



NW MAC OPERATIONS HANDBOOK

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

July 2024

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Introduction

The Operations Handbook guides the Northwest Multi-Agency Coordinating Group (NW MAC) when critical fire danger or resource mobilization requires continuous daily interaction between agencies. This ensures decisions 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. Wildland fire program managers of various state and federal agencies meet regularly as the Pacific Northwest Wildfire Coordinating Group (PNWCG). This group serves as a forum to review and discuss matters of mutual interest. They develop plans to ensure a coordinated approach to wildland fire protection in Washington and Oregon. The NW MAC specifically serves the Type 1 and Complex incident prioritization and resource allocation function of PNWCG.

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

Mission

NW MAC provides a forum for discussing plans of action. This ensures adequate resources are available to meet anticipated needs and to efficiently prioritize and allocate resources during periods of shortage.

The NW MAC ensures coordination for:

- incident prioritization,
- strategy development for resource acquisition, allocation, and reallocation related to workload and capability scenarios, state, or national disaster response, (e.g., National Response Framework),
- providing information to media and agency leadership, and
- identifying and recommending solutions to issues common to all parties.

Authorities

Agency Administrators: 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: authority within constraints of available funding and policy to manage preparedness activities and coordinate 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), the Manager 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 Members: if other than a federal or state agency executive, NW MAC members are authorized through delegation from their respective executives to commit their agency to actions agreed upon during NW MAC deliberations. Such delegation of authority shall be in writing by their respective agency administrators and shall specify any limits to this authority. NW MAC members include all PNWCG members, with the exception of 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 member. Since the NW MAC 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, that their replacement possess the stature of a local agency administrator with operational fire background.

Under certain circumstances, NW MAC 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 shown in Figure 1 is generally between the agency executive and their respective NW MAC representative followed 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. Responsibilities of each position identified are described in 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 approved through the NW MAC Coordinator.

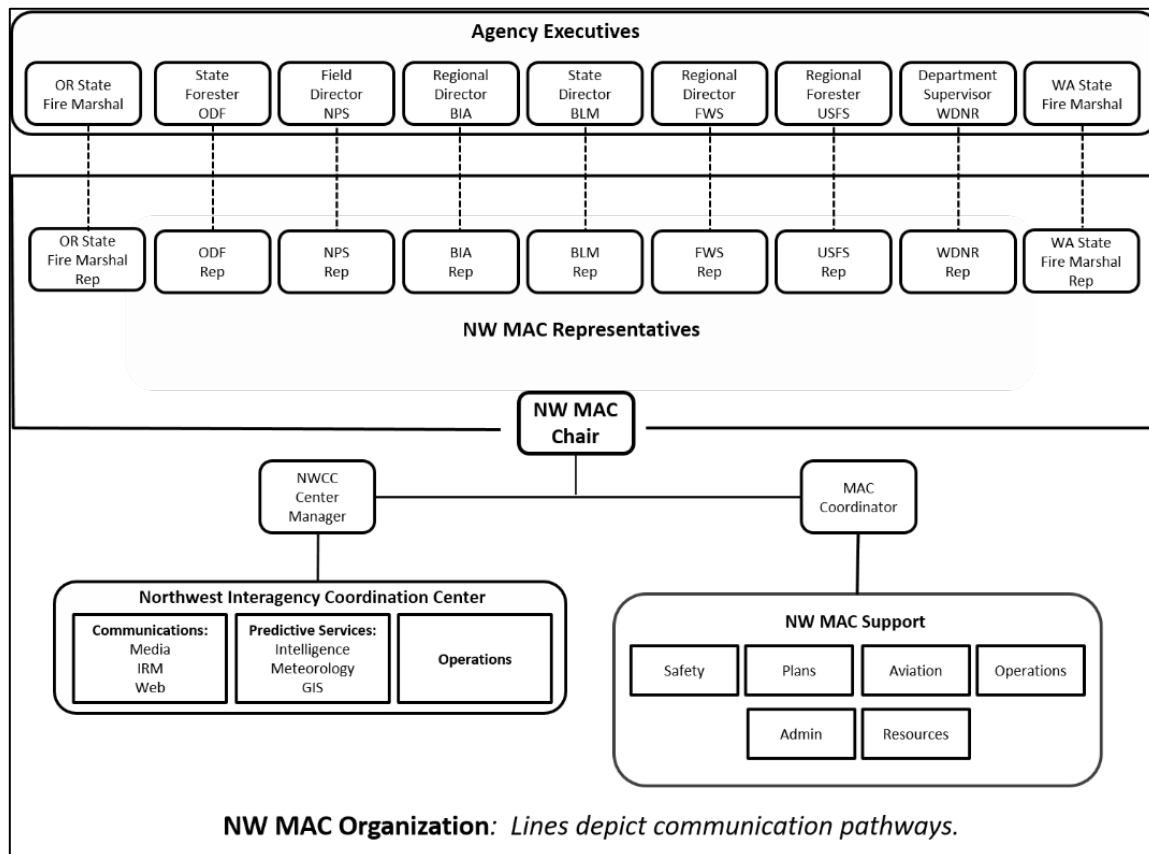


Figure 1. Information sharing flow chart and chain of command structure.

