



*NW MAC
Operations
Handbook*

**Northwest Geographic Area
Multi-Agency Coordinating Group**

June 2021

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I. INTRODUCTION

This Operations Handbook includes procedures to guide Northwest Multi-agency Coordinating Group (NW MAC) activities in those situations where identified unusual or critical fire danger or resource mobilization requires continuous, daily interaction between agencies to ensure that decisions not covered in existing plans and guides are responsive to the priority interests of the geographic area as a whole.

Coordination and communication between wildland fire protection agencies is an ongoing process in the Pacific Northwest. The fire program managers of the various state and federal agencies involved in wildland fire protection meet regularly as the Pacific Northwest Wildfire Coordinating Group (PNWCG). This group serves as a forum to review and discuss matters of mutual interest and to develop plans to ensure a coordinated approach is taken relative to wildland fire protection in the states of Washington and Oregon. The NW MAC specifically serves the type 1 and 2 incident prioritization/resource allocation function of PNWCG.

The Northwest Interagency Mobilization Guide and the Northwest Preparedness Plan provide direction to the Northwest Coordination Center (NWCC) on the movement of resources between agencies and units to support wildfire suppression needs and maintain response capabilities within the geographic area. State mobilization plans provide direction to agency managers for movement of state resources and maintenance of statewide response capability.

Mission

NW MAC provides a forum to discuss actions to be taken to ensure that an adequate number of resources are available to meet anticipated needs and to prioritize and allocate those resources most efficiently during periods of shortage.

The NW MAC forum will ensure for coordinated:

- incident prioritization,
- resource acquisition, allocation and reallocation strategy development, related to workload and capability scenarios, state or national disaster response, (e.g., National Response Framework),
- information provided to media and agency heads, and
- identification and resolution of issues common to all parties

Authorities

Agency Administrators, by virtue of the executive positions they occupy in their respective agencies, have the authority to order the movement of personnel and equipment under their jurisdiction to maximize the pre-suppression and suppression capabilities of their agencies.

Fire Program Managers/Agency or Unit Duty Officers of the respective agencies are authorized within constraints of available funding and policy to manage preparedness activities and coordinate such with other agencies and to move resources between units to best serve the needs of their respective agencies.

Manager of the Northwest Coordination Center (NWCC), through the Memorandum of Understanding that establishes NWCC as the Geographic Area Coordination Center (GACC), has the authority to move resources across agency boundaries to meet preparedness and suppression needs of the participating agencies within PL 1-3 and in coordination with NW MAC at PL 4-5. Specific duties and guidance are detailed in the NWCC Annual Operating Plan, the Northwest Area Interagency Mobilization Guide and the Northwest Area Preparedness Plan.

NW MAC Group Members, if other than a federal or state agency Executive, are authorized through delegation from their respective Executives to commit their agency to actions agreed upon during NW MAC Group deliberations. Such delegation of authority shall be in writing by their respective agency administrators and shall specify any limits to this authority. MAC members include all PNWCG members except the fire service representatives who are represented by their respective state fire marshal.

In most instances in the Pacific Northwest, state or regional level federal agency administrators have designated the fire program manager of their respective agencies as the NW MAC Group member. Since the NW MAC Group represents agency administrators at federal or state levels, it is recommended that if an agency's fire program manager is not able to serve with the NW MAC Group, that their replacement possess the stature of a local agency administrator with operational fire background.

Under certain circumstances, NW MAC Group members may also include representatives from other agencies with jurisdictional responsibilities not represented by one of the NW MAC agencies. The need for these additional representatives will be reviewed by and agreed to by NW MAC at the time of activation or as the situation warrants. Such invitations must be coordinated through the appropriate delegated PNWCG representative(s) and the Chair.

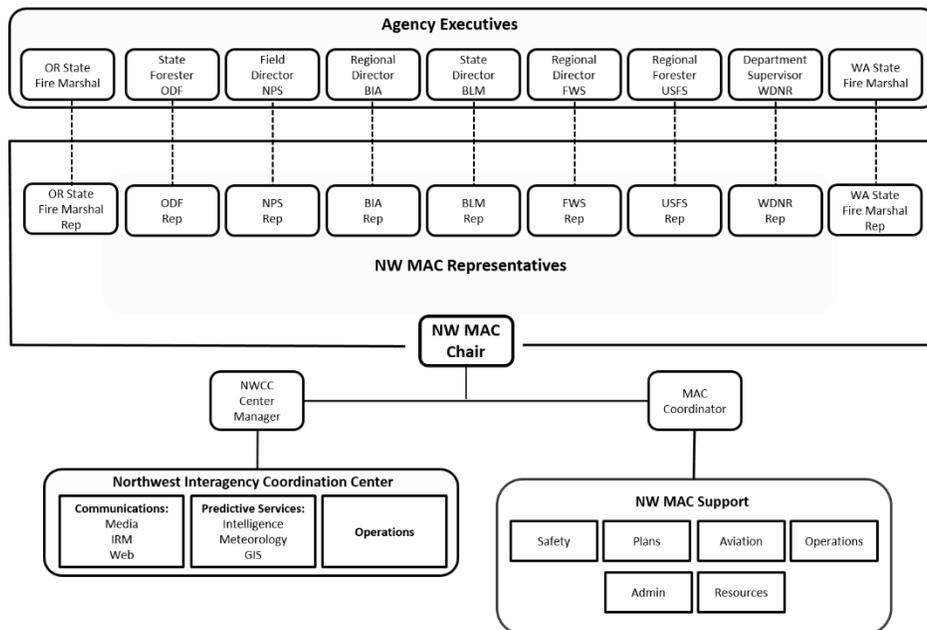
Organization

The NW MAC will consist of the NW MAC Coordinator, Chair and following agency representatives:

- Bureau of Land Management
- Bureau of Indian Affairs
- National Park Service
- Oregon Department of Forestry
- Oregon State Fire Marshal’s Office
- Washington State Fire Marshal’s Office
- US Fish and Wildlife Service
- US Forest Service
- Washington Department of Natural Resources

The flow of information generally runs between each agency executive and their respective NW MAC representative, and then by consensus to the NW MAC Chair. The NW MAC Chair maintains direct communication and coordination with the NWCC Manager and the NW MAC Coordinator. See the figure below. Responsibilities of each position identified are described in subsequent sections of this Operations Handbook.

Support specialists will be requested as the situation dictates. Trainees are acknowledged and encouraged in NW MAC Coordinator and Support positions. Trainees should be limited to no more than two at any one time and should be coordinated through the NW MAC Coordinator.



NW MAC Organization: Lines depict communication pathways.

II. ROLES AND RESPONSIBILITIES

Executives

- Delegates NW MAC Representative and issues written delegation of authority (see Appendix 1).
- Supports NW MAC Group decisions.

NW MAC Group Representatives

- Establishes incident priorities.
- Establishes priorities for allocation of resources between incidents within the geographic area.
- Identifies and resolves NW MAC issues common to all parties.
- Develops procedures to implement National and NW MAC decisions.
- Allocates, re-allocates and/or reassigns resources between incidents when necessary.
- Initiates special actions to alleviate resource shortages to meet anticipated demands.
- Keeps Agency Administrators and Executives informed of the situation and of NW MAC decisions.
- Keeps cooperating partners (e.g., State Emergency Management, National Guard, neighboring states, landowner interest groups) informed of the situation and of NW MAC decisions.
- Each agency has only one NW MAC Representative but may bring in other agency personnel to assist the NW MAC member according to workload and issues.
- Maintains a dialog with the Incident Unit Agency Administrators.

NW MAC Chair

- The PNWCG Chair serves as the NW MAC Chair.
- The PNWCG Vice-Chair will serve as Acting NW MAC Chair during the absence of the NW MAC Chair.
- NW MAC representatives will elect the NW MAC Chair when both the NW MAC Chair & Vice-Chair are absent.
- Facilitate issues needing PNWCG attention.
- Works with the NW MAC Coordinator to determine which issues are PNWCG issues and which are NW MAC issues.
- In conjunction with Agency Representatives the NW MAC Chair will determine the need for and facilitate Agency Executive briefings and conference calls.
- Develops and annually revises the NW MAC Operations Handbook.
- Determines need for and, if necessary, formally activates a sitting NW MAC and determines NW MAC Group operating location and facility.
- Facilitates decision for additional NW MAC Group representation beyond the wildland agencies.

