost share agreement discussions, decisions and information collection processes with the host unit Agency Officials.
    - Ensures the procedures for financial coordination with the jurisdictional agency and maintenance of finance, property, procurement, personnel records, and forms are determined and followed.
    - Ensures incident resources follow the appropriate guidance for Damage/Loss of Government Property and/or Employee Property claims.

- Works with transitioning FSCs and home units proactively to discuss transition procedures.
- Ensures all section personnel receive regular situational briefing updates regardless of location, and coordinates with remote/virtual FSC to ensure all section duties are being accomplished in the safest and most effective manner.
- Remote: FSC
  - Supervises remote section personnel, and works closely with the Planning Section and Logistics to coordinate electronic dissemination of information, database sharing protocols and IT issues/needs.
  - Ensures collected finance documentation (hard copy and digital) are received, input and filed following the interagency and host unit Finance Documentation Package policies.
  - Maintains communication remotely with C&G and other team members, and participates in all remote/virtual meetings and briefings in the planning process.
  - Establishes a reporting schedule to gather daily time and other financial documentation from all sections, support organizations and contractors.
  - Reviews contract resources' financial documentation for adherence to contract/agreement terms and conditions, and that contractor performance evaluations are completed.
  - Coordinates with COMP to ensure an investigation is initiated for each claim and provides the incident agency recommendations for each claim.
  - Schedules and closely monitors demobilization through the section, and ensures additional audits of financial documents occur early and often prior to demob.
- Virtual: FSC
  - Supervises virtual section personnel and works closely with the Planning Section and Logistics to coordinate electronic dissemination of information, database sharing protocols and IT issues/needs.
  - Verifies all virtual employees have connection to programs and files.
  - Works with the Unit Leaders to make specific assignments to prevent duplication.
  - Develops a robust electronic filing system for finance documents.
  - Reviews contracts, memoranda of understanding, and cooperative agreements for incident impact and application, and ensures the provisions in the cooperative agreements for incident business management and related record keeping are adhered to by section personnel.
  - Ensures adequate documentation of all actions taken in relation to incident business management, providing the host agency with an Incident Finance Package that will facilitate payments, claims processing, and resolution of outstanding problems.
  - Communicates with the host payment center to assure electronic signatures are acceptable and that the team is following the latest direction regarding electronic submissions.
  - Closes out all contract documents prior to resource demobilization; distributes copies per agency and incident policy for payment.
  - Ensures PII is protected while operating virtually.



- Works with virtual employees to deal with home unit and home life conflicts.
- Ensures additional audits of financial documents occur early and often prior to demobilization.
- Schedules and closely monitors demobilization through the section.

### **Cost Unit Leader (COST)**

Most of the Cost Unit Leader's work during an incident with no cost share or a simple percentage of acres burned cost share can be accomplished remotely. However, when complex cost shares are implemented by the Agency Administrators (such as Percentage of Effort or Cost Apportionment) the COST may need to be on-site in order to facilitate daily cost share meetings between multiple resources on-site and to obtain the information needed to implement the cost share. COST's work is normally conducted through the e-ISuite program, their location will depend on the version being used (enterprise or site), and the distance from the Planning Sections' Resource Unit. Cost estimates can be calculated through other spreadsheet methods, but are less accurate and more labor intensive than using e-ISuite.

#### PACE

1. Primary – (1) COST remote (may require on-site depending on the incident)
  2. Alternate – (1) COST remote
  3. Contingency – (1) COST virtual
- Onsite: COST
    - Coordinates with incident cost centers to gather on- and off-site incident cost information
    - Obtains local administrative guidelines, payment procedures, or other agency-specific requirements and ensures cost management measures are in place
    - Facilitates daily cost share meetings between multiple on-site resources, such as OSC, AOBD, LOFR, IC, and AAs to determine, approve and document the daily percentage of effort or daily cost apportionment
  - Remote: COST
    - Obtains local administrative guidelines, payment procedures, or other agency-specific requirements and ensures cost management measures are in place.
    - Establishes communication platform with OSC or AOBD to receive daily aviation costs.
    - Utilizes incident time/cost system program to analyze and manipulate data and to create cost estimates in accordance with established cost share agreements.
    - Provides information to the IMT and host units on cost estimates to date, total incident cost estimates, and cost share agreement feedback.

- Analyzes incident resource cost information, including the evaluation of under-utilized resources and uneconomical operations, and communicates that information to the IMT.
- Coordinates with Logistics to validate on-hand unoperated equipment on incident.
- Verifies incident resources and furnishes updated cost data daily to the Situation Unit for inclusion in the ICS-209.
- For incidents with a Percentage of Effort or Cost Apportionment Cost Share Agreement, establishes communication platform with PSC or RESL to receive the daily “Corrected” IAP.
- Virtual: COST
  - Documents incident costs according to direction, timeframes, and regulations.
  - Ensures the Incident Finance Package follows the guidelines outlined.
  - Provides cost-saving measures identified or implemented by the IMT at the IMT close out with incident agency.
  - Ensures financial documentation packages are submitted to the processing agency.

### **Time Unit Leader (TIME) and Personnel Timekeepers (PTRCs)**

The Time Unit Leader(s) and Personnel Timekeepers can transition to operating in a remote environment. However, their work is normally conducted through the e-ISuite program, their location will depend on the version being used (enterprise or site), and the distance from the Planning Sections’ Resource Unit. The FSC’s coordination of electronic and hard copy documentation will be critical to the Time Unit’s success remotely or virtually. If the Time Unit is not able to successfully use e-ISuite and must revert to completing electronic versions of documents, it will be more time consuming and will slow the demob process.

PACE

1. Primary – (1) TIME remote and (1-4\*) PTRC remote
2. Alternate – (1) TIME remote, (1-2\*) PTRC remote, and (1-2\*) PTRC virtual
3. Contingency – (1) TIME virtual, (1-2\*) PTRC remote, and (1-2\*) PTRC virtual

*\*Numbers of needed PTRC positions are highly dependent on the number of incident resources and the method of timekeeping being used. This is a rough estimate for a moderately large incident.*

- Onsite: TIME
  - Provides subject matter expertise and customer service to incident personnel to answer routine and complex questions regarding pay regulations.
- Remote: TIME
  - Establishes a daily reporting schedule to gather completed time documents from incident personnel, and identify daily coordination schedule with RESL or SCKN to obtain check-in information regularly.

