NORTHERN ROCKIES
MULTI-AGENCY
COORDINATING GROUP

OPERATING HANDBOOK

2020
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INTRODUCTION AND MISSION

The purpose of the Northern Rockies Multi-Agency Coordinating Group (GMAC) is to provide an interagency forum to prioritize incidents and efficiently allocate, reallocate or reassign critical resources during periods of resource shortages.

In order to meet this purpose, the GMAC group will:

- Develop criteria and set priorities for the geographic area incidents, and/or Area Commands in order to meet incident management objectives.
- Direct, control, allocate, and reallocate critical resources among or between Zones, incident management teams (IMTs), and/or Area Commands to meet geographic area priorities.

In addition, when convened, the GMAC group may:

- Assist with State and federal disaster response.
- Provide information to agency administrators.
- Identify and resolve issues common to all parties.

The GMAC Group is activated at Northern Rockies Preparedness Level (PL) 4 or above or when wildland fire activities are affecting multiple Zones and there is competition for critical incident resources. There may also be a need to activate GMAC when the National Fire Preparedness Level is at 5, enabling Geographic Area response to requests/direction from the National MAC Group. PL definitions can be found here:
https://gacc.nifc.gov/nrcc/bulletin/NorthernRockiesPreparednessLevelDefinitions.pdf

MEMBERSHIP

Northern Rockies Coordinating Group (NRCG) board members serve as the GMAC for the Northern Rockies. GMAC group members are authorized through delegation from their respective agency administrators, to commit their agency to actions agreed upon during GMAC Group deliberations. Such delegation of authority shall be in writing by their respective agency administrators and shall specify any limits to this authority (Appendix 1).

Agency representation on the GMAC Group reflects the members of NRCG (current roster see Appendix 2):

| Bureau of Indian Affairs: Northwest Region | Bureau of Indian Affairs: Great Plains Region |
| Bureau of Indian Affairs: Rocky Mountain Region | Bureau of Land Management |
| Idaho Department of Lands | Montana County Fire Wardens Association |
| Montana Dept. of Natural Resources and Conservation | Montana Disaster and Emergency Services |
| Montana Sheriffs and Peace Officers Association | Montana State Fire Chiefs’ Association |
| National Park Service | North Dakota Forest Service |
| US Fish and Wildlife Service | US Forest Service |

Agencies may choose to have others designated as their GMAC group representative, either as a primary or as an alternate. The alternate should have the same agency status, background and skills as the pre-designated individuals they are replacing. They must also be delegated the same authority as the primary GMAC group member.

If an agency chooses to use an alternate they should make every effort to ensure continuity and consistency in their agency’s representation. It is incumbent on that agency’s representatives to
communicate among themselves on what happened at previous meetings and prior decisions that were made. It is not the responsibility of the rest of the GMAC group to inform alternates on previous activities or to revisit decisions that were made and concurred by a different GMAC representative from that agency.

CONSIDERATIONS FOR ACTIVATING THE GMAC GROUP

During periods of normal fire activity the Northern Rockies Interagency Mobilization Guide and the Delegation of Authorities from NRCG provides direction to the manager of the Northern Rockies Coordination Center (NRCC) and Northern Rockies Operations Officer on the movement of resources between agencies and units to support wildfire suppression needs and maintain response capabilities within the Geographic Area. Similarly, State mobilization plans provide direction to agency managers for movement of state resources and maintenance of statewide response capability when there is little competition for resources and priorities may be established relatively easily. Typically, one of the keys to making the decision to activate as a GMAC group is that the NRCC Coordinator and Operations Officer request more input from the agency representatives in incident prioritization, resource allocation and working with NMAC.

It is possible for some of the geographic area’s zones to be extremely active. However, the trigger for GMAC activation and to some extent for Preparedness Level (PL) determination, is the need to prioritize incidents due to competition for scarce resources. The NRCC and the rest of the dispatch system is capable of supporting a high level of fire activity in multiple zones as normal business.

Since the function of a GMAC Group is to prioritize incidents and make allocation decisions, usually at PL4 and above, the Coordinating Group members can determine whether they need to formally activate GMAC through daily conference calls and webinars or go into an onsite GMAC configuration.

With activation of the GMAC Group, the Northern Rockies Coordination Center Manager will contact the pre-designated agency representatives listed in the Northern Rockies Interagency Mobilization Guide. If pre-designated individuals are not available, the Manager will contact the appropriate agency administrator through the agency fire program manager and request that a GMAC Group member be provided. In addition, Agency Administrators and Fire Management officers will be notified via email that GMAC activation has occurred.

When the decision is made to activate the GMAC Group, the next decision is whether to conduct GMAC business through conference calls and web briefings or in person with face to face meetings. A continuum of options is available depending on the situation. The need and frequency of GMAC calls or meetings will be determined on the first call and as part of each subsequent GMAC agenda.

- During lower levels of activity, the GMAC Group may only want to stay engaged via conference calls two or three times per week. This may be done when the level of fire activity is high but fairly routine, allowing for heightened situational awareness.
- Consider designating one board member as the Acting GMAC Rep, either by individual volunteering or being appointed by the GMAC Group, spreading the responsibility for filling this role among the entire group.
- The group may find it useful to start with conference calls but periodically come together for face to face meetings as the situation escalates or start with a face to face meeting
and then disperse again and conduct business by via conference call once it becomes
more static or routine.

- During periods of high levels of fire activity GMAC Group members are urged to travel
to Missoula to participate in face to face meetings. Face to face meetings are very
useful for dealing with the volume of interagency business, information flow, and
problem-solving necessary to strategically manage the situation and deal with the
issues that are created by the elevated fire occurrence.

- Any agency that believes a higher level of GMAC engagement is needed should contact
the NRCG Chair or Acting GMAC Representative and request that a conference call be
held to discuss the appropriate level of engagement.

- When it is determined that activity and coordination level requires the group to meet
face to face, a GMAC coordinator will be ordered. A GMAC coordinator should be
ordered as well to assist the GMAC rep as activity increases prior to the group meeting
face to face. The NRCC Center Manager will act in this role until such time as
determined additional assistance is needed. A sample Northern Rockies Multi-Agency
Coordination Organization is included in Appendix 3.

**ROLES and RESPONSIBILITIES**

The GMAC group is not responsible for command and control of incidents, strategy, or tactics
used by incident resources. The group should strive to operate at a strategic level and as a
GMAC group focus on prioritization and allocation of resources. A table of additional roles and
responsibilities is attached in Appendix 4.

**GMAC Group responsibilities:**

*Prior to activation:*

- Develops and updates the NR GMAC Operations Handbook.
- Conducts preseason exercises with Agency Administrators to familiarize
  participants with GMAC processes
- Determines need for and, if necessary, activates the GMAC and determines
  GMAC Group operating location.

*During activation:*

- Establishes priorities for allocation of resources between incidents within the
  Geographic Area.
- Identifies and resolves issues common to all parties.
- Brings information to the table on internal agency situations, needs, and concerns
  for consideration by the GMAC group in their prioritization process.
- Develops procedures to implement National MAC decisions.
- Reallocates resources between incidents when necessary due to shortages within
  the system.
- Initiates special actions to alleviate resource shortages to meet anticipated
  demands. Keeps agency administrators informed of the situation and of
  GMAC decisions.
- Keeps cooperating partners (e.g., state fire marshal, state emergency
  management, National Guard, neighboring states, landowner interest groups)
  informed of the situation and of GMAC decisions.
- Maintains a dialog with the Incident Unit Agency Administrators.
- Maintains coordination with neighboring Geographic Area GMACs as the situation warrants.