NWCC Manager

- Fulfills requirements described in the Delegation of Authority letter.
- Fulfills the duties of the NW MAC Coordinator until a dedicated MAC Coordinator is activated.
- Implements NW MAC decisions.
- Recommends issues needing NW MAC action.
- Assembles intelligence information to support NW MAC activities i.e.,
 - resources committed (ICS-209 and IRSS or ROSS reports),
 - outstanding resource orders,
 - resources available,
 - projected needs by incident
- Can recommend formal activation of NW MAC as the situation warrants.
- Coordinates with Agency Duty Officers when planning and implementing Geographic Area preparedness activities.
- Works with MAC Chair to select NW MAC Coordinator when formal NW MAC is activated.
- Prepares workspace and support staff in preparation for NW MAC representative virtual or in-person meetings.

NW MAC Coordinator

- Facilitates the daily schedule of NW MAC meetings and conference calls, as well as those issues needing NW MAC Group attention.
- Works with the NW MAC Chair to determine which issues are PNWCG issues and which are NW MAC issues.
- Obtains appropriate intelligence information necessary to support NW MAC activities.
- Acquires staff to support NW MAC Group activities, evaluate need for NW MAC Group note taker.
- Ensures adequate subject matter expertise is available to support NW MAC activities.
- Facilitates NW MAC Group meetings.
- Documents NW MAC action items and decisions.
- Assembles the record of NW MAC activities.
- Facilitate the scheduling of agency representative trainees.
- Serves as a point of contact with National MAC (NMAC) Liaison.
- NW MAC Coordinator may decide due to workload to bring in a Deputy NW MAC Coordinator.
- Facilitates daily conference calls with IC's and AC's.
- Coordinates with NWCC Manager and NW MAC Chair.
- Reports directly to NW MAC Chair.

STAFF SUPPORT SPECIALISTS

NWCC may assemble support staff at Preparedness Levels 1 through 3 specifically to provide incident support and to accomplish incident prioritization and coordination. This generally occurs whenever two or more large incidents are active in the Geographic Area and resource competition requires that incidents be prioritized. Individual support positions may be activated to meet specific NWCC needs and, more importantly, to prepare for and facilitate the organizational transition to virtual or in-person meeting of NW MAC representatives at higher preparedness levels.

The duties of the staff support specialists remain constant at all preparedness levels relative to their functional area. For clarity of reference, the descriptions below assume Preparedness Level 4 or 5 and the virtual or in-person engagement of NW MAC Representatives.

Administration Support Specialist

- Arranges for work area the NW MAC Support Staff can use. Ensures telephone and computer access, work stations, meeting space, and access to FAX, copier, and office supplies.
- Reserves conference call times for needed briefings, and provides schedule and access information to all participants.
- Prepares filing system to organize and retain all records related to NW MAC Support activities. Files all NW MAC Support materials to document activity and decisions made by the group.
- Provides telephone coverage, note-taking duties, correspondence support, and other clerical duties as requested. Provides Emergency Firefighter Time Report to all NW MAC Support team members and assists as needed.
- Maintains and updates mailing lists used to send decision documents and other information. Makes key documents available for posting to the NW MAC homepage as well.
- When the NW MAC Support group is disbanded, consolidates all records material for permanent retention.

Aviation Support Specialist

- Tracks the status of critical aviation resources as defined by NW MAC.
- Provides recommendations for mobilization, allocation, reallocation, and release of aviation resources.
- Establishes and maintains coordination with the NWCC Center Manager, Operations Manager, Coordinators and Aircraft Dispatchers.
- Establishes and maintains coordination relationships with Agency, Unit and Incident aviation managers within the PNW, NICC aircraft coordinators, and sub-geographic NW MACs.
- Assists with the daily prioritization of PNW incidents.
- Maintains currency related to weather conditions and current and expected fire workload.
- When requested, assists with the resolution of aviation related issues.
- Facilitates daily aviation conference call with incidents and units.

Operations Support Specialist

- Tracks the status of Type 1 crews, Type 1 & 2 Incident Management Teams, and PNW initial attack capability as defined by NW MAC.
- Works with the NWCC Emergency Operations Manager and IMT Operations Section to assure that available resources are assigned according to critical needs.
- Provides recommendations for mobilization, allocation, reallocation, and release of ground operations resources.
- Establishes and maintains relationships with the NW MAC coordinator, Aviation coordinator, Planning coordinator, Incident Commanders and the NWCC Emergency Operations Manager.
- Establishes and maintains a working relationship with agency local and State/Regional Duty Officers to identify initial attack capability.
- Makes daily contact with sub geographic area NW MAC coordinators on allocation and reallocation issues.
- Assists with the daily prioritization of PNW incidents.
- NW MAC point of contact and supervisor of NW Surge Task Force.

Planning Support Specialist

- Collects the Incident Prioritization Worksheets (IPW), ICS 209's, and any additional information from the incidents needed for prioritization.
- Maintains and inputs incident information into the database for incident prioritization.
- Works with the IMT Planning Section, NWCC intelligence group, and sub-geographic NW MAC on information clarification and/or additional information needs.
- Tracks critical needs of each incident and displays daily.
- Maintains daily information on NW MAC/Area, NW MAC incident priorities, daily schedules, conference calls, and phone numbers.
- Collects documentation for and maintains the NW MAC documentation package.
- Assists with the daily prioritization of PNW incidents.
- Assesses and recommends additional staffing, changes to procedures, and/or data needs to provide for efficient, accurate and timely information for decision making.
- As needed, contacts IMT's for clarification and/or updates on fire status and needs.
- As requested, analyzes WFDSS reports for assumptions about resource availability and determines if the objectives/strategy are in line with resources needed to accomplish the mission.
- Facilitates incident prioritization.
- Orders an I-Suite SME to provide time/tracking support in the event of the NW Surge Task Force activation.
- Supervises administrative and resource support staff.
- Distributes NW MAC decisions.

Resources Support Specialist

- Ensures each incident gets the Incident Prioritization Worksheet (IPW) and the instructions for completing the IPW.
- Collects the IPW and ICS 209's for each incident being ranked by the NW MAC Group, and the Pending Request ROSS Report.
- Inputs data from the IPWs into the database for incident prioritization.
- Maintains and posts daily information on geographic NW MAC, sub-geographic NW MAC, and Area Command incident priorities.
- Posts NW MAC Group daily schedule.
- Completes NNW MAC IPW for review by the NW MAC Support Group and approval by the NW MAC Coordinator when requested by NNW MAC.
- Collects documentation and maintains the NW MAC documentation package for the incident prioritization process.
- Establishes and maintains a tracking process for all Incident Management Teams and Area Command Teams assigned in GACC and other critical resources as necessary.

Safety Support Specialist

- Participates in NW MAC briefings/conference calls. Keeps NW MAC informed on specific trends and issues affecting incident operations.
- Coordinates available critical lifesaving resources/equipment to align with MAC priorities and incident suppression strategies based on an agreed criteria. Works with the MAC Coordinator, MAC Aviation and Operation Specialists and the NWCC Emergency Operations Manager to implement.
- Facilitates daily NW incident safety conference call with IMT Safety Officers and State/Regional fire Safety Managers.
- Monitors the overall safety situation for the geographic area, identifying trends that may trigger a Fire Assistance Safety Team (FAST) mobilization.
- Coordinate efforts and network with State/Regional fire Safety Managers. Recommend opportunities for Rapid Lesson Sharing (RLS) or Facilitated Learning Analysis (FLA) on accidents, injuries and near misses. **NOTE:** *Field trips and facilitated learning teams would be developed by the State/Regional Fire Safety Program Managers and not managed by NW MAC Support Safety.*

AGENCY AND LOCAL ROLES IN NW MAC COORDINATION

There are a number of Agency, Local Unit, and Incident Management points of contact that play important roles in NW MAC coordination.

Agency Duty Officers

- Coordinates Agency preparedness with NWCC Center Manager in anticipation of a fire weather/initial attack event and based upon fire danger/fuel conditions.
- Works with NWCC Manager/NW MAC Coordinator to maintain Agency situational awareness.
- Facilitates flow of intelligence information to/from Agency Unit leadership in support of NW MAC activities.
- Provide intelligence on emerging/Type 3 incidents on the 0730 IC AC Conference Call.

State Coordination Centers, Local Dispatch Centers, and Expanded Dispatch Organization

- Facilitates flow of intelligence information needed to support NW MAC activities.
- Facilitates flow of NW MAC decisions to field units Incident Management Teams, Area Commands and Sub-Geographic Area NW MAC's as appropriate.
- Implements actions associated with NW MAC decisions as may be appropriate to the dispatch system.