Roles and Responsibilities

Executives

Delegate NW MAC representatives and provides written delegation of authority (see

- Appendix 1 – NW MAC Operations During a Pandemic).
- Support NW MAC decisions.

NW MAC Representatives

- Establish incident priorities.
- Establish priorities for allocation of resources between incidents within the geographic area.
- Identify and resolve NW MAC issues common to all parties.
- Develop procedures to implement National and NW MAC decisions.
- Allocate, re-allocate, and/or reassign resources between incidents when necessary.
- Initiate special actions to alleviate resource shortages to meet anticipated demands.
- Inform Agency Administrators and Executives of the situation and of NW MAC decisions.
- Inform cooperating partners (e.g., State Emergency Management, National Guard, neighboring states, landowner interest groups) 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.
- Maintain a dialog with the Incident Unit Agency Administrators.

NW MAC Chair

- The PNWCG Chair serves as the NW MAC Chair.
- The PNWCG Vice-Chair serves 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 and Vice-Chair are absent.
- Facilitate issues needing PNWCG attention.
- Work 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 determines the need for and facilitate Agency Executive briefings and conference calls.
- Develop and annually revise the NW MAC Operations Handbook.
- Determine need for and, if necessary, formally activate a sitting NW MAC and determines NW MAC operating location and facility.
- Facilitate decisions for additional NW MAC representatives beyond the wildland agencies.

NWCC Manager

- Fulfill requirements described in the Delegation of Authority represented by the NWCC Operations Plan and NWCC Manager's position description.
- Fulfill the duties of the NW MAC Coordinator until a dedicated NW MAC Coordinator is activated.
- Implement NW MAC decisions.
- Recommend issues needing NW MAC action.
- Assemble intelligence information to support NW MAC activities such as:
 - resources committed (ICS-209 and Interagency Resource Ordering Capability (IROC) reports),
 - outstanding resource orders,
 - resources available, and
 - projected needs by incident.
- Can recommend formal activation of NW MAC as the situation warrants.
- Coordinate with Agency Duty Officers when planning and implementing Geographic Area preparedness activities.
- Work with NW MAC Chair to select NW MAC Coordinator when formal NW MAC is activated.
- Prepare workspace and support staff in preparation for NW MAC representative virtual or in-person meetings.

NW MAC Coordinator

- Facilitate the daily schedule of NW MAC meetings and conference calls, and issues needing NW MAC attention.
- Work with the NW MAC Chair to determine which issues are PNWCG issues and which are NW MAC issues.
- Obtain appropriate intelligence information necessary to support NW MAC activities.
- Acquire staff to support NW MAC activities, evaluate need for NW MAC note taker.
- Ensure adequate subject matter expertise is available to support NW MAC activities.
- Facilitate NW MAC meetings.
- Document NW MAC action items and decisions.
- Assemble the record of NW MAC activities.
- Facilitate the scheduling of agency representative trainees.
- Serve 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.
- Facilitate daily IC and AC conference calls.
- Coordinate with NWCC Manager and NW MAC Chair.
- Report directly to NW MAC Chair.

Staff Support Specialists

NWCC may assemble support staff at Preparedness Levels (PL) 1 through 3 to provide incident support and accomplish incident prioritization and coordination. This occurs whenever two or more large incidents are active in the Geographic Area and resource competition requires incident prioritization. Individual support positions may be activated to meet specific NWCC needs and to prepare for and facilitate the organizational transition to virtual or in-person meetings with NW MAC representatives at higher PLs.

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

Administration Support Specialist

- Arrange and prepare NW MAC Support workspaces. Coordinate with IT to ensure access to telephone, computers, printers, etc.
- Reserve conference call times for needed briefings; provide schedule and access information to all participants.
- Prepare filing system to organize and retain all records related to NW MAC Support activities. Files all NW MAC Support materials to document activity and resource allocation decisions made by the group.
- Provide note-taking and correspondence support, and complete clerical duties as requested. Provide Emergency Firefighter Time Report to all NW MAC Support team members and assist as needed.
- Maintain and update mailing lists used to send decision documents and other information. Makes key documents available for posting to the NW MAC homepage as well.
- When NW MAC Support is disbanded consolidate all records material for permanent retention.