Decisions will be made by consensus of the GMAC members.

**Acting GMAC Representative Responsibilities:**

During periods of elevated, but not extreme, fire activity, GMAC members do not have to be together to conduct GMAC business. In those situations it is very helpful to the group that at least one GMAC member remains at the NRCC to represent and act on behalf of all the others. A variety of GMAC issues typically arise every day which do not rise to the level of needing to consult the entire GMAC group. If no GMAC members are present, these issues require the Operations Officer or NRCC manager to handle them, which is not always their role and distracts them from their focus of supporting wildfires. If the acting GMAC Rep is not physically present at the NRCC they will miss out on much of the interaction and information flow that one gets through multiple daily interactions with NRCC and Aerial Fire Depot staff. Designating one member as the Acting GMAC Rep, either by an individual volunteering or being appointed by the GMAC Group, spreads the responsibility for filling this role among the entire group.

**Duties of the Acting GMAC Rep position:**

- Fills the on-site role.
- Takes care of GMAC business such as:
  - Is the point of contact for all other GMAC members for information and issue resolution
  - Arranges for distribution of public information from the GMAC group.
  - Is sensitive to political issues, resolving them when possible or referring them to the appropriate party
  - Acts as a conduit between NRCC Coordinator, NR Operations and NMAC when needed.
  - Represents the GMAC on National conference calls and/or national meetings as needed.
  - Signs documents and decisions as the Acting GMAC Rep. when needed (especially useful for items for which a quick turnaround is necessary)
- As the representative of other agencies, notifies or consults with agency members on issues, either individually or collectively
- Has the experience to know when issues need to be bumped up to the full GMAC for decision or when further engagement is necessary
- Ensures that GMAC is represented on IMT or international resource in-briefs and closeouts on behalf of the entire GMAC Group as appropriate.
- Supervises GMAC Coordinator.

When members determine it is necessary, GMAC group members will take turns filling this role on a rotating basis, 14 days at time, with a period of overlap on each end between the incoming and outgoing representative. It is important to have consistency with the Acting GMAC Rep.

**GMAC Group Working Guidelines When Physically Activated**

Routine meetings should begin promptly at predetermined times. Meetings should last no longer than 2 hours. Adequate coordination/information sharing should take place prior to the meeting to ensure issues are clearly and concisely described. Individuals presenting issues for discussion and resolution by the GMAC Group will prepare a written summary (no more than 8 pages).
NR GMAC Operating Handbook - one page) describing this issue in advance of the scheduled meeting. The individual raising the issue will lead the discussion at the GMAC Group meeting. All briefing material presented for GMAC Group consideration shall include a written summary.

Follow-Up Responsibilities:
It is the assigned GMAC Group or supporting staff member's responsibility to track assigned actions or deferred decisions to completion and to notify the entire group of status as appropriate.

PRIORITIZATION

GMAC will develop a strategic intent that prioritization decisions are directly aligned with. Geographic Area priorities are established for the next 24-hour period to give the NRCC guidance on where to assign or draw down scarce resources. When priority decisions are distributed they also inform Zone dispatch offices, IMTs, Area Commands, the National Incident Coordination Center (NICC), agency national offices, and the public of the current priorities.

Method of prioritization

- Initial prioritization is done by the Coordinator, Operations Officer, and Intelligence Coordinator, may include GMAC members if present, using the prioritization criteria list.
  - Initial attack fires are always the highest priority and will not be prioritized by GMAC
  - Extended attack fires will generally be prioritized after a 24-hour initial attack period (unless containment appears so imminent that it should be maintained as an initial attack fire.)
  - Zone input on priority of fires in their zones will be used in Geographic Area prioritization
  - Area Command will prioritize fires within their area of responsibility. Area Command will be prioritized along with the other fires
  - Critical “Management Action Points” that require resource allocation may be prioritized along with other incidents/Area Commands.

- This prioritization is presented to and validated or adjusted by the NR GMAC.
  - It is essential that agency representatives bring intelligence on considerations that should be considered to adjust the prioritization at this time.

- Decisions and rationale for prioritization will be documented daily and these written decisions archived in annual records of GMAC activity.

Timing of prioritization considerations

- Wildfire incidents within the geographic area are prioritized each morning based on the previous evening’s 209 and updated information gained from the morning IC call. This timing is important because:
  - It is based on the latest initial attack and large fire activity which occurs during the burning period the afternoon and evening before.
  - It allows the dispatch system to have a clear set of updated priorities each morning.
  - It allows the Northern Rockies to accurately report fire priorities for display in the following day’s national Incident Management Situation Report.

Priority Setting

Public and Firefighter Safety will always be a first priority.
Below is the summarization of GMAC prioritization Criteria. Further explanation of the prioritization criteria is found in Appendix 5.

A. IA and Emerging incidents

1. Values at Risk
   - Communities
   - Infrastructure
   - Commercial
   - Structures
     - Historic and Cultural Resources
     - Natural Resources

2. Probability of Success
   a. Meeting Incident Objectives
   b. Expected Fire Behavior
   c. Resource Availability

ICS-209s will be completed according to the Northern Rockies Mobilization Guide, Chapter 60 – Predictive Services, Incident Status Summary (ICS-209) reporting guidelines. In addition to a 209, to assist in establishing priorities the NRGA Incident Prioritization Worksheet (IPW), Appendix 6, supported by information contained within current 209s will be completed daily for each incident with an organized incident management team assigned and any incident to be prioritized for resource allocation or meet situational awareness considerations for specific agency(s). Complexes will submit one IPW unless otherwise directed by the Geographic or Local MAC.

Resource Allocation

☐ Priorities will be distributed to the floor of the NRCC and the Zone dispatch centers to guide assignment of resources.

Resource Reallocation

☐ Resource allocation decisions are usually accomplished by either filling or not filling open resource orders placed by incidents. While it is rare, it may be necessary for the GMAC group to reallocate resources by requesting or directing an Incident give up resources so they may be moved to a higher priority fire. For example, if helicopters are unavailable or in extremely tight supply and a high priority fire has a critical need for one, the GMAC group may direct a lower priority fire to release a helicopter and send it to the other. Other alternatives and negotiations should be explored first and it should only be done when there are compelling reasons present and documented. However, ultimately the GMAC group does have the authority to reallocate resources.

Critical Resources Tracking:

Products needed to support GMAC decisions regarding allocation/reallocation activities include:

☐ Critical Resources Gap Analysis
☐ IMT Glide Path
☐ Crew Glide Path

GMAC MEETINGS

The timeline and format of the GMAC meetings may vary depending upon activity and needs of
the GMAC. Usually GMAC operations will start by having conference calls and as activity increases, expand to face to face meetings. There are three types of meetings: General GMAC, Executive GMAC and Incident Commander/Zone Update meetings. Incident Commander/Zone Update calls are formatted as information gathering by Operations, with opportunities for GMAC and GMAC support members to participate as needed. Meetings may be split to address GMAC group functions and general NRCG interagency coordination functions other than incident prioritization and resource allocation. The GMAC group will decide how to split the meetings and who will be responsible for facilitating each (e.g., MCCO facilitate GMAC meetings while the Chair or Administrative officer facilitates the NRCG portion of the meeting, or the MCCO facilitates both portions of the meeting, etc.). An example of a meeting schedule can be found in the appendix. It is important to understand the difference of GMAC and NRCG responsibilities and keep them separated.