Local Agency Administrator of Units with Incidents

- Provides direct management and oversight of suppression activities and achievement of agency direction.
- Transmits Delegation of Authority and WFDSS to NW MAC upon approval.
- Monitors NW MAC decisions and asks for reconsideration action through their respective agency administrator if there is concern over NW MAC's interpretation of fact relative to the status or needs of the incident.
- Maintains dialog with their respective agency NW MAC Group member.

Incident Management Teams & Area Commands

- Provides accurate information relative to incident status, threats and projections of needs as requested to support NW MAC activities.
- Implements actions associated with NW MAC decisions as may be appropriate to the Incident Management Team, Area Command.
- Submit a NW Incident Prioritization Worksheet (IPW).

Non-traditional Cooperators

Local, state or national cooperators may be brought into the MAC organization as liaisons to provide subject matter expertise and information pathways into agencies not traditionally part of the MAC process or organization.

Sub-Geographic Area NW MAC's

- Prioritize incidents and submit incident prioritization list to NW MAC.
- Ensure agency resource situation is current
- Determine specific agency resource requirements
- Determine agency resource availability
- Allocate resources to incidents based upon established criteria
- Anticipate future resource needs
- Communicate and/or implement NW MAC decisions
- Review need for other agencies involvement in the Sub-Geographic Area NW MAC
- Provides accurate information relative to incident status, threats and projections of needs as requested by NW MAC

III. GENERAL OPERATING GUIDELINES

NW MAC Activation Procedures

The NWCC Center Manager will communicate with the NW MAC Chair or acting to maintain situational awareness and facilitate interagency business as needed through all Preparedness Levels.

At Preparedness Level 3, the PNWCG Chair and NWCC Center Manager will discuss and consider the need to activate the NW MAC Group/MAC Support. The decision to activate the NW MAC Group will be based on the number of large/complex/IMT incidents, fires managed for resource benefit, prescribed burns scheduled, predicted weather, percentage of area crews and initial attack resources committed, and the level of competition for resources between units and/or Geographic Areas.

NW MAC may formally convene under any of the following circumstances:

- At PL 4 and PL 5
- At the discretion of the PNWCG Chair;
- At the request of a PNWCG Representative to the PNWCG Chair;
- At the request of the NWCC Center Manager to the PNWCG Chair when;
 - Critical events or circumstances require upward sharing of risk;
 - NW MAC deliberations require the involvement of representatives from Agencies/Entities not normally associated with NW MAC. An augmented NWCC staff and NW MAC Support Organization provide administrative and operational support.

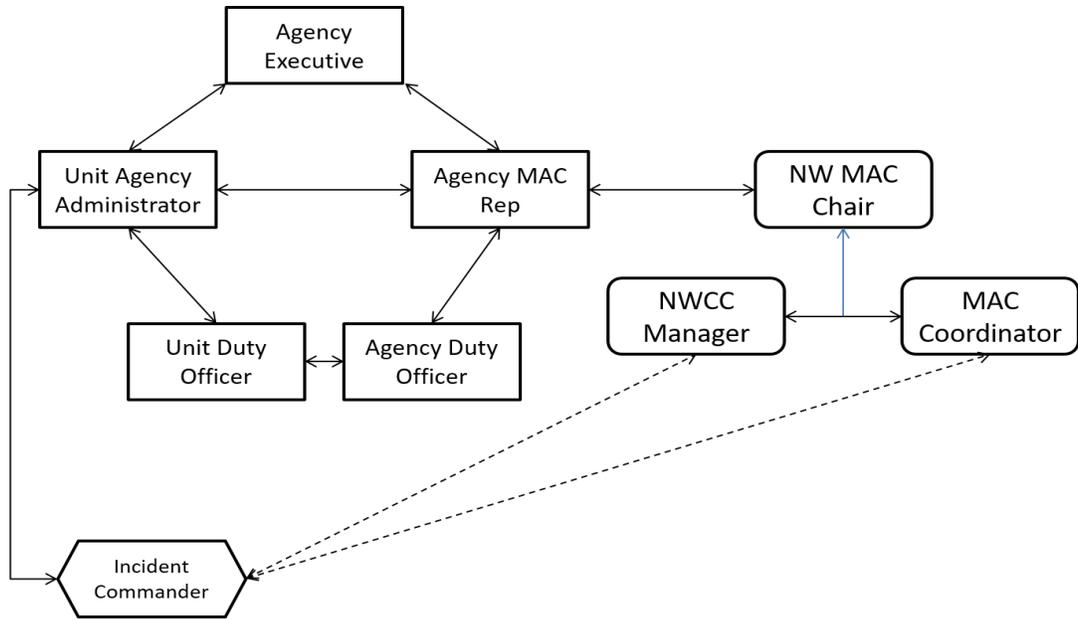
NW MAC may choose to convene “virtually” as circumstances permit, utilizing technology and staff work at NWCC/NW MAC Support to maintain situational awareness for making NW MAC decisions.

The NWCC Manager and the NW MAC Coordinator will consult with the NW MAC Chair on the need for MAC Representatives to convene in person. If the decision is made to formally convene NW MAC members in person, the NW MAC Chair will contact the pre-designated agency representatives. If not already identified, the NW MAC Coordinator will be agreed to at this time.

If pre-designated individuals are not available, the agency will identify an appropriate substitute.

Based on the situation and issues, supporting specialists will be mobilized as appropriate.

The following figure displays the principal MAC/Agency pathways for communicating with and supporting Type 1 and 2 incidents at all Preparedness Levels. Note that the only principal communication link for the large incident is with the hosting Agency Administrator. All other communication paths are secondary. Any information obtained through secondary communication contacts should be shared/passed back to primary participants.



Principal Communication Pathways for Supporting Type 1 & 2 Incidents
 (Dotted lines represent daily operational communications)

NW MAC Daily Schedule

Effective MAC operations benefit from maintaining a consistent battle rhythm shaped around a coordinated framework of interactions with partners, executives, and stakeholders. The NW MAC Daily Schedule provides that framework, supporting strategic awareness, timely decision-making, and effective communications.

The table below summarizes the purpose and utility for the regular daily contacts critical to MAC operations, clarifying specific roles, identifying actions, and summarizing briefing content.

Scheduled Action	Hosted By	
0700 Aviation Call: Conference Call	MAC Support Aviation Specialist	<p><u>Purpose</u> Assess aviation needs and identify potential issues in the NW:</p> <ul style="list-style-type: none"> • Coordination of unit and incident aviation activities including placement, types & number of aircraft to support successful incident/IA operations; • Identify/resolve potential conflicts and/or staffing issues that may affect aircraft operations; • Assess aviation necessary/surplus to NW need to guide import/export decisions. <p>Follow up the call with positive contacts to MAC Safety Specialist, MCCO, NWCC Manager.</p>

NW MAC Daily Schedule (continues on next page)

<p>0730 IC Call</p> <p>TEAMs Call</p>	<p>MCCO MAC PSC NWCC Mgr</p>	<p><u>Purpose</u> Facilitate a brief information exchange between Incident Commanders, NW MAC representatives, MAC Support, and/or NWCC:</p> <ul style="list-style-type: none"> • Provide situational awareness and common operating picture in support of incident prioritization and resource allocation decisions; • Identify operational issues/trends affecting one or more incidents; • Reconcile differences/updates to Incident ICS209s, resource ordering; • Opportunity for NW MAC reps to share information and address issues that affect all incidents. <p>Follow up the call with positive contacts to NW MAC Chair, NWCC Manager.</p>
<p>0830 NICC Call:</p> <p>Conference Call</p>	<p>NWCC Ops</p>	<p><u>Purpose</u> Obtain Geographic Area and National situation update on incident status and resource capability:</p> <ul style="list-style-type: none"> • Incident updates/corrections to IMSR; • Information sharing on available/committed/needed resources; • Identify issues affecting one or more Geographic Areas; • Summarize/assess other Area information that may guide/influence strategic NW resource decisions. <p>Follow up the call with positive contacts with MAC Support Coordinator, NWCC Mgr.</p>
<p>0845 Prioritization:</p> <p>TEAMs Call or In-Person</p>	<p>MAC PSC MCCO NWCC Mgr</p>	<p><u>Purpose</u> Rank incidents in priority order, assessing relative values at risk, ability to meet objectives, and social/political considerations, as a guide for resource allocation decisions:</p> <ul style="list-style-type: none"> • Minimize potential risk to life, property and natural resources; • Identify incidents likely to complete objectives at earliest possible date; • Avoid investment in long-term resource sinks; • Provide a baseline for making best resource allocation decisions. <p>Follow up with MCCO, PSC, NWCC Manager.</p>
<p>0900 Safety Call:</p> <p>Conference Call</p>	<p>Safety Specialist</p>	<p><u>Purpose</u> Coordinate Incident SOFR needs and develop NW MAC safety awareness:</p> <ul style="list-style-type: none"> • Obtain SOFR updates on needs/issues; • Coordinate critical EMS/safety resource needs; • Record/track critical issues/trends affecting one or more incidents. <p>Follow up the call with positive contacts to MCCO, NWCC Manager.</p>
<p>1000 Priority Validation:</p> <p>TEAMS Call</p>	<p>MCCO NWCC Mgr</p>	<p><u>Purpose</u> Build NW MAC Rep consensus to validate and approve incident priority order:</p> <ul style="list-style-type: none"> • Highlight significant changes from previous days; • Communicate rationale for priority ranking obtained from the relative rating analysis; • Discuss/articulate changes from draft priority ranking due to significant social, political, or other considerations; • Obtain consensus on final incident priority ranking. <p>Follow up with contacts to PSC, NWCC Center Manager.</p>