- Establishes an auditing process to ensure accuracy of personnel time posting prior to demobilization.
  - Obtains local administrative guidelines, Service and Supply Plans, payment procedures, or any other agency-specific requirements.
  - Adheres to guidelines pertaining to timekeeping and payment requirements for casuals.
  - Reviews Crew Time Reports and posts personnel time in compliance with agency policy.
  - Ensures appropriate work/rest guidelines are met when processing pay documentation, and that the documented justification/mitigation is included in the incident records. Coordinates with FSC/IC for signing excess shift reports.
  - Ensures PII is protected while operating remotely.
  - Distributes Incident Time Reports to home-unit timekeepers as requested.
  - Ensures all documentation is complete, and documents any follow-up actions for the jurisdictional agencies or incoming TIME if incident is transitioning with another IMT.
  - Closes out all personnel time documents prior to resource demobilization, and distributes copies per agency and incident policy.
  - Compiles unit documentation for the final Incident Finance Package.
- Virtual: TIME
    - Establishes a daily reporting schedule to gather completed time documents from incident personnel.
    - Obtains local administrative guidelines, Service and Supply Plans, payment procedures, or any other agency-specific requirements.
    - Adheres to guidelines pertaining to timekeeping and payment requirements for casuals.
    - Reviews Crew Time Reports and posts personnel time in compliance with agency policy.
    - Ensures appropriate work/rest guidelines are met when processing pay documentation, and that the documented justification is included in the incident records.
    - Distributes Incident Time Reports to home-unit timekeepers as requested.
    - Ensures PII is protected while operating virtually.
    - Works with virtual employees to deal with home unit and home life conflicts.
    - Ensures additional audits of financial documents occur early and often prior to demobilization.
    - Closes out all personnel time documents prior to resource demobilization, and distributes copies per agency and incident policy.

**Procurement Unit Leader (PROC) and Equipment Timekeepers (EQTRs)**

The Procurement Unit Leader and Equipment Timekeepers can transition to operating in a remote environment. However, their work is normally conducted through the e-ISuite program, will depend on the version being used (enterprise or site), and the distance from the Planning Sections' Resource Unit. The FSC's coordination of electronic and hard copy documentation will be critical to the Procurement Unit's success remotely or virtually. If the Procurement Unit is not able to successfully use e-ISuite and must revert to filling out electronic versions of documents, it will be more time consuming and will slow the demob process. Unlike the Time Unit, the Procurement Unit deals with many contractors that may or may not be familiar with the finance process on the incident. They are usually not the contract owner, and require quite a bit of handholding through the process. This may facilitate the need for 1 experienced EQTR on-site if it becomes more than the occasional question to the on-site FSC.

#### PACE

1. Primary – (1) PROC remote and (1-4\*) EQTR remote
2. Alternate – (1) PROC remote, (1-2\*) EQTR remote, and (1-2\*) EQTR virtual
3. Contingency – (1) PROC virtual, (1-2\*) EQTR remote, and (1-2\*) EQTR virtual

*\*Numbers of needed EQTR positions are highly dependent on the number of incident resources and the method of timekeeping being used. This is a rough estimate for a moderately large incident. Additionally, not all IMTs have Procurement Unit Leaders, and may substitute an additional Time Unit Leader to manage the EQTRs.*

- Onsite: PROC
  - Coordinates the establishment of incident-only Emergency Equipment Rental Agreements, Land Use Agreements, and any other contractual documents with a Buying Team or local agency contracting officer.
  - Establishes a communication platform with remote or virtual EQTRs to transfer documents.
  - Assists contractors with completing shift tickets and/or pay documents, and assists Operations/Logistics with documenting equipment breakdowns or periods of unavailability.
  - Ensures contractors and cooperators are managed properly in accordance with the terms and conditions of the agreement/contract, and that adequate copies of agreement documentation are provided.
  - Closes and files hard copy equipment payment packages in accordance with interagency guidelines for the Incident Finance Package.
- Remote: PROC
  - Establishes a daily reporting schedule to gather equipment time from support sections and contractors and identifies a daily coordination schedule with RESL or SCKN to obtain check-in information.
  - Establishes an auditing process to ensure compliance with agreements/contracts.
  - Establishes a communication platform to demobilize equipment electronically
  - Obtains local administrative guidelines, Service and Supply Plans, payment procedures or any other agency-specific requirements.

- Reviews shift tickets for adherence to contract/agreement terms and conditions.
- Posts equipment time and use in compliance with the contract and/or the agreement by establishing and maintaining a collaborative communication platform with virtual EQTRs.
- Administers and oversees all financial matters pertaining to vendor contracts and equipment time records.
- Adheres to interagency procurement procedures and to applicable agency regulations.
- Adheres to guidelines regarding; work/rest, length of assignment, determining when travel is compensable, ensuring ordered standby guidelines are adhered to, and validating submitted time in accordance with the terms and conditions of the contract and any applicable guidelines.
- Reviews and interprets contracts and/or agreements and resolve any claims or disputes within delegated authority.
- Ensures PII is protected while operating remotely.
- Virtual: PROC
  - Reviews shift tickets for adherence to contract/agreement terms and conditions.
  - Posts equipment time and use in compliance with the contract and/or the agreement by establishing and maintaining a collaborative communication platform with virtual EQTRs.
  - Administers and oversees all financial matters pertaining to vendor contracts and equipment time records.
  - Adheres to interagency procurement procedures and to applicable agency regulations.
  - Reviews and interprets contracts and/or agreements and resolve any claims or disputes within delegated authority, as appropriate, or ensures claims are resolved by those with authority.
  - Ensures PII is protected while operating virtually.
  - Works with virtual employees to deal with home unit and home life conflicts.
  - Ensures additional audits of financial documents occur early and often prior to demobilization.
  - Establishes a communication platform to demobilize equipment electronically.