If any significant issues arise they need to be brought to the attention of the GMAC Coordinator prior to the meeting to facilitate discussion and ensure the issue is clearly stated. Participants include, in addition to designated GMAC Group members, zone GMAC representatives, agency administrators, public affairs officers, aviation managers, communication system specialists and other supporting parties as may be appropriate.

**General GMAC meetings**

General GMAC meetings are formatted to serve as information sharing / gathering. Topics include:

- Predictive Services Update
- NMAC Update
- NR Operational Updates
- NR Resource Updates
- Contracting & Incident Business Update
- Cache Update
- Aviation Update
- Safety Update
- Media/VIP update
- Other Issues/Concerns

**Executive GMAC meetings**

The GMAC executive meetings are attended by the Agency Representatives who have been delegated authority by the Agency Administrators to act as the members of the GMAC Group.

Executive meetings are formatted for GMAC discussion and decision making and are for the GMAC members and invited supporting specialists or agency representatives who are not a part of the GMAC Group itself. The focus will be on priority setting, gaining consensus on issue resolution and developing GMAC decision documents. Topics include:

- NR Coordination Center Update – NRCC Center Manager
- Incident Prioritization
- Resource Allocation
- Action Item Follow Up (if applicable)
- IMT In-brief/Out-brief schedule and report out
- Agency Issues/Concerns
Incident Commander/Area Command/Zone Calls

Formal calls will occur any time a Type 1 or 2 IMT is deployed within the NRGA.

Call Purpose is to improve situational awareness and gather information for Incident prioritization and resource allocation, and general information gathering. NR Operations Specialist or NRCC Center Manager will conduct the call unless delegated to the MAC Coordinator.

ICs/ACs Updates

Updates are to provide the following information for their respective incidents:

- Significant events or changes since the last 209 was submitted
- Critical resources needed for tomorrow’s operation if different from 209
- Injuries or accidents in the past 24 hours
- Any community or political issues GMAC needs to be aware of or provide assistance for
- Obstacles to meeting today's operational objectives
- Incident glide path

Zone Updates include:

- Initial attack situation
- Information on emerging incidents or significant activity on large fires
- Special zone resource needs
- Zone priorities
- Issues requiring NR GMAC attention

RECORDKEEPING AND DOCUMENTATION

Attendance at all GMAC Group meetings will be recorded and saved for the permanent record. All information presented at GMAC meetings will be recorded and retained in the permanent record for the incident period. GMAC Group decisions and supporting documentation, including the option selected, will be recorded and retained in the permanent record. GMAC Group members will maintain daily logs of their activity and key points of conversations.

COMMUNICATING GMAC DECISIONS

GMAC decision documents will be on Northern Rockies GMAC Group letterhead and signed by the GMAC Chair (or Acting Chair). GMAC decision documents will be posted internally within the NRCC and maintained by the NRCC Manager and GMAC Coordinator (if the GMAC Group is activated) and distributed as necessary to agency heads, incident commanders or other individuals responsible for implementation. The GMAC Coordinator will share pertinent decisions with the National MAC Coordinator at Boise. A decision log is kept in order to quickly reference decisions by date.

An NRCC fire Information officer(s) may be invited to the GMAC support group to gather information and coordinate with incident information personnel. For additional information regarding the NRCC fire information role, please consult the NRCC Fire Information Strategy.

Freedom of Information Act (FOIA) Requests:

It is the intent of the GMAC that NR Operations and Business are conducted in full compliance with applicable "sunshine" laws and agency information release policies. As agency policy and applicable statutes vary by GMAC member organization and geographic location, any FOIA request from an individual, organization, or media outlet should be first directed to the agency
with primary responsibility for hosting the records in question and processed in accordance with that agency's particular information release protocols. (e.g., information about actions taken on a particular wildfire should be directed the agency having jurisdiction over the incident).

In some instances, such as a multi-jurisdictional incident and/or other complex incidents that may involve loss of life or other significant losses or liabilities, the Agency Administrators may elect to jointly review and process FOIA requests.

Reconsideration of GMAC Decisions

Local agency administrators may request a reconsideration of GMAC Group decision. The requests must be in writing to the GMAC Group Coordinator.

GMAC SUPPORT

The NR Operations Officer and NRCC Manager continue their role in managing day to day decisions to guide the geographic area's fire response. When GMAC is activated GMAC Support positions will complete staff work for the GMAC members. GMAC support staff coordinate with the GMAC closely as advisors, gain and share information, recommending issues needing GMAC action, and advise board members on options and consequences of alternative courses of action. Once GMAC decisions have been made they work with field units of all agencies to implement GMAC decisions.

In general, the GMAC will need additional support personnel, such as operations or aviation specialists, to gather information on items such as crew locations, aircraft assignments, resource days off and tour of duty schedule. This additional staff support during high fire activity levels allows the GMAC members to focus on strategic decision making as part of the GMAC as well as providing crucial leadership for their specific agency. The GMAC Support Group is supervised by the GMAC Coordinator and will carefully define the role of the support person/group working in support of the GMACs mission.

Additional supporting specialists may be needed to provide specialized technical information to assist the GMAC members in making their decisions. GMAC members will work with the GMAC Coordinator to define the product or job that needs to be accomplished, determine the skill set needed, and order the appropriate resource.

The following are positions and responsibilities that are most consistently needed for the GMAC support.

**GMAC COORDINATOR (MCCO)**

At any level of activity higher than just having conference calls to share information, a GMAC Coordinator may be used.

The duties of the GMAC Coordinator are:

- Provide leadership, maintain a focus on the details of ensuring that the GMAC group functions in an organized manner.
- Prepare an agenda and facilitate GMAC Group meetings
- Supervise the additional support functions of the GMAC.
- Ensure GMAC has the information needed to fill their role of prioritizing fires and allocating resources.

**DECISION SUPPORT**

Some of the support positions that may be needed include:
NR GMAC Operating Handbook -
Aviation Operations Specialists:
Coordinates with the NRCC Manager and NR Operations Officer to evaluate intelligence information and make recommendations to the GMAC group on the placement and allocation of resources. Works with all agencies to implement GMAC decisions. Works with the agency Operations leads, incidents, Aviation Safety Specialists, and field aviation units to provide aviation safety teams where needed.

Decision Support Team (DST):
A DST may be utilized during periods of high fire activity to support the Northern Rockies Geographic Area Coordination Center (GACC) or Multi-Agency Coordination Group (GMAC). The DST can be activated by GACC or GMAC depending on needs but is recommended when planning levels reach level 4 or 5. The purpose of the DST is to provide fire behavior analysis and decision assistance which allows for critical support in relatively short time frames. Products include:

- Affected Communities Spreadsheet
- Communities at Threat <5 miles and 5-10 miles (map and spreadsheet)
- Fire Behavior Updates with assistance from Predictive Services
- Maps, Northern Rockies and zone maps
- WFDSS products
- Google Earth products
- Situation Analyst

Refer to the Appendix 3 for more information.
Date:

Subject:

To: The Agency GMAC Representative(s)

As my representative(s) on the Northern Rockies Geographic Area Multi-Agency Coordinating (GMAC) Group, you are delegated the following authorities:

- Develop criteria and set priorities for geographic area incidents and/or Area Commands in order to meet incident management objectives.
- Direct, control, allocate and reallocate resources among or between Area Commands and Incident Management Teams to meet Geographic Area priorities.
- Implement decisions of the Northern Rockies GMAC Group.

Further, you are responsible for ensuring that agency policies and procedures are maintained, agency administrators are informed of decisions and actions, and operational decisions are implemented. If you have questions regarding this delegation, please contact me.