NW MAC Daily Schedule (continues on next page)

<p>1000 GACC Call</p> <p>TEAMS Call</p>	<p>NWCC Dpty Mgr</p> <p>NWCC Ops Coordinators</p>	<p><u>Purpose</u> Coordinate Geographic Area situational awareness and operational preparedness:</p> <ul style="list-style-type: none"> • Provide incident updates and resource availability; • Coordinate initial attack readiness with Agency Units, Duty Officers; • Identify issues affecting one or more sub-Areas; • Summarize/assess information that may influence NW resource allocation decisions. <p>Follow up call with MCCO, NWCC Manager.</p>
<p>1100 SubGeo Call</p>	<p>MCCO</p>	<p><u>Purpose</u> As necessary, communicate & coordinate with SubGeo Area MAC.</p>
<p>1100 NMAC Call</p>	<p>NMAC</p>	<p><u>Purpose</u> As necessary, facilitate communication between NMAC & GMACs.</p>
<p>1300 Exec Call</p> <p>TEAMS Call</p>	<p>NW MAC Chair</p> <p>NWCC Mgr</p>	<p><u>Purpose</u> NW MAC Reps inform Agency Executive situational awareness of NW critical events and preparedness:</p> <ul style="list-style-type: none"> • Provide NW situation update; • Identify specific NW/PNWCG issues that may require Executive attention; • Provide an open forum for Executive dialogue, updates, information sharing. <p>Appropriate NW MAC, PNWCG, MAC Support, or NWCC follow up.</p>
<p>1530 NWCC Pre-Briefing</p> <p>TEAMS Call or In-Person</p>	<p>NWCC Mgr</p>	<p><u>Purpose</u> Coordinate 1600 Briefing content and messaging among NWCC Section Leads & Mac Support:</p> <ul style="list-style-type: none"> • Coordinate individual presentations to inform a single cohesive message. • Identify gaps/overlaps in briefing content or intent. • Briefing segments presented in logical order and successively construct a coherent picture. <p>Final Coordination completed with MCCO and NWCC Center Manager.</p>
<p>1600 NWCC Afternoon Briefing</p> <p>TEAMS Call</p>	<p>NWCC Mgr, Dpty Mgr MCCO</p>	<p><u>Purpose</u> Inform NW MAC and other participants on current/anticipated events and resource capabilities that may influence strategic planning:</p> <ul style="list-style-type: none"> • Update current/anticipated events in the 0, 3, and 10-day time frames <ul style="list-style-type: none"> ○ Identify critical events/issues that will impact NW resource capability; ○ Quantify resource impacts, management challenges/opportunities; ○ Quantify resource availability, expected workforce trends; • Summarize strategic implications. <p>Reach out to NW MAC reps for decision on need for follow on strategy briefing.</p>
<p>1630 NW MAC Strategy Briefing</p> <p>Conference Call or TEAMS Call</p>	<p>MCCO NWCC Mgr</p>	<p><u>Purpose</u> To build consensus among NW MAC reps for short/long term operational objectives and cohesively address critical issues requiring prompt resolution:</p> <ul style="list-style-type: none"> • Briefing scheduled at the discretion of the NW MAC/MAC Chair. • May include: <ul style="list-style-type: none"> ○ Technical Specialist report-outs on emerging or ongoing issues and concerns. ○ Present specific MCCO/NWCC Manager challenges/opportunities in 0, 3, 10 days ○ Present specific MAC Rep issues, concerns; engage dialogue in search for appropriate issue resolution. <p>Coordination and follow up for this call by NW MAC Chair, MCCO and NWCC Center Manager.</p>

NW MAC Daily Schedule (continues on next page)

1730 End of Day Round Robin TEAMS Call or In-Person	MCCO NWCC Center Manager	Virtual Stand-up Meeting of NWCC Section Leads & Mac Support <ul style="list-style-type: none"> • Close out the day. • Identify critical events/issues that will affect next day(s) planning. • Deliver lessons learned. Final Daily Coordination completed with MCCO and NWCC Center Manager.
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NW MAC Daily Schedule

NW MAC Preparedness Levels

NW MAC operations are designed to scale up/down in relation to observed and anticipated levels of activity in the NW Geographic Area. Preparedness levels guide planning and actions necessary for achieving the following goals:

- **Assess** social, political, and environmental factors and their effects on the NW capacity to accomplish work.
- **Identify** strategies for effectively managing critical events and preserving the resilience of the incident workforce.
- **Decide** the best course of action and communicate clear leader’s intent.

In the preparedness plan presented below, “Workload” and “Available Capability” are reasonably measurable criteria for determining an existing or anticipated state of preparedness. “Situation” communicates the preparedness state, based on the criteria, and can be utilized to inform subsequent management decision-making.

Preparedness Level 1:

Workload: 0-1 T1/T2 IMTs are committed.

Available Capability: No significant resource demand or commitment anticipated for NW resources in the Geographic Area or Nationally.

Situation: The NW Geographic Area is fully capable; existing/anticipated workload can be readily managed with NW resources.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none"> • Follows standard operating guidelines as described in the NW Mob Guide, NW MAC Ops Handbook, and NW Preparedness Plan. • Updates Significant Fire Potential, predictive service products, and conducts periodic briefings as appropriate. • Informs PNWCG Chair of change/anticipated change and recommends PL adjustment. 	NWCC Manager
<ul style="list-style-type: none"> • Monitor situation and inform agency administrators 	NW MAC Reps

Preparedness Level 2:

Workload: 2-3 T1/T2 IMTs committed.

Available Capability: NW resource capability is surplus to the Geographic Area’s existing/anticipated workload—OR—Export of NW resources to meet national needs limits the NW Geographic Area capability to staff one to two additional IMTs.

Situation: The Geographic Area is becoming limited in its capacity for staffing incidents utilizing only NW resources. Active coordination and clear communication helps to sustain NW resource capacity. Additional workload may require importing of critical resources from other areas.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none">• Follows PL 1 direction.• Conducts daily NW Dispatch Coordination Calls.• Augment NWCC staffing relative to workload, including individual MAC Support positions as needed.	NWCC Manager
<ul style="list-style-type: none">• Monitor situation and inform agency administrators	NW MAC Reps

Preparedness Level 3:

Workload: 4-6 T1/T2 IMTs are committed.

Available Capability: Competition for NW shared resources (IHCs, T2IA crews, SMKJs, RAPs, tactical aircraft) is occurring or anticipated. Shared resources continue to be available nationally.