### **Compensation for Claims Unit Leader (COMP)**

The benefit to maintaining a COMP on-site is to primarily deal with incident related claims and investigations, such as: property loss and damage replacement, tort claims, USFS non-tort claims, and employee claims. Additionally, it will be challenging for a remote/virtual COMP to maintain communication with hospitals, clinics, pharmacies, medical unit personnel and to protect PII documents related to medical care and treatment. A few duties can be performed remotely and virtually, but will be significantly more challenging.

1. Primary – (1) COMP on-site

2. Alternate – (1) COMP remote
  3. Contingency – (1) COMP virtual
- Onsite: COMP
    - Coordinates with incident/agency units and medical facilities to obtain and exchange information.
    - Ensures thorough investigation and documentation of actual/potential claims for and against the government are in place to maintain cost management measures.
    - Provides information to claimant on claim filing requirements and to personnel on injury/illness documentation procedures/requirements.
    - Coordinates with incident personnel who have pertinent information to be included in a claim, such as: ground support, safety officers, law enforcement, security personnel, etc.
  - Remote: COMP
    - Obtains local administrative guidelines, payment procedures, or other agency-specific requirements and reviews the Incident Medical Plan.
    - Prepares information for pre-planning/strategy meeting as requested.
    - Initiates investigations as appropriate, documents any claims on the incident Claims Log and includes any incident information pertaining to any claims in a claims package.
    - Ensures all tort claims are filed in the Incident Finance Package.
    - Coordinates with Logistics to ensure incident resources follow the appropriate guidance for Damage/Loss of Government Property
    - Ensures incident resources follow the appropriate guidance for Employee Personal Claims.
  - Virtual: COMP
    - Ensures that all claims are processed in accordance with employing agency procedures and policies with the correct forms.
    - Keeps informed and reports on the status of hospitalized personnel.
    - Coordinates the analysis of injuries with the Safety Officer.
    - Follows pay guidelines for compensation regarding sickness and medical treatment, and coordinates with Time Unit Leader, Medical Unit Leader, and Safety Officer for follow-up actions.
    - Reviews paperwork for accuracy and ensure case files are completed and transmitted to the appropriate administrative processing agency.

### **Incident Contract Project Inspector (ICPI)**

While most incidents within the Northern Rockies utilize the Geographic Area Roving ICPIs, when our IMTs respond to incidents outside the area (or have enough contract resources) the Finance Section may order an ICPI to manage this workload (under the PROC or FSC per the NWCG

position description). This position will most likely need to be on-site to conduct contract compliance inspections and answer technical compliance questions, but there may be some duties that could be performed remotely.

PACE

1. Primary – (1) ICPI on-site
2. Alternate – (1) ICPI on-site
3. Contingency – (1) ICPI remote

- Onsite: ICPI
  - Performs contract compliance inspections.
  - Provides subject matter expertise in the field to the incident supervisor of contracted equipment (e.g., Equipment Manager, Equipment Inspector, Operations personnel) to ensure contract requirements are met.
  - Creates a schedule with appropriate units to conduct inspections as needed, and coordinates the notification of inspections required with Operations and Logistics personnel.
  - Completes resource compliance inspections on both operational and logistical equipment/personnel.
  - If non-compliance occurs during an assignment at an incident, coordinates with IMT positions that have direct operational interactions with or responsibility of the resource to determine the extent/seriousness of non-compliance.
  - Provides documented remediation solution to contracted resources and include compliance timeframe on a written compliance inspection form and includes notice of non-compliance forms, performance evaluation or review forms, etc.
- Remote: ICPI
  - Consults with the Contracting Officer or Representative concerning matters that may require contract action.
  - Reviews existing files for evidence of inspection at the incident, and compares resources assigned with completed inspection files to identify resources requiring inspection.
  - Establishes the terms of acceptance and remedy policy for contract non-compliance.
  - Documents a course of action, acceptance, and compliance efforts by contracted resource.
  - Ensures performance evaluations are completed by the incident supervisor of contract equipment, and documents any unsatisfactory performance to the Contracting Officer.
- Virtual: ICPI
  - Interprets contract specifications and performs basic contract administration.

## **2. The immediate and anticipated logistical and technical support needs of each on-site, remote and virtual resource in order to successfully accomplish their task.**

NWCG Agencies need to discuss what financial documents are required for each type of resource (i.e. does a federal agency employee require an OF-288 or is a signed CTR adequate?), and develop easily fillable and electronically signable forms that can be used on an iPad, smartphone or laptop. Discuss alternatives to using the e-ISuite program, and multiple backups to technology based solutions.

- **On-Site: (FSC, COST, ICPI, and COMP)**

- Connectivity to communicate with remote and/or virtual section personnel through collaborative software, cell phones, laptops, copier/scanner/printer, portable Wi-Fi projector with screen and office supplies.
- Determine early with the Planning Section the ability to co-locate the remote Resource Unit and the remote Finance Personnel. Determine if a VPN or Remote connection is available for on-site personnel to connect to the e-ISuite version being used by remote staff.
- Establish an online working environment for sharing, storing and receiving electronic documents. Will need to develop a specific incident resource timekeeper assignment to avoid duplications.
- Workspace with plenty of distancing using multiple tables for enforced spacing, chairs, disinfectant supplies, PPE such as masks and gloves, extra coolers to avoid sharing of water, and a plexiglass barrier for a safe “communication zone” to discuss paperwork at the front. If available, a handwashing station outside of the workplace.
- Identify contingency plans and ensure access to fillable electronic forms in case of technology failure.

- **Remote: (FSC, TIME, PTRCs, PROC, and EQTRs)**

- Connectivity to communicate with on-site and/or virtual section personnel through collaborative software, cell phones, laptops, 3-4 printers, a high-speed copier/scanner only for finance use, portable Wi-Fi projector with screen, and additional office supplies.
- Determine early with the Planning Section the ability to co-locate the remote Resource Unit and the remote Finance Personnel. Determine if a VPN or Remote connection is available for on-site and virtual personnel to connect to the e-ISuite version being used by remote staff.
- Establish an online working environment for sharing, storing and receiving electronic documents. Will need to develop a specific incident resource timekeeper assignment to avoid duplications.