/s/ Agency Administrator
# APPENDIX 2: NORTHERN ROCKIES COORDINATING GROUP BOARD OF DIRECTORS

March 2019

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Region</th>
<th>Address</th>
<th>Phone</th>
<th>Cell</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ray Hart</td>
<td>Bureau of Indian Affairs</td>
<td>Great Plains Region</td>
<td>115 4th Ave SE, Suite 400 MC-301</td>
<td>605-226-7621</td>
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<td>605-226-7358</td>
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</tr>
<tr>
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</tr>
<tr>
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<td></td>
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<td>208-769-1525 (Office)</td>
<td>208-666-8650 (Desk)</td>
<td>208-769-1524</td>
<td></td>
</tr>
<tr>
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<td>406-542-4242</td>
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</tr>
<tr>
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<tr>
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<td>406-321-1180</td>
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<tr>
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<td>406-538-7521</td>
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<tr>
<td>Ralph Rau</td>
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<td>406-241-1136</td>
<td>406-329-3132</td>
<td><a href="mailto:rerau@fs.fed.us">rerau@fs.fed.us</a></td>
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APPENDIX 3: SAMPLE NORTHERN ROCKIES MULTI-AGENCY COORDINATION ORGANIZATION

The Multi-Agency Coordination Group Support Organization is listed below with additional detail on individual unit organizations listed in individual sections.

At a minimum, the core Northern Rockies Multi-Agency Coordination System will consist of the designated GMAC Group members, the Northern Rockies Coordination Center Manager, the NR Operations Officer, NR Aviation Operations Specialist and a GMAC Coordinator.
**Operations Group**

The NR Operations Officer and NRCC Manager continue their role in managing day to day decisions to guide the geographic area's fire response. When the GMAC is activated these positions interact with the GMAC and Coordinating Group closely as advisors to share information, recommending issues needing GMAC action, and advise board members on options and consequences of alternative courses of action. Once GMAC decisions have been made they work with field units of all agencies to implement GMAC decisions.

The NRCC will typically increase staffing to handle the increased volume of business of coordinating resource mobilization. In general, during high fire activity periods, the GMAC will need additional support personnel, such as operations and aviation specialists, to gather information on items such as crew locations, aircraft assignments, resource days off and tour of duty schedule, etc.

**AFD Expanded Incident Support Organization**

During the activation of GMAC, many of the positions at the Aerial Fire Depot (AFD) can serve as a support function to operations; this function is called the AFD Expanded ISO (Incident Support Organization). In addition, Zones provide large fire assistance such as staging and equipment contracting. Refer to AFD Expanded Incident Support Organization section in Appendix 7 for more information.
The Northern Rockies Coordination Center (NRCC) is the interagency focal point for coordinating the mobilization of resources for wildland fire and other all-hazard incidents throughout the Northern Rockies Area and, when necessary, for assignment throughout the United States.

The Coordination center is composed of six areas: Supplies & Equipment, Predictive Services, Aviation Desk, Overhead Desk, Crew Desk and Intelligence Desk.

**AVIATION OPERATIONS**

Coordinates with the NRCC Manager and NR Operations Officer to evaluate intelligence information and make recommendations to the GMAC group on the placement and allocation of resources. Works with the NRCG Aviation Coordinator and agencies to implement GMAC decisions. Works with the agency Operations leads, incidents, Aviation Safety Specialists, and field aviation units to provide aviation safety teams where needed.

**FACILITIES/ADMINISTRATION**

Coordination of business management, computer support, communications, and expanded facility and site functions. Advises and monitors adherence to policy and regulations. Facilities are established in the AFD site space plan.
MULTI-AGENCY COORDINATION SUPPORT ORGANIZATION

Depending on the level of activity, the following organization are positions to consider as the situation within the geographic area is escalating. As with all ICS, the support organization can expand and contract as the need arises.

**GMAC Coordinator**

At any level of activity higher than just having conference calls to share information while at PL 3 or 4, a GMAC Coordinator is recommended. The main duties of the GMAC Coordinator are to provide facilitation, maintain a focus on the details of ensuring that the GMAC group functions in an organized manner, and that the GMAC has the information needed to fill their role of prioritizing fires and allocating resources.

**GMAC Group Coordinator Duties**

- Serves as facilitator in organizing and accomplishing the mission, goals, and direction of the GMAC group.
- Activates additional support positions to ensure adequate and timely staff support to GMAC.
- Provides expertise on the functions of a GMAC organization and the proper relationships with dispatch centers and incidents.
- Arranges for and manages facilities and equipment necessary to carry out the GMAC Group functions.
- Supervises the GMAC support organization.
- Coordinates with GACC Intelligence sections to assure that required information is being provided to the GMAC Group within the timeframes specified.
- Identifies issues needing GMAC Group attention.
- Assists the GMAC Group decision process by facilitation of the group’s conference calls and / or meetings.
- Documents and distributes GMAC decisions.
- Ensures that GMAC activities are documented and that a permanent record is maintained.

**Skills needed:**

A position of GMAC Coordinator (MCCO) has been identified as an IQCS/ROSS mnemonic. However, this is not an NWCG position. Depending on the level of GMAC involvement, the GMAC members may request that individuals with demonstrated skills and abilities fill the GMAC coordinator position. The traits desired in a GMAC Coordinator include:

- Strong leadership, communication, and problem-solving skills
- Is respected by all agencies
- The ability to facilitate and develop consensus between agencies
- Has the ability to supervise GMAC support positions
- Highly skilled in incident management and NIMS
- Prior GMAC experience is essential. Experience in an Area or Zone Coordination Center, or as an Incident Commander, Planning Section Chief, and/or completion of the National GMAC training is desirable.

If individuals possessing these skills and traits are not available within the Northern Rockies, a MCCO may be resource ordered nationally.
GMAC Support Group

Following are positions within GMAC Support. Units are activated as needed, one person may fill several roles, depending on workload:

Decision Support Group Responsibilities

A Decision Support Center (DSC) can be utilized during periods of high fire activity to support the NRCC or Multi-Agency Coordination Group (GMAC). The DSC can be activated by NRCC or GMAC depending on needs but is recommended when PLs reach level 4 or 5.

The purpose of the DSC is to provide fire behavior analysis and decision assistance which allows for critical support in relatively short time frames.

Assistance to provide:

- Monitoring emerging and on-going incidents through MODIS, satellite and decision documentation.
- Fire Analysis - 1 to 4 days of projected fire behavior and spread, including Values Inventory
- Short Term Fire Behavior analysis - < 3 days potential fire behavior and spread, including Values Inventory.
- Long term fire spread probability FSPro - 7 days or more of probabilistic fire spread, includes Values at Risk.
- Smoke modeling – for specific incidents or area wide.

Provide area wide assessments.

- Develop assessment information products, as needed, for use in setting priorities on resource movement and demobilization including, but not limited to: assessments of large fire potential and GACC planning levels (see example below); assessment of incidents within the area that aren’t listed on 209s.
- Develop fire environment informational products, as needed, for use in briefing incoming IMTs or crews including, but not limited to: fuel moisture conditions and trends; fire behavior projections; large fire potential; smoke dispersal trends.

Incident or Unit Support that can be provided:

- Provide assistance with decision making and documentation (WFDSS).
- Review decision content in WFDSS as requested, and provide feedback to
NR GMAC Operating Handbook - reviewer/approver.

- Provide technical assistance with WFDSS such as uploading files, publishing decisions, etc.
- Provide fire behavior and WFDSS training opportunities to within-area and out-of-area resources where feasible.