Situation: Available out-of-Area resources augment the NW capacity to sustainably fill resource requests for all incidents. In the absence of resource competition, all incidents can effectively accomplish their objectives.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none">• Assess impending threats and coordinate IA/Incident capabilities with agency duty officers and NICC Center Manager.• Coordinate repositioning and extending staffing of shared resources as necessary.• Assemble MAC Support staff to augment large incident coordination.• Coordinate NW Strategic Intent.• Coordinate with agency public affairs officers for situations updates and prevention measures.	NWCC Manager
<ul style="list-style-type: none">• Formalize the NW MAC Daily Schedule (Appendix 3) and open communication with PNWCG Chair.• Prioritize incidents and communicate priority rankings to NWCC staff and PNWCG reps. Publish priority decisions on NW MAC web page.• Coordinate incident resource allocations with NWCC Operations.	NWCC Manager/ MAC Coordinator

<ul style="list-style-type: none"> ● Maintain availability for coordination with NWCC Manager/MAC Coordinator. ● Participate in IC and PNWCG conference calls. ● Coordinate with agency administrators and fire managers for situational awareness and communicating resource availability and initial attack/large incident management strategies. 	<p>NW MAC Chair, NW MAC Reps</p>
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Preparedness Level 4:

NW MAC reps will visibly inject themselves into the NW MAC process by accepting the responsibility for prioritization of incidents. It's recognized that NW MAC Support will provide the necessary additional capacity and the PNWCG Chair will direct and supervise the NW MAC Coordinator. The NWCC Manager will work closely with the NW MAC Chair and MAC Coordinator on issues and concerns to have a seamless operation.

Workload: 7-9 T1/T2 IMTs committed.

Available Capability: Heavy commitment of NW resources exists and is anticipated to continue. Competition from other Geographic Areas limits the availability and import of critical resources. Out-of-Area IMTs required to sustain incident management capability.

Situation: Aggressive resource management such as lend/lease or surge packages are necessary to support incident resource requests. Concurrent initial attack and large incident management necessitates sharing of resources between IMTs and local units and the situation is anticipated to continue. Incidents continue to achieve objectives though timing is depends on resource availability.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none"> ● Assess impending threats and coordinate IA/Incident capabilities with agency duty officers, NW MAC Coordinator and NICC Center Manager. ● Coordinate resource allocation with NW MAC Coordinator/MAC Chair, including but not limited to IMT management and resource extension requests. ● Implement NW MAC decisions. ● Continue to observe appropriate PL 3 guidance. 	<p>NWCC Center Manager</p>
<ul style="list-style-type: none"> ● Coordinate with NW MAC Chair and NWCC Manager to convene "virtual" meetings of the NW MAC Representatives. ● Implement the 1000 Incident Prioritization conference call with NW MAC. ● Continue daily coordination with NW MAC reps, NWCC Center Manager and staff. 	<p>NW MAC Coordinator</p>

<ul style="list-style-type: none"> ● Proactively consider management actions in response to existing/anticipated incident activity: ● Supplemental work/rest guidelines. ● FAST, ASAT, SAT staffing and mobilization. ● Fire Prevention Education Team. ● Activation of National Guard assets. ● Emergency Firefighter training. ● Brief forest/range industry on the situation and resource availability. ● Coordinate/communicate with agency administrators for situational awareness, incident management strategies, and resource availability. ● Convene MAC reps in person to resolve specific issues, as necessary. Consider adding MAC liaisons from partner agencies. ● Assure agency executives have communicated strategies and expectations to Unit Agency Administrators. ● Prioritize NW incidents within scope of NW MAC. 	MAC Chair and MAC Reps
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Preparedness Level 5:

Workload: 10+ T1/T2 IMTs committed.

Available Capability: Full commitment of NW resources imminent. Significant activity in multiple Geographic Areas creates a shortage of resources nationally that is expected to continue. NW IMTs fully committed; out-of-Area IMTs are necessary to manage ongoing and anticipated large incident activity.

Situation: Incidents strategies must reflect existing and anticipated national shortage of resources. Initial attack and staffing of new large incidents will draw down resources from existing large incidents. Resources must be managed to limit the number of critical shared resources reaching mandatory days at the same time.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none"> ● Assess impending threats and coordinate IA/Incident capabilities with agency duty officers, NW MAC Coordinator and NICC Center Manager. ● Continue to observe appropriate PL 4 guidance. 	NWCC Manager
<ul style="list-style-type: none"> ● Facilitate MAC Reps when they convene in person. ● Consider additional MAC Admin support to meet documentation needs. ● Continue to observe appropriate PL 4 guidance. 	NW MAC Coordinator
<ul style="list-style-type: none"> ● Convene in person to maintain awareness and resolve issues as necessary. ● Coordinate daily with agency executives and continue agency administrator coordination. ● Coordinate with NMAC for military, international resource capability. ● Establish NWGA protection objectives and coordinate strategic intent with partners, agency administrators and AC/ICs. ● Consider additional coordination efforts in support of public information, prevention measures, legislative and political points of contact and awareness and with non-traditional partners as necessary. ● Continue to observe appropriate PL 4 guidance. 	MAC Chair and MAC Reps

Scaling Back the MAC Organization

The MAC organization will scale back based on “checks” that reflect the complexity of the observed/anticipated conditions, with a final decision made by the MAC Chair:

- Coordination call checks—Principally maintained based on incident need/requests;
- Face-to-Face check—do critical issues still exist or are they manageable by other means?
- Complexity check—are priority and allocation issues routinely manageable?
- Risk check—do resources exist in enough quantity to support progress on all incidents?

IV. NW MAC GROUP WORKING GUIDELINES

NWCC Center Manager Delegation of Authority

The NWCC Manager serves as the NW MAC Coordinator until another is designated by the NW MAC Chair. Conference calls will be scheduled as necessary with NW MAC concurrence.

Meeting Objectives

- Information update - fire weather/fire situation.
- Set geographic area priorities once daily.
- Allocate or re-allocate scarce resources.
- Identify/resolve issues (take a pro-active posture).
- Determine need for contingency plans as may be appropriate.
- Provide/recommend direction to local area administrators.

General Meeting Guidelines

- 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 NW MAC 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 NW MAC Group meeting.
- All briefing material presented for NW MAC Group consideration shall include a written summary for the permanent NW MAC record.
- The PNWCG Chair (PNWCG Chairperson) will adjudicate critical NW MAC decisions after hours.

Attendance and Participation

When NW MAC is activated, there will generally be a morning and an afternoon meeting, as necessary and scheduled by the NW MAC Coordinator.

The meeting will lead off with a weather and fire situation update followed by issue identification and clarification. This is the portion of the meeting where non-NW MAC participants can voice concerns or issues they feel the NW MAC should consider in their deliberations. It is beneficial to have informed the NW MAC Coordinator of the topic or issue to ensure adequate time is planned to address the issue.

The second part of the meeting will focus on the prioritization of incidents and allocation of resources. This part of the meeting will be limited to the NW MAC Group members, their supporting staff, and invited technical specialists or agency representatives who are not part of the NW MAC Group itself. Once prioritization and allocation decisions have been made the NW MAC Group will focus on gaining consensus on any other issues needing NW MAC Group resolution.

Some issues or problems dealing with policy issues may arise that are beyond the scope of NW MAC and are more appropriately

PNWCG issues. The NW MAC Coordinator and PNWCG Chair will identify these issues or problems and refer them to the PNWCG Steering Committee (or other appropriate entity for resolution).

Record Keeping and Documentation

- Attendance at all NW MAC Group meetings will be recorded by NW MAC Coordinator and saved for the final documentation package.
- All information presented at NW MAC meetings will be recorded and retained as part of the documentation package.
- NW MAC Group decisions and supporting documentation, including option selected, will be recorded and retained in the documentation package.
- All decision criteria used by the NW MAC Group to prioritize incidents, etc., will be recorded and retained in the documentation package.
- Notes taken by the support staff during meetings and conference calls are considered internal - preliminary working notes not subject to external requests until finalized and issued by the NW MAC Coordinator.
- Draft (word processed) notes will contain the following in a "footer": *"Pre-decisional internal working notes not subject to release until finalized."*
- The documentation package will be retained by the PNWCG Executive Secretary.

Follow-Up Responsibilities

It is the assigned NW MAC Representative, 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.

Incident Commander / Area Commander / Sub-Geo Area NW MAC Conference Calls

When the NW geographic area has incidents at complexity level of Type 2 or above, the NWCC Manager/MAC Coordinator will establish IC/AC conference calls. When a conference call is established the NWCC Manager/NW MAC Coordinator will be responsible to facilitate the call using the IC/AC Conference Call Template (Appendix 10). These calls will take place prior to the morning NW MAC meeting. NW MAC Group members are not required to participate in this call but may participate if they desire.

WFDSS Acquisition and Utilization

The NW MAC may use the Decision Analysis Record and other documents of the WFDSS (Wildland Fire Decision Support System) completed by Local Agency Administrators for incidents being prioritized. The WFDSS information will be used along with information obtained from the ICS-209s and IC/AC conference calls to prioritize incidents.

Delegation of Authorities Collection

NW MAC Group members will provide a copy of their Delegation of Authority to PNWCG Chair by the annual NW MAC Preparedness exercise. The delegations will be filed as part of the annual NW MAC documentation package.

V. NW MAC DECISIONS

NW MAC Group Decision Model

All issues brought before the NW MAC Group will be acted on by consensus that will result in one of the following actions:

- Option 1: Make a collaborative decision and assign responsibility and expectation of implementation.
- Option 2: Delegate a decision with expectations of intended outcomes or results to a NW MAC Group member, the coordinator or staff.
- Option 3: Defer decision for consideration at a later date (e.g., defer for more information or defer for further development of fire situation).

Option 4: Determine that the issue is outside the scope of the NW MAC Group's responsibility. Defer issue to the appropriate organization or individual.

After hours, upon receipt of an issue requiring a decision, the PNWCG Chair will review the issue, consider who must be consulted and either make a decision or refer the issue to the appropriate person.

NW MAC Decisions

- All NW MAC Group decisions will be documented in writing and filed under a sequential numbering system that includes the date of the decision.
- NW MAC decision documents that establish, modify or rescind policy or procedural direction will be on NW MAC letterhead and signed by the NW MAC Chair.
- NW MAC decisions conveying incident priorities or allocation/reallocation decisions will be on NW MAC letterhead and signed by the NW MAC Coordinator.
- NW MAC decision documents will be distributed to the involved Agency Administrators, Incident Commanders or other individuals responsible for implementation.
- The NW MAC Coordinator will share decisions with the National MAC Coordinator at Boise and/or the NMAC Liaison assigned to the NW geographic area.

Requesting Reconsideration/Modification of a NW MAC Decision

Local Agency Administrators may ask for reconsideration of NW MAC Group decisions by contacting their Agency NW MAC representative.

Signature

X /s/ Mike Minton

Chair, Pacific Northwest Coordinating Group
Signed by: 6fe36bf-230d-40bb-915e-1c46e42baa89

Appendix 1

MAC Operations During a Pandemic

Purpose

The intent of this guide is to prevent the spread of epidemic/pandemic disease and protect the health and welfare of NW MAC members and NWCC staff and detailers in order to sustain the integrity and function of the NW Coordination System. Functionally, the goal is to institute good health practices and behaviors within the framework of normal operating procedures. Externally, there is no perceivable difference in MAC Operations.

Guiding Principles

Northwest Coordination Center will be kept locked down through the operational season; only essential staff will be allowed entrance to the facility. This practice will apply during national and/or statewide declared pandemic events.

- All essential staff will be screened prior to entering the facility (see attached guidelines).
- Essential staff will be designated relative to the extent and magnitude of Geographic Area events.
- In all cases, staffing will not exceed the capability for sustaining the appropriate social distance within the facility.
- Whenever possible, virtual staff will be utilized in support of NWCC/MAC operations.

MAC Operations

- Preparedness Level Considerations
 - Under normal circumstances, the capability of a finite workforce is measured against an increasing workload to determine an expected situation.
 - In a pandemic, we must assess the potential outcome of a given workload given the fluctuating capability of a workforce whose availability is highly uncertain.
 - Operationally speaking, the NW Preparedness Level planning period runs from 0 to 10 days. From a resource perspective, the period runs from 1 to 14 days, with additional days possible due to extensions, voluntary isolation and quarantine.
 - Through those time frames, what is the seriousness of the situation that will result from the impacts of a given workload realistically compared to an anticipated available workforce?
 - Ask the question: “given the current/anticipated workload, will the effects/potential effects of the pandemic on available resource capability create a different outcome from the one planned in the observed PL?”
 - For example:
 - At PL 1, can the NW readily staff and sustain management of a Type 1 or 2 incident AND initial attack and still maintain a fully capable posture? If the answer is “NO” and the geographic area will likely be limited in its ability to manage incidents with only NW resources, move to PL 2.
 - At PL 2, can the NW staff/sustain 2 to 3 Type 1 or 2 incidents AND initial attack without incurring resource competition and having to augment NW capability with out-of-area resources? If “NO”, move to PL 3.

- Preparedness levels may not and should not necessarily increase incrementally. They should reflect the most representative outcome as defined by the situations provided in the wildland preparedness level framework.
- NW MAC:
 - MAC Representatives will meet virtually.
 - The MAC Daily Schedule will be adapted as necessary to facilitate virtual presence of MAC members and stakeholders.
 - Consider adding a State/Local Government Health Authority Advisor as a liaison to the NW MAC.
 - Consider guidance for IMTs for establishing State/Local Health Authority Advisors to support pandemic related activities.
- MAC Support Staffing & Operations
 - The Aviation, Operations and Planning Specialists form the core of “essential” MAC Support staff given their critical role in organizing and implementing resource allocation decisions.
 - The Planning Specialist is responsible for managing the daily schedule and ensuring operations occur as planned.
 - Operating virtually, the MAC Coordinator will organize and facilitate communication among the NW MAC representatives, and will coordinate with the Planning Specialist and NWCC Center Manager.
 - The Safety Specialist will operate virtually and coordinate with the MAC Coordinator and Planning Specialist.
 - The MAC Support Admin Specialist will operate virtually and will coordinate with the Planning Specialist.
- MAC Daily Schedule
 - 07:00 Aviation Call: Aviation Specialist hosts.
 - 07:30 IC Call: MAC Coordinator hosts.
 - The NW MAC Chair, the NWCC Center Manager and the MAC Coordinator will conduct a brief coordination call at the end of the IC Call.
 - The NW NMAC Liaison may be included as an option.
 - NWCC staff will call in from their workstations.
 - 08:30 NICC Call: NWCC Operations hosts.
 - 08:45 Incident Prioritization: Planning Specialist hosts from NWCC main conference room to facilitate spacing.
 - 10:00 Incident Prioritization Call: MAC Coordinator hosts.
 - Planning Specialist coordinates support.
 - All participants virtual.
 - 10:00 Geographic Area Call: NWCC Operations hosts. NWCC staff attends virtually.
 - NWCC staff briefing immediately follows the Geo-Area call.
 - A 15 minute “stand-up” Team meeting among NWCC Center Manager, MAC Coordinator, MAC Support staff, NWCC Operations leader and Predictive Services leader.

- This replaces the 1300 Strategy Briefing.
 - 13:00 Agency Executive Call: NWCC hosts.
 - NW MAC Chair leads.
 - 15:30 Geographic Area Pre-briefing Coordination: NWCC Center Manager hosts.
 - A 15 to 20 minute “stand-up” Team meeting among NWCC Center Manager, MAC Coordinator, MAC Support staff, NWCC Operations leader and Predictive Services leader.
 - Provide for common operating picture and alignment on anticipated events and strategic messaging.
 - 16:00 Geographic Area Virtual Briefing: NWCC Center Manager hosts.
 - Hosted from the NWCC briefing area.
 - The call host and the technical specialist operating the webex presentation will be the only staff present in the room. All other presenters/participants virtual.
 - 16:30 MAC Virtual Strategy Briefing: MAC Coordinator hosts.
 - Occurs immediately following the 1600 Briefing utilizing an MS Teams video call.
 - Occurs at NW MAC discretion.
- NW MAC Considerations for Incident Prioritization
 - Maintain the existing prioritization scheme given its applicability to the wildland fire environment.
 - Develop and utilize an infectious disease (i.e. COVID19) risk rating module that can be applied once priorities are calculated on the summary rating report, much like social-political considerations.
 - Decision rationale relative to infectious disease is recorded in the documentation section of the summary report as well as in the Incident Prioritization Decision Memo.
 - A copy of the infectious disease risk rating module will be saved along with the priority summary report. See the table below.

NW Prioritization Infectious Disease Risk Rating Module

Risk Assessment Item	Yes	No
Incident can safely manage disease preventative measures for assigned AND any additional firefighters. (Safety confirms)		
Resource inputs can decrease downstream health impacts of smoke by limiting incident duration. (Safety & Operations confirms)		
Resource inputs can achieve a net decrease in firefighter exposure by limiting incident duration (Operations confirms)		

- NW MAC Considerations for MAC Safety Specialist
 - Identify the timing, frequency and purpose of data reporting specific to infectious disease monitoring.
 - Establish guidance for Safety Officers, Incident Medical Units and EMTs assigned on the line specific to infectious disease operational tasks and responsibilities that fall within the scope of state and local public health authorities vs. interagency wildland fire.
 - Communicate expectations for MAC Safety Specialist networking and interaction with agency health and safety specialists.