Aviation Support Specialist

- Track the status of critical aviation resources as defined by NW MAC.
- Provide recommendations for mobilization, allocation, reallocation, and release of aviation resources.
- Establish and maintain coordination with the NWCC Center Manager, Operations Manager, Coordinators and Aircraft Dispatchers.
- Establish and maintain coordination relationships with Agency, Unit, and Incident aviation managers within the PNW, (National Interagency Coordination Center) NICC aircraft coordinators, and sub-geographic NW MACs.
- Assist with the daily prioritization of PNW incidents.
- Stay current on weather conditions and expected fire workload.
- When requested, assist with the resolution of aviation related issues.

- Facilitate daily aviation conference call with incidents and units.

Operations Support Specialist

- Track the status of Type 1 crews, Type 1 and Complex Incident Management Teams, and PNW initial attack (IA) capability as defined by NW MAC.
- Work with the NWCC Emergency Operations Manager and IMT Operations Section to assure that available resources are assigned according to critical needs.
- Provide recommendations for mobilization, allocation, reallocation, and release of ground operations resources.
- Establish and maintain relationships with the NW MAC coordinator, Aviation coordinator, Planning coordinator, Incident Commanders, and the NWCC Emergency Operations Manager.
- Establish and maintain a working relationship with agency, local, and state/regional duty officers to identify IA capability.
- Make daily contact with sub-geographic area NW MAC coordinators regarding allocation and reallocation issues.
- Assist with the daily prioritization of PNW incidents.
- NW MAC point of contact and supervisor of NW Surge Task Force.

Planning Support Specialist

- Collect the Incident Prioritization Worksheets (IPW), ICS 209's, and any additional information from the incidents needed for prioritization.
- Maintain and input incident information into the database for incident prioritization.
- Work with the IMT Planning Section, NWCC intelligence group, and sub-geographic NW MAC on information clarification and/or additional information needs.
- Track critical needs of each incident and displays daily.
- Maintain daily information on NW MAC/Area, NW MAC incident priorities, daily schedules, conference calls, and phone numbers.
- Collect documentation for, and maintain, the NW MAC documentation package.
- Assist with the daily prioritization of PNW incidents.
- Assess and recommend additional staffing needs, changes to procedures, and/or data needs to provide for efficient, accurate and timely information for decision making.
- As needed, contact IMTs for clarification and/or updates on fire status and needs.
- As requested, analyze Wildland Fire Decision Support System (WFDSS) reports for assumptions about resource availability and determines if the objectives/strategy are in line with resources needed to accomplish the mission.
- Facilitate incident prioritization.
- Order an I-Suite subject matter expert (SME) to provide time/tracking support in the event of the NW Surge Task Force activation.
- Supervise administrative and resource support staff.
- Distribute NW MAC decisions.

Resources Support Specialist

- Ensure each incident gets the IPW and the instructions for completing the IPW.
- Collect the IPW and ICS 209s for each incident being ranked by the NW MAC and the Pending Request IROC report.
- Input data from the IPWs into the database for incident prioritization.
- Maintain and post daily information on geographic NW MAC, sub-geographic NW MAC, and Area Command incident priorities.
- Post NW MAC daily schedule.
- Complete NW MAC IPW for review by the NW MAC Support and approval by the NW MAC Coordinator when requested by NW MAC.
- Collect and maintain NW MAC documentation package for the incident prioritization process.
- Establish and maintain a tracking process for all Incident Management Teams, Area Command Teams assigned in GACC, and other critical resources, as necessary.

Safety Support Specialist

- Participate in NW MAC briefings/conference calls. Keeps NW MAC informed on specific trends and issues affecting incident operations.
- Coordinate available critical lifesaving resources and equipment to align with NW MAC priorities and incident suppression strategies based on an agreed criterion. Works with the NW MAC Coordinator, NW MAC Aviation and Operation Specialists, and the NWCC Emergency Operations Manager to implement.
- Facilitate daily NW incident safety conference call with IMT Safety Officers, state, and regional Fire Safety Managers.
- Monitor 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.

State /Regional Agency Duty Officers

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

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

- Facilitate intelligence and information sharing needed to support NW MAC activities.
- Facilitate flow of NW MAC decisions to field units Incident Management Teams, Area Commands and Sub-Geographic Area NW MACs as appropriate.
- Implement actions associated with NW MAC decisions as appropriate to the dispatch system.

Local Agency Administrator of Units with Incidents

- Provide direct management and oversight of suppression activities and achievement of agency direction.
- Transmit Delegation of Authority and WFDSS to NW MAC upon approval.
- Monitor NW MAC decisions.
- Submit requests for reconsideration of actions 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.
- Maintain dialog with their respective agency NW MAC member.

Incident Management Teams and Area Commands

- Provide accurate information relative to incident status, threats, and projections of needs as requested to support NW MAC activities.
- Implement actions associated with NW MAC decisions as appropriate to the Incident Management Team, Area Command.
- Submit the NW IPW.