Provide analysis information to support fire decisions.
- Long term fire spread probability FSPro - 7 days or more of probabilistic fire spread, includes Values at Risk
- Near Term Fire Analysis - 1 to 4 days of projected fire behavior and spread, including Values Inventory
- Short Term Fire Behavior analysis - <3 days potential fire behavior and spread, including Values Inventory.
- Smoke modeling – for specific incidents or area wide.

Provide Incident Management Team Support
- Provide in depth analysis in support of LTAN/FBAN
- Review decision content in WFDSS as requested, and provide feedback to reviewer/approver.
- Provide technical assistance with WFDSS such as uploading files, publishing decisions, etc.

Decision Support Center Roles and Qualification Requirements

NOTE: One person may fill several roles, depending on workload.

A. Decision Support Center Lead

- Reports to the GACC Center Manager or the GMAC Coordinator if present.
- Supervises the Decision Support Center (DSC) group.
- Coordinates staffing and ordering of resources within DSC group.
- Responsible for coordinating requests from incidents, assigning tasks, and overseeing timely delivery of products.
- Coordinates data needs and products with GACC or GMAC staff.
- Recommended skills: broad knowledge of decision support operations (WFDSS, Fire Behavior Analysis Tools) (Geographic Area Editor, if possible), strategic fire operations, and ability to lead a team effectively.
- The DSC Lead is expected to coordinate with the following personnel or Groups:
  - GACC Center Manager or GMAC Coordinator
  - Predictive Services
  - Smoke management personnel (if not on site)
  - Regional Fire Contact (specify)
  - Local GIS support personnel (if not within the group)
- The DSC Lead will attend the following meetings/conference calls:
  - Daily GMAC meetings/calls
  - Mid-day Planning Meeting (GMAC Group)
  - Evening IC/Ops call
  - Evening close out
B. Fire Behavior Specialist

- At least one position will be typically activated when a DSC is established. The number and qualifications of these positions will vary from a qualified Long Term Analyst (LTAN) to a Geospatial Analyst (GSAN) or Fire Behavior Specialist depending upon workload and complexity as determined by the DSC Lead.
- Responsible for completing specific technical analyses utilizing a range of fire behavior models, including Near Term Fire Behavior (NTFB), Short Term Fire Behavior (STFB), FSPRO, BEHAVE, FARSITE, FLAMMAP and others.
- Communicates with incident personnel about fire activity, fuels, and analysis needs.
- Responsible for completing appropriate documentation for every fire behavior analysis and interpreting outputs for field users.
- Trainees are encouraged to work in the DSC, but their products will be reviewed by an experienced WFDSS fire behavior specialist or a fully qualified LTAN/FBAN.
- Recommended skills: red card qualified FBAN, LTAN, GSAN or Fire Behavior Specialist qualification in WFDSS. Must demonstrate competency with fire behavior models (e.g., Near Term Fire Behavior and FSPRO).

C. Decision Documentation Support

- Provides support to agencies working in WFDSS documenting fire decisions.
- Tracks decisions and notifies DSC Lead of fires that may require a decision or an updated decision. The DSC Lead will work with the GACC or GMAC Group to determine if this level of feedback will be required and/or how this information would be relayed to the appropriate agency.
- Summarizes fire activity to describe long-term implications of fires not already identified through other tracking system.
- Coordinates with Fire Behavior Specialists to incorporate their products into decision documents.
- Recommended skills:
  - Experienced with WFDSS decisions and assisting others with the decision process.
  - Ability to work with and understand multiple agency requirements for decision-making.
  - Flexible and adaptive mindset
  - General knowledge of SITL position
  - General knowledge of GIS and capabilities
  - General knowledge of fire modeling and risk decision tools
  - Knowledge in the use of: ESRI ARC, Google (sheets, earth pro, docs), Enterprise Geospatial Portal, Excel, Word, PowerPoint, Go To Meeting
  - Operational background

D. Long Term Analyst (LTAN) and/or Fire Behavior Analyst (FBAN)

- Coordinates with GACC Predictive Services on weather inputs and data needs for fire behavior products.
- Prepares a daily fire behavior projections or products that are complimentary to the Predictive Services information.
  - Prepares area or incident specific information to support local units transitioning to smaller IMT’s or managing multiple incidents in their area.
- Reviews and provides feedback to fire behavior specialists on products.
- Recommended skills:
  - Problem solver
NR GMAC Operating Handbook -

- Knowledge of fire applications, fire behavior, fire modeling and GIS
- Adaptable and flexible
- Red card qualified LTAN/FBAN.

E. GIS Specialist
- Coordinates with the DSC Lead and staff to produce products for the GACC, GMAC, incidents, and Agencies as requested.
- Provides data to update websites, web pages, and ftp sites.
- Completes tasks according to work priorities.
- Recommended skills: red card qualified GISS.

F. Smoke Coordinator
- Coordinates with DSC Lead and staff to determine priority fires for smoke projections, obtain fire behavior projections for inputs to smoke models, and produce reports/products.
- Sets up or monitors local smoke and air quality sensors.
- Coordinates with local authorities and Air Quality regulatory agencies to assess smoke impacts and needs for issuance of advisories.
- Documents smoke trajectories, impacts and advisories issued.
- Recommended skills: smoke modeling and coordination experience.

OTHER GMAC SUPPORT POSITIONS:

A. Situation/Resources Specialist

The Situation/Resources Specialist is responsible for:
- Collecting, organizing and displaying of general information for incidents in the Northern Rockies geographic area which requires:
  - Gathering, updating and applying situational information by using spreadsheets
  - Producing and distributing information as required
  - Utilizing information to product outputs.
- Ensuring that critical resources are tracked for length of assignment and origination location through charts, displays and lists that will enable the GMAC to quickly see where potential gaps may occur. Maintains total numbers of:
  - Personnel count committed to fires.
  - Critical Resources needed for large fires and IA/Extended Attack fires
  - Critical Resources available within the GACC

- Recommended skills:
  - Proficient in the use of FAMWEB, ROSS, Excel, Word, PowerPoint, Adobe Connect, etc.
  - Understand the data that is being pulled.
  - Interpersonal skills
  - Flexible, adaptable
  - Attention to detail

B. Demobilization Specialist

This position supports the GMAC in the implementation of the demobilization plan by:
- Verifying demobilization plans
- Identifying key demobilization concerns
- Tracking demobilization of resources requiring special transportation concerns by working with the NR Operations and NR Coordination Center.
C. Documentation Specialist

This position supports the GMAC by maintaining accurate and complete documentation in accordance with Freedom of Information Act and Records Management regulations.