- Workspace with plenty of distancing using multiple tables for enforced spacing, chairs, disinfectant supplies, PPE such as masks and gloves, and sinks for regular handwashing.
  - A dedicated ITSS may be needed if the remote Finance Section is not near the Resources Unit and ITSS remote location(s).
  - Identify one “courier” to transport hard copy documentation between on-site and remote section members to limit interactions with multiple couriers.
  - Need to be mindful to ensure all incident resources, especially local cooperators and contractors, can utilize the electronic submission platform established.
  - Digital signatures acceptable by most federal and state agencies’ standards that require multiple levels of authentication (such as PIV, Linc Pass, Smartcards, etc.) will be challenging for resources not using government equipment.
  - Identify contingency plans and ensure access to fillable electronic forms in case of technology failure.
- **Virtual Positions:**
    - Connectivity to communicate with on-site and remote section personnel through collaborative software, cell phones, laptops, access to a printer, access to a scanner and office supplies.
    - Determine if a VPN or Remote connection is available for virtual personnel to connect to the e-ISuite version being used by remote and on-site staff.
    - Determine how personnel can work virtually if they do not have access to government provided equipment, or best practices for shipping and connecting rental laptops for AD/EFF or local government employees. Some agencies, such as USFS, do not allow the use of personal devices for government work (i.e. smartphones, laptops, etc.).
    - Need to be mindful to ensure all incident resources, especially local cooperators and contractors, can utilize the electronic submission platform established.
    - Digital signatures acceptable by most federal and state agencies’ standards that require multiple levels of authentication (such as PIV, Linc Pass, Smartcards, etc.) will be challenging for resources not using government equipment.
    - Establish an online working environment for sharing, storing and receiving electronic documents. For virtual employees, specific assignments will need to be made and assigned to personnel with the knowledge and IT capacity/ability/access to manage the duties.
    - Identify contingency plans and ensure access to fillable electronic forms in case of technology failure.

**3. The mitigation measures that will be taken to protect resources from exposure to COVID-19 that are unique to the section or IMT position.**

On-scene resources will follow protocols established at the camp location, including:

- Follow guidance included in the All Fire Personnel Best Practices (Appendix A), for social distancing, personal hygiene, workplace cleaning, symptom monitoring, etc.
- Implement COVID-19 Screening daily (Appendix C).
- **On-Site: (FSC, COST, ICPI, and COMP)**
  - Create areas within the work space restricted to Finance Section personnel only (cool zone), areas within the work space specifically identified for interactions such as demob and questions that utilize the barrier (warm zone), and treat all other areas as infectious (hot zone).
  - Discuss using yurt or trailer windows for “drive through” submissions and questions to prevent spread.
  - Disinfection of workspace, coolers, etc. daily and do not allow shared office supplies with possible exception of the copier/scanner/printer.
  - Utilize a plexiglass barrier to shield on-site personnel that need to deal with paperwork in a close contact setting, and establish strict appointment times for on-site interaction with resources.
  - Upfront, continual messaging that the demob process will take longer than usual and emphasize the use of electronic documentation to reduce exposure.
  - Collect cell phones and email addresses for all incident personnel for the first form of communication, and only use in-person contact when those methods cannot achieve the results required.
  - Identify contingency plans and ensure communication among all section supervisors.
- **Remote: (FSC, TIME, PTRCs, PROC, and EQTRs)**
  - Obtain additional (3-4) printers to reduce movement and sharing within the section, a high-speed copier/scanner only for finance use, and additional office supplies to avoid sharing.
  - Workspace with plenty of distancing using multiple tables for enforced spacing, chairs, disinfectant supplies, PPE such as masks and gloves, and sinks for regular handwashing.
  - Identify a specific “courier” to transport hard copy documentation between on-site and remote section members to limit interactions with multiple couriers.
  - Disinfection of workspace daily and do not allow shared office supplies with possible exception of the copier/scanner.
  - Utilize a plexiglass barrier to shield remote personnel that need to deal with paperwork in a close contact setting.

- Collect cell phones and email addresses for all incident personnel for the first form of communication, and only use in-person contact when those methods cannot achieve the results required.
  - Strictly enforce remote check-in and demob appointments, and combine with upfront, continual messaging that the demob process will take longer than usual to reduce severe stress to personnel.
  - Identify contingency plans and ensure access to fillable electronic forms in case of technology failure.
  - Ensure access to incident and section briefings through collaborative software to ensure situational awareness of the incident and safety messages.
  - Identify contingency plans and ensure communication among all section supervisors.
- **Virtual Positions:**
    - Be mindful that virtual personnel may not have access to printers, scanners or high-speed internet. This may cause stress and frustrations among personnel.
    - Ensure access to incident and section briefings through collaborative software to ensure situational awareness of the incident and safety messages.
    - Identify contingency plans and ensure communication among all section supervisors.

**4. The obstacles (process, technology or other limitations) that are unique to each section and/or IMT position and that may prevent successful completion of duties.**

**General Safety Challenges**

- There may be serious challenges for incident supervisors trying to deal with resources that do not share the interagency stance on COVID-19, its seriousness, the use of PPE, daily monitoring, etc.
- In remote locations, security issues may arise when dealing with stressed/angry resources, employees or public.
- There will be a reduction in available incident finance resources due to high-risk individuals or those who reside with/care for high-risk individuals, and those unwilling to adapt to the changed operating environment (i.e. technology, reluctance to change, etc.).
- Mentorship of trainee personnel, especially entry-level positions, will be a challenge in remote or virtual situations. It will be difficult to assess individual resource capabilities, knowledge, skills and experience when ordering resources, such as time recorders, that are not known to Unit and Section Supervisors.
- Decide early between the Planning Section and Finance Section the ability to co-locate the remote Resource Unit and the remote Finance Personnel, and the version of e-ISuite

to be used (site or enterprise). A dedicated ITSS may be needed if the remote Finance Section is not near the Resources Unit and ITSS remote location(s).

- Establish an online working environment for sharing, storing and receiving electronic documents. Will need to develop specific protocols for access to folders to protect PII and need-to-know sensitive information.
- Finance personnel will need to ensure FireNet and e-ISuite Enterprise NAP accounts are set-up prior to the first incident, and develop instructions for non-rostered resources to obtain their access upon mobilization to the incident.
- There will be significant reluctance and a lack of knowledge/familiarity to using new technologies, being separated from other section or team members, and operating differently than in the past.
- A higher likelihood of errors on financial documents and loops not closed (such as payments not finalized) when the section is separated from the on-site environment.
- Tracking property ordered for remote and/or virtual employees and ensuring its return.
- Determine how personnel can work virtually if they do not have access to government provided equipment, or best practices for shipping and connecting rental laptops for AD/EFF or local government employees. Some agencies, such as USFS, do not allow the use of personal devices for government work (i.e. smartphones, laptops, etc.).
- It is a known issue that some contract operators require significant handholding through the financial paperwork and process. These are not the equipment owners and it may be their first incident. While there are ways to provide that feedback to the Contracting Officer in the evaluations, it does not lessen the impact to the Procurement and Time Unit personnel – especially during demobilization.
- Upfront, continual messaging that the demob process will take longer than usual but that resources are being compensated for their time to demob. There will be a greater need to reduce all incident resources' stress levels by making "what to expect" very clear from the beginning.

#### **Challenges for Internal IMT Coordination**

- The Finance Section Chief is an essential part of the Command & General Staff, and has significant input into the planning process of the IMT. It is critical that one of the FSCs stays with the core C&G while the other FSC stays with the core finance section.
- The units and positions within the Finance Section have been highly integrated for over a decade to improve processes and communication while reducing workload. Separating the integration of the section will dramatically reduce communication, efficiency, accuracy and direct supervision to less experienced personnel.
- Determine if a VPN or Remote connection is available for on-site and virtual personnel to connect to the e-ISuite site version and file-sharing system being used by remote and/or virtual staff, if applicable.

- Do not forget that there are two parts of a resource's check-in. First with the Resource Unit's Status/Check-in Recorder, and then with either Personnel or Equipment Time. Any electronic check-in forms need to include the information needed for Finance.
- All Demob plans and schedules will need to be closely coordinated between the four Sections of the IMT, and will require longer timeframes to plan for and to achieve than usual.
- All demobilizations through Finance must be scheduled in advance and the units will be strict about the schedule (unless arrangement for changes have been discussed and approved in advance).
- Identify contingency plans with trigger points and ensure access to fillable electronic forms in case of technology failure.
- Encourage the use of small, Wi-Fi enabled, small and inexpensive projector technologies and screens in the remote and on-site section locations to watch briefings and meetings. This will reduce the number of connections to virtual meetings and may provide a way to join onsite and remote sections.
- All IMT members would benefit from a one-day simulation to practice technologies and contingency plans prior to their first assignment.

### **Challenges for External Communications**

- Communicate early and often with Agency Officials, Incident Business Advisors, Buying Teams and Expanded Dispatchers that there will be unusual costs and items associated with providing mitigations and protections to incident management staff, especially for purchased or rented technology and per diem costs for remote personnel.
- Need to be mindful to ensure all incident resources, especially local cooperators and contractors, can utilize the electronic submission platform established. There is a potential for compromised communication for cooperators, vendors, and contractors without access to collaborative communication platforms.
- Digital signatures acceptable by most federal and state agencies' standards that require multiple levels of authentication (such as PIV, Linc Pass, Smartcards, etc.) will be challenging for resources not using government equipment. We need standard computer software to create unique electronic signatures in Adobe PDF that do not require government issues LincPass/Smartcards.
- Early discussions with incident host units will need to clarify what is legally required versus normal expectations of the Finance Section (and all other IMT functions). Due to many agencies consolidating finance and administrative positions, the expectations of incident Finance personnel have exponentially increased over the last 15 years. Those expectations will have to be weighed against the limitations and reduced abilities the section will be struggling with.

## Appendix A: COVID-19 Screening Procedures

### **Wildland Fire COVID-19 Screening** Interim Standard Operating Procedures 04/15/2020

**To:** Fire Management Board and Non-Federal Wildland Fire Partners  
**From:** COVID-19 Wildland Fire Medical and Public Health Advisory Team (MPHAT)  
**Date:** 04/15/2020  
**Subject:** COVID-19 Interim Screening Protocol for Wildland Fire Personnel

#### **Purpose:**

The interagency wildland fire community is committed to preventing the spread of COVID-19 and promoting the health and wellness of all wildland firefighters and support personnel. Consistent and continual monitoring of personnel is the first step in preventing the movement of potentially infected individuals and the spread of COVID-19. This memorandum establishes interim standard operating procedures and protocols for screening of wildland fire personnel at duty stations and during incident management activities to protect all personnel, appropriately manage potential COVID-19 infection, and reduce risk.

#### **Background:**

In December 2019, a novel (new) coronavirus known as SARS-CoV-2 was first detected in Wuhan, Hubei Province, People's Republic of China, causing outbreaks of the coronavirus disease COVID-19. The virus has now spread globally. Across the U.S., public health authorities have issued significant restrictions on public gatherings and implemented social distancing practices.

This disease poses a serious public health risk and can cause mild to severe illness; especially in older adults or individuals with underlying medical conditions. COVID-19 is generally thought to be spread from person-to-person in close contact and through exposure to respiratory droplets from an infected individual. Initial symptoms of COVID-19 can show up 2-14 days after exposure and often include: fever, cough or shortness of breath. Recent studies indicate that people who are infected but do not have symptoms likely also play a role in the spread of COVID-19

With the intent to sustain a viable, safe and effective wildland fire management workforce, (Federal, State, local and Tribal assets) during the COVID-19 pandemic, a preliminary measure is to establish common infection screening protocols utilized across the wildland fire community. The MPHAT has been established by the FMB with concurrence of the Fire Executive Council to address medical and public health-related issues specific to interagency administration of mission critical wildland fire management functions under a COVID-19 modified operating posture. The MPHAT includes interagency representation and interdisciplinary expertise (including CDC-NIOSH and medical professionals from USFS and DOI) to advise on all medical and public health related

aspects of COVID- 19 planning, prevention and mitigation. To that end an interim standard operating procedure has been developed and recommended by MPHAT for immediate adoption and utilization by wildland fire personnel at duty stations and wildland fire incidents to reduce the risk of disease through common screening protocols.

**Rationale:**

The scale and potential harm that may be caused by this pandemic meets the American Disabilities Act *Direct Threat* Standard.<sup>1</sup> Therefore, routine screening in the workplace is justified and warranted to prevent further community spread of the disease. By identifying, properly triaging, and managing personnel with exposures and these symptoms, personnel can reduce the spread and better mitigate COVID-19 infections among their workforce.

## **Instructions:**

The following screening guidance is recommended for adoption and implementation at duty stations and for all incident management activities across the interagency wildland fire community, as **frequently and extensively as possible**. Supervisors and incident managers should plan and resource accordingly to support the following SOP:

### Pre-Mobilization

Supervisors should ensure personnel have no present symptoms of illness using the *Wildland Fire COVID-19 Screening Tool* prior to consideration of incident assignments. In addition to this initial screen, Supervisors should inform personnel going on assignments of ongoing routine daily screening on all incidents during COVID-19.

### Arrival/Entry to Location

All resources accessing any entry point location will wash their hands. If soap and water are not available hand sanitizer may be used. Each resource will proceed to receive verbal screening using the *Wildland Fire COVID-19 Screening Tool* and if possible, have their temperature assessed using a touchless thermometer. Supervisors and incident managers should determine the number of personnel required to support the screening process and consider scheduling and/or staggering resource arrival times to minimize crowding at arrival/entry locations.

### Daily Screening

All resources should be encouraged to report any emerging symptoms to their supervisor (Crew Boss, Unit Leader, Module Leader, Duty Officer, Division Supervisor, Floor Supervisor, etc.). In addition, supervisors should assess subordinates' health daily using the *Wildland Fire COVID-19 Screening Tool* to ensure no emerging symptoms. It is recommended the screening questions are asked of all personnel routinely throughout the day.

### Positive Screenings

Persons with indications of illness prior to mobilization should be excluded from incident assignments until they meet the return to work criteria as described by CDC (7 days after the start of symptoms and at least 3 days after the last fever not requiring fever reducing medications, and symptoms are improving).

Persons found meeting sick criteria or found to be with fever on arrival at an incident entry location should not be allowed entrance and, as above, should be excluded from incident assignments until they meet the return to work criteria as described by CDC. Next steps should be coordinated with unit leadership, the medical unit and/or local health authority. Prior to release and return to home, individuals with signs or symptoms of illness posing a risk of COVID-19 transmission should be isolated in a separate location. This may require separate, dedicated and staffed areas/facilities to ensure that individuals with potential COVID-19 infection do not come in contact with other fire personnel.

### Confidentiality of Medical Information:

Any medical information gathered is subject to ADA confidentiality requirements <sup>[3]</sup> <sup>[4]</sup>.

### Tools and Supplies

- Verbal Screening - use the *Wildfire COVID-19 Screening Tool*
- Temperature Checks - use only touch-less infrared thermometer if available.
  - Incident management personnel involved with screening should consider purchasing



touchless thermometers prior to assignment. Incident emergency medical personnel are strongly encouraged to bring their personal touchless thermometers if available.

- Mask or Face Barrier - Current CDC guidance includes wearing cloth face coverings in public settings where other social distancing measures are difficult to maintain, especially in areas of significant community-based transmission. The use of simple cloth face coverings is recommended to slow the spread of the virus and help people who may have the virus and do not know it from transmitting it to others. As of April 2020, masks made from cloth material are considered acceptable facial barriers.
- Isolation - use separate facility, yurt or personal tent.
- Dedicated Wash Stations - Consider the number of dedicated wash stations and/or portable restrooms needed to maximally support each bullet above.

#### Personal Protective Equipment

The NFES 1660 – *Individual Infectious Barrier Kit* or NFES 1675 – *Multi-Person Infectious Disease Barrier Kit* (as needed) should be used under the following circumstances:

- Workers engaged in screening at arrival and entry location
- Workers helping to manage sick and/or asymptomatic personnel with recent COVID-19 interaction.
- Workers helping to sanitize infected areas, or any areas suspected of infection

Note: Appropriate techniques for using personal protective equipment including donning and doffing can be found at:

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/using-ppe.html>

## References:

<sup>[1]</sup> Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19)  
<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>

<sup>[2]</sup> Symptoms of Coronavirus  
<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>

<sup>[3]</sup> Pandemic Preparedness in the Workplace and the Americans with Disabilities Act [https://www.eeoc.gov/facts/pandemic\\_flu.html](https://www.eeoc.gov/facts/pandemic_flu.html)

<sup>[4]</sup> 29 CFR § 1630.14 - Medical examinations and inquiries specifically permitted.  
<https://www.law.cornell.edu/cfr/text/29/1630.14>

<sup>[5]</sup> DOI COVID-19 Risk Assessment & Decision Matrix for Managers  
[https://doimsp.sharepoint.com/:b:/r/sites/doicov/Shared%20Documents/DOI\\_COVID19\\_Decision\\_Matrix\\_Version4.pdf?csf=1&web=1&e=OwfTyf](https://doimsp.sharepoint.com/:b:/r/sites/doicov/Shared%20Documents/DOI_COVID19_Decision_Matrix_Version4.pdf?csf=1&web=1&e=OwfTyf)

<sup>[6]</sup> Discontinuation of Isolation for Persons with COVID-19 Not in Healthcare Settings (Interim Guidance) <https://www.cdc.gov/coronavirus/2019-ncov/hcp/disposition-in-home-patients.html>

<sup>[7]</sup> Personnel in Mission Critical and Essential Function Positions  
<https://doimsp.sharepoint.com/:b:/r/sites/doicov/Shared%20Documents/Mission%20Critical%20Position%20Exposure%20FAQ.pdf?csf=1&web=1&e=yMd8Gf>

<sup>[8]</sup> Coronavirus Disease 2019 (COVID-19). Use of Cloth Face Coverings to Help Slow the Spread of COVID-19. <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/diy-cloth-face-coverings.html>

## **Wildland Fire COVID-19 Screening Tool**

### **DO YOU HAVE ANY OF THESE SYMPTOMS?**

Today or in the past 24 hours, have you had any of the following symptoms:

- **Fever, felt feverish, or had chills?**
- **Repeated shaking with chills?**
- **Cough? Shortness of breath or difficulty breathing?**
- **Muscle pain? Headache? Sore throat?**
- **New loss of taste and/or smell?**

In the past 14 days, have you had contact with a person known to be infected with the coronavirus (COVID-19)?

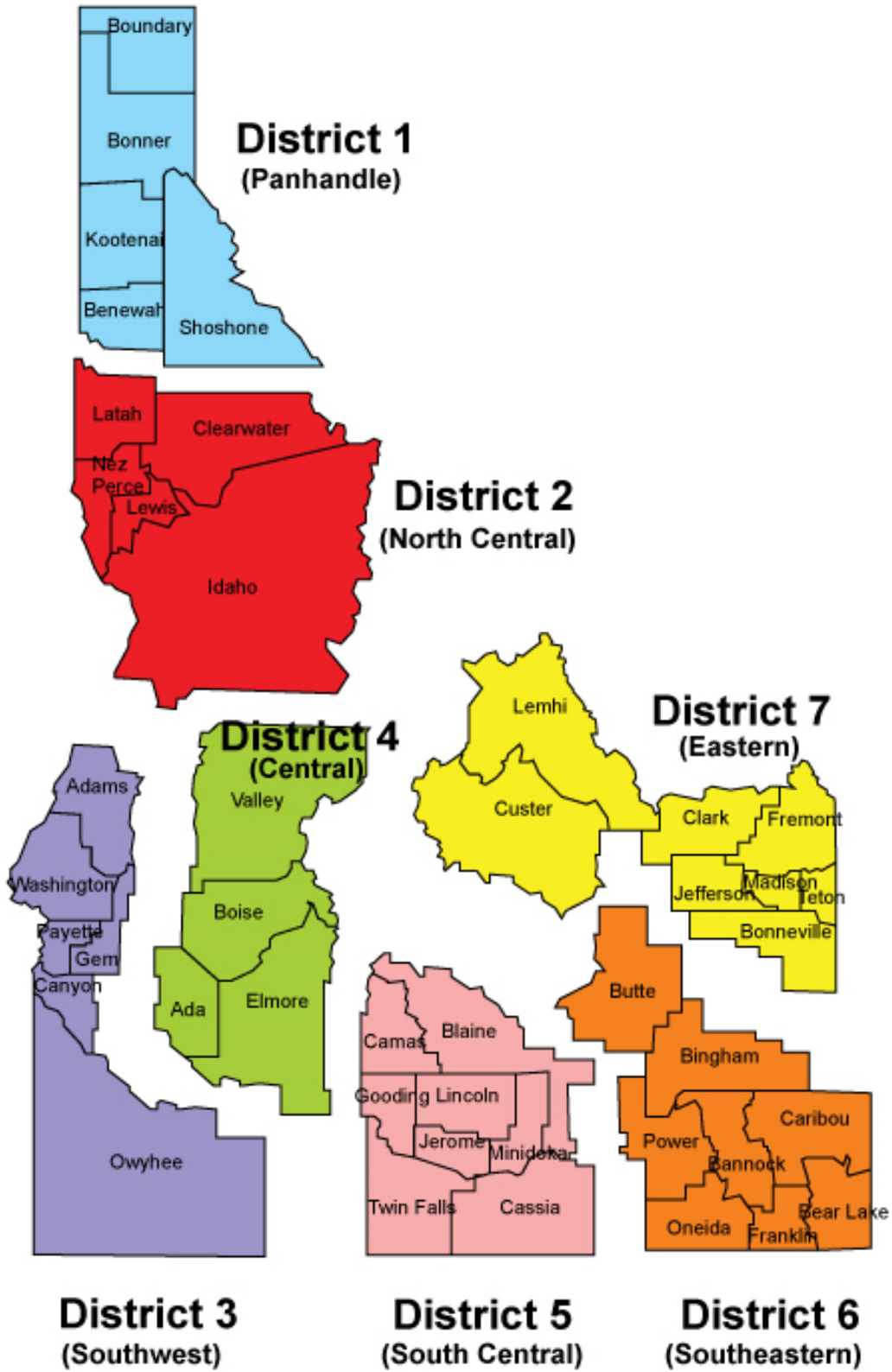
*\*Take temperature with touchless thermometer if available\**

## **Wildland Fire COVID-19 Screening Tool**

### **INSTRUCTIONS FOR SCREENING**

- If resource is positive for any symptoms prior to mobilization DO NOT MOBILIZE.
- At Entries – Consider the adequate number of personnel needed for screening. Although medical personnel are ideal, screeners do not have to be medically trained.
  - If resource is positive for any symptoms including fever (over 100.4) at entry DO NOT ANNOUNCE- ask to step aside.
  - Escort sick individual to isolation area.
  - Isolation support personnel should begin documentation. Have sick individual contact Supervisor for further direction.
  - Notify public health officials.
  - Have individual transported as appropriate.
  - Protect and secure any collected Personal Identifiable Information or Personal Health Information.

Appendix B: Map of Idaho State Health Districts



## Appendix C: Patient Care Guidelines

# Patient Care Guidelines for use during Covid-19 Pandemic

April 1<sup>st</sup>, 2020

This document was created to be used in conjunction with the CDC Guidelines for First Responders. The information reflected in this document was derived from the CDC, WHO, NASEMSO, FS Washington Office Websites and reviewed by the Region 1 Medical Director Dr. Drew Southard to help bring information into a more user friendly format. Before using these guidelines ECPs must be aware that state regulations, an on-site physician, on-line medical control, or off-line directives from a medical director with jurisdiction may supersede these guidelines. Please ensure that R1 EMS personnel have reviewed this document and understand these guidelines approved by the regional medical director.

Units should regularly update their local stock of PPE and use the CDC PPE burn rate calculator (<https://www.cdc.gov/coronavirus/2019-ncov/hcp/ppe-strategy/burn-calculator.html>) to maximize its use. Units should utilize their medical liaisons for information from R1 medical direction, and contact medical receiving facilities/county health for more localized guidance when planning for and the treatment of patients with potential exposure to Covid-19. Where appropriate, medical facilities may also provide a flow chart that would help triage and prioritize which patients need further evaluation/care. Flow charts vary across the region and are subject to change as the most up to date guidance changes. For this reason, it makes the most sense for each Unit to get those documents from the receiving facility so as not to conflict with the process that is already in place.

### General Guidance

- 1) Dispatch screening: gather pertinent information about the patient over the radio/phone if applicable to help prepare the appropriate response and level of PPE.
- 2) If multiple patients are suspected, utilize a scout to perform initial assessment. This will cut down on amount of PPE/equipment required to be used and overall exposure to medical providers.
- 3) Start gathering information through an across the room assessment utilizing sick or not sick approach. The following questions may help decide the most direct course of action-
  - i. Are you in a high-risk area? Geographically or community based.
  - ii. Does the patient have a cough, shortness of breath, difficulty breathing, fever or a sore throat?
  - iii. Does your patient fit into any high-risk categories? Over 65, overweight, history of chronic respiratory illness, Hypertension, Heart Disease etc.

- iv. Recent Travel or contact with someone who has traveled? This may help provide info to receiving facility.
- 4) Place all patients in a cloth or surgical mask regardless of chief complaint.
  - 5) Wear surgical mask and eye protection for all patient encounters regardless of complaint.
  - 6) For patients with respiratory symptoms provider should be in a surgical mask (use N95 respirator as supplies permit), eye protection and gown/gloves.
  - 7) Perform hand hygiene and good donning/doffing of PPE.
  - 8) For any treatment likely to create respiratory aerosols (e.g., bag valve mask (BVM) ventilation, oropharyngeal suctioning, endotracheal intubation, nebulizer treatment, continuous positive airway pressure (CPAP), bi-phasic positive airway pressure (biPAP), or resuscitation involving emergency intubation or cardiopulmonary resuscitation (CPR)) provider should wear N95, surgical mask, eye protection, gown and gloves.
  - 9) Do not give NEBS, use MDI instead.
  - 10) If patient is in respiratory distress, call an ambulance for transport.
  - 11) If patient is non-emergent but is showing symptoms, EMS personnel should contact the receiving emergency department (ED) or healthcare facility and follow previously agreed upon local or regional transport protocols. This will allow the healthcare facility to prepare for receipt of the patient. May include quarantine at home; if this is at a government facility ask provider about additional precautions (for additional information see infection control link, line item #3 Patient Placement) and Interim guidance for providing home care at <https://www.cdc.gov/coronavirus/2019-ncov/hcp/guidance-home-care.html>
  - 12) If transporting in a government vehicle, place the patient in a mask, have the provider/driver wear PPE (mask, gloves, and eye protection), place as far as possible away from driver/others. Open windows and vent as much as possible. Clean with anti-viral wipes (or other as seen on EPA Disinfectant list) entire area of patient contact after. Leave doors and windows open while cleaning, and clean clothes as appropriate following transport. <https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2>

### **Donning/Doffing PPE**

For the individual EMS provider, we recommend the easily recalled acronym MEGG for donning PPE:

- N-95 Mask
- Protective Eyewear (wrap around) to include splash shield during aerosolized procedures
- Disposable Gown
- Disposable (non-sterile) Gloves

When doffing PPE, the acronym is reversed: GGEM.

- Remove Gloves
- Remove Gown
- Wash hands with soap/water or alcohol-based hand sanitizer (20 seconds)
- Remove Eye Protection (can be set aside, cleaned and re-used later)
- AFTER all disposable PPE has been placed in a biohazard bag, carefully remove Mask (See Seattle Fire Department COVID-19 Decon video below)
- Wash hands with soap/water or sanitizer (20 seconds), air dry hands
- Put on new gloves to decontaminate your equipment

### **Cleaning Guideline Examples:**

<https://www.emsonline.net/assets/2020-Announcements/Station-Cleaning-Checklist-KCFCA-3-19-2020.pdf>

<https://www.emsonline.net/assets/2020-Announcements/Apparatus-Cleaning-Checklist-KCFCA-3-19-2020.pdf>

<https://nasemso.org/wp-content/uploads/Minimum-PPE-and-Decon-Recommendations-for-Emergency-Response-to-COVID-19-Detailed-Reaction-Guide-ER-TIPS-and-IPP-Updated-10Apr2020.pdf>

### **ECP Health**

ECP's are encouraged to monitor their own health for their safety and limiting the exposure between medical professionals/patients

Suggested items to include:

- Date
- Time
- Temperature
- Heart rate
- Blood pressure
- Felt feverish
- Cough
- Sore throat
- Difficulty breathing
- Shortness of breath
- Nasal congestion
- GI distress
- Vomiting

## **Additional Respirator and PPE Information**

### PPE for Caring for COVID Patients:

[https://www.cdc.gov/coronavirus/2019-ncov/downloads/A\\_FS\\_HCP\\_COVID19\\_PPE.pdf](https://www.cdc.gov/coronavirus/2019-ncov/downloads/A_FS_HCP_COVID19_PPE.pdf)

### OSHA Respiratory Protection e-Tool:

<https://www.osha.gov/SLTC/etools/respiratory/index.html>

### CDC N95 Respirators:

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/respirators-strategy/index.html>

### CDC Decontamination and reuse of respirators:

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/ppe-strategy/decontamination-reuse-respirators.html>

### NASEMSO Minimum PPE and Decon Recommendations:

<https://nasemsso.org/wp-content/uploads/Minimum-PPE-and-Decon-Recommendations-for-Emergency-Response-to-COVID-19-Detailed-Reaction-Guide-ER-TIPS-and-IPP-Updated-10Apr2020.pdf>

## **Additional Reference Materials for EMS Professionals and Planning personnel**

### First Responder Guidance:

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/guidance-for-ems.html>

### Infection Control Guidance:

[https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control-recommendations.html?CDC\\_AA\\_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Finfection-control%2Fcontrol-recommendations.html](https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control-recommendations.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Finfection-control%2Fcontrol-recommendations.html)

### Airborne Contaminant Removal:

<https://www.cdc.gov/infectioncontrol/guidelines/environmental/appendix/air.html#tableb1>



FAQ on Infection Control:

[https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control-faq.html?CDC\\_AA\\_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Finfection-control%2Finfection-prevention-control-faq.html](https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control-faq.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Finfection-control%2Finfection-prevention-control-faq.html)

Potential Exposure at Work:

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/guidance-risk-assesment-hcp.html>

Directory of Local Health Departments:

<https://www.naccho.org/membership/lhd-directory>