Non-traditional Cooperators

Local, state, or national cooperators may be brought into the NW MAC organization as liaisons to provide subject matter expertise and information pathways into agencies not traditionally part of the NW 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 the need for other agency involvement in the Sub-Geographic Area NW MAC.
- Provide accurate information relative to incident status, threats, and projections of needs as requested by NW MAC.

General Operating Guidelines

NW MAC Activation Procedures

The NWCC Center Manager communicates with the NW MAC Chair (or acting) to maintain situational awareness and facilitate interagency business as needed through all PLs.

At PL 3, the PNWCG Chair and NWCC Center Manager will discuss and consider the need to activate the NW MAC and NW MAC Support. The decision to activate the NW MAC will be based on the number of large fires, complexes, IMT incidents, fires managed for resource benefit, prescribed burns scheduled, predicted weather, percentage of area crews and IA resources committed, and the level of competition for resources between units and 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, and when
 - NW MAC deliberations require the involvement of representatives from Agencies or entities not normally associated with NW MAC. In this case, 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 at NWCC and 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 NW 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. Supporting specialists will be mobilized based on the situation and issues.

Figure 2 displays the NW MAC and Agency communication pathways for supporting Type 1 and Complex incidents at all Preparedness Levels. Note that the primary communication link for large incidents is with the hosting Agency Administrator. All other communication paths are secondary. Any information obtained through secondary communication contacts should be shared or passed back to primary participants. The dotted lines in Figure 2 represent daily operational communications.

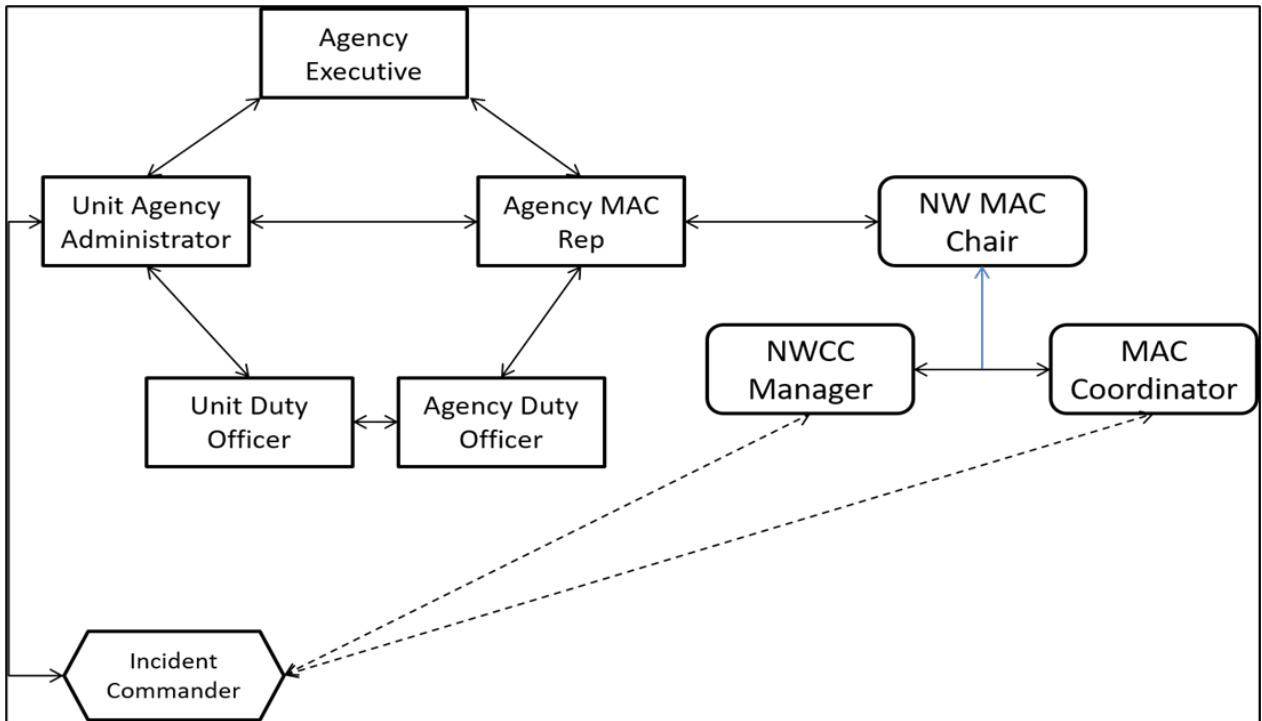


Figure 2. Communication pathways for supporting Type 1 and Complex incidents.

NW MAC Daily Schedule

Effective NW 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.

Table 1 shows a list of each meeting, meeting description, and purpose statement. The information in the table also clarifies roles and identifies actions.