- Documents actions associated with meetings, conference calls and updates on Large Fires in soft copy (MS Word, PowerPoint, etc) as well as hard copy (white boards, signs, etc).
- Provides duplication services, packing and storing incident files for legal, analytical and historical purposes.
- Recommended skills:
  - Communication skills (oral and verbal)
  - Note taking
  - Organizational skills
  - Proficient in the use of Excel, Word, and PowerPoint.
  - NWCG Qualified DOCL is desirable

D. Intelligence Specialist

- Keeps GMAC Support informed of current fire situation, including new, active, contained, and staffed fires with the mining of data from the ICS 209 and SIT Report system.
- Provides resource data to the GMAC Support group for gap analysis activities lead by the Resources Specialist
- Monitors UTF, pending, and filled resource orders via ROSS reports.
- Schedules ROSS reports for Overhead, Crews, Equipment, and Aircraft based on functional area needing prioritization.
- Assists Documentation Specialist as needed.
- Recommended skills:
  - Understanding the fire reporting systems

E. Training/Administrative Specialist

- Provides support to the GMAC Support group regarding archiving of documentation, prep for meetings: room set up, go to meeting, conference bridge, handouts;
- Handles resource orders for GMAC Support
- Works with buying team for consumables and resupply
- assist with notes
- Maintains contact lists
- Disseminates information to the GMAC Group and appropriate individuals
- Serves as a training specialist (TNSP) by overseeing the Position Taskbook and Evaluation process for the GMAC and GMAC Support Groups
- Recommended skills:
  - Knowledge of the area, facility and infrastructure
  - Knowledge of conference bridge and presentation technology
  - Able to access ROSS to place resource order requests
  - Working knowledge of Microsoft Word, Excel and PowerPoint
  - Working knowledge of performance-based training systems
F. Logistics Specialist

Provides support to the NR Coordination System regarding:

- Sharing information with system regarding pending demobilizations.
- Providing assistance in the implementation of the Demobilization guide.

Recommended skills:

- Knowledge of the area, facility and infrastructure
- Knowledge of the resources to be mobilized
- Knowledge of Legal, Department of Transportation and mobilization requirements
- Knowledge of buying processes and regulations

G. GMAC Fire Education and Prevention Group

- Gathers information for all fire restriction orders and closures within the geographic area.
- Reports on current fire restriction and closure status to the MAC group.
- Coordinate large scale closures, as needed, with the affected restriction area coordinators and jurisdictional authorities.
- Keeps MAC public information officer; incident management team’s public information officers and local unit public affairs officers informed of fire prevention efforts, closures, and restrictions.

Utilizes information and situation reports developed by the Incident Support Organization to avoid duplication of staff and impacts upon local organizations.

Recommended skills:

- Model leadership values and principles.
- Ensure the safety, welfare, and accountability of assigned personnel.
- Establish work assignments and performance expectations, monitor performance, and provide feedback.
- Emphasize teamwork.
- Coordinate interdependent activities.
- Ensure relevant information is exchanged during briefings and debriefings.
- Ensure documentation is complete and disposition is appropriate.
- Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
- Develop templates for distribution to foster uniformity and implement plans and gain concurrence of affected agencies and/or the public.
- Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
- Follow established procedures and/or safety procedures relevant to given assignment.
- Ensure operations consider socio-economic, political and cultural aspects.
- Plan for demobilization and ensure demobilization procedures are followed.
H. GMAC Risk/Safety Specialist

The Safety Specialist and Team are responsible for tracking and reporting injury and accident trends to the GMAC, recommending remediation and prevention. This team may consist of a ground and aviation safety groups if required.

Possible organization:

a. Aviation Safety and Technical Assistance Team

The intent of activating an Aviation Safety and Technical Assistance Team (ASTAT) is to engage aviation resources and management in grasping the current and potential safety/risk management issues. The ASTAT will serve as the “eyes and ears” in the field for the GMAC, and assist fire managers, agency administrators, and incident management teams (IMTs) to provide early warning where accident prone circumstances exist.

b. Ground Safety Assistance Team

The intent of activating a Ground Safety Assistance Team (GSAT) is to mentally engage with individual firefighters, assisting managers and administrators to identify and mitigate potential safety issues, and keeping all committed to firefighting safety fundamentals. Since Type 1 and 2 Incident Management Teams have safety programs, the GSAT’s area of focus will primarily be field operations where initial attack forces have less access to safety oversight.
I. Strategic Planning Organization

The goal of the Strategic Planning Initiative is to identify the need for operations, logistics and planning resources to support short, mid and long term incident activities. Short term: 3 days out; Mid-term: 7-10 days out; Long term: beyond 10 days.

a. Situation Task Group

The Task Group consists of representatives from: GMAC Group and GMAC Support Group. The Situation Task Group paints a picture of the fire situation within the NRGA related to:

- Fuel conditions (NFDRS)
- Weather conditions (existing and expected)
- Fire spread potential (Fire modeling)

b. Critical Resources Task Group

The Critical Resources Task Group uses tools to capture: critical resources needs from the zones (for initial attack and extended attack) and from large fires; critical resources currently available/committed within the Geographic Area; and determine the gap in a format that is easily viewed by initial incident prioritization for large fires. The Task Group consists of representatives from: Operations, Coordination Center, GMAC Group and GMAC Support Group.

c. Communications Task Group

Objective is to draft information for dissemination by the GMAC to Agency Administrators, National GMAC Group and the Public. The Task Group consists of representatives from: GMAC Group, GMAC Incident Information Group and GMAC Support Group.

d. Incident Prioritization Task Group

The Incident Prioritization Task Group uses tools to determine initial incident prioritization for large fires. The Task Group consists of representatives from: Operations, Coordination Center, GMAC Group and GMAC Support Group.
# APPENDIX 4: ADDITIONAL ROLES AND RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Role</th>
<th>Preparedness Levels 1-3</th>
<th>Preparedness Levels 4 – 5</th>
</tr>
</thead>
</table>
| Governor | Works within legislative processes to fund essential state and local programs. | • Declares state emergencies/disasters  
• Approves FEMA Declaration requests through State Forestry  
• Requests Presidential disasters through Disaster and Emergency Services (DES)  
• Approves State-wide closures  
• Approves use of National Guard, declaration required  
• Implements Fire Mobilization Plan (moves structural resources) through State Forestry |
| Tribal Leaders/County Commissioners/Mayors | Establish liaison with key partners. | • Mobilize county/local resources to support closure/evacuation needs.  
• Assign Agency Administrators working with fire departments, sheriff's departments, etc.  
• Declares a tribal/county/city emergency and/or requests Governor to declare State emergency |
| Geographic Area Agency Administrator  
(Regional Forester, State Forester, State Directors and GMACO level) | Support Zone and unit activities for preparedness initial attack. | • Reconcile political issues at state/federal levels  
• Approve prioritization criteria for collection of responses to NR GMAC  
• Approve geographic area protection objectives  
• Delegates decision making to NR GMAC (for above)  
• Coordinate closures and restrictions  
• Reference Resource Allocation Table |
| Zone Level Agency Administrator  
(Forest Supervisor, Area Manager, Tribal and County Commissioner level) | Work with interagency partners for preparedness/initial attack preseason agreements and processes. | • Reconcile political issues at local levels (county, forest, area, etc.)  
• Delegate authorities and oversees activities of ACs and IMTs (where 2 or more jurisdictions involved, unified command)  
• Maintains open files of communications of NR GMAC, Zone GMAC  
• Reference Resource Allocation Table  
• Incident complexity analysis and WFDSS |
| Unit Level Agency Administrator  
(District Ranger, Unit Manager, Fire District Trustee) | Assure fire preparedness/initial attack activities and fire management plans are completed. | • Reconcile political issues at local community level  
• Incident complexity analysis and WFDSS |
### COMMAND AND CONTROL

| Area Command | • Prioritize based on GA GMAC objectives for 2 or more IMT’s  
| • Coordinate with all governmental entities  
| • Allocates resources between incidents  
| • Reconciles issues between 2 or more agency administrators  
| • Respond to GA needs for redistribution of resources  
| • If appropriate, ensures that all IMT’s operate with common strategy. |  
| IMT (I, II, III) II or III more likely than I | • Implement specific strategy and tactics to meet agency administrator objectives for appropriate management response for incident(s) and other delegated responsibilities.  
| • Establish and prioritize criteria for redistribution of resources within GA. |