- Considerations for Geographic Area Virtual Briefing
 - Communicate expectations for daily reporting of infectious disease-related information.
 - Identify its proper reporting venue, whether the 16:00 Geo-Area Briefing or the 16:30 NW MAC Strategy Briefing.

Staff Screening & Safety Practices

Screening Procedures:

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

Safety Practices

- All employees will enter the facility through the same entrance.
- Once screening is complete, employees will sign in and then utilize hand sanitizer before proceeding into the office.
- Employees may have their temperature recorded periodically through the day to identify trends.
- Workstations will be wiped down with disinfecting wipes or disinfectant solution prior to beginning work.
- Shared surfaces will be sanitized after each use and periodically throughout the day. This includes door handles.
- Employees should secure a cloth mask for their use for those instances when it may not be possible to maintain social distance.

Appendix 2

GACC/MAC Continuing Operations In the Case of a Catastrophic/Incapacitating Event

Description

This summary lays out the framework for continuing operations (Coop) in the face of a critical event that incapacitates the Geographic Area Coordination Center (GACC) staff and facilities as well representative leadership from the agencies that comprise the Geographic Area Multi-Agency Coordinating Group (GMAC).

Objectives

The Coop Framework assumes that GMAC representatives have designated alternates that are geographically separated to minimize the chances of both principals and alternates being negatively impacted by the same critical event. It also assumes that GACC/GMAC operations will be relocated at a high functioning dispatch center with land/air accessibility as well a reasonably unimpeded telecommunication capability. The ability to host and provide for non-local personnel is necessary. Given these assumptions, the objectives of the Coop Framework include the following:

- Re-located GACC/GMAC operations should have relatively short-term/low impact to local dispatch center operations.
- Relocated staff and facilities should allow for effective interaction of GMAC and support staff with the National Coordination System, with operating Incident Management Teams (IMTs) and any Emergency Support Function staff/organization.
- GACC/GMAC Coop implementation will seamlessly transition existing processes so that geographic area operations may continue to provide safe, effective and well-coordinated incident management.

Implement Continuing Operations

A. Initiating the Coop

There are two general scenarios for initiating the GACC/GMAC Coop:

Partial Incapacitation: In this scenario, GACC/GMAC staff have been fully/partially incapacitated by a localized event and a principal contact exists that will reach out to his/her designated Coop Point of Contact at the Coop site. The Coop will then be implemented on the appropriate scale.

Total Incapacitation: This scenario assumes a natural disaster or other devastating event on such a scale that GACC/GMAC staff, facilities or principal point of contact cannot be assumed viable. The designated Coop Point of Contact, upon learning of the event, will initiate the Coop Framework.

B. Initial Action Phase

For the first 48 to 72 hours after initiating the Coop, GACC/GMAC functions will be performed by the designated local dispatch center staff and multi-agency coordinating (LMAC) group. These functions will be maintained until qualified/designated individuals can be mobilized—virtually or in person—to relieve local dispatch staff and LMAC from their responsibilities. Specific responsibilities include:

Local Dispatch Center Manager:

- Contact the National Interagency Coordination Center (NICC) Manager or Assistant(s) for assistance.
- The Local Dispatch Center Manager will coordinate with the LMAC, communicating NICC actions and services and implementing resource allocation decisions in coordination with NICC.

Local Multi-Agency Coordinating Group:

- LMAC will designate a group leader.
- The LMAC Leader will be familiar with and be prepared to implement MAC procedures designated in the GMAC Operating Handbook. **NOTE: it's essential that the LMAC utilize existing processes as much as possible to ensure the consistency of safe and effective operations.**
- As a group, the LMAC will assess the situation, assemble the necessary support staff and reach out to active incidents and geographic area agency administrators.
- Agency LMAC representatives will reach out to their NMAC counterparts for support and counsel.
- Coordinate with the Local Dispatch Center Manager in supporting on-going geographic area incidents **and to resource order the individuals necessary for continuing GACC/GMAC functions on a continuing basis beyond the 48 to 72-hour timeline.**

NICC Manager:

- Set up a "GACC Expanded". This includes an Aviation Coordinator, Overhead/Crew Coordinator, Equipment/Supply Coordinator and a GACC Coordination Leader. These individuals will operate out of the NICC throughout the initial action phase. GACC Expanded operations will cease once that functionality is present on-scene at the Coop site.
- NICC Predictive Services will provide the core intelligence functions for the affected GACC. In addition, NICC Predictive Services will coordinate the services of a remote Situation/Decision Support module to specifically serve the affected GACC. Individuals assigned to these modules may serve either remotely or in person.
- Contact the NMAC Liaison for the affected GACC.

NMAC Liaison/NMAC

- The NMAC Liaison will reach out to NMAC Agency representatives and prepare them to provide support to their counterparts in the affected GACC.
- Agency NMAC representatives will be prepared to provide counsel and support to their LMAC counterparts and alternative agency MAC representatives when they arrive.
- NMAC representatives will also coordinate with their respective agency executives to ensure agency leadership in the affected GACC receive necessary support and guidance.

C. Follow-up Actions

This Coop Framework assumes a more detailed plan will be initiated that assumes facilities and staffing that will carry on GACC/GMAC function at the Coop site into the intermediate future. Once set up, the GACC/GMAC Coop organization will endeavor to minimize impacts to the local dispatch center and local agencies.

Appendix 3:

Sample Letter of Delegation of Authority for NW MAC Group Members

(On Agency Letterhead)

Date:

Reply To: (File designation)

Subject: Agency NW MAC Representative

To: (Name of NW MAC Rep)

You are delegated to act for me as my representative on the Pacific Northwest Multi-Agency Coordination (NW MAC) Group. In that capacity, you are authorized to represent the agency's interests in NW MAC Group deliberations to:

1. Establish interagency pre-suppression strategies for the Pacific Northwest in anticipation of incident demands.
2. Set priorities and plans for allocation, re-allocation and demobilization of fire suppression resources.
3. Develop actions to respond to National MAC (NMAC) direction.
4. Communicate as necessary with other agency representatives and/or external parties (e.g., interested decision-makers; media; etc.).

This delegation shall become effective the date of this document and shall continue until rescinded.

I ask that you brief me or my deputy daily on the current fire situation.

xxx
Agency Administrator

Appendix 4
NW MAC Daily Schedule

0700	Aviation Conference Call
0730	MAC/IC Conference Call
0830	NICC Conference Call
0845	Sub Geo-MAC prioritization
0845	NW MAC Incident Prioritization
0930	NW MAC Safety Conference Call
1000	NW Geographic Area Conference Call NWCC Operational Briefing
1000	NW MAC Incident Prioritization Conference Call
1100	NMAC Conference Call (as scheduled)
1100	Sub-Geo MAC Conference Call (as scheduled)
1300	NW Executive Call (Mac Reps)
1530	Pre-briefing Coordination Meeting
1600	NW Geographic Area Situation Briefing
1630	NW MAC Strategy Briefing
1700	End of Shift Round Robin
1900	Decision Documentation & Closeout
2100	Incident IPWs due into NWCC ICS-209's submitted into FAMWEB.

Appendix 5 NW MAC Aviation Conference Call

Introduction:	Conference Call Leader <i>(Aviation Specialist or MCCO)</i>
Summary of Geographic Area Events	Conference Call Leader
<u>Incident Update</u> (In NW MAC Priority Order)	Incident AOBD
<i>In 3 minutes or less, address the following:</i>	
<ul style="list-style-type: none"> ● <i>Prior day aviation successes/challenges;</i> ● <i>Today's objectives, especially critical aviation missions;</i> ● <i>Critical resource needs not communicated in ICS-209;</i> ● <i>Safety concerns, including near misses, incidents, accidents;</i> ● <i>Any planned UAS activity</i> ● <i>Additional items of interest.</i> 	
<u>Agency Unit Updates</u> (For Units with Fire Activity)	Unit Aviation Officer
<i>In 3 minutes or less, address the following:</i>	
<ul style="list-style-type: none"> ● <i>Status/situational changes affecting local aviation operations;</i> ● <i>Today's objectives, especially critical aviation missions;</i> ● <i>Critical resource needs;</i> ● <i>Safety concerns, including near misses, incidents, accidents;</i> ● <i>Any planned UAS activity</i> ● <i>Additional items of interest.</i> 	
<u>Airspace Considerations:</u>	Airspace Coordinator
<u>Regional Aviation Safety Considerations:</u>	RASM
<u>Aviation Resource Status Report:</u>	NWCC Operations
<u>NW MAC Update:</u>	Conference Call Leader
<u>Wrap-up with AOBD's, UAO's:</u>	Conference Call Leader
<u>PNWCG Aviation Committee:</u>	Committee Chair

Agency	Representative	Comments
ODF		
DNR		
OAS		
BIA		
FWS		
NPS		
FS/BLM		

Confirmation of Next Call:

Call List of Possible Attendees

Field Units:

WA.

Colville
Okanogan/Wenatchee
Olympic
Mt Baker-Snoqualmie
Spokane District BLM

OR

Blue Mt.
Central Oregon
Fremont-Winema, Lakeview BLM
Malheur
NW Oregon/SW Washington
Burns-Vale
SW OR (RSF + Medford BLM)
West Central OR (UPF, Coos Bay,
Roseburg BLM)

Others:

NWCC
Frequency Coordinator
NW MAC
STAT
RAG
Area Command

Appendix 6

NW MAC IC/AC Conference Call Template 0730 Daily

DATE:

Purpose: A brief exchange of information between incidents, agency representatives, NWCC and, when activated, MAC Support to reconcile differences between or changes to the latest ICS 209, situation report, or resource orders to enhance priority and allocation decision-making.

Summary of Geo-Area Events:

Conference call leader

AC – IC Update: [Presented in order by NW MAC priority]

Area/Incident

Commander IC's introduce themselves/actings when incident called upon

In 3 minutes or less – address the following:

- *Any changes from the latest 209 report, especially evacuation levels.*
- *Prior day successes/challenges described using geographic features and cardinal directions rather than branch/division/road numbers.*
- *Today's objectives, especially critical missions (including values at risk); resources necessary for those critical missions (including number of shifts needed); and probability of success.*
- *Safety concerns, including accidents, injuries, and near misses.*
- *Additional items of interest.*

Resource Status Report:

NWCC Emergency Operations Manager

- *Identify any available shared or pre-positioned resources*

NW MAC Update:

NW MAC Coordinator

Wrap-up with AC's or IC's: The call with the AC's & IC's is complete – Leader [They are invited to remain on the line at their discretion]

Conference Call

- *Validate any lend/lease discussion/decisions*
- *Notify IC's of STF availability*

Agency or Sub-Geographic Area NW MAC Reports:

NW MAC Chair

- *Agency Reps provide information on T3/emerging incidents*

Confirmation of next conference call:

Conference Call Leader

Appendix 7 NW MAC Safety Conference Call

0930 Conference Call

Call in: 888-844-9904 (Dial 9 for outside line)

Conference Code: 2301619#

Host Code: 9127950#

Introduction

Good morning, thank you for joining the 0930 MAC Support safety conference call for Saturday September 14, 2018. Please ensure you mute your phone and do not use the hold function during the call. Please speak to the following topics and try to keep your time to 3 minutes or less:

Safety personnel on incident

Medical personnel on incident

Injuries/illnesses/near misses

Critical safety needs

Any additional pertinent information

Let's start with incident updates, we will proceed in order of incident prioritization:

Type 1 & 2 Incidents

- Fire Name

SOF1/SOF2	SOFR	Medics	Ambulances	REM Teams	Critical Need

Notes:

- Fire Name

SOF1/SOF2	SOFR	Medics	Ambulances	REM Teams	Critical Need

Notes:

- Fire Name

SOF1/SOF2	SOFR	Medics	Ambulances	REM Teams	Critical Need

Notes:

Type 3 Incidents (When OPS TEMPO allows)

MAC Safety Support / Agency Safety / Fire Safety Representatives

Are there any go-backs on the phone? In the room?

Appendix 8
NW MAC Prioritization Conference Call
1000 Daily at PL 4 and PL 5

Date:

Agency	Representative	Alternate
BLM	Jeff Fedrizzi	
BIA	Darren Williams	
FS	Alex Robertson	Steve Rawlings
FWS	Josh O'Connor	Brian Gales
NPS	Mike Minton	Jason Loomis
ODF	Doug Graff	Ron Graham
DNR	Chuck Turley	Russ Lane
OR SFM	Travis Medema	
WA ASFM	Bill Slossen	Chuck LeBlanc
PNWCG Cooperator / Attendee		
OR Fire Service	Bob Madden	
WA Fire Service	Randy Johnson	
NMAC	Josh Simmons	
NWCC	Ted Pierce	
NW MAC Coord	TBD	

Purpose: Display draft incident priorities for discussion with, and concurrence from, MAC Representatives.

Strategic Intent - NW MAC Coordinator

Review of Summary Report (NW MAC Priorities) - NW MAC Coordinator

- Break incidents into groups as appropriate.
- Changes from the previous day.
- Changes due to Sub-Geo NW MAC priorities.
- Rationale for priority order.
- Validate/update on fire growth assessment as needed.

Questions/Validation - NW MAC Coordinator

- Requests to change the draft priority order.

NW MAC Issues/Discussion - NW MAC Chair

Next Call:

Appendix 9
NW MAC Conference Call at 1600

Date:

Agency	Representative	Alternate
BLM	Jeff Fedrizzi	
BIA	Darren Williams	
FS	Alex Robertson	Steve Rawlings
FWS	Josh O'Connor	Brian Gales
NPS	Mike Minton	Jason Loomis
ODF	Doug Graff	Ron Graham
DNR	Chuck Turley	Russ Lane
OR SFM	Travis Medema	
WA ASFM	Bill Slossen	Chuck LeBlanc
PNWCG Cooperator / Attendee		
OR Fire Service	Bob Madden	
WA Fire Service	Randy Johnson	
NMAC	Josh Simmons	
NWCC	Ted Pierce	
NW MAC Coord	TBD	

Purpose: Briefing on the outcome of the past 24 hours; set the stage for the next 24-hour operational period.

End State: General awareness of the current situation and changing conditions.

National MAC Update - NMAC Liaison

Provide an overview of the national situation, priorities, and resource availability.

NW Situation Update - NW MAC Coordinator

Highlight observed/emerging activity ongoing and into the next operational period.

Initial Attack/Emerging Incidents - NWCC Intel

Includes a call-out to agency Duty Officers for updated or additional information.

Significant Incident Update - MAC Ops & Aviation Specialists

Highlight changes or departures from the morning IC Conference Call.

Fire Weather/Fire Danger/Significant Fire Potential - NWCC Meteorologist

Summarize influence of fire weather on fire danger indices and subsequent significant fire potential.

Fire Environment: Implications to Operations - NWCC Fire Analyst

Summarize expectations of burning conditions, resistance to control for operations. Highlight specific problem areas, incidents, and/or opportunities for gains.

Resource Availability: Implications to Operations - NWCC Operations

Summarize availability of resources to operational demands, timing of resource shortages, returning resources.

Strategic Summary: NW Area Situation - NWCC Center Manager

Synthesis of critical elements influencing NW Area strategic decision making; highlight strategic intent.

**Appendix 10:
NW MAC Strategy Meeting**

MAC Rep Strategy Meeting: 16:30-17:00
Purpose: <i>provide detailed presentation of anticipated events and issues for deliberation and decisions on recommended strategic actions.</i>
End State: <i>MAC consensus/decision on recommended strategic actions, communications and NW Strategic Intent.</i>

Over the next 7 to 10 Days, identify:

- Critical fire environment events
- Resource timing issues
- Outlook for incident changes

Summarize Recommended Actions:

- Anticipated changes in prioritization
- Resource allocation planning/actions
- Coordinated public/agency messaging
- Issue identification/resolution

Consensus on NW Strategy/Intent

NW MAC Coordinator

*Recommended strategy/intentional actions relative to situational update/changing conditions.
Opportunity for NW MAC reps to discuss any agency specific strategies or direction.*

Coordination with Executives

Forum for actions/issues that specifically need communicating to executives for awareness and agency coordination.

ISSUE IDENTIFICATION / RESOLUTION:

NW MAC Reps / All

Issue: Name of individual presenting the issue followed by a short issue statement	Resolution: Document resolution below.

NWCC Manager:

NWCC Center Manager

Wrap-up/Follow-up Actions:

NW MAC Coordinator

Next conference call: