NORTHERN ROCKIES MULTI-AGENCY COORDINATING GROUP

OPERATING HANDBOOK

2022

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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.

To meet this purpose, the GMAC group will:
- Develop criteria and set priorities for the geographic area incidents, and/or Area Commands 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. Northern Rockies PL definitions can be found on the Northern Rockies Coordination Center (NRCC) website.

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. A sample delegation letter can be found in Appendix 1.

Agency representation on the GMAC Group reflects the members of NRCG. A current listing of the NRCG Board of Directors can be found on the NRCG website.

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.

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.

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 are 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 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 levels require the group to meet face to face, a GMAC coordinator will be ordered. 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 2.

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 3.

GMAC Group responsibilities:

NR GMAC Operating Handbook
Prior to activation:

- Develops and updates the NR GMAC Operating 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.
- Allocates/reallocates resources 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 MACs as the situation warrants.

Decisions will be made by consensus of the GMAC members.

Acting GMAC Representative:

During periods of elevated, but not extreme, fire activity, GMAC members may choose not to convene formally to conduct GMAC business. In those situations, it is very helpful to the group that at least one GMAC member be in place at the NRCC to represent and act on behalf of all the others. A variety of GMAC issues typically arise daily but do not require the need to consult the entire GMAC group. However, if no GMAC members are present, these issues require the Operations Officer or NRCC manager to handle, which is not always their role and distracts them from their focus of supporting incidents. 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, rotating on a weekly basis, will spread the responsibility among the entire group.

Duties of the Acting GMAC Rep position:
- Fills the on-site role.
- Takes care of GMAC business such as:
  - 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.

- o 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 respective 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.

GMAC group members will take turns filling this role on a rotating basis, with a period of overlap on each end between the incoming and outgoing representative. It is important to have consistency with the Acting GMAC Representative.

GMAC Group Working Guidelines When Physically Activated

Routine meetings should begin promptly at predetermined times. Meetings should last no longer than two (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 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 Rep 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 each evening 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 Intelligence Coordinator, Operations Officer, and Coordinator, may include GMAC members if present, using the prioritization criteria list.
  - o Initial attack fires are always the highest priority and will not be prioritized by GMAC.
  - o 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).
  - o Zone input on priority of fires in their zones will be considered in Geographic Area prioritization.
  - o Area Command will prioritize fires within their area of responsibility and will be prioritized once along with the other fires.
  - o Critical "Management Action Points" that require resource allocation may be prioritized along with other incidents/Area Commands.

- Prioritization is presented to and validated or adjusted by the NR GMAC.
  - It is essential that agency representatives bring intelligence on considerations 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.

Priority Setting

Prioritization Criteria List
  1. Values at Risk
     a. Communities
     b. Infrastructure
     c. Commercial
     d. Structures
     e. Historic and Cultural Resources
     f. Natural Resources
  2. Probability of Success
     a. Meeting Incident Objectives
     b. Expected Fire Behavior
     c. Resource Availability

Further explanation of the prioritization criteria is found in Appendix 4.

Resource Allocation

The decision to allocate resources to incidents is usually accomplished by weighing many factors including the numbers and types of resources needed, the incident's priority, projected fire behavior, resource availability, etc. Orders will then be filled or UTF'd accordingly. 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. 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. It is important to understand the difference of GMAC and NRCG responsibilities and keep them separate.

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 MAC 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, gather general information, and gather intel for incident prioritization and resource allocation. The NR Operations Specialist or NRCC Center Manager will conduct the call unless delegated to the MAC Coordinator.

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

- Significant events and/or challenges
- Critical resources needed for tomorrow's operation
- 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, information presented, and decisions with supporting documentation to include the option selected at GMAC Group meetings will be recorded and retained in the permanent record for the incident period. 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.

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.

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 main duties of the GMAC Coordinator are to provide leadership and facilitation, maintain a focus on the details of ensuring that the GMAC group functions in an organized manner, prepare and maintain an agenda and facilitate GMAC Group meetings, supervise the additional support functions of the GMAC, and 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:

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)

NR GMAC Operating Handbook
- 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 2 for further details on GMAC Support Positions and Roles.

(On Agency Letterhead)

Date:

Subject:

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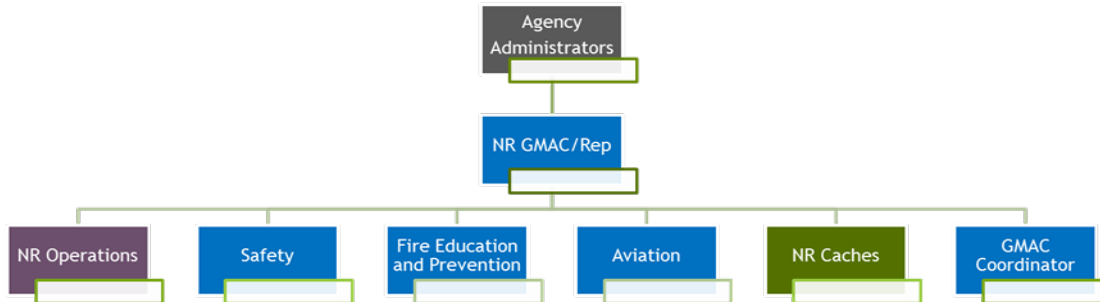
At a minimum, the core Northern Rockies Multi-Agency Coordination System will consist of the designated GMAC Group members, the Northern Rockies Coordination Center Manager, the NR Operations Officer, NR Aviation Operations Specialist, and a GMAC Coordinator.

MULTI-AGENCY COORDINATION SUPPORT ORGANIZATION

Depending on the level of activity, the following 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.

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 RMA Dashboard, 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 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)
    - 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 in to decision documents.
- Recommended skills:
  o Experienced with WFDSS decisions and assisting others with the decision process.
  o Ability to work with and understand multiple agency requirements for decision-making.
  o Flexible and adaptive mindset
  o General knowledge of SITL position
  o General knowledge of GIS and capabilities
  o General knowledge of fire modeling and risk decision tools
  o Knowledge in the use of: ESRI ARC, Google (sheets, earth pro, docs), Enterprise Geospatial Portal, Excel, Word, PowerPoint, Go To Meeting
  o 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:
  o Problem solver
  o Knowledge of fire applications, fire behavior, fire modeling and GIS
  o Adaptable and flexible
  o 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 produce 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, IROC, 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.

- Recommended skills:
  - o NWCG Qualified DMOB

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).
- Provide duplication services, packing and storing incident files for legal, analytical, and historical purposes.
- Recommended skills:
  - o Communication skills (oral and verbal)
  - o Note taking
  - o Organizational skills
  - o Proficient in the use of Excel, Word, and PowerPoint.
  - o 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 IROC reports.
- Schedules IROC reports for Overhead, Crews, Equipment, and Aircraft based on functional area needing prioritization.
- Assists Documentation Specialist as needed.
- Recommended skills:
  - o 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 note taking.
- 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:
  - o Knowledge of the area, facility, and infrastructure
  - o Knowledge of conference bridge and presentation technology
  - o Able to access IROC to place resource order requests
  - o Working knowledge of Microsoft Word, Excel, and PowerPoint
  - o 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:
  o Knowledge of the area, facility, and infrastructure
  o Knowledge of the resources to be mobilized
  o Knowledge of Legal, Department of Transportation and mobilization requirements
  o 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:
  o Model leadership values and principles.
  o Ensure the safety, welfare, and accountability of assigned personnel.
  o Establish work assignments and performance expectations, monitor performance, and provide feedback.
  o Emphasize teamwork.
  o Coordinate interdependent activities.
  o Ensure relevant information is exchanged during briefings and debriefings.
  o Ensure documentation is complete and disposition is appropriate.
  o Gather, produce, and distribute information as required by established guidelines and ensure understanding by recipient.
  o Develop templates for distribution to foster uniformity and implement plans and gain concurrence of affected agencies and/or the public.
  o Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
  o Follow established procedures and/or safety procedures relevant to given assignment.
  o Ensure operations consider socio-economic, political, and cultural aspects.
  o Plan for demobilization and ensure demobilization procedures are followed.

APPENDIX 3: ADDITIONAL ROLES AND RESPONSIBILITIES

Individual	Preparedness Levels 1-3	Preparedness Levels 4 – 5
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 MAC • 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

Table 1 Table 1 Additional Roles and Responsibilities

COMMAND AND CONTROL

Individual	Preparedness Levels 1-3	Preparedness Levels 4 – 5
Area Command	None	• Prioritize based on GA MAC 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.

Table 2 Command and Control

COORDINATION

Individual	Preparedness Levels 1-3	Preparedness Levels 4 – 5
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 MACs, 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 Fire Warden)	• 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 MAC 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

Table 3 Coordination

APPENDIX 4: NRCG INCIDENT PRIORITIZATION PROCESS

Note: Priorities are set for the next 24-hour period primarily using the Risk Management Assistance (RMA) Fires Comparison Matrix which intersects predicted wildfire growth with all-lands risk assessment and GIS data on homes and businesses, population density, critical infrastructure, municipal drinking water, and commercial timber. ICS-209's and IC calls will be used to evaluate social, political and economic impacts, cultural resources, incident objective attainment, containment/completion, and critical resource needs.

Prioritization Criteria List

GOAL: Incident Prioritization

ELEMENTS:

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

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.

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.

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.

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 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 Fires Comparison Matrix is not available or fire activity warrants, priorities may be determined using the ICS 209's and IC Calls, following the priority criteria as stated in this document.