### COORDINATION

| GMAC  
(e.g., Fire Director, State Fire Manager, President Fire Wardens Association) | Not usually active but should ensure processes are established and understood. | • Establish and prioritize criteria for allocation of resources  
| • Establish protection objectives  
| • Establish the need for additional training  
| • Establish reallocation controls when 2 or more area commands are assigned and multiple zones are affected  
| • Maintains open lines of communication with Zone GMACs, AAs  
| • Assess need for Geographic Area Prevention Team  
| • Assess need for Geographic Area Public Information Team  
| • Reference resource allocation table |  
| Zone MACs  
(e.g., Forest FMO, Area Fire Manager, County Firewarden) | • Not usually active but should assure processes are established and understood. | • Same as above/different in scope.  
| • Serve Agency Administrator needs for coordination for fire management coordination issues within the Zone.  
| • Ensure that GA GMAC criteria and objectives are carried out at Zone level.  
| • Monitor and ensure initial attack capability  
| • Assess need for Zone level prevention team  
| • Assess need for Zone level Public Information Unit  
| • Reference resource allocation table |
APPENDIX 5: NRCG PRIORITY DECISION CRITERIA DEFINITIONS

Note: Priorities are set for the next 24 hour period using the Critirum Decision Plus software model which is a program that facilitates sorting the criteria and displaying the incident prioritization “Goal Level” based on “Category” and “Ranking Elements”.

Incident Prioritization software definitions

GOAL LEVEL: Incident/Resource Prioritization

CATEGORY:

Values at Risk

- What consequences (values) are affected by not taking action?
- Mitigation measures should be considered in the analysis of the ranking elements.
- Structural Fire Department Jurisdiction?

Probability of Success

- What’s the potential for our management action to be successful? Success is defined as achieving objectives for planned actions.

RANKING ELEMENTS:

Threats to Communities, Infrastructure, Commercial, Historical and Cultural Resources, Structures (Primary Residences, Secondary Residences and out buildings), Natural Resource Values and Probability of Success

A. Communities

The threat that a fire will potentially enter any defined city or town.

- High: There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.
- Moderate: There is a potential threat (within 48 hours) to the priority in question from the incident.
- Low: There is low (40% or less) threat to the priority in question from the incident.

B. Infrastructure

The threat that a fire will potentially destroy municipal watersheds, utilities, transportation, lookouts, campgrounds, or pack bridges, etc.

- High: There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.
- Moderate: There is a potential threat (within 48 hours) to the priority in question from the incident.
- Low: There is low (40% or less) threat to the priority in question from the incident.

C. Commercial Resources

The threat that a fire will potentially destroy businesses (this can include commercially important timber, agriculture, mining and/or natural resource commodities).

- High: There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.
- Moderate: There is a potential threat (within 48 hours) to the priority in question from the incident.
NR GMAC Operating Handbook -

- Low: There is low (40% or less) threat to the priority in question from the incident.

D. Historic and Cultural Resources

The threat that a fire will potentially destroy significant historic or cultural resources.

- High: There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.
- Moderate: There is a potential threat (within 48 hours) to the priority in question from the incident.
- Low: There is low (40% or less) threat to the priority in question from the incident.

E. Structures

a. Primary Residences:

The threat that a fire will potentially destroy year-round homes. Mitigation measures should be considered in the analysis.

- High: There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.
- Moderate: There is a potential threat (within 48 hours) to the priority in question from the incident.
- Low: There is low (40% or less) threat to the priority in question from the incident.

b. Secondary Residence and out buildings

The threat that a fire will potentially destroy seasonal homes, cabins, outbuildings, barns, etc.

- High: There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.
- Moderate: There is a potential threat (within 48 hours) to the priority in question from the incident.
- Low: There is low (40% or less) threat to the priority in question from the incident.

F. Natural Resources

The threat that a fire will potentially adversely impact forest, range and grasslands, wildlife, T & E species, sage grouse habitat, recreational, and/or view sheds, etc.

- High: There is a potential (80% or greater) of significant unacceptable resource damage.
- Moderate: There is a moderate potential (40% or greater) of several resource values being unacceptably impacted.
- Low: The impacts to the resource are within acceptable limits.

G. Social/Political/Economic Considerations

Considers the Local/State/National or International significance for social/political or economic impacts not considered elsewhere for incident prioritization. Resources that are not represented in Commercial or Natural Resources should be considered here.

- High: State/National/International interests have or will generate significant attention or controversy. Heightened media coverage at State, National or International level. State/National/International impacts to recreation (fishing, hunting, loss of jobs and tourism).
- Moderate: Localized controversy with potential to attract wider interests. Media coverage tends to be local or regional in scope. Localized impacts to recreation (fishing, hunting, loss of jobs and tourism).
• Low: No controversy. Little media interest or sensitive media relationships. There are few impacts to recreation and tourism.

H. Probability of Meeting Objectives

Effectiveness of attaining incident objectives taking into consideration terrain, fuel type, fire conditions, forecasted weather and current resources assigned to support the objectives.

• Low: Objectives are difficult to achieve. Incident is very resistant to control, multiple IMT rotations will occur.
• Moderate: Objectives are moderately difficult to achieve but progress is being made, containment or completion has increased and acreage growth is decreasing.
• High: Objectives are easy to achieve.

I. Timing of Containment or Completion

Containment or completion of objectives would be met within specified timeframes. Containment or completion at an earlier date is beneficial during high activity periods and would result in earlier resource reassignment opportunities to supplement Initial Attack or to assist other incidents.

• < 48 hrs or Long term management
• 15 -21 days
• 11 -14 days
• 6 - 10 days
• 3 - 5 days

J. Critical Resource Needs

Critical resources (Type 1-2/2IA crews, Type 1 or 2 helicopters, middle management DIVS, TFLD, HEQB, HMGB positions) needed within the next 24-48 hours

• Yes
• Maybe
• No

Alternatives:

If the Criterium Decision Plus software is not available or fire activity warrants, priorities may be determined using the ICS 209’s and following the priority criteria as stated in this document.
NR GA Operating Handbook

APPENDIX 6: NRGA INCIDENT PRIORITIZATION WORKSHEET (IPW)

NRGA Incident Prioritization Worksheet (NRGA IPW): Submit by 1800 daily to mtnrc@firenet.gov or fax 406-329-4891

<table>
<thead>
<tr>
<th>Incident Name:</th>
<th>ST-Unit (MT-CES):</th>
<th>Date/Time (mm/dd/yr hhmm):</th>
<th>Submitted by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values at Risk - Threats to Communities, Infrastructure, Commercial, Historical and Cultural Resources, Structures (Primary Residences, Secondary Residences and out buildings), Natural Resource Values and Probability of Success</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communities</td>
<td>(ICS-209 Block 36 &amp; 38)</td>
<td>RATING</td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>• <strong>Low:</strong> There is low (40% or less) threat to the priority in question from the incident.</td>
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<td></td>
<td></td>
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<tr>
<td>Infrastructure</td>
<td>(ICS-209 Block 36 &amp; 38)</td>
<td>RATING</td>
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<tr>
<td>• <strong>High:</strong> There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.</td>
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<tr>
<td>• <strong>Moderate:</strong> There is a potential threat (within 48 hours) to the priority in question from the incident.</td>
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<tr>
<td>• <strong>Low:</strong> There is low (40% or less) threat to the priority in question from the incident.</td>
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<tr>
<td>Commercial Resources</td>
<td>(ICS-209 Block 36 &amp; 38)</td>
<td>RATING</td>
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<tr>
<td>The threat that a fire will potentially destroy businesses (this can include commercially important timber, agriculture, mining and/or natural resource commodities).</td>
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<tr>
<td>Historic and Cultural Resources</td>
<td>(ICS-209 Block 36 &amp; 38)</td>
<td>RATING</td>
<td></td>
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<tr>
<td>The threat that a fire will potentially destroy significant historic or cultural resources.</td>
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<td>• <strong>High:</strong> There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.</td>
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<tr>
<td>Structures</td>
<td>(ICS-209 Block 30, 36 &amp; 38)</td>
<td>RATING</td>
<td></td>
</tr>
<tr>
<td><strong>Primary Residences:</strong> The threat that a fire will potentially destroy year-round homes. Mitigation measures should be considered in the analysis.</td>
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<tr>
<td><strong>Secondary Residence and out buildings:</strong> The threat that a fire will potentially destroy seasonal homes, cabins, outbuildings, barns, etc.</td>
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<td>• <strong>High:</strong> There is direct and immediate threat (within 24 hours) to the priority in question from the incident due to location, uncontrolled line, or highly erratic fire behavior.</td>
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</table>
NR GMAC Operating Handbook -

- **Moderate**: There is a potential threat (within 48 hours) to the priority in question from the incident.
- **Low**: There is low (40% or less) threat to the priority in question from the incident.

### Natural Resources

The threat that a fire will potentially adversely impact forest, range and grasslands, wildlife, T & E species, sage grouse habitat, recreational, and/or view sheds, etc.

- **High**: There is a potential (80% or greater) of significant unacceptable resource damage.
- **Moderate**: There is a moderate potential (40% or greater) of several resource values being unacceptably impacted.
- **Low**: The impacts to the resource are within acceptable limits.

### Social/Political/Economic Considerations

Considers the Local/State/National or International significance for social/political or economic impacts not considered elsewhere for incident prioritization. Resources that are not represented in Commercial or Natural Resources should be considered here.

- **High**: State/National/International interests have or will generate significant attention or controversy. Heightened media coverage at State, National or International level. State/National/International impacts to recreation (fishing, hunting, loss of jobs and tourism).
- **Moderate**: Localized controversy with potential to attract wider interests. Media coverage tends to be local or regional in scope. Localized impacts to recreation (fishing, hunting, loss of jobs and tourism).
- **Low**: No controversy. Little media interest or sensitive media relationships. There are few impacts to recreation and tourism.

### Probability of Success - What's the potential for your management action to be successful? Success is defined as achieving objectives for planned actions effectively.

### Probability of Meeting Objectives

Effectiveness of attaining incident objectives taking into consideration terrain, fuel type, fire conditions, forecasted weather and current resources assigned to support the objectives.

- **Low**: Objectives are difficult to achieve. Incident is very resistant to control, multiple IMT rotations will occur.
- **Moderate**: Objectives are moderately difficult to achieve but progress is being made, containment or completion has increased and acreage growth is decreasing.
- **High**: Objectives are easy to achieve.

### Timing of Containment or Completion

Containment or completion of objectives would be met within specified timeframes. Containment or completion at an earlier date is beneficial during high activity periods and would result in earlier resource reassignment opportunities to supplement Initial Attack or to assist other incidents.

- < 48 hrs or Long term management
- 15 - 21 days
- 11 - 14 days
- 6 - 10 days
- 3 - 5 days

### Critical Resource Needs

Critical resources (Type 1-2/2IA crews, Type 1 or 2 helicopters, middle management DIVS, TFLD, HEQB, HMGB positions) needed within the next 24-48 hours

- Yes
- Maybe
- No
APPENDIX 7: AFD EXPANDED INCIDENT SUPPORT ORGANIZATION

An Expanded Incident Support Organization (ISO) is established at the Aerial Fire Depot to keep pace with increased incident activity and to maintain an efficient level of coordination for support of major wildland fire activity occurring in the Northern Rockies Geographic Area. The expanded ISO will operate under the broad direction of the Northern Rockies Multi-agency Coordinating Group (GMAC). The Northern Rockies Coordination Center (NRCC) Manager is responsible for recommending activation. The NRCC Manager will recommend to the Northern Rockies Coordinating Group Board of Directors which positions are appropriate to staff and discuss the transition of normal Aerial Fire Depot (AFD) operations to the expanded ISO. At Planning Level 3, implementation or partial implementation of expanded ISO could begin.

During initial buildup, one person may be assigned more than one job. Until a GMAC Group is established, expanded ISO positions will report to the NRCC Manager.

NORTHERN ROCKIES COORDINATION CENTER

Center Manager: Coordinates Area-wide support operations. Implements GMAC priorities. Keeps Area fire managers informed of the current fire situation. Coordinates the Predictive Services unit.

Meteorologists: Responsible for providing fire weather/fire danger outlooks and services to assist in the operational planning decision making process for prioritization and utilization of resources

Intelligence Coordinator: Collects, consolidates, analyzes and disseminates information on incident activity, and resource status. Assembles information in a manner suitable for major decisions. Keeps Northern Rockies Center Manager as well as GMAC and other managers informed of the overall fire situation through daily briefings. Serves as Planning Section until a formal Planning Section is activated.

Staff Support Specialist: Responsible for assembling expanded ISO briefing package. Makes copies for briefing. Prepares final package summarizing day's activities and insures proper documentation files.

Situation Status: Contacts fire units, agencies, etc. for collection and organization of incident status and situation information and directs the evaluation, analysis and display of that information for the Intelligence Coordinator. Provides summary for daily briefings.

Resource Unit: Gathers and updates current incident resource status and displays that information for the Intelligence Coordinator. Provides summary for daily briefings.

GROUND SAFETY

Ground Safety Coordinator: Coordinates and oversees Geographic Area Safety Teams, and coordinates with Safety Assistance Teams (SAT) as requested by field units or the GMAC Group.

Ground Safety Team Leader: Responsible to assess various factors that may contribute to unsafe working conditions, such as fatigue, environmental or physical factors. Assists the field unit in assessment and mitigation of the effects of these factors.

Ground Safety Teams: The role of the ground safety team is to assist field units to assure safe practices are in place on units during the seasonal increase in the fire workload. A unit may decide to call on a safety team to assist during normal initial attack or extended attack as well as for a mix of large and small fires. Also, when managing several wildland fire benefit
situations, a safety team may be desirable to assist. In fact, there is often less need when there are one or more IMTs in place working on larger fires.

The makeup of safety teams will be determined with the aid of the Northern Rockies Coordination Center or the GMAC Group, if activated.

**FACILITIES/ADMINISTRATION**

**AFD Facility/Administration Coordinator:** Reports to the GMAC Coordinator. Responsible for coordination of GMAC business management, computer support, communications, and expanded facility and site functions. Advises and monitors adherence to policy and regulations.

*Scheduling Manager:* Responsible to the AFD Facility/Admin Coordinator. Organizes shift coverage for AFD and expanded ISO units to insure adequate staffing and compliance with established work/rest guidelines. Places orders for personnel with the NRCC to insure proper ordering and tracking of resources.

*Buying Team:* Responsible to the AFD Facility/Admin Coordinator. Fulfills obligations as outlined in the Interagency Incident Business Management Handbook and Northern Rockies supplements.

*Computer System Support:* Keeps computer system in support of AFD and expanded ISO. Provides timely user support to all areas of operations. At Preparedness Level 3, the Information Technology Support Organization will be notified and put on alert.

*Security Officer:* Responsible to the AFD Facility/Administrative Coordinator. Provides security to the AFD and staging areas as requested.