Table 1. Daily schedule and meeting description.

Time and Platform	Host	Purpose of meeting
0700 Aviation Briefing Microsoft Teams	NW MAC Support Aviation Specialist	<p>Assess aviation needs and identify potential issues in the NW.</p> <ul style="list-style-type: none"> • Coordinate unit and incident aviation activities including placement, types, and 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 the NW and the need to guide import/export decisions. <p>Follow up the call with positive contacts to NW MAC Safety Specialist, MCCO¹, NWCC Manager.</p>

¹ MCCO is the position code for the MAC Group Coordinator <https://www.nwccg.gov/ad-positions/mcco>

Time and Platform	Host	Purpose of meeting
0730 IC Briefing Microsoft Teams	MCCO, NW MAC PSC, and NWCC Manager	<p>Facilitate brief information exchange between Incident Commanders, NW MAC representatives, NW 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, and • 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>
0830 NICC Briefing Conference Call	NWCC Ops	<p>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, and • summarize/assess other Area information that may guide/influence strategic NW resource decisions. <p>Follow up the call with positive contacts with NW MAC Support Coordinator, NWCC Manager.</p>
0845 Prioritization Microsoft Teams or In-Person	NW MAC PSC, MCCO, and NWCC Manager	<p>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, and • Provide a baseline for making best resource allocation decisions. <p>Follow up with MCCO, PSC, and NWCC Manager.</p>
0900 Safety Briefing Microsoft Teams	Safety Specialist	<p>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, and • record/track critical issues/trends affecting one or more incidents. <p>Follow up the call with positive contacts to MCCO, NWCC Manager.</p>

Time and Platform	Host	Purpose of meeting
1000 Priority Validation Microsoft Teams	MCCO and NWCC Manager	Build NW MAC Rep consensus to validate and approve incident priority order: <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, and obtain consensus on final incident priority ranking. Follow up with contacts to PSC, NWCC Center Manager.
1000 GACC Briefing Microsoft Teams	NWCC Deputy Manager and NWCC Ops Coordinators	Coordinate Geographic Area situational awareness and operational preparedness: <ul style="list-style-type: none"> provide incident updates and resource availability, coordinate IA readiness with Agency Units, Duty Officers, identify issues affecting one or more sub-Areas, and summarize/assess information that may influence NW resource allocation decisions. Follow up call with MCCO, NWCC Manager.
1100 SubGeo Call	MCCO	As necessary, communicate and coordinate with SubGeo Area MAC.
1100 NMAC Call	NMAC	As necessary, facilitate communication between NMAC and GMACs.
1300 Executive Call Microsoft Teams	NW MAC Chair and NWCC Manager	NW MAC Reps inform Agency Executive of situational awareness for NW critical events and preparedness: <ul style="list-style-type: none"> provide NW situation update, identify specific NW MAC/PNWCG issues that may require Executive attention, and provide an open forum for Executive dialogue, updates, information sharing. Appropriate NW MAC, PNWCG, NW MAC Support, or NWCC follow up.
1530 NWCC Pre-Briefing Microsoft Teams or In-Person	NWCC Manager	Coordinate 1600 Briefing content and messaging among NWCC Section Leads and Mac Support: <ul style="list-style-type: none"> coordinate individual presentations to inform a single cohesive message, identify gaps/overlaps in briefing content or intent, and present briefing segments in logical order and construct a coherent “big-picture”. Final Coordination completed with MCCO and NWCC Center Manager.

Time and Platform	Host	Purpose of meeting
1600 NWCC Afternoon Briefing Microsoft Teams	NWCC Manager, and Deputy Manager MCCO	<p>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, and ○ Quantify resource availability, expected workforce trends. • Summarize strategic implications. <p>Reach out to NW MAC representatives regarding the need for a strategy briefing.</p>
1630 NW MAC Strategy Briefing Microsoft Teams	MCCO, and NWCC Manager	<p>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 NW 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>
1730 End of Day Round Robin Microsoft Teams or In-Person	MCCO NWCC Center Manager	<p>Virtual Stand-up Meeting of NWCC Section Leads and Mac Support</p> <ul style="list-style-type: none"> • Close out the day. • Identify critical events and issues that may affect next day(s) planning. • Deliver lessons learned. <p>Final Daily Coordination completed with MCCO and NWCC Center Manager.</p>

NW MAC Preparedness Levels

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

- Assessment of social, political, and environmental factors and their effects on the NW capacity to accomplish work.
- Identification of strategies for effectively managing critical events and preserving the resilience of the incident workforce.
- Making decisions for the best course of action and communication of 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.

PL 1

Workload: 0-1 T1 or CIMT 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. The existing and anticipated workload can be readily managed with NW resources.

PL 2

Workload: 2-3 T1 or CIMT committed.

Available Capability: NW resource capability is either surplus to the Geographic Area's existing and 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 help to sustain NW resource capacity. Additional workload may require importing of critical resources from other areas.

PL 3

Workload: 4-6 T1 or CIMT 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.

PL 4

NW MAC representatives will accept the responsibility for prioritization of incidents. It is 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 or CIMT 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 IA 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 dependent on resource availability.

PL 5

Workload: 10+ T1 or CIMT 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. IA 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.

Table 2 displays who is responsible for leading management direction, and considerations under each PL.

Table 2. Preparedness level responsibility and management considerations.

Preparedness Level	Management Direction/Considerations	Responsible Party
1	<p>Follow standard operating guidelines as described in the NW Mob Guide, NW MAC Ops Handbook, and NW Preparedness Plan.</p> <p>Update Significant Fire Potential, predictive service products, and conducts periodic briefings as appropriate.</p> <p>Inform PNWCG Chair of change/anticipated change and recommends PL adjustment.</p>	NWCC Manager
1	Monitor situation and inform agency administrators	NW MAC Reps
2	<p>Follow PL 1 direction.</p> <p>Conduct daily NW Dispatch Coordination Calls.</p> <p>Augment NWCC staffing relative to workload, including individual NW MAC Support positions as needed.</p>	NWCC Manager
2	Monitor situation and inform agency administrators.	NW MAC Reps
3	<p>Assess impending threats and coordinate IA/Incident capabilities with agency duty officers and NICC Center Manager.</p> <p>Coordinate repositioning and extending staffing of shared resources, as necessary.</p> <p>Assemble NW MAC Support staff to augment large incident coordination.</p> <p>Coordinate NW Strategic Intent.</p> <p>Coordinate with agency public affairs officers for situations updates and prevention measures.</p>	NWCC Manager
3	<p>Formalize the NW MAC Daily Schedule (Appendix 4 - NW MAC Daily Schedule) and open communication with PNWCG Chair.</p> <p>Prioritize incidents and communicate priority rankings to NWCC staff and PNWCG reps. Publish priority decisions on NW MAC web page.</p> <p>Coordinate incident resource allocations with NWCC Operations.</p>	NWCC Manager and NW MAC Coordinator
3	<p>Maintain availability for coordination with NWCC Manager/NW MAC Coordinator.</p> <p>Participate in IC and PNWCG conference calls.</p> <p>Coordinate with agency administrators and fire</p>	NW MAC Chair and NW MAC Reps

Preparedness Level	Management Direction/Considerations	Responsible Party
	managers for situational awareness and communicating resource availability and IA/large incident management strategies.	
4	<p>Assess impending threats and coordinate IA/Incident capabilities with agency duty officers, NW MAC Coordinator and NICC Center Manager.</p> <p>Coordinate resource allocation with NW MAC Coordinator/NW MAC Chair, including but not limited to IMT management and resource extension requests.</p> <p>Implement NW MAC decisions.</p> <p>Continue to observe appropriate PL 3 guidance.</p>	NWCC Center Manager
4	<p>Coordinate with NW MAC Chair and NWCC Manager to convene “virtual” meetings of the NW MAC Representatives.</p> <p>Implement the 1000 Incident Prioritization conference call with NW MAC.</p> <p>Continue daily coordination with NW MAC reps, NWCC Center Manager and staff.</p>	NW MAC Coordinator
4	<p>Proactively consider management actions in response to existing/anticipated incident activity:</p> <p>Supplemental work/rest guidelines.</p> <p>FAST, ASAT, SAT staffing and mobilization.</p> <p>Fire Prevention Education Team.</p> <p>Activation of National Guard assets.</p> <p>Emergency Firefighter training.</p> <p>Brief forest/range industry on the situation and resource availability.</p> <p>Coordinate/communicate with agency administrators for situational awareness, incident management strategies, and resource availability.</p> <p>Convene NW MAC reps in person to resolve specific issues, as necessary.</p> <p>Consider adding NW MAC liaisons from partner agencies.</p> <p>Assure agency executives have communicated strategies and expectations to Unit Agency Administrators.</p>	NW MAC Chair and MAC Reps

Preparedness Level	Management Direction/Considerations	Responsible Party
	Prioritize NW incidents within scope of NW MAC.	
5	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
5	Facilitate NW MAC Reps when they convene in person. Consider additional NW MAC Admin support to meet documentation needs. Continue to observe appropriate PL 4 guidance.	NW MAC Coordinator
5	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 PNWCG 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.	NW MAC Chair and NW MAC Reps

Scaling Back the MAC Organization

The MAC organization will scale back based on “checks” that reflect the complexity of the observed and anticipated conditions. A final decision is made by the NW MAC Chair.

- Coordination call check: maintain based on incident needs and 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.

NW MAC 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 and fire weather/fire situation briefing.
- 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 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 meeting.
- All briefing material presented for NW MAC 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 be a morning and afternoon meeting as necessary and as 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 share concerns and 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 NW MAC members, their supporting staff, and invited technical specialists or agency representatives who are not part of the NW MAC. Once prioritization and allocation decisions have been made, the NW MAC will focus on gaining consensus on any other issues needing NW MAC 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 decisions and supporting documentation, including option selected, will be recorded and retained in the documentation package.
- All decision criteria used by the NW MAC 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 high complexity level, the NWCC Manager and/or NW MAC Coordinator will establish IC/AC conference calls. When a conference call is established the NWCC Manager

and/or NW MAC Coordinator will be responsible to facilitate the call using the IC/AC Conference Call Template (see appendices). 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 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.

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 4 actions:

1. Make a collaborative decision and assign responsibility and expectation of implementation.
2. Delegate a decision with expectations of intended outcomes or results to a NW MAC member, the coordinator, or staff.
3. Defer decision for consideration at a later date (e.g., defer for more information or defer for further development of fire situation).
4. Determine that the issue is outside the scope of the NW MAC responsibility. Defer issue to the appropriate organization or individual.

Upon receipt of an issue requiring a decision after hours, the PNWCG Chair will review the issue, consider who must be consulted, and either decide the action or refer the issue to the appropriate person.

Documentation and Distribution of Decisions

- All NW MAC 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 and 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.

Reconsideration or 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.

X

PNWCG Chair

Appendix 1 – NW 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. The purpose is to institute good health practices and behaviors within the framework of normal operating procedures. There is no difference in NW MAC Operations.

Guiding Principles

NWCC 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 as described in the Staff Screening & Safety Practices section of this Appendix.
- 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/NW MAC operations.

NW MAC Operations

Under normal circumstances, PL considerations involve the capability of a finite workforce 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 the NW PL 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: “given the current/anticipated workload, will the effects and/or 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 Complex incidents *and* IA while maintaining a full capability? 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 readily staff and sustain management of two-to-three Complex incidents *and* IA without incurring resource competition and without having to augment NW capability with out-of-area resources? If “NO”, move to PL 3.
- PLs may not and should not necessarily increase incrementally. They should reflect the most representative outcome as defined by the situations provided in the wildland PL framework.

NW MAC

- NW MAC Representatives will meet virtually.
- The NW MAC Daily Schedule will be adapted as necessary to facilitate virtual presence of NW MAC members and stakeholders.
- Consider adding a state and/or 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.

NW MAC Support Staffing and Operations

- The Aviation, Operations, and Planning Specialists form the core of “essential” NW 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 NW 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 NW MAC Coordinator and Planning Specialist.
- The MAC Support Admin Specialist will operate virtually and will coordinate with the Planning Specialist.

NW MAC Daily Schedule

- 0700 Aviation call: Aviation Specialist hosts.
- 0730 IC call: NW MAC Coordinator hosts.
 - The NW MAC Chair, the NWCC Center Manager and the NW 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.
- 0830 NICC call: NWCC Operations hosts.
- 0845 Incident Prioritization: Planning Specialist hosts from NWCC main conference room to facilitate spacing.
- 1000 Incident Prioritization call: NW MAC Coordinator hosts.
 - Planning Specialist coordinates support.
 - All participants virtual.
- 1000 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, NW MAC Coordinator, NW MAC Support staff, NWCC Operations leader and Predictive Services leader.
 - This replaces the 1300 Strategy Briefing.
- 1300 Agency Executive call: NWCC hosts.
 - NW MAC Chair leads.
- 1530 Geographic Area pre-briefing coordination: NWCC Center Manager hosts.
 - A 15 to 20 minute “stand-up” Team meeting among NWCC Center Manager, NW MAC Coordinator, NW MAC Support staff, NWCC Operations leader and Predictive Services leader.
 - Provide for common operating picture and alignment on anticipated events and strategic messaging.
- 1600 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.
- 1630 NW MAC virtual strategy briefing: NW MAC Coordinator hosts.
 - Occurs immediately following the 1600 Briefing utilizing Microsoft 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 Table 3 below.

Table 3. NW prioritization infectious disease risk rating module.

Risk Assessment Item	Yes	No
Incident can safely manage disease preventative measures for assigned <i>and</i> 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 Safety Specialist Considerations

- 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 NW 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 1600 Geo-Area Briefing or the 1630 NW MAC Strategy Briefing.

Staff Screening & Safety Practices

- Screening Procedures:
 - If a 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.
 - For entry 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) upon entry screening *do not announce*; ask to step aside.
 - Maintain social distance and escort high-temperature 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 use 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/NW MAC Continuing Operations During Incapacitating Event

Description

A 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

This 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 NICC, 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.

Implementation of Continuing Operations

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

1. **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.
2. **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.

Initial Action Phase

The first 48 to 72 hours after initiating the Coop, the 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 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 procedures designated in the GMAC Operating Handbook. **NOTE: It is 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 for resource orders for the individuals necessary to continue GACC/GMAC functions 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.

Follow-up Actions

This framework assumes a more detailed plan will be initiated for facilities and staffing carrying on the 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 Group (NW MAC). In that capacity you are authorized to represent the agency's interests in NW MAC 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 my deputy and/or I daily on the current fire situation.

xxx

Agency Administrator

Appendix 4 - NW MAC Daily Schedule

0700	Aviation Conference Call
0730	NW MAC/IC Conference Call
0830	NICC Conference Call
0845	<i>Sub Geo-MAC prioritization</i>
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	<i>NMAC Conference Call (as scheduled)</i>
1100	<i>Sub-Geo MAC Conference Call (as scheduled)</i>
1300	NW Executive Call (NW 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 (*Aviation Specialist or MCCO*)

Summary of Geographic Area Events - Conference Call Leader

Incident Update (In NW MAC Priority Order) - Incident AOBD

In 3 minutes or less, address the following:

- *Prior day aviation successes/challenges.*
- *Today's objectives, especially critical aviation missions.*
- *Critical resource needs not communicated in ICS-209.*
- *Safety concerns, including near misses, incidents, accidents.*
- *Any planned UAS activity.*
- *Additional items of interest.*

Agency Unit Updates (For Units with Fire Activity) - Unit Aviation Officer

In 3 minutes or less, address the following:

- *Status/situational changes affecting local aviation operations.*
- *Today's objectives, especially critical aviation missions.*
- *Critical resource needs.*
- *Safety concerns, including near misses, incidents, accidents.*
- *Any planned UAS activity.*
- *Additional items of interest.*

Airspace Considerations - Airspace Coordinator

Regional Aviation Safety Considerations - RASM

Aviation Resource Status Report - NWCC Operations

NW MAC Update - Conference Call Leader

Wrap-up with AOBDs, UAOs - Conference Call Leader

PNWCG Aviation Committee - 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 Mountain

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)

Other:

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, NW 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 ICs introduce themselves/actings when incident called upon

In 3 minutes or less – address the following:

- *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 – Conference Call Leader

The call with the AC's & IC's is complete [They are invited to remain on the line at their discretion].

- *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
Microsoft Teams

Introduction

Script: “Good morning, thank you for joining the 0930 NW MAC Support safety conference call for Saturday [Month Day Year]. 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”

Type 1 and Complex managed incidents provide updates in order of incident prioritization

Fire Name:

SOF1/SOF2	SOFR	Medics	Ambulances	REM Teams	Critical Need

Notes:

Type 3 Incidents (When OPS TEMPO allows)

NW 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	Richard Parrish
	BIA	Paul Ryan	Darron Williams
	FS	Kelly Kane	Ed Hiatt
	FWS	Josh O'Connor	Brian Gales
	NPS	John Goss	Juan Martinez
	ODF	Chris Cline	Blake Ellis
	DNR	Russ Lane	David Way
	OR SFM	Travis Medema	Mariah Rawlins
	WA ASFM	Bill Slossen	Chuck LeBlanc
	PNWCG Cooperator	Attendee	Alternate
	OR Fire Service	Mike Hussey	
	WA Fire Service	Lonnie Click	
	NMAC	Josh Simmons	
	NWCC	Ted Pierce	
	NW MAC Coord	TBD	

Purpose: Display draft incident priorities for discussion with, and concurrence from, NW 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 – 1600 NW MAC Conference Call

Date:

Agency	Representative	Alternate
BLM	Jeff Fedrizzi	Richard Parrish
BIA	Paul Ryan	Darron Williams
FS	Kelly Kane	Ed Hiatt
FWS	Josh O'Connor	Brian Gales
NPS	John Goss	Juan Martinez
ODF	Chris Cline	Blake Ellis
DNR	Russ Lane	David Way
OR SFM	Travis Medema	Mariah Rawlins
WA ASFM	Bill Slossen	Chuck LeBlanc
PNWCG Cooperator	Attendee	Alternate
OR Fire Service	Vince Stafford	
WA Fire Service	Lonnie Click	
NMAC	Josh Simmons	
NWCC	Ted Pierce	
NW MAC Coordinator	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 – NW 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 – 1630 NW MAC Strategy Meeting

NW MAC Rep Strategy Meeting: 1630 - 1700

- Purpose: provide detailed presentation of anticipated events and issues for deliberation and decisions on recommended strategic actions.
- End State: NW MAC consensus/decision on recommended strategic actions, communications, and NW Strategic Intent.

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: