

Northwest Incident Management Teams

Recommended Best Management Practices

COVID-19 Pandemic

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These Best Management Practices are maintained by the Pacific Northwest Coordinating Group

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INTRODUCTION

The purpose of this document is to provide information to Incident Management Teams (IMT) as they modify their team Standard Operating Procedures (SOPs) in preparation for the most active period of the 2020 fire year in the Pacific Northwest (PNW). It is designed to tier to the “Wildland Fire Response Plan COVID-19 Pandemic, Northwest Geographic Area” or WFRP document adopted by Pacific Northwest Coordinating Group (PNWCG) in April 2020. While the issues, concerns and practices described here will be key to safe and effective operations this summer, it is critical that they are kept in perspective relative to the risks posed to our responders in a “normal” fire environment and that considerations of COVID-19 risks and mitigations don’t overshadow our established risk assessment and management practices.

The Best Management Practices (BMPs) for IMTs described throughout this document will provide a level of specificity, detail, and consistency to solutions for many of the questions and challenges IMTs are expected to encounter in managing an incident in a Pandemic Environment. The situation we find ourselves facing this fire year is unique, and it is acknowledged that while these practices are described as BMPs, many have not been tried in this environment and/or at this scale. However, the information contained here is based upon a combination of best available science and advice from the Centers for Disease Control and Prevention (CDC) including the recently released CDC [Frequently Asked Questions for Wildland Firefighters](#) as well as interim protocols and guidance released by the [Fire Management Board \(FMB\)](#) and the COVID-19 Wildland Fire Medical and Public Health Advisory Team (MPHAT). Additional sources of information that greatly assisted with the development of this document included the various COVID-19 related planning efforts drafted by the 9 Northwest Interagency IMTs, Oregon Department of Forestry IMTs, Oregon State Fire Marshal’s Office and several other IMT guidance documents that were prepared in other geographic areas of the nation.

The BMPs described in this document are intended to address an interagency audience and should apply to federal, state, and local agency processes relative to incident management. Some agency specific policies and/or guidelines may require additional clarification.

Given the rapidly evolving information surrounding risk and mitigations in a COVID-19 environment and the frequently changing guidelines for operations, this document and the background information on which it is based (including the WFRP for the Northwest Geographic Area) are expected to undergo modification over the course of the 2020 fire year and beyond. Expect change as we learn from experience, new and improved science and changing conditions relative to this pandemic.

We cannot stress enough the importance of not losing track of the key objective of taking care of our responders. The COVID-19 pandemic environment that all incident personnel have been working and living in prior to the onset of the most active period of the fire year has added cumulative stress. The elevated stress levels of personnel, as we move further into the fire year, needs to be recognized; and we need to be prepared to react to it. Taking care of our personnel includes taking care of their mental and emotional health as well as their physical health.

As this guide was developed, a unique challenge was the continued temptation to develop solutions that were over reliant upon technology and/or the desire to create solutions that may not come to realization this summer. We recommend that teams adjust their individual SOPs

using a PACE (Primary, Alternate, Contingency, Emergency) approach where primary plans are based on options with the highest probability of success.

Terminology

Some of the terms and associated definitions listed below are strategically repeated in the following sections of this document to ensure readers and users of this document have ready access to the terms while they are directly referencing a specific section. The placement of these terms early in this document is purposeful – use of the terms as defined below will consistently inform users in a quantifiable way and provide a common definition to assist in maintaining a common operating picture. These terms are not alphabetical, but rather grouped together with other related terms. Please take the time to review these terms and definitions.

Exposure: having unprotected contact (closer than 6 feet, for at least 10 minutes) with an individual confirmed to have the coronavirus responsible for COVID-19, or to have COVID-19 like symptoms (contact includes 48 hours prior to the individual becoming symptomatic).

Suspected Exposure: having unprotected contact (closer than 6 feet, for at least 10 minutes) with an individual suspected to have the coronavirus responsible for COVID-19 (under investigation or pending test results), or having COVID-19 like symptoms (contact includes 48 hours prior to the individual becoming symptomatic); and/or having contact with such a person’s secretions or airborne droplets, particularly if that contact occurs while not wearing appropriate Personal Protective Equipment (PPE), or PPE is breached.

Isolation: separation and restriction of movement for *people who are sick* with a contagious disease from people who are not sick to prevent the spread of a communicable disease.

Quarantine: separation and restriction of movement for *people who have been exposed* (or potentially exposed) to a contagious disease; quarantine occurs for a period of time to determine if they become sick or symptomatic.

Contact Tracing: the practice of identifying and monitoring individuals who may have had contact with an infectious person as a means of controlling the spread of a communicable disease.

PPE: personal protective equipment are special coverings designed to protect users who may be exposed or come in contact with, infectious agents. PPE can include gloves, face masks, protective eyewear, face shields and protective clothing.

On-Site Personnel: personnel assigned to work at the Incident Command Post (ICP), or any other camp, where they will be expected to interact “in-person” with other personnel on a day to day basis. This includes line personnel.

Remote Personnel: personnel assigned to the incident but physically separated from all On-Site personnel, limiting the potential for exposure to the COVID-19 virus. The Remote personnel are located within reasonably close proximity to the ICP, but will not share facilities (e.g. sleeping, eating, working and sanitation areas) with On-Site personnel. Any physical interaction between the Remote and On-Site

personnel should be limited and follow approved physical distancing standards.

Virtual Personnel: working from any location outside a commuting distance. Individual must be dedicated to the performance of incident duties but can work from a virtual location. No face to face interaction is expected other than via video conference.

Module as One: when physical distancing is not possible (e.g. individuals working together on an engine module or individuals confined to the same office), the group will interact with each other as they would if living under one roof in a traditional family unit or “Module as One”. The entire group will isolate and distance themselves, whenever possible, from others outside their unit or module.

FIREFIGHTER SUPPORT AND CAMP CONFIGURATIONS

In a COVID-19 environment, there will be unique challenges in providing logistical support to fire suppression resources. The overarching mitigation goal is to set up ICP and other use areas and operate all units in a manner that reduces potential exposure to the virus for everyone. With physical distancing requirements providing food, water, supplies, shower services, laundry services, trash collection, communication, medical, transportation, office space, power, sanitation, and security to multiple sites will be complex. When resources are limited, Logistics Section Chief (LSC) should develop contingency plans to keep logistical operations functioning. The Ordering Manager is an example of one logistics position that could work virtual. The logistical expectations and BMPs below are designed to guide thought when incidents are evolving. They are scalable and should be reviewed as fire complexity increases. It is imperative that LSC develop PACE models to support fire suppression efforts with limited resources and increased complexity.

Essential References:

National Wildfire Coordinating Group. Infectious Disease Guidance for Wildland Fire Incidents.

<https://www.nwcg.gov/committees/emergency-medical-committee/infectious-disease-guidance>

Centers for Disease Control and Prevention. Coronavirus (COVID-19) web page.

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

Logistical Expectations:

Fire camps and normal business procedures will change significantly for fire year 2020.

- **Larger camp footprints:** fire camps will encompass larger footprints due to physical distancing requirements and to accommodate extra vehicles, office space requirements, sleeping areas, quarantine areas, etc.
- **More camps:** there will likely be a higher utilization of hotels, municipal facilities, schools, industrial sites, remote camps, spike camps and coyote camps that will need to be supported.
- **More personnel needed:** additional logistical personnel will be needed as complexity grows. If resources are unavailable, consider utilizing fire suppression crew members and other non-logistical personnel to accomplish tasks.
- **Fewer personnel available:** some IMT logistical personnel have declined to participate due to COVID-19 concerns. Other folks could “turn-down” assignments due to fire location, health, or personal reasons. Availability of agency Camp Crews, as well as the availability of “Adults in Custody” (OR) or “Incarcerated Individuals” (WA) might be limited during the 2020 fire year.
- **More resources:** additional logistical resources such as hand wash stations, toilets, dumpsters, drivers, yurts and medical personnel will likely be needed, especially as fire complexity increases.
- **More time:** setting up larger or multiple camps and subsequently providing logistical support to remote locations will take longer. Additional COVID-19 screening duties,

cleaning requirements, extra contract resources, Land Use Agreements (LUA) and working in a remote or virtual environment will add to the logistical workload.

- **More costs:** additional LUAs, office space, hand wash stations, cleaning supplies, dumpsters, toilets, drivers, ambulances, and personnel will be needed as complexity grows.
- **Communication:** the communication between sections and functional areas will be a challenge in a multi-camp, remote or virtual environment. Traditional C&G and sectional meetings will involve physical distancing and electronic technologies to share information.

Operations Expectations:

Anticipate a significant workload increase at the DIVS/OPBD level providing leadership functions (mayoral duties) in the numerous remote camps.

- Assess leadership to ensure they possess the appropriate skills and experience to fulfill remote camp responsibilities.
- Ensure the establishment of effective communication links between ICP and the remote camps.
- Anticipate the need to assign operational personnel to support “typical” logistical camp support needs.
- Brief and support assigned camp Mayors in their roles, including implementing safety protocols and in some instances assisting with HRSP issues.
- Plan to implement health assessment protocols on a daily basis from remote camps including:
 - Daily screening (see [Appendix C](#)).
 - Initial management of sick individuals.
- Plan to provide quality daily briefings and daily after-action reviews (AAR), based on the best technology available, to the respective camps.

Best Management Practices:

- Information regarding the pandemic is dynamic. Future research findings and re-evaluation of BMPs will be necessary.
- Determine IMT process to utilize the COVID-19 screening tool found in [Appendix C](#), for all resources assigned. Include Plans, Finance, MEDL, Safety, SECM and other functional areas as needed.
- As a Section, IMT members should establish procedures to maintain physical distancing guidelines and develop screening, cleaning, and sanitation protocols within their individual units. This would include personnel working On-Site or in a Remote capacity. As regular practice, cleaning would include all IMT personnel disinfecting work areas (e.g. desks, chairs), information technology (IT) equipment (e.g. computers, keyboards, printers, etc.) and vehicles. Paying extra attention during demobilization of individual resources and transitions between teams.
- Develop procedures to interact between functional areas through a virtual environment and/or develop physical distancing working guidelines. Options could include one-way pedestrian flow, open doors, cleaning procedures, physical barriers, and virtual technologies.

- Determine, document, and share your Incident Within an Incident (IWI) process that includes a COVID-19 response.
- As complexity increases, consider mobilizing a “Health Liaison” position ([Appendix B](#)) to solely focus and oversee COVID-19 mitigation measures and exposure response.
- Upon mobilization, readily identify quarantine and isolation locations, procedures and responsibilities.
- Update IMT initial orders to reflect COVID-19 mitigation items such as additional sinks, PPE, hand sanitizer, disinfectant wipes, cache items, office space, laundry unit, additional personnel, etc.
- Consider labor/management agreements and/or agency policies as well as resource contract language prior to considering the use of closed camps. Closed camps that limit personnel’s ability to come and go at will provides better isolation from an exposure.
- View firefighting resources as a “Module as One” unit. Focus upon physical separation for the “Module as One” throughout the assignment. Modules can be crews, engines, work groups, spike camps, divisions, strike teams, task forces, structure protection groups, military personnel, helitack, contractors, etc.
- Consider assigning each module designated toilets and hand wash stations to minimize spread risk.
- Develop a logistics message for Incident Action Plans (IAPs) addressing standard operating guidelines (SOGs) for COVID-19 and post IMT protocols around camps.
- If possible, logistics personnel should be dispatched with appropriate PPE, hand and surface sanitizer and a 3-day supply of food (e.g. MREs) and water.
- If qualified logistical personnel are not available, consider utilizing fire suppression resources, contracting services, military or National Guard options or other non-traditional options to complete logistical needs.
- Consider utilizing the R6 Recycling Blanket Purchasing Agreement (BPA) or other recycling contracted options.

Incident Camps

To care for personnel assigned to the incident and improve the efficiency of operations, IMTs should develop policies that include camp definitions, implementation criteria and operating procedures.

The six types of camps currently identified include: Coyote, Line Spike, Minimal Support Remote Camps, Full Support Camp (Remote or Base), Stand Alone ICP and helibases. In a COVID-19 environment, blends of multiples of different camp types may best meet the needs.

Best Management Practices:

Select camp types that best meet the fire suppression needs and provide care to the firefighter.

An example “[Camp Planning Tool](#)” can be found at the following location:

https://firenet365.sharepoint.com/:b:/s/2020_COVID-19_GeographicArea_WRP168/EZQP546P1M9HuaQOX2AndZ0Ba_mPwSG-eeWo-CL6LocxVA?e=CajG5w

Additionally, a “[Sample Camp Policies and Camp Descriptions](#)” can be found at the following location:

https://firenet365.sharepoint.com/:b:/s/2020_COVID-19_GeographicArea_WRP168/EXNVr7skG5FDtRLWIPNvhyoBzrGB2TL-TN-7AYVmvRtr43Q?e=nM8mq1

Camp Dynamics:

All camps are a “City” of their own. These cities have common interests and needs that must be addressed when they are formed. Camps need to be scalable. Try to avoid “Urban Sprawl” by using pre-defined camping locations that will be assigned when resources arrive, but do not run out of room to grow to meet your needs. Camps can be traditional tent/yurt version, commercial structures, residential facilities, or hybrids of each.

Best Management Practices:

- Prior to establishing any camp, decisions need to be made on the camp’s function and how services and support will be provided. The items that should be addressed at a minimum are:
 - Type of camp?
 - Intended duration of camp and long-term availability of selected site?
 - Capacity and planned population of site?
 - Who will be in command of the camp?
 - Who will manage the camp?
 - How will communications, food, fuel, hygiene, sanitation, security and supplies be provided?
 - Who will provide safety oversight?
 - Who/how will medical care be provided?
 - How will Operations pre-brief?
 - How will operational briefing occur?
 - How will finance records be handled?
 - What will be the check-in/demob process?

Potential Camp Location Considerations

There are many options for configuring camps. In the pandemic environment the way we traditionally operated may not be the best practice today. Success will require using non-traditional approaches. The list below are some items to consider when planning for and developing camps. Pre-arrangements and scouting of options by a host agency prior to the most active periods of the fire year will increase a more rapid camp development and incident engagement.

Best Management Practices:

Evaluate location for camps using the following criteria:

- Travel times from the base camp – shorter is better.
- Avoid hazardous travel routes when possible.
- Take into account the more complex travel requiring the use of aviation, boats, livestock, etc.

- Extended and/or hazardous foot travel to and from the fire line.
- Increased suppression efficiency and/or ability to take advantage of opportunities that would be limited by travel to and from base camp.
- Spatial separation needed for firefighter safety.
- Access to connectivity to serve the management of the firefighter.
- Allow 100 sq. ft per person for each person's work area to maintain physical separation.

Camp Location Options:

Traditional Pacific Northwest (PNW) ICP – Not as viable an option as other large facilities and will need more infrastructure and set-up time to allow for physical distancing/modulation needs. Trailers, yurts, and tents create physical distancing and sanitation challenges, and will continue to be a viable option in some situations however it will require more facilities. A larger footprint will be required, and cellular coverage must be verified or provided to facilitate set-up and function.

- **Pros:**
 - Potentially can be located close to the incident.
 - Large footprint can allow for “Module as One” camping arrangements.
 - Single camps can utilize less logistical personnel than other options.
 - All personnel, services, and support in the same area.
- **Cons:**
 - Cell coverage required.
 - Maximum occupancies for yurts range from 3 personnel in small sized to 6 personnel in large sized.
 - Difficult to sanitize.
 - Larger camp populations increase the challenges of physical distancing.

Schools - Schools are an option to set up an ICP. Most schools are closed during the mid-summer. A thorough disinfecting/cleaning should be provided to the facility prior to occupying and upon demobilization of the team. The school should be available for exclusive incident use for at least 30 days. Exclusive use of the facility will minimize physical separation issues.

- **Pros:**
 - Wireless internet and “hard” internet connecting are usually available.
 - Internal phone system for calling room-to-room may be available.
 - Multiple room and room size options to maximize physical distancing while maximizing productivity.
 - Large rooms such as cafeterias, gymnasiums and auditoriums would accommodate small to medium size group meetings while maximizing physical distancing.
 - Outdoor space to provide small group meetings while maintaining physical distancing.
 - Securing a school facility closer to an incident is more likely than a hotel but could still be challenging.
 - Large parking lots and grounds associated with most schools would accommodate supply, medical and ground support while maximizing physical distancing.
 - The School may be able provide their own cleaning personnel and supplies to use by contract.
- **Cons:**

- With the pandemic, schools/communities may not want you in their facilities.
- Community bathroom facilities require multiple cleaning/disinfecting multiple times per day and increase opportunities for cross-contamination.
- Cleaning or laundry services may not be available. Would have to be contracted out.
- Anticipate Schools starting earlier after having to close early.

Hotels - hotels are likely the best option to support remote work locations near an ICP in the Northwest geographic area. Hotels provide a variety of positive amenities for Remote personnel and provides for an increased level of physical distancing in the team setting if hotel is close enough to the incident.

- **Pros:**
 - Wireless internet and “hard” internet connecting options.
 - Internal phone system for calling room-to-room.
 - Designated bathrooms for individuals preventing cross contamination.
 - Multiple room and room size options to maximize physical distancing while maximizing productivity.
 - Hotel provided cleaning and laundry options. Additional cleaning and sanitizing would likely have to be secured.
 - Outdoor space to provide small group meetings while maintaining physical distancing.
 - Some positions can use their room as their office, further reducing travel to reduce the possibilities of coming into contact with others.
 - Less vehicle needs as many IMT members can be self-sustained within a hotel setting.
 - Conference rooms may be available that allow cluster working while maintaining physical separation.
- **Cons:**
 - Hotels may be located inconveniently far from the actual incident.
 - Small parking lots to accommodate large vehicles or supplies.
 - Cleaning and disinfecting policies and practices are important to ensure commercial lodging options do not increase exposure potential.
 - Some occupants may not want their rooms cleaned to avoid potential personal contact.

Additional Location Options:

- Fair grounds.
- State or federal office buildings.
- Other forms of commercial lodging besides hotels and motels.
- Large commercial offices and business centers.
- Industrial parks.
- Warehouses.
- Campgrounds.

Camp Size and Population

The number of personnel assigned to a camp should be limited to the number of personnel you could replace in a reasonable amount of time, should the camp personnel be required to

quarantine. Assignments of the quarantined personnel will need to be reassigned to the replacement personnel. Camp size should be limited to the number of resources you could reasonably expect to have replaced in a timely manner while still engaging the incident in the event a camp was quarantined.

Best Management Practices:

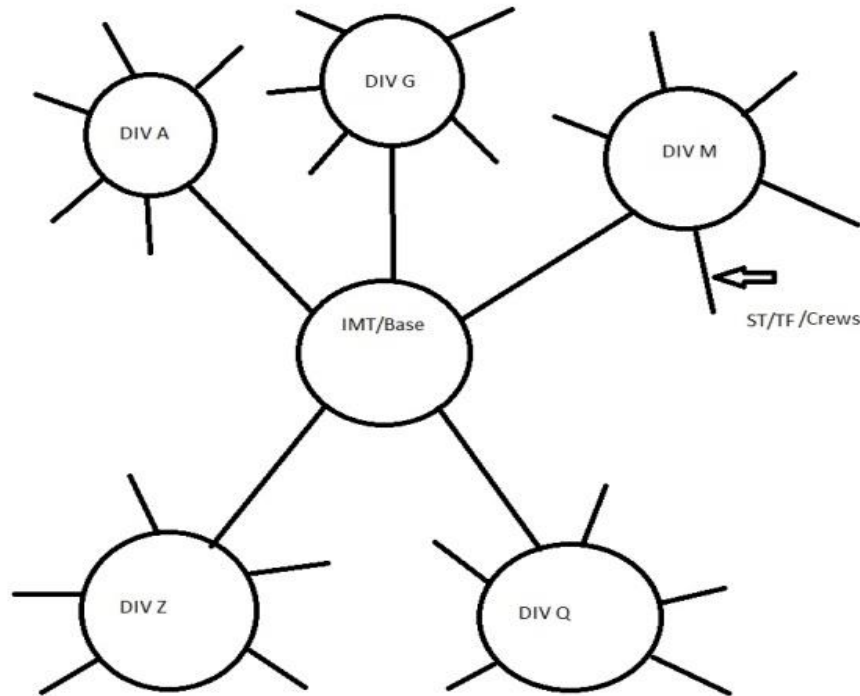
- Incremental camping for resources that work together on specific areas of the incident should reside together for their entire assignment, supporting the concept of “Module as One”.
- The personnel assigned to operate and reside at a specific camp should remain at that camp and remain working within the same area on the incident for the length of their assignment.

Sleeping Areas

Areas for sleeping must provide adequate space for personal separation whether it is in a tent, hotel room or warehouse.

Best Management Practices:

- Physical separation as well as spatial separation is needed to provide a minimum of 10’x10’ or 100 sq. ft. per person for sleeping areas. This applies to areas for day shift resources to sleep at night and night shift resources to sleep during the day.
- Provide for adequate sleeping areas for night shift resources. Adequate will be construed to be secure, temperature appropriate for the season and as quiet as can be reasonably provided.
- Areas that were previously utilized for will accommodate fewer occupants due to physical and spatial separation.
- Preseason agreements for the potential facilities for sleeping need to be in place by host agencies.
- If using public residential structures, sanitize the facilities when you enter.
- Avoid situations that do not allow for physical distancing when sleeping. This could include bunk beds or large rooms with many people close together.
- Avoid using sleeping areas that double as common workspaces intended for multiple personnel.



As fire complexity increases, the “**Hub and Spoke**” configuration may best suit the needs to utilize the “Module as One” concept. In the above model, the ICP (Hub) is “Stand Alone” and the Camps (Spokes) for the line resources are fully supported remotely. Multiple camps, regardless of size, will be fully supported and receive most of the service and support from the ICP via electronic means and no-contact deliveries. Firefighters should check in and demob in a manner that minimizes in person contact. Upon checking in, firefighters will receive a camp location to report to. At the camp assigned, the firefighters should be grouped with others that will be working on a specific area of the incident and should never step in the physical working confines of the ICP. The firefighter should receive the same care and feeding that traditionally they received in a Base Camp, but in a less populated environment. While this model will likely require more personnel to support the multiple camps, it should minimize the risk of widespread infection.

Creativity and non-traditional means will yield the best mitigation measures. Continually ask yourself; “How can we accomplish this task while minimizing human contact or contact where humans have recently been?”

Communications Unit

Communication and IT are key components to operations on all incidents. In some cases, these duties can be accomplished remotely. However, as fire complexity increases, On-Site personnel are required. Potential for close interaction with incident personnel is inherent.

Best Management Practices:

- Communication Unit Leaders (COML) should develop COVID-19 plans and guidelines that include standards for receiving, cleaning, and returning radio kits, repeaters, IT

equipment, phones, etc. Protocols should also include Communication Unit screening procedures.

- Establish procedures to maintain physical distancing guidelines for the Communication Unit. This could include a larger communications footprint, remote work sites, physical barriers, visual barriers, one-way pedestrian traffic, segmented work areas and assigned vehicles and/or equipment for the duration of the incident.
- Establish cleaning and sanitation schedules for work areas, communication equipment, vehicles, computers, and desks.
- Establish and post procedures designed to minimize contact with other fire personnel. This would include cloning, issuing radios and battery exchange. If 6 feet of distance cannot be maintained, ensure PPE is utilized.
- If possible, clone one crew radio. Then have designated crew member clone additional crew radios. This will keep the crew as a “Module as One” and reduce communications handling of multiple radios.
- Assume all returned equipment is contaminated. Develop sanitation guidelines including cleaning process, designated cleaning areas, PPE needed and labeling. Utilize the NIFC specifications for returning communications equipment.
- To the greatest extent possible, utilize virtual technologies for transferring files and information.
- Consider radio monitoring (RADOs and INCM) occurring in remote work locations and utilizing other technologies to communicate with different functions as needed.
- Consider using diverse methods for communicating with resources on the incident. This could reduce impacts to communication systems that may be nearing capacity.
- Include communications in facilities planning to select locations that support new additional communication and technology needs. This could include selecting sites that currently have cell coverage and or wi-fi available.
- Consider purchasing essential communication equipment pre-season to support increasing demand for internet. Equipment may not be available to meet incident needs if ordered at the incident.
- Consider non-traditional sources of communications personnel during times of shortages. This may include military units, search and rescue personnel, volunteer fire departments, ham radio operators, or fire personnel from local units.
- If needed, adjust IWI response locations and/or response protocols to maintain physical distancing requirements.
- Consider stationing Communications Technicians (COMT) in remote camps to deal with radio programming and servicing repeaters at nearby repeater sites.

Facilities Unit

Adding multiple camps will increase the demands on the on the Facilities Unit. While camps will be smaller in occupancy numbers it will take a larger amount of ground to provide spatial separation.

Best Management Practices:

- Provide a minimum level of Base Camp Manager support at remote camps. With expected demands of operating multiple remote camps expect shortages of personnel. Use non-traditional means of finding support. Consider Job Corp supervisors as schools are shut down, youth camp recreational specialists as multiple events and operations have been suspended, etc.
- Consider an additional Facilities Unit Leader to work as “External Facilities”. This person can work remotely scouting options for additional camps, validating support at remote camps with their assigned Base Camp Managers etc.
- More camp signage will be needed to help control areas and limits the possibility of exposures.
- Consider posting a camp directory to aid in personnel’s most direct movement to desired locations.
- For any sections or portions of any sections working remotely, clustering in the same area or nearby areas will lend to better supporting and servicing opportunities.

Food Unit

Providing meals to fire suppression resources during extended attack and long duration fires will be challenging. Several options and BMPs have been identified. Preferred options will depend upon number of resources supported, food service availability, operational assignments, geographic location and geographic complexity of the incident. It is likely, several options could be used simultaneously to meet the needs of the incident.

Best Management Practices:

Depending upon the complexity of the incident, Expanded Dispatch, LSC or FDUL should work with food service contractors, caterers or vendors to ensure they are adhering to COVID-19 practices and following Health Department standards and guidelines while providing food and water to firefighting resources. Their personnel and equipment should undergo health screening prior to entering incident facilities.

- Determine which option or combination of options best meet the needs of the incident or specific assignment.
- Depending upon the complexity of food and water distribution and sanitation routines, assess needs for additional personnel.
- Contingency plan by ordering and maintaining an adequate supply of MREs and water.
- Avoid self-serving mechanisms (salad bars, buffet, drinks, ice chests, etc...).
- Maintain physical distancing standards.
- Utilize PPE (masks and gloves) when warranted.
- To the greatest extent possible, minimize handling of meals (utilize grab-and-go).

- To the greatest extent possible, utilize commercially sealed water, sports drinks, and supplemental items. This will reduce secondary handling of ingestible materials that could increase virus spread.

Food Delivery Options:

National Mobile Food Service Contract, OR/WA State Kitchens and Call When Needed

Kitchens. Any time mobile food services for federal fires are needed, the government is obligated to order services from the National Mobile Food Service (MFSU) Contractors when (1) the number of people to be fed is at or above 150 persons per meal and (2) the headcount is estimated to remain at those levels, or greater, for at least 72 hours from when the headcount first reaches 150 per meal. The National Mobile Food Service contract will be modified in 2020 to address COVID-19 concerns. Among the changes in 2020, the caterer will prepare individually packaged meals. These meals would be placed in a central location to be picked up by camp personnel and/or boxed for delivery to remote sites (i.e. Helibase, spike camps, Drop Points, etc.).

Considerations:

- Provide spatially separated tables that packaged meals and drinks can be placed upon.
- Implement a one-way pedestrian traffic-line when picking up meals.
- Implement increased sanitation around food and water distribution areas.
- Continue physical distancing when picking up meals, consuming meals and discarding trash.
- Consider designating staggered food pick-up times by Division or resource to reduce lines and overall time from pick-up to consumption.
- Identify strategies to keep meals warm when being transported (e.g. hot boxes, ice chests, cardboard boxes, etc.).
- Designate one representative to pick-up and distribute packaged food meals.
- Designate one representative to collect bottled water, sports drinks, and supplemental food items.
- Expect increased trash and recycling needs.
- Designate one representative to coordinate trash collection and backhaul.
- Consider all backhauled material to be contaminated.
- Wear gloves and practice proper hand hygiene when handling backhauled material.

Food Box. A contract is being developed and is expected to be functional in July 2020. This option would be intended for line spiked personnel where providing caterer prepared meals is logistically challenging.

Considerations:

- For Oregon and Washington: Food Boxes are not currently available. However, contract specifications are being developed for packaging and delivering food boxes.
- Once the Food Box contract becomes operational, it would provide shelf-stable food items for two individuals for three shifts. It would not require refrigeration but would require a method to boil water to rehydrate meals.
- Will have increased trash and recycling needs.
- Will have increased water needs to rehydrate meals.

MRE. Can be used with/without complimentary items. This option is intended for use during initial attack, extended attack, line spikes and short-duration fires when other options are not viable.

Considerations:

- MREs are a cache item, easily ordered and shelf stable.
- During long term missions, consider supplementing with shift provisions including fruits and vegetables.
- This option will have increased trash and recycling needs.

Restaurants. This option would be suited for small camp sizes or remote work sites with restaurants nearby. Local per diem rates would apply.

Considerations:

- Encourage “Take-Out” or “Delivery” from restaurants.
- Ensure restaurants are capable of providing “To-Go” meals for the expected volume needed.
- If utilizing restaurants, ensure facilities are large enough to provide adequate room to implement physical distancing standards.
- Consider staggering serving times to meet physical distancing guidelines.
- Use of salad bars and self-serve drink or buffet style restaurants should be avoided.

Showers

Personal hygiene is best accomplished by daily showering to prevent the spread of a virus. In the fire camp environment daily showering may not always be possible due to access to facilities or mobile vendor availability. At a minimum, showers should be offered every three days or less. On the off days, Waterless Cleansing Towels should be provided. Options available for Showers:

National Contract Showers: Contracted resource that is used in the fire camp.

- **Pros:**
 - Familiar with fire camps.
 - Can add increased cleaning/sanitizing measures by contract adjustments.
 - Can be placed exactly where you want them.
- **Cons:**
 - Limited number available.
 - Physical distancing.

Schools:

- **Pros:**
 - Usually have facilities to meet your needs.
 - May have multiple facilities to meet needs.
- **Cons:**
 - In the COVID-19 environment, would require direct oversight for cleaning and sanitation.
 - Could require outside contracting of cleaning both pre and post use daily.

- Schools may not be willing to allow “outsiders” into their facilities.
- Forces people to drive and possibly interact generating increased exposure risk.
- Need to provide security when utilizing to avoid infiltration of off-limit areas.
- Physical spacing for changing areas and showering areas.

Additional Options: RV Parks, Lake Resorts, Fairgrounds: The options need to be evaluated on a case-by-case basis. On smaller incidents, crew rotation may be the showering solution.

Laundry

On assignment, change PPE and clothes as often as practical (dependent on availability, laundry service, etc.). Laundry services are going to be essential in providing the best hygienic environment as possible. All team members and incident personnel will be encouraged to wear a fresh set of clothes daily. Consistent laundry service will need to be provided on long duration incidents.

Best Management Practices:

- Considering ordering or arranging laundry services early.
- Continually evaluate the need for laundry as the incident emerges.

Laundry Considerations:

- **Contracted Laundry Service:** Contracted laundry services would work on the traditional tag, drop-off and pick-up method of most incidents. However, it is recommended that if this option is used, that the service would pick-up and drop-off at a central point such as the ICP to allow for redistribution to remote camps.
- **Laundry Service On-Site:** This service would work on the traditional tag, drop-off and pick-up method of most incidents. However, it is recommended that if this option is used, that the service would pick-up and drop-off at a central point such as the ICP to allow for redistribution to remote camps.
- For smaller incidents local drop-off, hotels and laundromats should be considered.

Ground Support

A robust Ground Support unit will likely be necessary to support incidents that are spread out over a large area and require the movement of additional supplies, equipment, meals, information and personnel. Additional staffing, vehicles, facilities and work shifts may be necessary to keep up with incident demands.

Best Management Practices:

- Consider establishing an area off-site to serve as a location to be used for check in, staging and equipment/crew inspections. Locations would be away from ICP, base camps and spike camps to allow for check-in and processing of resources away from critical operations. Utilize sites that can hold multiple resources while allowing for physical distancing and maintaining minimal contacts with other fire personnel. Locations with physical addresses, easily accessed from travel routes and visible before other critical incident facilities would limit confusion and lessen resources arriving at incorrect locations.

- Clearly identify travel routes, drop points, firefighter services, avoidance areas, etc. with signage to reduce fire resources from searching fire camps and facilities for needed services and supplies. Signs should be clear, concise and professional. Utilize security or facilities personnel to aid in the education of signage and expectations. Clear messaging will aid in physical distancing and limit unnecessary movement of fire personnel.
- Encourage fire resources to utilize on-site fuel sources and ground support services, such as fuel tenders and mobile mechanics. Using these as a primary way of supporting vehicles and equipment will reduce community and public contacts as well as reduce the number of unnecessary fuel station/store encounters.
- Prepare for additional staffing to assist ground support in loading and unloading trucks. Demand may be significant at times such as during meal service, IAP deliveries, fire line needs and during courier service between incident sites and facilities. Depending on physical distancing requirements, additional staff may need to travel independently to loading and unloading locations to assist drivers.
- Promote fire personnel using a single vehicle from mobilization at the home unit to demobilization ending at the home unit. Encourage bringing vehicles suitable for position duties to reduce operators switching between vehicles. This may include obtaining a duty-capable vehicle, at an airport, that can be used for the entire assignment and returned to the airport. This would reduce frequency of vehicle cleanings; limit the number of drivers each resource would be in close contact with and reduce incident vehicle needs.
- Consider having personnel that will be working closely together to travel in the same vehicle together. This would include situations such as a trainer and trainee coming from a home unit together to an incident and remaining together for the duration of the incident. This would be considered a “Module as One” and would reduce the number of vehicles at the incident.
- All deliveries should be “no contact” where the driver is not required to be in face-to-face contact with others.
- For large line order deliveries, coordinate with operations to unload the delivery for the driver to avoid contact.
- Be prepared to have an adequate supply of vehicle cleaning equipment and a plan for frequent vehicle disinfecting. Vehicles transporting cargo as well as personnel should be disinfected when arriving at the incident and throughout the assignment. Consider using local cleaning contractors and carwash facilities as needed.
- Ground support facilities may need to be larger than historically used to support physical distancing while inspecting equipment, repairing vehicles, supporting staff and parking fleet. Workspace areas should keep personnel separated and be setup to discourage unnecessary direct contact with other staff and personnel.
- Evaluate methods for closing non-essential incident roads to lessen ground support and security needs. This may include completely blocking access by using physical barriers such as concrete or water filled jersey barriers, boulders, lockable gates, etc.
- Prepare for additional incident vehicle needs. This may be used for physical distancing, supporting an increased demand in deliveries, or provide additional time to sanitize vehicles between users. Vehicles may be taken from service if utilized for unanticipated medical transports.

- Consider non-traditional ways to verify compliance of demobilization processes such as weed wash stations. Utilize systems that allow for remote verification without personal contact to confirm (e.g. utilize a phrase/code word or individual tracking number that can be relayed verbally or electronically to the demobilization unit). Paper forms and electronic tracking that involve sharing electronic devices should be avoided.
- Consider staffing a remote camp with an Equipment Manager. During the day when most resources are out of camp, and the demands may be low, the EQPM could assist other units.

Medical Unit

In a COVID-19 environment, there will be many challenges. The way we manage things today, could change by next week. Pandemic plans will be a critical tool in your toolbox. Remember, the bottom line is to “treat the patient”.

Expect the need for more personnel and more facilities. Teams will be expected to have a COVID-19 lead person. This "Health Liaison" position ([Appendix B](#)) will help coordinate preventative and administrative responsibilities. When developing plans add that person(s) to the plan. The “Exposure and Response to Exposure” section of this document will provide more in-depth considerations of the treatment and monitoring side of the equation. Here we will address considerations for operations and facilities for the Medical Unit. Personal separation as well spatial separation will be of high importance in the Medical Unit.

Best Management Practices:

- The Medical Unit should be broken into 4 distinct spatially separated areas; Receptionist/Administration/Medical Supplies area, Evaluation Area, Quarantine Medical Unit (QMU) and Isolation Medical Unit (IMU). Remote camps should have a minimum of the Receptionist/Administration/Medical Supplies area and an Evaluation area
- Scalability
- Additional staffing and equipment need to be considered:
 - Operate additional units.
 - Provide dedicated routine transport of exposed patients that is lesser than an ambulance or consider drivers within their “Module as One”.
 - The potential for personnel screening.

Security

Camps should have controlled access. Closed Camps that limit personnel’s ability to come and go at will provides better isolation from an exposure. Consider Labor/Management agreements and/or Agency policies as well as Resource Contract language prior to considering the use of closed camps. However, camps can be “off-limits” to the public and areas of camps can be “restricted access” to personnel assigned there to help mitigate the risk of exposure.

Best Management Practices:

- Anticipate security needs early and order adequate staffing to limit access to areas by both public and incident personnel. Prepare to staff many locations, for day and night shifts potentially, each of which may be small in size and spread out over a large area.

- Develop plans in conjunction with facilities and other unit leaders that lead to success enforcing physical distancing. Help to eliminate choke points and areas of congregation at all facilities. Have staff available to disperse groups that may gather.
- Footprints of camp entrances will address physical distancing of security personnel while making contacts with visitors and fire resources. Consider the use of vehicles to help create additional physical distancing.
- Utilize a unique fire-specific pass to identify fire traffic and aid in the identification of vehicles returning to camp locations.
- Consider using “self-secure” or roving patrols of low-risk off-site locations to reduce staffing needs.
- Prepare for staffing shortages and consider the use of security contractors or private security companies when resources are unavailable. Consider the use of military personnel to boost security staffing and staff roadblocks locations on the incident.
- Strongly consider restricting the access to camps to visitors and public tours. Camp support contractors and deliveries should only include personnel essential to the mission. Deliveries should not be allowed to wait in the camp to be unloaded or be allowed to move around unescorted.
- Have additional PPE available to provide to visitors/deliveries at security check points.
- Establish working relationships with medical personnel to aid in the identification of possible infected fire personnel in camps and facilities.

Supply

A virtual ordering process with multiple ordering managers is likely for most moderate-high complexity incidents in 2020. It may be beneficial to also have an additional ordering manager available in a Remote or On-Site capacity to aid in troubleshooting and expedite resolutions to challenges.

The supply yard and distribution process will have to remain in an on-site configuration with several adaptation. Physical distancing, workspace requirements, on-site tools/equipment and coordination among resources will be necessary. Additional training and experience may be necessary when working with new resources, equipment and procedures.

Overall, success will require additional time to work through challenges and establish process specifics while training staff members.

Best Management Practices:

- **Ordering**
 - Utilize a process that allows for virtual ordering and minimizes on-site locations and personal interactions. If possible, use electronic forms to easily support virtual communications. Remote and/or On-Site ORDM may be needed to assist with ordering support and provide efficient customer service.
 - Establish early working relations with local cache, buying team, and expanded dispatch to discuss processes and realistic expectations for all.
 - Be prepared for shortages of local purchase items. Allow additional time and identify known sources of items to aid in procurement. Critical items may need to be included in individual’s kits to sustain for several days until resupply is available. This may include medical items, office supplies, tools, or cleaning supplies.

- **Supply Yard**

- Consider non-traditional locations when establishing the location for the supply yard that allow for physical distancing, internet access and camping for supply crews/staff, and may support the incident during inclement weather. (e.g. warehouses, business parks, light industrial areas, etc.)
- In remote camps consider a small cache of supplies to meet the needs of the camp population (PPE, batteries, sleeping bags, etc.). All line and field supplies should be supplied out of the main supply yard. Consider placing a RCDM in remote camps or arrange the duties of a RCDM to collateral with another person such as a Base Camp Manager, if they have the capacity based on the size of the camp
- Consider ordering additional material handling equipment with operators to reduce hands-on loading/unloading and improve physical distancing. Facilities could include loading docks or pavement to operate equipment more easily on.
- Actively reduce the number of supply personnel that come in contact with community food, drinks and work areas. This would include having personnel in each workspace cleaning their own areas and eliminating group food and drink storage options.
- Allow for additional time to receive, process and fill line orders for operational needs.
- Identify specific personnel that will complete specific portions of the operation without crossover in job duties to reduce the total number of staff involved. Groups will remain together and limit interactions with other groups while assigned to the incident.
- Establish expectations of physical distancing and PPE required for each task. Lead by example and demonstrating proper PPE use.
- Identify a process and locations for all backhaul items that is labeled and away from main supply operation. Include proper PPE use in this area. All items should be treated as if contaminated.
- Choose locations with plenty of area to park and store cache trailers to aid in the backhaul of items to the local cache. Continually return items on a regular basis to allow for timely refurbishment and reissue. In coordination with local cache, load trucks with items ready for issue separated from items needing refurbishment.
- Consider alternate workforces if camp crews become unavailable or are in short supply, such as local agency employees, employment agencies, type 2 crews, military, additional RCDMs and local Administratively Determined (AD) hires.
- Use small supply caches in each remote camp that would dispense personnel related support items only to minimize trip and delivery to the Camp. Line Orders should be filled and delivered from the main cache at the ICP.
- Utilize a cache demobilization specialist in a remote or virtual capacity to aid in preparing backhaul to fire caches. Close coordination with local fire caches would be necessary.

EXPOSURES

This section provides a framework to plan for suspected or confirmed COVID-19 infections, and to reduce the rate of spread within the fire community. It is important to note that one solution or guideline may not be applicable for all situations.

It is recognized that the best strategies are those to prevent pandemic spread; however, given the nature of this particular illness (levels of asymptomatic people, laboratory testing false negative rates, duration of quarantine needed to clear those suspected of exposure, etc.) it is anticipated that incidents will be directly affected by COVID-19 during this fire year, despite the best efforts on the front end.

Definitions and use of Terms

Several definitions are in circulation related to COVID-19. The definitions in this document are established to consistently inform users in a quantifiable way. They support and compliment other relevant definitions including those from the CDC, MPHAT, and Office of Workers' Compensation Programs (OWCP). Specificity has been added based on emerging scientific information on COVID-19.

Exposure: having unprotected contact (closer than 6 feet, for at least 10 minutes) with an individual *confirmed* to have the coronavirus responsible for COVID-19, or to have COVID-19 like symptoms (contact includes 48 hours prior to the individual becoming symptomatic).

Suspected Exposure: having unprotected contact (closer than 6 feet, for at least 10 minutes) with an individual *suspected* to have the coronavirus responsible for COVID-19 (under investigation, or pending test results), or having COVID-19 like symptoms (contact includes 48 hours prior to the individual becoming symptomatic); and/or having contact with such a person's secretions or airborne droplets, particularly if that contact occurs while not wearing appropriate PPE, or PPE is breached.

Isolation: separation and restriction of movement for people who *are sick* with a contagious disease from people who are not sick to prevent the spread of a communicable disease.

Quarantine: separation and restriction of movement for people who have *been exposed* (or potentially exposed) to a contagious disease; quarantine occurs for a period of time to determine if they become sick or symptomatic.

Contact Tracing: the practice of identifying and monitoring individuals who may have had contact with an infectious person as a means of controlling the spread of a communicable disease.

PPE: Personal Protective Equipment are special coverings designed to protect users who may be exposed or come in contact with infectious agents. PPE can include gloves, face masks, protective eyewear, face shields and protective clothing. This document will not duplicate materials available on PPE appropriate for this pandemic. It is worth highlighting the difference between N95 respirator masks and cloth face

coverings, however, as full understanding is critical in COVID-19 management in the fire environment:

- **Cloth Face Coverings:** the CDC recommends all personnel wear cloth face coverings whenever physical distancing cannot be maintained. Face coverings should also be worn during close interactions with those outside the assigned “Module as One”. Face coverings help reduce the spread of the virus from those who are asymptomatic or pre-symptomatic (also known as source control). Disposable cloth face or surgical masks should be worn by personnel with known or suspected COVID-19 to contain secretions during interaction with other personnel. Resources assigned to an incident should bring several washable face coverings, or disposable masks for daily wear (if available) when washing may not be an option.
- **N95 Respirators:** N95 filtering facepiece respirators control airborne exposures for personnel managing COVID-19 patients. Any workers, including those who work within 6 feet of patients known to be, or suspected of being infected and those performing aerosol-generating procedures, need to use respirators. This may also include workers performing screening duties or managing sick employees. If respirators are needed, they should be used in the context of a comprehensive respiratory protection program that includes medical exams, fit testing and training in accordance with the Occupational Safety and Health Administration’s (OSHA) Respiratory Protection Standard (29 CFR 1910.134). Due to possible supply limitations, follow CDC recommendations for practices on the use, proper fit requirements and extended use of N95 respirators.

Screening to Assess COVID-19

All personnel shall undergo a screening process daily to check their health. This applies to all personnel, including vendors that access facilities. Consider setting designated time(s) aside to allow personnel to conduct their screening, update their individual health report and disinfect all work equipment and supplies. At a minimum, personnel should perform their health screening at the start of each shift. The results should be captured, and abnormal findings reported. Anyone who develops symptoms during their shift should report these to their supervisor immediately.

Refer to CDC Screening guidance <https://www.cdc.gov/coronavirus> and use the **Wildland Fire COVID-19 Screening Tool** in [Appendix C](#), which lists Standard Operating Procedures for screening and common symptoms. It is recommended the screening questions are asked of all personnel routinely throughout the day.

As part of this screening, each individual should consider their typical level of fatigue while performing arduous work on a wildland fire assignment so as not to mistake those work indicators with symptoms of COVID-19. Mild symptoms of COVID-19 can also be confused with typical environmental exposure to smoke and “camp crud”, making it even more important to assess symptoms and report concerns.

Recommendations for Screening Protocols:

- Personnel will complete a screening to determine if “sick” or “not sick.” Supervisors are responsible for ensuring screening occurs for those under their span of control. IMTs may choose to validate screenings at incident check-in/demob locations.
- Ensure privacy and personal health information is kept confidential. Remember that any medical information gathered is subject to Americans with Disabilities Act (ADA) confidentiality requirements.
- If an individual screens positive for exposure or COVID-19 related symptoms:
 - The individual should be separated from others, don a cloth face mask and wait for additional instructions from supervisor, unit leadership or the medical unit.
 - Support personnel should begin documentation. Protect and secure any collected Personal Identifiable Information (PII) or Personal Health Information (PHI).
 - Notify appropriate personnel, including Public Health officials, and follow local protocols.
 - Advise supervisor to determine the potential for exposure of co-workers.
 - Provide care for symptoms as needed.
 - Have individual transported as appropriate.

Preloading Prior to Incidents

(for local initial attack (IA)/emerging incidents, and for IMT in-brief):

Pre-Mobilization:

- Begin personal daily log for personal health and contacting.
 - Use the recommended **Wildland Fire COVID-19 Screening** tool ([Appendix C](#)).
 - Establish a personal tracking tool (i.e. locations visited throughout the day, list of individuals in contact with, etc.).
 - Consider use of a contact tracing App that runs in the background on your mobile device (note- this is only truly useful if everyone uses them).
- Evaluate severity of the pandemic near the location of the fire.
 - Look for trends in cases at medical facilities nearest the incident and for locations along your travel route to the incident.
 - Relay any serious concerns to C&G.
- Communicate with Logistics.
 - Discuss currently established quarantine and isolation locations (set by local health officials or previous teams), if no locations - set-up prior to arrival, discuss quarantine and isolation location availability (yurts, trailers, physical locations such as office space, hotels, schools, etc.).
- Obtain supplies and equipment.
 - Pre-order Multi-patient Infection Disease Isolation Kits (NFES 1675) if available, to meet the needs of medical staff and suspected patients for 3-5 days. Realize that availability may be limited through local cache systems.
 - There is a critical national shortage of PPE and select medical equipment, so supplies may be limited.
 - Bring PPE for 3-5 days, and a “no-contact” thermometer if possible.
 - Bring food and water for 3-5 days to be able to adapt to modified ICP situations.

During Mobilization Process:

- Contact local, county, state public health agencies in order to:
 - Ascertain COVID-19 protocols, testing, contact tracing and Videoconference/Telehealth capabilities.
 - Obtain 24/7 contact information.
 - Determine public health agency availability to advise C&G.
- Contact all possible destination hospitals and clinics in order to:
 - Obtain 24/7 contact information.
 - Obtain COVID-19 protocols, patient receiving procedures, and testing availability.
 - Inquire as to videoconference, telehealth capabilities.

Arrival at Incident:

- Screen all Team members utilizing the **Wildland Fire COVID-19 Screening** tool ([Appendix C](#)) and encourage the IMT to informally track their interpersonal contacts throughout the incident (i.e. locations visited throughout the day, list of individuals in contact with, etc.).
- Immediately designate COVID-19 incident POC*.
- Immediately designate COVID-19 medical staff. Consider mirrored operations, to include one MEDL and supporting staff for COVID-19, and one MEDL and supporting staff for standard incident response. Communicate both rosters and locations to C&G and the Communications Unit.
- Discuss with C&G how to enact “Module as One” with assigned medical staffing.
- Develop an IWI Plan to include COVID-19 suspected cases.
- Ensure there is no assignment swapping between fire medical staff and isolation staff, and no swapping of line personal if they are assigned in a “Module as One”.

*Many of the preloading and mobilization COVID-19 specific functions can be performed by designating a Health Liaison position on the IMT. See [Appendix B](#) for specific description and duties of this position.

Responses to COVID-19 Exposures or Suspected Exposures

Implement the team or local unit exposure response plan to include tiering to local health services and infrastructure. The IWI Plan and ICS-206/Medical Plan should address processes, protocols and assigned duties for pandemic exposure. Necessary tasks which require input and actions from other sections may be slowed by internet access, location of support personnel, or availability/strength of cell signal (e.g. IWI notifications, emergency demobilization, Hospital Liaison roles, etc.). Typically, IWI protocols have numerous IMT representatives gathering to address the situation. This will need to be purposely evaluated and reconfigured to include who (and how) essential support components will participate in the IWI response. It will be critical to understand and drill with local health services providers.

Any patient experiencing flu-like symptoms should be considered COVID-19 positive until proven otherwise. Masks will be worn by all individuals involved during interactions.

Quarantine should be enacted immediately for potentially exposed individuals and isolation should occur for those determined to be sick (e.g. tested positive or displaying symptoms).

If the individual presents in a manner that is detected by the screening tool (e.g. fever, sore throat, cough, etc.), they would be classified as a Green in the IWI/Medical Incident Report (8 Line). Shortness of breath or difficulty breathing may be classified as a Yellow. If they present asymptotically, the IWI process will not need to be initiated, but these situations and the responses needed should be addressed in the exposure response plan. See the considerations listed below by functional area.

Personnel should report potential exposures or symptoms of COVID-19 to their supervisor immediately and initiate self-quarantine/self-isolation until they receive further direction from the medical staff. The supervisor will report through the chain of command to the IC.

If the patient's condition does not require an ambulance, the patient should be transported in the same vehicle they arrived in, if practical. All people riding in the vehicle should wear a mask. If telehealth is available, that is the preferred method of physician consultation. Initiate employee exposure tracking and ensure reporting to local public health and C&G.

If the On-Site Section member is suspected to have been exposed, the Remote rostered resources may need to backfill.

Considerations by Section:

Suspected Exposure

Command:

- Contact the Agency Administrator and follow pre-defined agency and cooperator guidelines for notification procedures, or as defined in the delegation of authority.
- Notify HRSP.

Safety:

- Ensure the most current direction from the Centers for Disease Control and Prevention and local health authorities is followed.
 - CDC: <https://www.cdc.gov/coronavirus>
 - Washington: <https://www.doh.wa.gov/Emergencies/Coronavirus>
 - Oregon: <https://govstatus.egov.com/OR-OHA-COVID-19>
- If directed, assist the Public Health Authority with fact-finding regarding potential origin or recent exposure of a suspected patient.

Information:

- Contact the Agency Administrator's Public Affairs Officer (PAO) and other relevant PAOs to alert them to the situation and advise what actions are being taken.
- Prepare messaging within Health Insurance Portability and Accountability Act (HIPAA) boundaries for potential media inquiries.
- Remind incident personnel of "pause before you post" social media guidelines.

Logistics:

- Ensure disinfection of equipment, including vehicles used by suspected/infected individuals. Understand the difference between disinfection and decontamination and recognize that proper PPE use for COVID-19 decontamination requires training.

Medical:

- Incident staff will work to identify and inform anyone else who was working with affected person, check for symptoms and determine if there is a need for decontamination or further action.
- Incident staff may interview the person affected for symptoms and determine locations and other personnel that might have been exposed, using COVID-19 approved protocols. When possible use virtual interview methods. Local health agencies have responsibility to conduct formal contact tracing.
- Follow agency protocols and regulations regarding use of affected person's name(s) and information.

Plans:

- The servicing local dispatch and Geographic Area Coordination Center (GACC) should be advised of the situation, and adjustments made for demobilizations, reassignment of duties, or holds associated with the IMT's established procedures in conjunction with the individual's home unit.
- Be prepared to adjust resources in the event of an exposure to other personnel.

Finance:

- The MEDL will contact the Compensations Claims Unit Leader (COMP) or the FSC if a COMP is not available to ensure the appropriate workers' compensation paperwork is completed. The MEDL will follow standard operating procedures for arranging transportation from the incident to the medical facility and return.
- The COMP or FSC will ensure the proper paperwork is processed based on the patient's employment.

Additional Considerations by Section:***Confirmed Exposure*****Information:**

- If incident personnel are hospitalized, follow Information Emergency IWI Plan and contact hospital public relations staff for a controlled and unified message.

Logistics:

- Transport of individuals with known cases should be by qualified EMS/fire personnel in full PPE recommended for protection from COVID-19 by federal, state, and local health authorities.
- Options for contaminated facilities include (1) time: close affected facility for 7 days to allow any virus to attenuate naturally, (2) use of a qualified contractor to clean facility,

(3) use of a pre-identified, specially trained team of local agency personnel to decontaminate facility.

- Supply Unit Leader (SPUL) should communicate with the servicing cache and inform them of the situation. When available, a Cache Demobilization Specialist should be assigned to the incident to facilitate the proper handling of all items for return to the cache, recognizing this position may be in limited supply.
- If necessary, work with National Contract MFSU providers and shower contractors. Notification is needed of the potential to create separate facilities for symptomatic and asymptomatic personnel, additional cleaning needed and requests for cooperation from public health officials.

Medical:

- Contact with the individual should be limited to only necessary, specially trained and designated caregivers.
- Follow-up appropriately with Public Health Authority for formal contact tracing.
- Inform other IMT section leads as indicated by IMT protocols.
- Work with public health officials to determine any additional control measures. Public health officials may exercise authority in further management of the incident.
- Any arrangements to isolate the symptomatic personnel will be managed by the IMT until the individual's home unit is fully engaged.

Communications:

- Communications involvement will occur if the patient's symptoms trigger the IWI process and involvement will follow the IWI plan.

Operations:

- Be prepared to adjust resources in the event of an exposure.

Finance:

- Any arrangements to isolate the symptomatic fire personnel will be handled through a resource order if necessary, until the individual can be transported home or return to duty.

Managing an Incident Within an Incident

C&G members will continue to follow current IWI protocols as outlined in their team's Standard Operating Procedures. Additional considerations:

- The location for C&G members to assemble during IWI occurrences may need to be moved outside of the Communication Units to facilitate physical distancing. Ensure conversations can be conducted in a noise-free environment that will respect HIPAA parameters.
- Some C&G members may be working virtually and not physically located at the ICP, emphasis will be placed upon providing group text messages or other messaging platforms to keep C&G members updated with current information during IWIs. This may also reduce the number of C&G members physically assembling at the designated rally point.

- All line medics and other Emergency Medical Service (EMS) personnel responding to injuries or sicknesses will be properly equipped with the PPE needed to safely treat and manage all possible IWI including possible COVID-19 positive cases. Follow CDC recommendations.
- Aviation contractors are currently updating pandemic procedures and mitigation measures which would allow them to transport firefighters, including those who may suffer an injury or sickness on incidents. We do anticipate aviation's ability to support emergency medical transport.
- Medical Unit will have plans in place to safely transport injured or sick patients if aviation is not able or available to provide needed transportation and care.
- Medical Unit will have plans in place to separate suspected pandemic patients from others. This may include designated transportation/vehicles, facilities and caregivers.
- Notify the local public health department and request assistance.
- Direct media questions and reactions to the incident PIO or local or state Public Health Official, or designee determined at the incident in-brief.
- Recognize that the local health system may not be able to handle the influx of symptomatic personnel from the incident.

Managing Individuals Needing Quarantine and/or Isolation

Given the nature of this pandemic, IMTs should expect to see COVID-19 development in incident personnel and be asked to manage situations that are unprecedented. This section provides guidance on how to manage those resources assigned to an incident who need quarantine or isolation.

Care for incident resources is top priority. It is critical that the IMT remain focused on the incident at hand. Fire facilities, Base Camps and ICPs are not designed to support pandemic quarantine or isolation units long term. Individuals will remain in IMT facilities for as short a duration as possible, ensuring the highest levels of patient care and the camp's integrity.

This guidance hopes to allay concerns causing resources (or their supervisors) to limit availability to the national response effort. It attempts to ensure consistent IMT application of policy, while providing for uniform continuity of care for those who are impacted by COVID-19 while under a team's watch.

Preplanning

Prior to cases needing quarantine or isolation surfacing on an incident, it will be critical that the right decision makers are involved in conversation and planning. It is also recognized that each situation will be unique, and the established system may need to be adjusted to fit situations as they arise. GACC/Host Agency involvement, Local Health Department support, agency policy and IMT SOPs may influence the situation.

When pre-planning consider:

- Is a "working" quarantine possible?
- Is self-quarantine an option?
- Is more formal quarantine needed?

- Number of individuals involved: Is it one person, or an entire “Module as One”, or members from multiple modules?
- How symptomatic is the individual?
- What is the distance between the incident and the home unit location?
- What methods of travel are available and make sense to consider?
- Do local/state government travel restrictions exist related to COVID-19?
- What hosting agency policy and owning agency policy need to be considered?
- Which positions and personnel are best positioned to assist these incident resources?
- How will we take care of that incident resource (physically, mentally, and administratively) during the required separation?
- How do we take care of those supporting individuals needing quarantine or isolation?
- How do we track individuals in quarantine or isolation while maintaining HIPAA (removed from ICS-204s or separate ICS-204, use of names, those in working quarantine, etc.)?

Demobilization

Demobilization of individuals or modules needing quarantine or isolation will be conducted virtually to limit additional pandemic spread. Demobilization is likely to include a Step-Up series of locations which is described in each Scenario below.

Financial Support

A consistent approach for employees being demobed and in need of quarantine and/or isolation outside of the home will ensure seamless logistical support for lodging and meals during their quarantine and/or isolation. The incident will communicate with the home unit on who will make the arrangements if the individual is unable. This also eliminates the concern of how to pay for these costs and ensures that support will be provided.

This in no way validates claims for related medical treatment, wage loss or disability related to the conditions or associated complications of COVID-19.

Federal/State Agency individuals will be provided a letter from the Incident Commander recommending the need for further quarantine or isolation. If the individual requires lodging outside of the home, those costs will be reimbursed by the incident. An S-number will be provided to the individual at demobilization to cover those associated lodging/meal costs during the defined quarantine and/or isolation period if that individual is not able to quarantine and/or isolate at home.

Cooperators will be provided a letter from the Incident Commander recommending the need for further quarantine or isolation. Provisions will be provided by each agency’s guidelines.

Contractors will be provided a letter from the Incident Commander recommending the need for further quarantine or isolation. Contractors who have been exposed are unable to be quarantined on-site. They will be demobed and follow their business employers’ protocols.

Note: operators of contracted resources not fit for duty will be demobilized and placed into non-pay status pursuant to D.21.8.3 - Exceptions.

Quarantine/Isolation Integrity and Oversight

It is critical that after demobilization, quarantine and isolation must remain in place uninterrupted until CDC Return to Work guidelines are met. A letter will accompany individuals released from the incident with instructions on when their status can change, along with contact information should questions arise. Due to HIPAA concerns, confidentiality must be maintained, but home units will be advised that their employee(s) will need to be quarantined or isolated.

Quarantine duration is set with the COVID-19 virus epidemiology in mind to monitor the individual for symptom development; current CDC recommendation is 14-days from exposure prior to ceasing quarantine. Those in isolation will need to become asymptomatic and meet current CDC Return to Work guidelines (72 hours since no fever without the use of fever-reducing medication, at least 10 days since last symptoms, etc.).

The IMT/host agency will designate a point of contact (POC) and who will provide further tracking and support for individuals in quarantine or isolation until they are transferred to the home unit's authority or the GACC/host agency's quarantine/isolation POC. The IMT POC could be in a variety of positions including the incident's Health Liaison, an Isolation Medical Unit Leader or other designee.

The GACC/host agency should support designated COVID-19 cases from multiple incidents with the establishment of infrastructure and dedicated personnel. This will include creating, staffing and maintaining services for a central quarantine location(s) and Isolation Medical Unit(s). This critical support will enable IMTs to remain focused on fire suppression and COVID-19 prevention efforts. It also provides the best continuity of care and streamlines tracking for those individuals directly impacted by COVID-19 while under the host agency's ownership and responsibility. This level of support and coordination from the GACC/host agency will facilitate the most efficient return to work, and ensure resources are available to the system.

Specific Quarantine/Isolation Situations Described

The audiences addressed in the scenarios below have been determined by the IMT to need quarantine or isolation:

1. Quarantine

These individuals have been **exposed but are NOT symptomatic**.

There are three ways in which quarantine can be implemented: A) some may remain in active working status; B) some are demobed; and C) some within demobilization face challenges in their return travel.

- A) **Consider a "working" quarantine** when the situation enables an adequately low risk of exposing others. This may be when an individual or "Module as One" is in an isolated area, with few other resources, if any, or working in a remote location (effectively quarantined already). Individuals in this category still contribute to the overall incident effort but will need to monitor their health and be diligent about physical distancing and PPE use more closely. They will conduct self-screenings at least daily (recommend twice

daily) and immediately report changes in their symptoms to their supervisor and the COVID-19 IMT POC. Symptom changes will shift their status to needing isolation and the IMT's support plan will be enacted. See over-arching quarantine items below.

B) Resources will be demobed if continued assignment to the incident is not feasible or the duration of their assignment naturally arrives. See over-arching quarantine items below.

C) Some individuals in quarantine may find travel challenges in returning to their home unit. Travel restrictions may come from local/state government pandemic guidance or logistical considerations (flying back to duty location, etc.). When possible, logistics will work to address the mode of travel (i.e. working with home unit for vehicles or using a rental vehicle). Governmental restrictions may be more challenging to overcome, requiring the quarantine to be conducted near the hosting location rather than the owning agency's location. See over-arching quarantine items below.

Over-Arching Items for All Quarantines:

- Adhere to strict physical distancing and wear cloth face masks while less than 6' from others.
- Have those in quarantine keep good contact records.
- Conduct daily screenings and self-checks to monitor for symptoms consistent with COVID-19 ([Appendix C](#)).
- IMT/incident host unit in conjunction with the GACC/host agency and local health department will have a designated quarantine location established. Unless working while quarantined, the individual will be housed in that location.
 - The initial location is intended to be used for a short duration and may be a yurt, hotel room, individual's tent set up in a separated location, or classroom. This facility would be in use until travel arrangements can be made and travel initiated.
 - The Step Up location (either near the incident, near the home unit, or potentially one on each end of the travel corridor) could be a local or county facility, hotel room, individual's home, government housing, or other quarantine location that is chosen based on number of people, location, duration of expected use, etc.
- Logistics may provide meals and water as needed - items will be delivered in a contact-free way.
- Those in quarantine should clean and disinfect high touch surfaces including those in vehicles, equipment/tools, and radios/phones. Checklists can be used to ensure potentially contaminated surfaces are cleaned and disinfected on regular intervals.
 - To clean, use soap and warm water (or similar detergent) prior to disinfecting.
 - After cleaning the surface, disinfect it using an Environmental Protection Agency (EPA)-registered household disinfectant wipe or a bleach/water solution (at least one-third cup bleach per gallon of water or 4 teaspoons per quart).
- Medical oversight providers will abide by current CDC PPE recommendations when interacting with those in quarantine; PPE may include gloves, a gown, and a face mask.
- Given the exact situation, assignment extension to the incident may be considered (e.g. if a working quarantine is used) to allow the individual to serve the full time in quarantine without travelling.

- Ensure the individual's home unit is kept updated, keeping in mind HIPAA considerations.
- IMT/Host unit will work with the individual's home unit to develop the best means of transportation.
 - Is there a vehicle the person can use to drive themselves home?
 - If others will drive/ride in the vehicle, ensure quarantine procedures are adhered to during travel.
 - Ensure individual understands quarantine behaviors needed for fuel and rest stops.
 - If travel cannot be accomplished in one shift, the incident will pay for the rest overnight (RON) location. Follow Red Book guidance on duty day driving, etc.
- Ensure health evaluations are on-going and symptoms do not develop. If symptoms present, the individual is to notify their incident POC and their supervisor immediately.
- The quarantine time period will run its full duration, regardless of location, until fully elapsed and the individual meets current CDC criteria for exiting quarantine.
- Ensure the individual has contact information for HRSP, finance, demob, home unit dispatch, etc. in case additional information, questions or claims arise.
- A specific POC will be designated for individuals in quarantine and routine check-ins will occur during the length of quarantine.
- Recognize that stressors from quarantine and/or isolation can be associated with post-traumatic stress symptoms. Anger due to confinement and loss of regular routine, fear for their health or the health of those they care about, frustration due to lack of supplies or information, as well as a perceived loss of control can combine into a cumulative negative effect that may require additional support. Refer to mental health support services (e.g. peer support, CISM, HRSP, chaplains, etc.).

2. Isolation

These individuals have been exposed and ARE symptomatic.

Individuals in isolation will generally be considered either A) able to travel or B) unable to travel. Travel restrictions may come from local/state government pandemic guidance, logistical considerations (flying back to duty location, etc.), or could be based on the illness presentation/severity of symptoms.

A) Isolation Individual that IS able to travel: Travel considerations must incorporate the best ways to travel responsibly and prevent illness spread. PPE will be worn to protect others from being exposed while the Isolated individual travels. It may include gloves and a face mask (CDC recommendations are for a N95 filtering respirators). The potential for symptoms advancing while in travel status should be considered in trip planning. Ensure health evaluations are on-going and symptoms do not become debilitating, impacting safety of travel. If so, the individual is to notify their Incident contact immediately. Prepare for the need for emergency medical care, generally accessed by dialing 911 in most areas; however, this needs to be confirmed before departing.

- IMT/host unit will work with the GACC/host agency and the individual's home unit to develop the best means of transportation.

- Is there a vehicle the person can use to drive themselves home?
- If others will drive/ride in the vehicle, ensure isolation procedures are adhered to during travel.
- Ensure individual understands isolation behaviors needed for fuel and rest stops.
- Logistics can assist with securing a vehicle (from home unit, host unit or a rental, etc.).
- If travel cannot be accomplished in one shift, the incident will pay for the RON location. Follow Red Book guidance on duty day driving, etc. See over-arching isolation items below.

B) Isolation Individuals NOT able to travel: Logistics may provide meals and water as needed until the individual is transferred to the off-site isolation facility. Items will be delivered in a contact-free way. The Step-Up location could be a formal care facility or hospital based on symptoms. At this point the individuals will become the GACC/host agency's responsibility. Deferring the support effort from the IMT will allow them to focus on suppression and pandemic prevention efforts. The situation can be re-evaluated as needed to determine if travel becomes feasible. See over-arching isolation Items below.

Over-Arching Items for All Isolation Individuals

- An entire "Module as One" may need to be included in the isolation if all members are experiencing symptoms.
- Adhere to strict physical distancing.
- Prohibit visitors who do not have an essential need to be in the isolation location.
- Have those in isolation keep good contact records.
- Ensure health evaluations are on-going and symptoms do not become debilitating, impacting the individual's life safety. If so, the individual is to notify their Incident contact immediately. Prepare for the need for emergency medical care, generally accessed by dialing 911 in most areas; however, this needs to be confirmed.
- IMT/incident host unit in conjunction with the GACC/host agency and local health department will have a designated isolation location established.
 - The initial location is intended to be used for a short duration and may be a yurt, hotel room, individual's tent located in a separated area, or classroom. This facility would be in use until arrangements can be made to move the individual to another location.
 - The Step-Up location could be a local or county facility, hotel room, individual's home, government housing, or other isolation location that is chosen based on number of people, location, duration of expected use, etc.
- For Caregivers to those in isolation, PPE may include gloves, a gown, a face shield and at a minimum, a face mask. CDC recommendations are for a N95 filtering respirators for workers managing an employee that has symptoms of COVID-19. If respirators are needed, they should be used in the context of a comprehensive respiratory protection program that includes medical exams, fit testing, and training in accordance with OSHA's Respiratory Protection standard (29 CFR 1910.134).
- Logistics may provide meals and water as needed - items will be delivered in a contact-free way.

- Ensure the individual’s home unit is kept up to date, keeping in mind HIPAA considerations.
- Demobilization will occur virtually.
- The isolation period will run its full duration, regardless of location, until the individual meets current CDC Return to Work guidelines.
- Ensure the individual has contact information for HRSP, finance, demob, home unit dispatch, etc. in case additional information, questions or claims arise.
- A specific POC will be designated for each individual in isolation and routine check-ins will occur during the isolation.
- Recognize that stressors from quarantine and/or isolation can be associated with post-traumatic stress symptoms. Anger due to confinement and loss of regular routine, fear for their health or the health of those they care about, frustration due to lack of supplies or information, as well as a perceived loss of control can combine into a cumulative negative effect that may require additional support. Refer to mental health support services (e.g. peer support, CISM, HRSP, chaplains, etc.).

Recommendations for Designated Isolation Medical Unit (IMU)

- Placement of IMU should be located away from other incident support facilities. Consider a visual barrier to the front door such as flagging and signs to prevent unauthorized people from entering.
- The IMU should be equipped with a computer and functioning internet for the ability to contact providers and public health via secure telemedicine platforms. If no internet is available, an alternative site with internet should be authorized.
- Consider the ability to expand if needed.
- Secure secondary “hold-over” area for suspected patients who are unable to immediately return to home station. This removes patients out of the initial assessment and treatment area and decreases the potential rate of transmission.
- If symptoms warrant, the patient may need to be seen by a health care provider before returning home. MEDL will make recommendations based on patient assessment.
- Ensure there is adequate parking for staging ambulance if required.
- No personal gear will be stored in IMU.
- No food or water consumption by medical staff in IMU.
- Store bottled water for patients in clearly marked COVID-19 cooler.
- No overnight sleeping of staff in IMU.
- In an effort to provide the best care for the patient and maintain camp integrity, isolation Medical Units should only be occupied by a patient for as short a time as possible while arrangements are being made to transport the patient to their home, their home unit, to a higher level of care facility, or other agreed upon location.

Tracking COVID-19 Impacts to IMTs

It may be expected that IMTs will track COVID-19 impacts. Elements of this can include, but are not limited to:

- Updates of all suspected and confirmed incident COVID-19 cases

- Emerging trends in infectious rates on the incident
- Number of patients awaiting return to home unit and any delays in demobilization.

Caring for the Emotional and Mental Health of Personnel

The COVID-19 pandemic environment, that all incident personnel have been working and living in this year, has added cumulative stress. The elevated stress levels of our people, as we enter the summer season, needs to be recognized and prepared for. Taking care of our personnel includes taking care of their mental health as well as their physical health. Efforts to provide mental health practitioners, chaplain services and/or peer support services are strongly encouraged. All these services exist, in one or more of these forms, within the various agencies. Establish a connection with these services upon acceptance of an assignment.

Stressors during quarantine or because of extended periods of physical distancing:

- Are or can be associated with post-traumatic stress symptoms, avoidance, and anger.
- Can include fear for their own health and/or fears of infecting others.
- Cause participants to become frustrated and bored during quarantine, due to confinement, loss of regular routine, and diminished social and physical contact with others.
- Increases frustration from having inadequate basic supplies (e.g. food, water, clothes, or accommodation) which is linked to anger and anxiety.
- Result from inadequate information, including clarity around actions to undertake, the purpose of the quarantine and different levels of risk.

The IMT will consider the need for this support during the assignment. If the need for quarantine and/or isolation of incident personnel becomes necessary, or as a cumulative effect of extended periods of physical distancing, involve local and agency resources to provide this support.

References

Vinita Mehta, Ph.D., clinical psychologist

Brooks SK, Webster RK, Smith LE, et al. The psychological impact of quarantine and how to reduce it: rapid review of the evidence. *Lancet* 2020; 395: 912-20

Quarantine diary: Repatriated cruise ship passenger documents life at CFB Trenton.
<https://www.cbc.ca/news/canada/ottawa/quarantine-diary-ottawa-1.5511654>

AIR OPERATIONS

The purpose of this section will be to provide a certain level of specificity and detail to questions and challenges IMTs are expected to encounter managing Air Operations in a pandemic environment. It is meant to compliment the aviation Best Management Practices outlined in the Northwest Wildland Fire Response Plan COVID-19 Pandemic. Additionally, it will incorporate the NWCG Standards for Aviation Operations in Response to the Coronavirus Disease (COVID-19).

The table below displays how Air Operations personnel may be assigned once deployed to an incident.

Position	On-Site	Remote	Virtual	Notes
Air Operations Branch Director		X		Potential to be a combination of Remote and On-Site based on complexity.
Air Support Group Supervisor		X		Potential to be a combination of Remote and On-Site based on complexity.
Air Tactical Group Supervisor		X		
Helibase Manager	X			Potential to be Remote but highly unlikely at the start of the incident.

- **AOBD** – Can be remote but may need to be on-site in certain situations like visiting ICP and helibase as needed. Consider ordering a Deputy AOBD or consider an ICP AOBD and Planning AOBD model. ICP AOBD could be an On-Site position while the Planning AOBD works remote. Briefings and meetings can be conducted through usual electronic means.
- **ATGS** – Normally a Remote position located at an airport and RON in hotel. Electronic transfer of IAP’s and incident maps essential as well as operational briefings.
- **ASGS** – More of a challenge but still possible to work remote with close coordination with AOBD. On-site may be required given all of the supplies and coordination the helibase will require if it is treated like a “spike camp” on a complex incident.
- **HEBM** – We expect this position to be on-site until size of aviation component is understood. It is not likely that this position could work remote.
- **Unit/Forest Aviation Officer** – Communication IMT aviation personnel, prior to mobilization, will be critical to the success of aviation operations.

Fixed-Wing Operations

Aerial Supervision

- Identify and assign temporary home base for Air Tactical Group Supervisor and platform. Communicate with Unit Aviation Officer for primary and alternate locations.
- Consider that Fixed Base Operator (FBO) may restrict access to facilities when primary and relief ATGS and pilots are staging. Need to identify if local unit set-up alternate facilities at airport. Alternate location could be staging at hotel which could delay response times.
- Use long-term rental vehicles and lodging to reduce exposure. Avoid using FBO Courtesy car.
- Air Attack Base is typically at a local airport. Morning briefing can be virtual with video conferencing and phone briefing.
- Avoid the use of relief crews. If relief crews are used, Contracting Officer Representatives (CORs), Contracting Officers (COs) and vendors should develop a travel plan that avoids, as practicable, commercial travel and utilizes driving or chartering aircraft for crew transport to and from the home base or the alternate work location. Work with the COs to identify applicable reimbursement costs and procedures.
- If relief crews are not feasible, consider requesting Exclusive Use Air Attacks for a limited time to allow pilot and crew days off in place if conditions allow. Exclusive Use Air Attack platforms are to be considered as a primary option for staffing IMT response, per the USFS/BLM Pacific Northwest 2020 Aerial Supervision Operations Plan. This represents a change in concept of the historical use of Exclusive Use assets. Refer to the above referenced plan, page 5 regarding “Total Mobility”, page 6 referencing “Operational Principals” and Appendix 6 for the Exclusive Use base locations. AOBD personnel should work with PNW GACC Aircraft Liaison and the Fixed-Wing Operations Specialist or Program Manager at the Regional Aviation Group in Redmond, OR to achieve the best fit.
- Two Helicopter Coordinator (HLCO) positions will be based in the northwest this season, along with four others nationally, that may be available depending on national fire severity and priorities in other geographic areas. They will have associated 90-day Exclusive Use contracts to provide platforms, which will be placed in “limited category” and generally be reserved for aerial supervision use only. Five additional Exclusive Use fixed-wing aerial supervision platforms will also be filled with ATGS’s, with two of those based in the northwest, but location and availability will also be subject to national fire severity and priorities across all geographic areas.

Airtankers/SEATS

- NMAC Correspondence 2020-14: Airtanker Temporary Home Base Direction. The National Interagency Coordination Center, in conjunction with the Geographic Area Coordination Centers and the Forest Service Fixed-Wing Coordinator, will determine the temporary home base(s) for each respective airtanker and will adjust the airtanker’s temporary home base as activity warrants and the fire year progresses. This process will be in effect through December 31, 2020.
- An airtanker may have more than one temporary home base during the contract availability period based on fire activity and severity.

- As the fire year involves additional Geographic Areas, new temporary home bases will be assigned.
- This will increase flight time, but at the same time, reduce COVID-19 exposure.
- For preparedness, evaluate allowing vendors to stage at their home bases with an approved delayed response time.
- For incident response, consider utilizing multiple bases, even if other bases are farther from the incident.
- Airtanker Bases will be at established airports. Briefings will be attended by only those necessary. Briefings can be by conference call, audio-video platform, or in person.
- Single Engine Airtanker (SEAT) base is typically at an airport but could be at a remote landing area. Briefings will be attended by only those necessary. Briefings can be by conference call, audio-video or on-site.
- Restrict access to the bases and all aircraft to essential personnel only.
- The Airtanker Temporary Homebase Logistics Model facilitates COVID-19 prevention and mitigation by limiting disease exposure and providing isolation in the event of infection.
- Aircrews and assigned aircraft mechanic(s) can maintain temporary living quarters and vehicles that provide a consistent, appropriately sanitized, and controlled environment.
- Aircrews can be more self-sufficient with access to known, quality restaurants and grocery stores for meals.
- At the end of the duty day and days off, the aircraft is co-located with the assigned mechanic and maintenance module.
- Wildland fire chemical [e.g., long term retardant, suppressants and water enhancers, including mobile retardant bases (MRBs)] contractors should have a plan that identifies procedures and frequency for disinfecting their mixing, loading, testing equipment and supplies to protect personnel against exposure. They should also have a plan for response to an exposure, suspected exposure or confirmed case of COVID-19.
- When military aircraft are activated, locate them away from existing contractor aircraft, agency personnel, and existing agency bases. Consider reloading Modular Airborne Firefighting System (MAFFS) aircraft only at their activated MAFFS base using MRBs.

Smokejumpers

- Consider relying more heavily on Smokejumper capabilities like food boxes and para-cargo delivery using the Joint Precision Airdrop System (JPAS).

Rotor-Wing Operations

Rappel/Helitack/Restricted

- Minimize transporting passengers as much as possible; clean each aircraft between flights in accordance with FAA direction. Minimize the use of shared personal protective equipment (PPE) (e.g., headsets, flight helmets and gloves).
- Clean PPE before and after utilization.

- Reconnaissance flights should be limited to one OSC (same person the entire incident) with doors off and in the back seat opposite the pilot (upon pilot approval). An FBAN flight may occur, if necessary, but should only occur after exhausting alternatives like UAS or having the OSC record video or film real-time during the flight.
- All personnel flying should bring their own helmets, flight suits and personal gloves.
- Discourage flying crews to line locations due to required cleaning of aircraft between crew flights and exposure to the flight crew. If crew flights are necessary, one helicopter should fly the entire crew then be cleaned before becoming available for the next crew shuttle. All crew members should wear face coverings during flight, along with traditional PPE.
- Contractors and agency personnel need to document daily activities and interactions (location, date, time, and names if possible) every day. This information may be requested if a known exposure has occurred.
- Radio repeater sites that are only accessible via helicopter should be discussed between COML and AOBD before commitment.
- Crews line spiking or in remote camps will create more cargo delivery needs.
- All cargo being transported via aircraft will only be handled by essential personnel using proper PPE.

Airbases and Helibases

- Each airbase should have a plan that identifies procedures and frequency for disinfecting facilities, community surfaces and equipment to protect personnel against exposure as well as a plan for response to an exposure, suspected exposure or confirmed case of COVID-19.
- Ensure implementation of the recommended COVID-19 Screening Tool ([Appendix C](#)) by everyone entering the airbase. Document and report findings for any individual(s) meeting sick criteria. Immediately isolate the individual(s) and coordinate treatment with the incident medical unit or local health authority.
- Contractors and agency personnel need to document daily activities and interactions (location, date, time, and names if possible) every day. This information may be requested if a known exposure has occurred.
- Contractors and agency personnel should carry and use disinfecting supplies for protection of aircraft and personnel.
- Follow [Centers for Disease Control and Prevention \(CDC\)](#) guidelines for personal hygiene and physical distancing on and off the base.
- Refer to the [FAA SAFO20009](#) for additional aircrew and pilot guidelines.
- Restrict access to the bases and all aircraft to essential personnel only.
- Keep aircrews separate from other aircrews, contractors, and base personnel. Recommend adding temporary facilities and supplies (travel trailers, tents, mobile offices, portable toilets, wash stations, ice chests, etc.) to reduce cross contamination.
- Minimize interaction with the general public and communities during times of standby, extended standby, and non-pay status.
- If feasible, during periods of standby and extended standby, allow flight crews to isolate themselves in quarters and respond from quarters directly to aircraft with minimal person-to-person contact with public and base personnel.

- Wear a face covering as recommended by CDC.
- Satellite helibase locations, instead of one large helibase, should be considered to limit person to person contact.
- Consider the need for each helicopter order, reduce the amount of normal orders and pre-orders. The use of multiple helibases could reduce the amount of personnel at each location. Immediately identify alternate helibase locations for separation.
- Work with local airbases to identify the number of resources appropriate to stage, with existing facilities, in order to maintain physical distancing and separation.
- Reduce staffing numbers, when approved and applicable, such as:
 - Requesting two helicopters for each helicopter manager as appropriate (restricted/limited).
 - Expect to utilize and provide pre-approvals for extension of personnel to 21 days.
- When military aircraft are activated, locate them away from existing contractor aircraft, agency personnel, and existing agency bases.
- Limit the individuals inside the helibase communication trailer to essential personnel (HEBM, ABROs). Provide facilities for Wi-Fi access outside of communication trailer.
- Use electronic transfer of IAP's and essential incident maps as well as operational briefings (radio/cell phones).

Unmanned Aircraft Systems (UAS)

Wildland fire agencies each have varying policies regarding the use of UAS/UAV.

- Refer to agency-specific guidance regarding use of UASs.
- Refer to manufacture, Federal Aviation Administration (FAA), and agency guidance regarding cleaning and disinfecting UASs.

Policy

- Forest Service: NWCG Standards for Fire Unmanned Aircraft Systems Operations, PMS 515
- BLM: DOI Operational Procedures Memorandum (OPM) 11: DOI Use of Unmanned Aircraft Systems

Contacts

- Ordering Questions? Call the Interagency UAS Coordinator: 208-387-5335
- Region 6 Forest Service UAS Specialist: Marshall Wallace, marshall.wallace@usda.gov, Cell: 509-670-6365
- Forest Service UAS Program Manager: Dirk Giles, dirk.giles@usda.gov, Cell: 208-921-7492
- BLM UAS Program Manager: Jayson Murgoitio, jmurgoitio@blm.gov, Cell: 208- 373-4054

Considerations

- Increased reliance on UAS for situational awareness, mapping, infra-red detection and firing operations.
- Will require additional briefings with ATGS and Helibase Manager to establish UAS flight protocols.

Interagency Dispatch Centers

- Expect access to Interagency Dispatch Centers to be restricted to essential personnel only.
- Establish Incident-Within-an-Incident Protocols that involve local air ambulance or interagency short-haul helicopters as it relates to COVID-19. Strongly consider a PACE model concept for this type of request.

Northwest Coordination Center

- Conduct daily MAC Aviation calls to share incident and aircraft status related to COVID-19. Consider how a possible exposure to a critical resource or fixed base could affect large fire support across the northwest.
- Coordinate and assist IMTs with the lending and leasing of aircraft to accomplish incident objectives when shortages exist.
- Establish National Guard hoist medevac helicopter procedures as it relates to COVID-19.

Cooperators

- Oregon Department of Forestry and the Washington Department of Natural Resources Aviation Programs are currently subscribing to the Aviation Best Management Practices outlined in the Pacific Northwest Wildland Fire Response Plan COVID-19 Pandemic.

TECHNOLOGY

Technology has become a large driving force in incident management. In the COVID-19 environment it can help minimize the need for person to person contacts in many ways, some methods have yet to be discovered. The limiting factors include the lack of knowledge regarding emerging technologies, agencies IT security policies, the inability to acquire devices using said technology and the connectivity required to make the devices functional. Hindering any one of these four components, severely limits the ability to succeed unless alternative means can be implemented. This section will discuss three major components and suggest some workarounds for each:

Internet

When considering internet, there are three basic issues that need to be considered at each location needing the technology: is service available, how much bandwidth is available and is it stable?

Vendor Options:

Internet service can be provided by any of the various types of service formats. The service falls under three different categories:

Physical connection – categorized as receiving a connection that is physically connected to the service provider. This type of service is generally provided by a local utility:

- Local telephone companies.
- Local cable television companies.

Wireless Connection – categorized as receiving a signal wirelessly from another terrestrial source. It can be a local wi-fi signal, up to and including, a direct microwave link or cell tower from a commercial vendor:

- Local utility/service providers.
- Commercial microwave vendors.
- Commercial Carrier Cell on Wheels (COW) & Cell on Light Truck (COLT) services.

Satellite Services – categorized as receiving a signal from a satellite in orbit. This type of service will vary depending on location and satellite availability. It can also suffer signal degradation due to smoke and/or weather. Earth Base Stations may be in a different geographical location with its own weather issues. However, since the Earth Base Station could be in a different geographical location, it could be used in the situation of an earthquake when infrastructure or other options listed above are inoperable.

- Residential satellite providers.
- Commercial satellite vendors.
- FEMA/Military options.

Bandwidth Availability:

How much bandwidth you need is dependent upon the number of users connecting to the internet, the number of devices each user is connecting to the internet and what each device is doing (the amount of data being uploaded or downloaded). The highest users of bandwidth are

the IMETs, the PIO shop for video streaming, and the GIS staff uploading and downloading large map sets. A one-gigabit internet connection should fully meet the needs of a type 1 incident. A 300-megabit connection will adequately meet the needs (may be slower and limited amount of service) of a type 1 or type 2 incident. A minimum of 100 megabit is the suggested if reliability is expected in small operations. Obtaining internet from multiple vendors, if a single provider cannot meet a team's needs, can improve service but may require extra equipment from the IMT. Suggestions for minimizing the amount of bandwidth being used, if needed, include:

- Have the functions with high level of use work remote in locations that have greater bandwidths capacity.
- Complete tasks requiring high levels of bandwidth during times of low demand (for example uploading maps to the ftp site after 22:00).
- Limit the number of devices that can connect to the internet.
- During peak-use times, promote the use of internet for incident business only. Discourage personal use on incident systems.
- Consider frequent password changes, or other metered approaches, to eliminate unauthorized users.
- Limit the amount of bandwidth each device can use.
- Block popular streaming services that are not incident related.

Internet Stability:

Some modes of obtaining Internet are inherently more reliable than others. Interruptions or slowdowns can lead to network delays and lost connectivity resulting in lost work products and user frustration.

The following hierarchy of internet stability is a general guideline only. Services vary from site to site and vendor to vendor:

- Fiber optic cable
- Microwave/fiber optic link
- Satellite systems
- Cable TV/DSL

e-Isuite

The e-ISuite software program is used to manage incident resources. The e-ISuite program has been in existence for over 20 years and it has seen two major re-writes in that time. The current web versions, both Site and Enterprise, are vastly improved over previous versions.

Currently the Site version provides better user experience as opposed to the cloud-server based Enterprise version. The resulting challenge is in the performance of using the Enterprise application remotely for anything but very small organizations (<100). The Planning Section uses e-ISuite to track resources and produce IAPs, while Finance uses the system to track incident costs and enter incident resource's time. In the absence of stable internet at remote locations the opportunities for Plans and Finance to work Remote or Virtually are greatly reduced.

Attempts to run the site version remotely have had some success using virtual private network (VPN) tunneling or remote desktop tools but have not been proven in the field and could encounter issues due to internet stability. Setting up these alternative configurations requires expertise, equipment and possibly hardware that may not be available to all IMTs.

The e-Isuite team has reported that an update to the program will be released in June that addresses some of these concerns and should improve the possibility of using e-Isuite from remote or virtual locations.

Communications

Communication technology is always evolving with many new opportunities. These new technologies offer possibilities previously unavailable on the fire ground. While many of the emerging technologies are being marketed, the wildland fire service has not yet globally embraced the more advanced technologies that are emerging on the market today (i.e. mesh networking, real-time communication tools, etc.) The leadership at the National Interagency Fire Center (NIFC) are aware of what is available and considering how these technologies may be best utilized in the camps and field. It is reasonable to suggest that a positive outcome of the current pandemic will be the rapid testing and embracing of new technologies and advanced tools related to communications.

IMT CONFIGURATIONS

This section is intended to present to IMTs the potential scenarios and associated recommendations to consider. An IMT should take into account the challenges and/or possible actions for given conditions based on incident complexities, team capacity, capabilities and resource availability.

Given that the scenarios have the potential to be encountered at all management levels, this section is constructed for scalability as an incident changes complexity and/or changes in the availability of resources within the Northwest. It will be critical for an IMT to establish procedures on how they will communicate amongst all their staff at different locations (On-Site, Remote and Virtual) in a manner that minimizes in-person interactions between the different locations.

Definitions and Use of Terms:

On-Site Personnel: Personnel assigned to work at the ICP or any other camp where they will be expected to interact “in-person” with other personnel on a day to day basis. This includes line personnel.

Remote Personnel: Personnel assigned to the incident but physically separated from all On-Site personnel, limiting the potential for exposure to the COVID-19 virus. The Remote personnel are located within reasonably close proximity to the ICP but will not share facilities (ex. sleeping, eating, working and sanitation areas) with On-Site personnel. Any physical interaction between the Remote and On-Site personnel should be limited and follow approved physical distancing standards.

Virtual Personnel: Working from any location outside a commuting distance. Individual must be dedicated to the performance of incident duties but can work from a virtual location. No face to face interaction is expected other than via video conference.

Potential scenarios are presented by functional areas and organized by capacity, incident complexity, resource type and presence level (On-Site, Remote, or Virtual). Personnel working on-site or remotely will follow physical distancing protocols when interacting with others. The number of personnel within each functional area will vary depending on the needs of the incident and the availability of both infrastructure and personnel resources. The Xs in the table are **not** an indication of the number of people needed for staffing but a suggestion of where they would work. The Notes section of the table is not all inclusive of the position and is intended as recommendations, not requirements. Individual IMTs will have to make a final determination, when ordered for an incident, about what will be the most effective team configuration for a given assignment.

Note – Efforts are underway to expand capacity and functionality for e-ISuite Enterprise. IMT’s are encouraged to continuously evaluate e-ISuite Enterprise as a viable option. E-ISuite Enterprise version will allow for the use of more Virtual assigned positions and variety in the logistical support of Finance and Plans who would need to co-locate for the use of the Site version of e-ISuite.

A downloadable version of the [IMT Configuration](https://firenet365.sharepoint.com/:x/s/2020_COVID-19_GeographicArea_WRP168/EXQpPDFKBUDnuJDDrp5JG1IBAZs-FLPHb7fp89AOd5dLyA?e=iLk9xo) tables is available at the following location:
https://firenet365.sharepoint.com/:x/s/2020_COVID-19_GeographicArea_WRP168/EXQpPDFKBUDnuJDDrp5JG1IBAZs-FLPHb7fp89AOd5dLyA?e=iLk9xo

Symbology:

X – a recommendation of where that position would work.

X¹ – indicates the position could work in either of the locations indicated.

X² – positions that would work in a different location if able to use Enterprise version of e-ISuite. The individual must have the skill set to function in a virtual setting, with adequate internet connectivity and suitable work area. A contingency plan must be in place to move personnel to remote location, if their internet connection at virtual location fails, or if e-ISuite Enterprise becomes inoperable.

Scenario #1 – Strong Internet					Scenario #2 – Limited Internet					Scenario #3 – No Internet				
There are no limitations to IMT functionality due to internet bandwidth. Although this scenario provides sufficient internet bandwidth for the IMT, it is recommended that a P.A.C.E. model be established for back-up options if the technology fails.					There are limitations to IMT functionality due to internet bandwidth (does not support live streaming or video conference).					No internet capacity. All communications via cell phone, satellite phone or radio.				
Scenario #1 - Strong Internet Moderate to High Complexity Incident					Scenario #2 - Limited Internet Moderate to High Complexity Incident					Scenario #3 - No Internet Moderate to High Complexity Incident				
Position	OnSite	Remote	Virtual	Notes	Position	OnSite	Remote	Virtual	Notes	Position	OnSite	Remote	Virtual	Notes
COMMAND														
IC	X			• IC and IC(t) will work as a Module as One concept and be co-located on site.	IC	X			• IC and IC(t) will work as a Module as One concept and be co-located on site.	IC	X			• IC and IC(t) will work as a Module as One concept and be co-located on site.
Deputy IC		X		• If Deputy IC is rostered with the IMT, recommend they work remote. • If Deputy IC is not rostered, recommend the position be ordered to work remote.	Deputy IC		X		• If Deputy IC is rostered with the IMT, recommend they work remote. • If Deputy IC is not rostered, recommend the position be ordered to work remote.	Deputy IC		X		• If Deputy IC is rostered with the IMT, recommend they work remote. • If Deputy IC is not rostered, recommend the position be ordered to work remote.
LOFR	X	X		• If one LOFR is available, recommended to work remote. • If two LOFRs are available, one work on site and one work remote. • Additional LOFR may be needed to serve as Infectious Disease Liaison.	LOFR	X	X		• If one LOFR is available, recommended to work remote. • If two LOFRs are available, one work on site and one work remote. • Additional LOFR may be needed to serve as Infectious Disease Liaison.	LOFR	X	X		• If one LOFR is available, recommended to work remote. • If two LOFRs are available, one work on site and one work remote. • Additional LOFR may be needed to serve as Infectious Disease Liaison.
HRSP		X		• Design remote location to accommodate in-person interaction, when necessary. Ensure physical distance protocols are in place.	HRSP		X		• Design remote location to accommodate in-person interaction, when necessary. Ensure physical distance protocols are in place.	HRSP		X		• Design remote location to accommodate in-person interaction, when necessary. Ensure physical distance protocols are in place.
SAFETY														
SOF	X			• Staffed with SOF qualified commensurate with the incident level. • SOF(t) will work directly with SOF as a Module as One.	SOF	X			• Staffed with SOF qualified commensurate with the incident level. • SOF(t) will work directly with SOF as a Module as One.	SOF	X			• Staffed with SOF qualified commensurate with the incident level. • SOF(t) will work directly with SOF as a Module as One.
SOF		X		• Additional SOFs will be assigned to each camp location but does not need to be qualified commensurate with the incident. • All interactions with SOF assigned to other camp locations will be through video conference or cell phone. • If there is a lack of available SOFs, duties can be assigned to on site Operations personnel.	SOF		X		• Additional SOFs will be assigned to each camp location but does not need to be qualified commensurate with the incident. • All interactions with SOF assigned to other camp locations will be through cell phone. • If there is a lack of available SOFs, duties can be assigned to on site Operations personnel.	SOF		X		• Additional SOFs will be assigned to each camp location but does not need to be qualified commensurate with the incident. • All interactions with SOF assigned to other camp locations will be through cell phone. • If there is a lack of available SOFs, duties can be assigned to on site Operations personnel.
SOF			X	• Assist with IMT positions in remote locations. • Serve as back-up to on site SOF.	SOF			X	• Assist with IMT positions in remote locations. • Serve as back-up to on site SOF.	SOF			X	• Assist with IMT positions in remote locations. • Serve as back-up to on site SOF.

Scenario #1 - Strong Internet <u>Moderate to High Complexity Incident</u>					Scenario #2 - Limited Internet <u>Moderate to High Complexity Incident</u>					Scenario #3 - No Internet <u>Moderate to High Complexity Incident</u>				
Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes
INFORMATION					INFORMATION					INFORMATION				
Lead PIO	X			<ul style="list-style-type: none"> Communicates with C & G and attends meetings. PIO(t) could work in conjunction with Lead. Ensures all physical distancing guidelines are met. Makes staffing level adjustments as complexity requires. 	Lead PIO	X			<ul style="list-style-type: none"> Communicates with C & G and attends meetings. PIO(t) could work in conjunction with Lead. Ensures all physical distancing guidelines are met. Makes staffing level adjustments as complexity requires. 	Lead PIO	X			<ul style="list-style-type: none"> Oversees Information function. Communicates with C & G and attends meetings. Ensures all physical distancing guidelines are met. Makes staffing level adjustments based on incident needs.
Deputy PIOs	X	X		<ul style="list-style-type: none"> One position provides overall leadership of community engagement and media. Position could be on site or remote. One position provides overall leadership of the Information Center including daily outputs and digital media. Position could be on site or remote but should be in a different location than the other deputy. Deputy determines remote and virtual communications flow. Orders additional staff as needed. 	Deputy PIO	X	X		<ul style="list-style-type: none"> One position provides overall leadership of community engagement and media. Position could be on site or remote. One position provides overall leadership of the Information Center including daily outputs and digital media. Position could be on site or remote but should be in a different location than the other deputy. Deputy determines remote and virtual communications flow. Orders additional staff as needed. 	Deputy PIO		X		<ul style="list-style-type: none"> Oversees Information Center and daily outputs. Supervises Community Engagement lead and any PIO(t). Deputy determines remote and virtual communication flow. Orders additional staff as needed.
Comm. Lead		X		<ul style="list-style-type: none"> Oversees all community engagement functions/staff. Coordinates and manages the remote location. Requests additional staff as needed. 	Comm. Lead		X		<ul style="list-style-type: none"> Oversees community engagement functions/staff. Communicates with lead/deputy and remote staff. Could manage remote location. Requests additional staff as needed. 	Comm. Lead		X		<ul style="list-style-type: none"> Oversees all aspects of Community Engagement functions/staff. Requests additional staff as needed.
Media Lead		X		<ul style="list-style-type: none"> Oversees all media functions/staff. Facilitates media interviews with IMT C & G. Requests additional staff as needed. 	Media Lead		X		<ul style="list-style-type: none"> Oversees all media functions/staff. Communicates with lead/deputy and remote staff. Schedules media interviews with IMT C & G. Requests additional staff as needed. 	Media Lead				
Info Center Lead			X	<ul style="list-style-type: none"> Oversees all Info Center functions/staff. Position could be virtual. Requests additional staff as needed. 	Info Center Lead		X ¹	X ¹	<ul style="list-style-type: none"> Oversees Info Center function/staff as well as daily outputs. Communicates with lead/deputy and remote staff. Requests additional staff as needed. 	Info Center Lead				
Digital Media Lead			X	<ul style="list-style-type: none"> Oversees all digital media functions/staff including media monitoring. Requests additional staff as needed. 	Digital Media Lead		X		<ul style="list-style-type: none"> Oversees digital media functions/staff including media monitoring. Communicates with lead/deputy and remote staff. Requests additional staff as needed. 	Digital Media Lead				
OPERATIONS					OPERATIONS					OPERATIONS				
OSC Field	X			<ul style="list-style-type: none"> May require additional positions depending upon size and complexity of the incident. 	OSC Field	X			<ul style="list-style-type: none"> May require additional positions depending upon size and complexity of the incident. 	OSC Field	X			<ul style="list-style-type: none"> May require additional positions depending upon size and complexity of the incident.
OSC Plan	X			<ul style="list-style-type: none"> Communicate with other camps and remote locations via video conferencing, cell phone or radio. 	OSC Plan	X			<ul style="list-style-type: none"> Communicate with other camps and remote locations via cell phone or radio. 	OSC Plan	X			<ul style="list-style-type: none"> Communicate with other camps and remote locations via radio and cell phone.

Scenario #1 - Strong Internet				Scenario #2 - Limited Internet				Scenario #3 - No Internet						
<u>Moderate to High Complexity Incident</u>				<u>Moderate to High Complexity Incident</u>				<u>Moderate to High Complexity Incident</u>						
Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes
OSC Strat	X	X		<ul style="list-style-type: none"> Position could work on site or remote. Serve as backup to Field or Planning OSC. 	OSC Strat	X ¹	X ¹		<ul style="list-style-type: none"> Serve as backup to Field or Planning OSC. 	OSC Strat	X			<ul style="list-style-type: none"> Position may need to commute to remote site with internet connectivity for some tasks. Serve as backup to Field or Planning OSC.
OPBD	X			<ul style="list-style-type: none"> May serve as operational point of contact at smaller camp. Minimize personal interactions with other camp locations to the extent possible. 	OPBD	X			<ul style="list-style-type: none"> May serve as operational point of contact at smaller camp. Minimize personal interactions with other camp locations to the extent possible. 	OPBD	X			<ul style="list-style-type: none"> May serve as operational point of contact at smaller camp. Minimize personal interactions with other camp locations to the extent possible.
DIVS	X			<ul style="list-style-type: none"> Likely serve as operational point of contact at smaller camps. Minimize personal interactions with other camp locations to the extent possible. 	DIVS	X			<ul style="list-style-type: none"> Likely serve as operational point of contact at smaller camps. Minimize personal interactions with other camp locations to the extent possible. 	DIVS	X			<ul style="list-style-type: none"> Likely serve as operational point of contact at smaller camps. Minimize personal interactions with other camp locations to the extent possible.
FINANCE				FINANCE				FINANCE						
FSC	X			<ul style="list-style-type: none"> Communicate with remote and virtual employees via video conference. Could have additional staffing work remote. Facilitate meetings via video conferencing. 	FSC	X			<ul style="list-style-type: none"> Facilitate meetings via phone. Communicate with remote and virtual employees via phone. Could have additional staffing work remote. 	FSC	X			
Finance Liaison		X		<ul style="list-style-type: none"> Position could provide additional support by delivery and pick-up of financial products between the on-site and remote finance personnel. Fill with individual who has broad knowledge of finance experience. If a PROC isn't available, will supervise EQTR(s). 	Finance Liaison		X		<ul style="list-style-type: none"> Position could provide additional support by delivery and pick-up of financial products between the on-site and remote finance personnel. Fill with individual who has broad knowledge of finance experience. If a PROC isn't available, will supervise EQTR(s). 	Finance Liaison				<ul style="list-style-type: none"> If all positions in section are located on site, this position will not be needed.
TIME		X		<ul style="list-style-type: none"> Facilitate virtual demob process for personnel 	TIME		X		<ul style="list-style-type: none"> Be able to travel to onsite location to facilitate demob process for personnel. 	TIME	X			
PTRC		X	X ²	<ul style="list-style-type: none"> Resource CTRs could be completed electronically and submitted through approved internet platform, photo taken and emailed, or collected and delivered by a driver. 	PTRC		X		<ul style="list-style-type: none"> Resource CTRs could be submitted via photograph and emailed, or collected and delivered by a driver. 	PTRC	X			
PROC		X		<ul style="list-style-type: none"> Facilitate virtual demob process for contractors via video or cell phone. Available to go on site to facilitate contract administration issues. In absence of PROC, Finance Liaison will supervise the EQTRs and the BUYT will facilitate the LUAs/EERAs. 	PROC		X		<ul style="list-style-type: none"> Be available to travel to on site locations to facilitate demob process for contractors and facilitate contract administration issues. In absence of PROC, Finance Liaison will supervise EQTR(s), BUYT will facilitate LUA's/EERA's. 	PROC	X			<ul style="list-style-type: none"> In the absence of a PROC, the BUYT can facilitate LUA's/EERA's
EQTR		X	X ²	<ul style="list-style-type: none"> Resource Shift Tickets could be completed electronically and submitted through approved internet platform, photo taken and emailed, or collected and delivered by a driver. 	EQTR		X		<ul style="list-style-type: none"> Resource Shift Tickets could be submitted via photograph and emailed, or collected and delivered by a driver. 	EQTR	X			
COST		X	X ²	<ul style="list-style-type: none"> Establish a process to obtain costs incurred by the incident from other units for populating costs in eI-Suite. 	COST		X		<ul style="list-style-type: none"> Establish a process to obtain costs incurred by the incident from other units for populating costs in e-ISuite. 	COST	X			

Scenario #1 - Strong Internet <u>Moderate to High Complexity Incident</u>					Scenario #2 - Limited Internet <u>Moderate to High Complexity Incident</u>					Scenario #3 - No Internet <u>Moderate to High Complexity Incident</u>				
Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes
COMP		X ¹	X	<ul style="list-style-type: none"> When two or more incidents are active within OR/WA, this position may be “centralized” in geographic support organization in a virtual location. Make contact with local Hospital Liaison to ensure roles are defined. If rostered with the team, remote is an option. 	COMP		X ¹	X	<ul style="list-style-type: none"> When two or more incidents are active within OR/WA, this position may be “centralized” in geographic support organization in a virtual location. Make contact with local Hospital Liaison to ensure roles are defined. If rostered with the team, remote is an option. 	COMP		X ¹	X	<ul style="list-style-type: none"> When two or more incidents are active within OR/WA, this position may be “centralized” in geographic support organization in a virtual location. Make contact with local Hospital Liaison to ensure roles are defined. If rostered with the team, remote is an option.
ICPI	X			<ul style="list-style-type: none"> This position could be located on site, separate from the main camps, in a location that allows parking for contractors and their equipment for inspections. 	ICPI	X			<ul style="list-style-type: none"> This position will be located on-site at a staging area separate from the ICP that allows for inspection of contractor equipment. 	ICPI	X			<ul style="list-style-type: none"> This position would be located on-site at a staging area separate from the ICP that allows for contractor heavy equipment inspections.
PLANS					PLANS					PLANS				
PSC	X	X		<ul style="list-style-type: none"> Communicate with remote and virtual employees via video conference. Could have additional PSC/PSC(t) work from a remote location. Facilitate all meetings via a combination of in person and video conferencing. Facilitate briefings via live stream or simultaneous radio broadcast. Reviews/approves IAP – ideal work for Remote PSC. 	PSC	X	X ¹		<ul style="list-style-type: none"> Communicate with remote and virtual employees via phone. Could have additional PSC/PSC(t) staffing work remote. Facilitate meetings in person. Meetings could be recorded and posted on-line. Facilitate radio briefings. Briefings could be recorded and posted on-line. Reviewing and approving IAPs could be completed by a Remote PSC. 	PSC	X	X ¹		<ul style="list-style-type: none"> Communicate with remote and virtual employees via phone. Could have additional staffing work remote. Facilitate meetings in person. Facilitate briefings via radio or in person.
RESL	X	X	X ²	<ul style="list-style-type: none"> One on-site and additional personnel can staff remote locations if available. On site RESL - coordinate with Planning Ops for 215 completion (consider electronic version) and oversee SCKN. Share staffing and assignment changes to remote personnel via approved on-line platform. Remote personnel - help complete 204s and compile all IAP components. Serve as a back-up to on site RESL. IAPs should continue to be delivered in hardcopy format by driver to field resources who don't have the capacity of viewing electronic document and IAPs; and/or, if IAPs can't be posted electronically due to safety and security concerns. Remote personnel - work with SITL/GISS to incorporate QR code in IAP for access to electronic map products. 	RESL	X	X		<ul style="list-style-type: none"> On site person - coordinate with Planning Ops for 215 completion and oversee SCKN. Remote person would help complete 204s and compile other components of IAP. Email final IAP for review and printing. IAPs delivered by driver to field resources. 	RESL	X			<ul style="list-style-type: none"> IAPs delivered by driver to field resources.
SITL	X	X		<ul style="list-style-type: none"> One on-site and additional remote or virtual. On Site personnel – coordinate with Ops on map changes or updates, POC for map requests, product displays, facilitate ICS-209 inputs from other sections and complete ICS-209 submission. Remote person – coordinate with GISSs for map projects. Serve as back-up to on site person. 	SITL	X	X		<ul style="list-style-type: none"> On Site person – coordinate with Ops on map changes or updates, POC for map requests, product displays, facilitate ICS-209 inputs and complete submission. Remote person – coordinate with GISSs for map projects. Map products delivered by driver to field resources. 	SITL	X			<ul style="list-style-type: none"> ICS-209 completed hard copy and faxed.

Scenario #1 - Strong Internet Moderate to High Complexity Incident				Scenario #2 - Limited Internet Moderate to High Complexity Incident				Scenario #3 - No Internet Moderate to High Complexity Incident						
Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes
SCKN		X	X ²	<ul style="list-style-type: none"> Remote person based at a computer for resource check-in via video conference on an approved platform. Pursue opportunities for electronic check-in processes that are effective, accurate, and reliable. As of this writing, options that have been tested have not proven effective. Coordinate with Finance needs with this process. There could be a need for above normal staffing due to new IROC system and not able to download resources into e-ISuite. 	SCKN		X		<ul style="list-style-type: none"> Resource check-in completed via phone. Red card verification via photo text. Coordinate with Finance needs with this process. Could be a need for above normal staffing due to new IROC system and not able to download resources into e-ISuite. 	SCKN	X			<ul style="list-style-type: none"> Conducted in person with physical barriers.
DMOB		X	X ²	<ul style="list-style-type: none"> Conduct DMOB via video/tele conference and email of flight documents. Ensure availability for emergency demobs. Pursue and test opportunities for electronic demob processes that are effective, accurate, and reliable. 	DMOB		X		<ul style="list-style-type: none"> Conduct DMOB via phone and email of flight documents. 	DMOB	X			<ul style="list-style-type: none"> Conducted in person with physical barriers.
DOCL		X		<ul style="list-style-type: none"> Remote site, documentation delivered and filed in doc boxes. Access to Firenet Teams for electronic document filing. Ensure electronic documentation is available to multiple agencies during multi-jurisdiction incidents. 	DOCL		X		<ul style="list-style-type: none"> Remote site, documentation delivered and filed in doc boxes. Access to Firenet Teams for electronic document filing. 	DOCL		X		<ul style="list-style-type: none"> Remote site, documentation delivered and filed in doc boxes.
ITSS	X	X		<ul style="list-style-type: none"> One on site and additional can staff remote locations if available. Will need additional staffing to support various technology being used at multiple locations on the incident. 	ITSS	X	X		<ul style="list-style-type: none"> Will need additional staffing to support various technology being used at multiple locations on the incident. 	ITSS	X			<ul style="list-style-type: none"> On site to support IT needs. Available via phone to support remote locations.
GISS	X	X	X	<ul style="list-style-type: none"> One on-site and additional remote or virtual. On-site personnel will assist with any map printing needs, clarify special map requests (limited to only critical needs), and collector instruction. Remote or virtual personnel – create and post map products through AGOL and post to ftp site; create QR codes; update map products from Collector data. 	GISS	X	X ¹	X ¹	<ul style="list-style-type: none"> One on-site and additional remote or virtual. On-Site person - assist with map printing needs, help clarify special map requests (limited to only critical needs), and collector instruction. Remote or virtual people – create map products via AGOL and post to ftp site, create QR codes. 	GISS		X ¹	X ¹	<ul style="list-style-type: none"> Map products delivered by driver to on site and field resources.
FBAN	X ¹	X ¹		<ul style="list-style-type: none"> Position could be remote with communication via video and phone. Coordinate with virtual IMET for product input needs. Submit forecasts electronically for IAP input. Participate in meetings and briefings via video conference or live stream. See footnote 1 regarding personnel working on-site vs remote. 	FBAN	X			<ul style="list-style-type: none"> Coordinate with virtual IMET for product input needs. Submit forecasts electronically for IAP input. Participate in meetings and briefings in person or via radio. Deliver IMET forecasts as part of message. 	FBAN	X			<ul style="list-style-type: none"> Coordinate with remote IMET for product input needs. Hard copy forecasts for IAP input. Deliver IMET forecasts as part of message.
IMET		X ¹	X ¹	<ul style="list-style-type: none"> Coordinate with FBAN on product needs. Submit forecasts electronically for IAP input. Participate in meetings and briefings via video conference or live stream. 	IMET			X	<ul style="list-style-type: none"> Coordinate with FBAN on product needs and briefing messages. submit forecasts electronically for IAP input. 	IMET		X		<ul style="list-style-type: none"> Coordinate with FBAN on product needs and briefing messages. IAP inputs delivered by driver.

Scenario #1 - Strong Internet <u>Moderate to High Complexity Incident</u>					Scenario #2 - Limited Internet <u>Moderate to High Complexity Incident</u>					Scenario #3 - No Internet <u>Moderate to High Complexity Incident</u>				
Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes
TNSP		X	X ²	<ul style="list-style-type: none"> Work with trainee via video conferencing. Documentation emailed to trainees and to home unit. 	TNSP		X		<ul style="list-style-type: none"> Work with trainees via phone. Documentation emailed to trainees and to home unit. 	TNSP	X			<ul style="list-style-type: none"> Documentation completed hard copy for trainees and mailed to home unit.
LOGISTICS					LOGISTICS					LOGISTICS				
LSC	X	X		<ul style="list-style-type: none"> Primary position will be on site. Could have additional staffing for remote locations. Communicate via video conferencing and cell phone. 	LSC	X	X ¹		<ul style="list-style-type: none"> Primary position will be on site. Additional staff could be remote. Communicate via cell phone or radio. 	LSC	X	X ¹		<ul style="list-style-type: none"> Primary position will be on site. Additional staff could be remote. Communicate via cell phone or radio.
COML	X	X		<ul style="list-style-type: none"> One position on site. Could have second position remote. Communicate via video conference and cell phone. Recommend additional Unit positions – INCM on site; COMT located in each camp location; RADO on site. 	COML	X	X ¹		<ul style="list-style-type: none"> One position on site. Could have second position remote. Communicate via cell phone and radio. Recommend additional Unit positions – INCM on site; COMT located in each camp location; RADO on site. 	COML	X	X ¹		<ul style="list-style-type: none"> One position on site. Could have second position remote. Communicate via cell phone and radio. Recommend additional Unit positions – INCM on site; COMT located in each camp location; RADO on site.
FACL	X	X		<ul style="list-style-type: none"> One position on site. Could have additional position remote. Communicate via video conference and cell phone. Recommend additional Unit positions – BCMG located in each camp location. 	FACL	X	X ¹		<ul style="list-style-type: none"> One position on site. Could have additional position remote. Communicate via cell phone or radio. Recommend additional Unit positions – BCMG located in each camp location. 	FACL	X	X		<ul style="list-style-type: none"> One position on site. Could have additional position remote. Communicate via cell phone or radio. Recommend additional Unit positions – BCMG located in each camp location.
FDUL	X			<ul style="list-style-type: none"> Coordinate with caterer on food delivery to other camp locations. Communicate via video conference and cell phone. 	FDUL	X			<ul style="list-style-type: none"> Coordinate with caterer on food delivery to other camp locations. Communicate via cell phone or radio. 	FDUL	X			<ul style="list-style-type: none"> Coordinate with caterer on food delivery to other camp locations. Communicate via cell phone or radio.
GSUL	X			<ul style="list-style-type: none"> Communicate via video conference and cell phone. Recommend additional Unit positions – EQPM in each camp location; DRIV on site. 	GSUL	X			<ul style="list-style-type: none"> Communicate via cell phone or radio. Recommend additional Unit positions – EQPM in each camp location; DRIV on site. 	GSUL	X			<ul style="list-style-type: none"> Communicate via cell phone or radio. Recommend additional Unit positions – EQPM in each camp location; DRIV on site.
MEDL	X			<ul style="list-style-type: none"> Communicate via video conference, cell phone and radio. Recommend additional Unit positions – EMTF and EMPF at each camp location. 	MEDL	X			<ul style="list-style-type: none"> Communicate via cell phone and radio. Recommend additional Unit positions – EMTF and EMPF at each camp location. 	MEDL	X			<ul style="list-style-type: none"> Communicate via cell phone and radio. Recommend additional Unit positions – EMTF and EMPF at each camp location.
SUPL	X			<ul style="list-style-type: none"> Communicate via video conference and cell phone. Recommend additional Unit position – RCDM one at ICP and one at each camp location. 	SUPL	X			<ul style="list-style-type: none"> Communicate via cell phone and radio. Recommend additional Unit position – RCDM one at ICP and one at each camp location. 	SUPL	X			<ul style="list-style-type: none"> Communicate via cell phone and radio. Recommend additional Unit position – RCDM one at ICP and one at each camp location.
ORDM		X ¹	X ¹	<ul style="list-style-type: none"> Communicate electronically via emailed electronic forms and by cellphone. 	ORDM		X ¹	X ¹	<ul style="list-style-type: none"> Communicate electronically via emailed electronic forms and by cellphone. 	ORDM		X ¹	X ¹	<ul style="list-style-type: none"> Position could be remote or virtual. Communicate via cell phone and email from remote location with internet connectivity.
SECM	X			<ul style="list-style-type: none"> Communicate via video conference and cell phone. Recommend additional Unit positions – SEC2 at each camp location. 	SECM	X			<ul style="list-style-type: none"> Communicate via cell phone and radio. Recommend additional Unit positions – SEC2 at each camp location. 	SECM	X			<ul style="list-style-type: none"> Communicate via cell phone and radio. Recommend additional Unit positions – SEC2 at each camp location.

Scenario #1 – Strong Internet
 There are no limitations to IMT functionality due to internet bandwidth. Although this scenario provides sufficient internet bandwidth for the IMT, it is recommended that a P.A.C.E. model be established for back-up options if the technology fails.

Scenario #2 – Limited Internet
 There are limitations to IMT functionality due to internet bandwidth (does not support live streaming or video conference).

Scenario #3 – No Internet
 No internet capacity. All communications via cell phone, satellite phone or radio.

Scenario #1 - Strong Internet
Lower Complexity or Emerging Incident

Scenario #2 - Limited Internet
Lower Complexity or Emerging Incident

Scenario #3 - No Internet
Lower Complexity or Emerging Incident

Position	On Site	Remote	Virtual	Notes
COMMAND				
IC	X			• IC and IC(t) will work as a Module as One concept and be co-located on site.
Deputy IC		X		• Consider a Deputy IC to work remote and be engaged on the incident. Remote personnel should be available to serve as back-up to the IC.
LOFR	X			• As assigned
HRSP		X		• Consider staffing as needed for resource support. Remote facility will need space to ensure physical distancing protocols are met.
SAFETY				
SOF	X			• Staffed with SOF qualified commensurate with the incident. • Work in coordination with SOF(t) as a Module as One. • If multiple camp locations, recommend having one SOF at each location.
INFORMATION				
Lead PIO	X			• Responsible for overall management of the information section. • Ensures all physical distancing guidelines are met. • Communicates with C & G and attends meetings. • Makes staffing level adjustments based on incident needs.
Deputy PIO	X	X		• PIO(t) would work in coordination with the Deputy PIO. • Determines remote and virtual staff communication flow. • Additional staff likely needed if public complexity is higher than operational complexity of the fire.
OPERATIONS				
OSC	X			• Communicate with remote and virtual personnel via video conference and cell phone.

Position	On Site	Remote	Virtual	Notes
COMMAND				
IC	X			• IC and IC(t) will work as a Module as One concept and be co-located on site.
Deputy IC		X		• Consider a Deputy IC to work remote/virtual to be engaged on the incident and be available to serve as back-up to the IC.
LOFR	X			• As assigned
HRSP		X		• Consider staffing as needed for resource support. Remote facility will need space to ensure physical distancing protocols are met.
SAFETY				
SOF	X			• Staffed with SOF qualified commensurate with the incident. • Work in coordination with SOF(t) as a Module as One. • If multiple camp locations, recommend having one SOF at each location.
INFORMATION				
Lead PIO	X			• Oversees Information function. • Communicates with C & G and attends meetings. • Ensures all physical distancing guidelines are met. • Adjusts staffing levels based on incident needs.
Deputy PIO	X ¹	X ¹		• Manages Information Center and daily outputs. • Determines remote and virtual communications flow. • PIO (t) works in conjunction with Deputy. • Requests additional staff as needed.
OPERATIONS				
OSC	X			• Communicate with remote and virtual personnel via cell phone and radio.

Position	On Site	Remote	Virtual	Notes
COMMAND				
IC	X			• IC and IC(t) will work as a Module as One concept and be co-located on site.
Deputy IC		X		• Consider a Deputy IC to work virtual and be engaged on the incident. Be available to serve as back-up to the IC.
LOFR	X			• As assigned.
HRSP		X		• Consider staffing as needed for resource support. Remote facility will need space to ensure physical distancing protocols are met.
SAFETY				
SOF	X			• Staffed with SOF qualified commensurate with the incident. • Work in coordination with SOF(t) as a Module as One. • If multiple camp locations, recommend having one SOF at each location.
INFORMATION				
Lead PIO	X			• Oversees Information function. • Communicates with C & G and attends meetings. • Ensures all physical distancing guidelines are met. • Adjusts staffing levels based on incident needs.
Deputy PIO	X	X		• Oversees Information Center and daily outputs. • May have to work from remote location until internet is established or travel to a location with connectivity to post on-line updates. • Determines communications flow between on site and remote staff. • Orders additional staff as needed.
OPERATIONS				
OSC	X			• Communicate with remote and virtual personnel via cell phone and radio.

Scenario #1 - Strong Internet Lower Complexity or Emerging Incident					Scenario #2 - Limited Internet Lower Complexity or Emerging Incident					Scenario #3 - No Internet Lower Complexity or Emerging Incident					
Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes	Position	On Site	Remote	Virtual	Notes	
FINANCE					FINANCE					FINANCE					
FSC	X	X ¹		<ul style="list-style-type: none"> Communicate with remote employees via video conference. Could have additional staffing work remote. If local unit has connectivity, could work remotely from the local unit. If e-ISuite is not available on lower complexity single jurisdiction incidents, consider using electronic or carbon version of OF288/286's. 	FSC		X ¹	X	<ul style="list-style-type: none"> Communicate with remote and virtual employees via phone conference. Could have additional staffing work remote. If local unit has connectivity, could work remotely from the local unit. If e-ISuite is not available on lower complexity single jurisdiction incidents, consider using electronic or carbon version of OF288/286's. 	FSC		X ¹	X ¹	<ul style="list-style-type: none"> If local unit has connectivity, could work remotely from the local unit. If e-ISuite is not available on lower complexity single jurisdiction incidents, consider using electronic or carbon version of OF288/286's. 	
PTRC EQTR		X		<ul style="list-style-type: none"> Resource Shift Tickets/CTR could be completed electronically and submitted through approved internet platform, photo taken and emailed, or collected and delivered by a driver. 	PTRC EQTR		X		<ul style="list-style-type: none"> Resource Shift Tickets/CTR could be completed electronically and submitted through approved internet platform, photo taken and emailed, or collected and delivered by a driver. 	PTRC EQTR	X ¹	X ¹		<ul style="list-style-type: none"> To work on site, personnel would have to be capable of setting up network for eSuite. 	
COST		X			COST		X			COST	X ¹	X ¹		<ul style="list-style-type: none"> To work on site, personnel would have to be capable of setting up network for eSuite. Work on site or remote depending on team capabilities and local unit connectivity. 	
PLANS					PLANS					PLANS					
PSC RESL SITL DOCL	X ¹	X ¹	X ¹	<ul style="list-style-type: none"> Consider IAP inputs/updates via email, text, or video conference to facilitate remote environment. IAPs should continue to be delivered in hardcopy format by driver to field resources who don't have the capacity of viewing electronic IAPs; and/or, if IAPs can't be posted electronically due to security concerns. ICS-209 completed on-line, inputs via phone or video conference. Documentation inputs emailed or submitted electronically. 	PSC RESL SITL DOCL		X	X	<ul style="list-style-type: none"> IAP inputs/updates via email, phone, or text. IAP emailed or delivered by driver. ICS-209 completed on-line, inputs via phone or email. Documentation inputs emailed or delivered by driver. 	PSC RESL SITL DOCL			X ¹	X	<ul style="list-style-type: none"> IAP inputs/updates via phone. IAP delivered by driver. 209 completed on-line, inputs via phone. Documentation inputs delivered by driver.
SCKN DMOB		X		<ul style="list-style-type: none"> Completed in remote location then resources report to site of incident. 	SCKN DMOB		X		<ul style="list-style-type: none"> Completed in remote location then resources report to site of incident. 	SCKN DMOB		X		<ul style="list-style-type: none"> Completed in remote location then resources report to site of incident. 	
GISS	X ¹	X ¹	X ¹	<ul style="list-style-type: none"> Could be on site, remote, or virtual depending on incident-specific needs and availability of equipment and workspace. Map needs, inputs, and updates via video conference or phone. Products posted electronically to be accessed by field resources. 	GISS		X ¹	X ¹	<ul style="list-style-type: none"> Map needs, inputs and updates via phone or email. Products posted electronically or delivered by driver to field resources. 	GISS		X ¹	X	<ul style="list-style-type: none"> Map needs, inputs and updates via phone. Products delivered by driver. 	
LOGISTICS					LOGISTICS					LOGISTICS					
LSC	X	X		<ul style="list-style-type: none"> All Primary logistical functions will be performed on site. Consider having additional staffing for remote locations. Use of Agency radio network and host unit dispatch for radio communications is recommended. Consider other local support individuals work remote to reduce person to person interactions between locations. 	LSC	X	X		<ul style="list-style-type: none"> All Primary logistical functions will be performed on site. Consider having additional staffing for remote locations. Use of Agency radio network and host unit dispatch for radio communications is recommended. Consider other local support individuals work remote to reduce person to person interactions between locations. 	LSC	X	X		<ul style="list-style-type: none"> All Primary logistical functions will be performed on site. Consider having additional staffing for remote locations. Use of Agency radio network and host unit dispatch for radio communications is recommended. Consider other local support individuals work remote to reduce person to person interactions between locations. 	

ADJUSTED EXPECTATIONS

COVID-19 has changed the way IMTs will be able to function in the future. There will be a need for everyone to adjust expectations moving forward and we may learn that not all of the changes are negative. There will be an increased need for some additional resources (personnel and infrastructure) but we will also learn how to use these resources in different ways (Virtual and Remote for personnel or smaller camps but closer to the line).

This section addresses the possible adjustments to the changing environment we are working in and to set the stage for future expectations. The section is broken down into four areas with unique potential impacts; Agency Administrators, the Public, the Firefighters (including private contractors and other resources assigned to the incident), and our Cooperators.

Common to All

- The ability for in-person attendance at meetings and briefings may be limited due to spacing constraints and COVID-19 mitigations. Meetings and briefings may be conducted, when practicable, via video conference, live stream, or simultaneous radio broadcast to allow for virtual attendance. These alternatives will be limited by incident capabilities for internet bandwidth or radio coverage.
- There is potential for closed camps limiting access for local resources, cooperators, partners, and the public. Anticipate the use of virtual technology to facilitate necessary communication and information sharing.
- Capacity for producing specialty map products and the quality of map products may be reduced due to GISS personnel working remote or virtual. This will limit the capability for reviewing and revising multiple drafts of a product. Specialty products should be considered for critical needs only.
- Recognize there are varying levels of human adherence to CDC's COVID-19 guidelines. Some feel the pandemic is hyperbole, others believe it's catastrophic. A unified message of standardized precautions and procedures must be endorsed by hosting agency leaders to maximize everyone's success and safety. Support for consistent use of prevention measures - at all levels, across all agencies – is required to prevent the spread. Guidance to recognize this as a real threat, despite personal beliefs, will be critical to protect everyone involved.

Agency Administrators

Command:

- Expect an overall increase amount of time and resources necessary to meet expectations (potentially up to 25%).
- Expect an increase in overall cost for complex incident management with COVID-19 mitigations.
- Camp setup, line production rates, and reduced productivity due to additional time to meet COVID-19 mitigation protocols will all impact the rate at which objectives can be met and, in some cases, the strategies and tactics that can reasonably be expected to be successful.

- Expect potential reduction in available resources which could indirectly affect viable strategic and tactical options for an incident.
- Expect shift length adjustments that may affect the time resources are tactically engaged in suppression activities to address personnel health/rest.
- Agency representatives, who desire to be on-scene, will need to stay on-scene or work remotely for the duration. On-scene representatives should schedule “rotations” with replacement allowing for 3 to 5 day isolation periods before visiting a new ICP.
- Local support will need to be fully integrated with the IMT and committed to following COVID-19 mitigation guidelines. This will apply to suppression resources, support resources, resource advisors, etc.
- Potential for closed camps and impacts/conflicts with labor agreements and expectations.
- Expect to need to notify community of impact and restrictions associated with closed camps including public access restrictions, limitations on fire personnel access to local services (gas, grocery store, etc.).
- Expect increased need to prepare community for influx of fire personnel – driving additional public service notification and announcements.
- Consider developing an exposure letter for all personnel assigned, in conjunction with the local health authority, to be sent home at the time of demobilization.
- Consider objectives that highlight “public/community financial support” to ensure we can implement under COVID-19 mitigations and protocols established for the incident.
- Define initial attack responsibilities by minimizing the mixing of team/non-team resources. For instance, isolate incident assigned resources from local unit resources by clearly defining initial attack responsibility areas vs reliance on team resources for initial attack support to the local unit. Expect primary initial attack support, unit to unit, to rely heavily on aviation resources which pose a lower risk of cross exposure.
- Limit use of surge or support resources from one incident to another.
- Expect a conflict in developing Mop-up Standards – between rapid containment and limiting smoke to communities, and elevated risk to firefighter health (due to extended mop-up).
- Recommend discussion of suppression repair and burned area emergency recovery (BAER) work relative to overall responder and IMT assignment duration.
- On incidents that are, or have potential for being long duration, consider options for IMT assignment length and communicate desired intent early to allow IMTs to plan and roster accordingly.
- Expect lower complexity and emerging incidents to rely on the hosting unit to supply Health Liaison or Safety and Health Manager to assist the IMT until a formal process can be determined.
- Unified Command partners will need to determine best means of integration and administrative functions. Understanding the delegations and timeline will be important. Plan for separation of operational resources to the degree possible.
 - Option 1 - Recommend integration of Command, Planning, and Finance into a Unified ICP. Will require personnel in unified positions to redefine their “Module as One” makeup to center around a unified team model rather than a team-by-team model. Field personnel would continue to be housed in separate camps.
 - Option 2 – Maintain “Module as One” makeup with two organizations operating from separate ICPs. This is the less desirable option and requires strong virtual communications to ensure unified IAP and vision for incident operations.

- Washington State Mob resources – responding units can expect to be integrated into operations similar to other line resources. Like other line resources, flexibility in moving from one incident to another can expect to be limited. Liaisons will need to limit their movement between incidents. Where not working virtually or remotely, plan for a minimum of 72 hours of self-quarantine prior to travelling between incidents.

Safety:

- Safety will not be distracted by the pandemic. It is **one** risk component for suppression incidents, adding to all the factors needing consideration in risk assessments. COVID is not the mission. COVID is just another hazard to be assessed to complete the mission.
- It will be vital that Agency Administrators preload IMT success and help support daily operations at all incident type levels by ensuring a comprehensive understanding of local physical and mental health support services available, critical contact information, and facilities and supplies available to tier to IMT operations.

Logistics:

- Time needed for logistical support of fire suppression resources will increase.

Operations:

- Providing clear and consistent leader's intent for the incident, including strategic direction and COVID-19 mitigations, is critical to the efficient engagement of scarce operations personnel.

Air Ops:

- Aircraft could be based at several different locations or at a temporary home base which could increase flight time.

Plans:

- Electronic documentation may be utilized in a larger capacity due to functional areas working from remote locations. This may require the purchase of scanner equipment for the incident to convert hard copy documents to electronic.
- There may be a need for additional rental printer/copier equipment or copy service vendors due to staff working in both on-site and multiple remote locations.
- Additional facilities may be needed during IMT transitions to accommodate increased staffing.

Finance:

- Additional special items including PPE for COVID-19 response, disinfection, and isolation kits may require additional financial approvals and documentation for associated costs.
- With the additional cost associated with COVID-19, Cost Share Agreements may be more complex, and need additional considerations.
- Additional costs for non-traditional sleeping and eating accommodations, increased shower configurations and other hygiene considerations may require additional approvals and documentation.
- Capacity for producing financial products in a timely manner may be reduced due to the potential for finance staff working from remote or virtual locations.
- Due to the physical separation requirements, the ability to provide quality training may be limited.

Public

Information:

- Community members are accustomed to a high level of personalized response from Information such as staffed phone lines and information boards at multiple events and businesses in town. Updates come in multiple formats and often occur in real time. This level of service may be slowed due to less on-site staff and limited connectivity.
- We often receive and respond to specific requests (for example, a request that we check on a certain property or historical site). We generally work with line personnel to fulfill these requests. Our ability to respond to these personalized requests may be limited due to Virtual and Remote staffing and/or non-essential COVID-19 exposure risks.
- Our ability to conduct in-person community meetings will be limited due to physical distancing guidelines. Members of the public can expect to see more virtual meetings that may or may not be interactive depending on staffing and connectivity levels.
- Changes in expectations will need to be well managed for a successful season. Therefore, community members are likely to see increased pre-season messaging from local agency public information staff alerting them to expect less in-person service and a more virtual response.

Operations:

- During Wildland Urban Interface operations, the public are less likely to observe physical distancing measures.

Plans:

- Printing services to produce public information maps may be reduced due to availability of vendors/equipment. Limit printing requests to priority documents.

Firefighters and Support Personnel Assigned to the Incident

Command:

- Don't assume that normal and accustomed processes will be the same this year. Anticipate and be patient with changes in routine and process that have been modified in efforts to reduce pandemic risks to assigned personnel. Examples may include, check in, timekeeping, camp operations, location of lost and found and demob.
- Shift durations may be altered to accommodate logistical support times (i.e. remote camps and access to food, showers, medical, briefing process, etc.)
- Expect physical distancing requirements will pose challenges to usual and accustomed methods of communicating, meeting, problem solving, and human interaction that is integral to incident response. Practicing patience, trusting intent and verifying detail, and supporting each other will be critical.
- In the absence of an HRSP presence, you will potentially be working with next level leadership to identify and elevate issues for resolution (i.e. DIVS working as Mayor of Spike camps may need to request HR support when identified)
- Expect resource to fill typical logistical support roles due to the increased use of "remote camps" and limitations of "usual" logistical support such as camp crews.
- Firefighters and other assigned personnel are encouraged to share concerns and develop potential solutions for use by individual IMTs and the larger wildland fire community.

Information:

- Firefighters often ask Information to complete personalized tasks that they do not have time to complete in between shifts (e.g., ship boxes home or pick up essential items at a store). This level of personalized service may be limited due to overhead and firefighters being stationed at different camps.
- Team members may see additional requests from Information to better accommodate media and public requests in a virtual environment (e.g., more photos/video from operations personnel).
- Public Information Officers ensure that contract employees such as shower and kitchen staff as well as security guards and other “off-site” personnel are kept informed and stocked with maps, frequently asked questions, etc. This service may need to be shifted to a web-based dashboard where information is updated daily and accessed via a smart device. Every attempt will be made to still offer a low-tech option.
- To meet physical distancing guidelines and reduce congregation of fire personnel in certain areas, web-based dashboards may be used instead of physical camp boards.

Safety:

- Ideal staffing would include having a Safety Officer in each camp, including ICP, remote camps and spike camps. When Safety Officer positions are unable to be filled, these duties would fall to other IMT members. For instance, operations personnel assigned to each camp may have to be the eyes and ears of the Safety Officer, making sure that all safety mitigations are being followed, and having regular contact with the Team Safety Officer reporting on trends, issues or needs. The concept for responders that ‘you are your own Safety Officer’ takes on a certain reality when multiple remote camps lack dedicated Safety Officers. Regardless, the IMT Safety Officer needs to hear from you if you have concerns.
- COVID-19 cannot distract us from overall Safety – remain focused on all the moving parts around you during your assignment. That said, do not forget about this new threat and make additions to your daily SOPs and routines.
- Many changes in our culture and things we enjoy about incidents will need to be adjusted under pandemic conditions:
 - Shaking hand, sharing tools, radios, or cellphones, writing utensils, lunch items, rig swapping, etc. all need to be done more mindfully. Watch for and defend against muscle-memory kicking in as operational tempo increases.
 - Expect new standards that “dirty” nomex is not acceptable to be worn in camps.
 - Meals will happen differently, and logistics personnel are working to support you – be patient and provide constructive feedback to them.
 - Be pro-active about COVID-19 prevention and hygiene. Encourage self-reporting of symptoms for the resources assigned to you.
 - Expect to be reminded to “put your mask on” along with following other prevention actions. Be a leader by modeling this new normal, encourage others to as well.
- Recognize the habits firefighters have used successfully in the past and find creative ways to incorporate physical distancing. An example: To discourage congregating in a yurt with no physical distancing, use shade shelters in open air locations around camps where Module as One groups could meet informally, as needed. Large incident maps may be posted at these locations to avoid “hood huddles” and unrecommended close contact. If in-person meetings are required and physical distancing cannot be maintained, use PPE (masks) during interactions.

- Expect increased attention to overall responder wellbeing and hygiene. Measures may be instituted to maintain responder immune systems by allowing for adequate rest periods. Things like shortened shifts or staggered shifts may be options to provide coverage during active burning periods, while helping to provide time for sleeping, maintaining good hygiene, cleaning vehicles, workspaces and washing clothes.
- Having a hard copy IAP enhances safety by providing timely access to vital information during an emergency and frees up electronic device use and power for other functions (i.e. communication during an IWI). If hardcopy IAPs are limited, make sure to acquire and save critical portions of the IAP for future use.

Logistics:

- Fire camp will change significantly. Resources will be expected to accomplish other non-traditional, collateral duties (screening, cleaning, food distribution, trash disposal, physical distancing, remote technologies, etc.)
- Contacts with Logistic personnel will be electronics based opposed to face to face.

Operations:

- Anticipate increased use of UAS and expect fewer reconnaissance rotor-wing flights.
- To reduce the propagation of COVID-19, manage fatigue, and maintain healthy immune systems, length of assignments may be altered.

Plans:

- Due to the potential for GISS personnel to work Remote or Virtual, there may be reduced capacity for providing on-site application support (i.e. Collector, GPS).
- Check-in and Demob procedures may be conducted via phone or video conference with the expectation that documentation be provided electronically.
- Procedures for IAP distribution may change to reduce the risk of exposure between incident personnel. Electronic distribution should only be used IF security protocols for sensitive information can be maintained and paper copies of critical elements are provided to field resources (i.e. medical and communication plans, division assignment and incident objectives). The use of multi-day IAPs may be implemented sooner than in the past due to the potential of multiple camp locations and delivery challenges.
- Delivery of IAPs and map products to remote locations may take longer due to the increased number of sites for delivery. Due to the likely increase in operational briefing locations, multiple briefing times may be necessary to coordinate IAP and map product delivery prior to the briefing.
- Protocols for submitting documents to Documentation Boxes may change due to the potential for Documentation Unit Leaders to work remote. The use of electronic documentation may be increased to reduce the risk of spreading germs between individuals.

Finance:

- Finance procedures may be conducted via cell phone, through email correspondence or video conference with the expectation that documentation be provided electronically following agency provided guidelines.
- Communication with customers will be provided via cellphone, email correspondence or video conference. Additional finance related information may also be disseminated through daily IAPs if other methods are not available.

- Finance Liaison will be located in remote location to provide expertise and guidance to finance unit. Position could provide additional support by delivery and pick-up of financial products between the On-Site and Remote finance personnel utilizing a no contact delivery concept.
- If connectivity is not available, time documentation will need retrieved from spike camps or other remote locations. Protocols on how those documents will be transferred from the field to the Time Unit will be put in place.
- The finance portion of Demob will be conducted via cellphone or video conference with the expectation that documentation be provided electronically. ADs and Contract payments will be scanned and emailed to appropriate payment agencies.
- Fuel vendors will be responsible for providing electronic documentation, including customer receipts and supporting spreadsheet to the Time Unit via cell phone or through email so Time Unit can deduct those costs from the OF-286.

Cooperators

Command:

- Coordination with Liaisons will be through phone calls and electronic technology.

Information:

- Information Officers work hand-in-hand with Cooperators and Liaison Officers to ensure needs are being met and a unified message is presented. Many of these opportunities present organically before and after in-person Cooperator's Meetings. It is possible that many of these connections will be missed due to the nature of virtual meetings. Cooperator's access to camp may also be limited due to increased exposure risk.
- Cooperators often have a speaking role or at least are introduced during community meetings. It is likely that community meetings will occur virtually this season due to physical distancing guidelines. Cooperators should take this into consideration and be prepared to participate virtually.

Logistics:

- Expect multiple non-traditional resource requests to support firefighting personnel.

Plans:

- Utilize electronic sharing of map products when possible (Quick Response (QR) code, ftp site). Printing services may be reduced due to network capacity or availability of vendors. Limit printing requests to priority documents.

CHANGING LEVELS OF SUPPORT FOR IMT'S

It is expected there will be a need for additional support for IMTs in non-traditional ways. This section addresses some of the possible changes in the level of support at the Local/District level or the State/Regional level.

Local or District Level Support

Command:

- Develop Agency Administrator intent and process for local/agency specific COVID-19 protocols in “Leader’s Intent” documentation.
- Anticipate support need (IT, common facility) to facilitate cooperator involvement
- Anticipate providing for logistical needs and monitoring of individuals in quarantine and/or isolation status until they can return to their home unit.
- Anticipate challenges and/or new process for moving resources between states, geographic areas, and countries. Recommend confirming pre-incident process and availability of “accustomed” resources.
- Anticipate limitations on local vendors capacity. Recommend pre-season confirmation of local logistical and operational support including meal vendors, fuel, inmate support, equipment, etc.
- Recommend preseason work to locate, describe and, if necessary, develop agreements for main camps, remote camps, and staging areas that can be rapidly stood up in support of hosting an IMT. Staging areas will likely be needed to facilitate check-in and assignment of arriving resources and will be one of the first sites needed as resources begin to arrive on the incident.
- Sub-geographic level efforts to provide mental health practitioners, chaplain services, and/or peer support services are strongly encouraged. All these services exist in one or more of these forms within the various agencies.
- The IMT will consider the need for emotional and mental health support services for incident personnel who become quarantined and/or isolated during an assignment. If the need for such services for incident personnel becomes necessary or is a cumulative effect of extended periods of physical distancing, involve local and agency resources to provide this support.

Information:

- We anticipate less in-person communications and interactions this season due to physical distancing guidelines. Therefore, sponsoring agencies should consider pre-season messaging to public, cooperators and media to set expectations for a more virtual environment and decreased access to the fireline.
- If not already a common practice, consider establishment of a Joint Information Center given the potential for a heightened level of interagency information requests and needs.
- Public Information has a large percentage of older and at-risk qualified personnel and some do not possess skills and equipment necessary to operate in a virtual environment. In addition, many sponsoring agencies have additional COVID-19 responsibilities at the home unit and/or have placed travel restrictions on their staff which will limit their ability to accept assignments. For these reasons, decreased staff availability is expected. Local and district level staff support may be requested at higher levels than in the past.

- Our ability to provide relevant and timely information to communities will rely on creative problem solving and more advanced tools. Local and district offices may receive team requests for use of higher-level licensed tools such as Zoom Enterprise, etc.
- Public Affairs Officers have already seen increased Legislator interest in how teams are ensuring firefighter and public safety in a pandemic environment. Local and district offices should expect this trend to continue.

Safety:

- Preload contact information for local Health Departments in team delegation documents.
- Include local protocols for reporting and notification of COVID-19 suspected or confirmed cases.
- Provide a list of already designated isolation and quarantine facilities available for team use.

Logistics:

- As resources become limited in the northwest, local units might need to provide additional logistical support.
- Anticipate requests of non-traditional resources to bolster the militia.
- Preseason agreements for areas to build camps, house day sleepers for night shift operations and accommodate special COVID-19 exposure patient handling need to be in place.

Operations:

- Due to COVID-19 reduced national resource availability, state travel limitations, and other concerns, IMTs may request to utilize additional local resources.

Air Ops:

- Communication with the Unit/Forest Aviation Officer and Dispatch Center to establish host unit protocols.
- Work with host unit to identify primary and alternate locations for fixed and rotor-wing aircraft.

Plans:

- As printing service availability decreases due to network capacity or vendor availability, supplementary printing support for maps and/or IAPs may be needed from local/district office.
- If experiencing poor internet bandwidth at the incident, application support from dispatch center personnel with ICS-209 inputs may be solicited to meet required input timelines.
- With the potential for the increase in staffing needs to manually input check-in/demob information into the e-ISuite database, explore local/district staff or Expanded Dispatch resources to support inputs if SKCN resource availability is diminished.
- With the potential for an increase in resource competition due to added pandemic protocols, consider increased availability of local/district staff to fill Plans functions virtually if resource availability is diminished (i.e. Forest training officer, GISS).

Finance:

- If finance personnel are requested/relocated to provide “centralized” geographic support structure, consider utilizing local personnel to assist with finance functions.

- With COMP/CLAIMS working in a remote, virtual site, or “centralized” geographic support structure, may consider utilizing local Hospital Liaison to ensure patient can be transported to hospital in a timely manner and ensure proper paperwork has been initiated.
- If experiencing poor connectivity at remote location, may consider utilizing the local districts network functionality to process electronic finance documentation.
- If additional finance personnel are needed and physical space limitations prevent locating at remote site, local office space may be needed.

State or Regional Level Support

Command:

- Suggest Logistics be established as part of MAC to assist with coordination and prioritization. Coordinate logistics calls with IMT Logistics Chiefs.
- Support local units in planning and providing for logistical needs and monitoring of individuals in quarantine and/or isolation status until they can return to their home unit
- Strongly recommend that PNW take the responsibility to ensure medical providers are available to all IMTs. Have on call physicians to help IMTs be successful.
- Recommend PNW make efforts to provide mental health practitioners, chaplain services and/or peer support services to support the emotional and mental health of incident personnel feeling negative effects of COVID mitigations. All these services exist within the various agencies. Establish a connection with these services upon acceptance of an assignment.
- Recommend that PNW establish an IT coordinator position to support IMTs with technology allowing for maximization of COVID-19 mitigations that are technology dependent. Further recommend this issue be addressed at a national level and the consideration be given to an IT Team for interagency team support.
- Leverage current, existing or possible agreements with Military to provide additional medical, logistical, and operational support to Incident Management Team deployment.
- At the MAC level, for incidents that are or appear to be long duration, consider length of assignment for IMTs early on.
- Suggest PWNCG establish a process to maintain this product as a living document over the course of the fire year.
- Clarification on process and support to contracted resources, particularly as it relates to PPE, quarantine, and isolation tracking is needed.

Information:

- Public Information has a large percentage of older and at-risk qualified personnel and some do not possess skills and equipment necessary to operate in a virtual environment. In addition, many sponsoring agencies have additional COVID-19 responsibilities at the home unit and/or have placed travel restrictions on their staff which will limit their ability to accept assignments. For these reasons, decreased staff availability is expected. State and Regional level support may be requested to find qualified PIOs at higher levels than in the past.
- Public Affairs Officers have already seen increased Legislator interest in how teams are ensuring firefighter and public safety in a pandemic environment. State and regional offices should expect this trend to continue.

Safety:

- Consider establishing northwest COVID-19 coordinator(s). This position could come from MPHAT, to provide and maintain information to the MAC group as they determine northwest priorities and disseminate information received from incidents across the northwest. This position could track and maintain up to date COVID-19 information, from a northwest perspective, and provide local health authority contact information to IMTs as they get deployed.

Logistics:

- Support for IMTs acquiring needed PPE, sanitizing wipes and hand sanitizers. Stock local caches to meet this need.
- As resources become limited, MAC group prioritization will likely be needed and/or scarce resources might need to be shared. Consider non-traditional military and international resources to accomplish logistical needs.
- A container (hot box) is needed to transport several individual hot meals to remote camp sites. The box would keep meals warm and could contain 10 or 20 meals per hot box. Assistance would be needed to develop these, either through the cache system or through the National Mobile Food Services contract.
- Changes in virtual incident procurement (VIPR) resource availability needs to be identified and communicated to IMT's. For example, there are 1,200 yurts on agreement, but only 75 currently available because most are being used to support COVID-19 testing, quarantine, and isolation efforts.

Air Ops:

- Daily Multi-Agency Coordinate Group Aviation calls will be critical in providing incident and aircraft status updates related to COVID-19.
- Timely communication of any aviation Lessons Learned to IMT's.

Plans:

- If experiencing poor network capabilities at incident, increased application system support with ICS-209 may be vital to meet requirements for inputs
- Due to the potential for GISS resource to work Remote or Virtual, as well as limited network and bandwidth capabilities, consider increased availability from northwest agencies or NWCC GIS staff for GIS data steward support.
- Consider utilization of agency-provided IT support to assist with desktop support for incident personnel that are working in a virtual capacity.

Finance:

- Electronic procedures and forms, and E-Signature requirements to include agency-specific guidelines are located on the [Regional Incident Business](#) website.
- Specific administrative processes for patient identified with COVID-19 virus (forms, paperwork) for each agency is also located on the [Regional Incident Business](#) website.
- When two or more incident management teams are ordered, the GACC may stand up a centralized Geographic Support Unit for Incident Business Advisors (INBAs) and COMP/CLAIMS to provide support to multiple incidents. Agency guidance for PNW Geographic Support Units is available on the [Regional Incident Business](#) website.
- Additional technology is needed to provide payment agencies with the required supporting documentation. Recommendation that licenses for Adobe Pro be available to

all finance personnel so supporting documentation can be retrieved/bundled electronically for payment.

- Set expectations for Buying Teams and INBAs, and coordinate use of them on incidents.

REFERENCES, RESOURCES, WEBSITES

Numerous references, resources, example IMT Best Practices documents, and official websites have been the principal sources of information used in the development of this document as well as the Northwest Wildland Fire Response Plan. Due to the substantial amount of material that was reviewed, the information has been electronically stored in an online repository within the FireNet system rather than citing all materials in this document.

This document, and supporting documents, are included in the WFRP COVID-19 repository within FireNet which consists of a master list of all references, resources, and websites.

To visit the WFRP “COVID-19 References_Resources_Websites” repository within FireNet please click the link below; depending on your browser, you may have to copy/paste the entire URL into your browser address bar:

[COVID-19 References_Resources_Websites](#)

Or copy and paste the following URL into your browser address bar:

https://firenet365.sharepoint.com/:x/s/2020_COVID-19_GeographicArea_WRP168/EfygkzSDAHJOmTGw7eh2wxkB-VTb-4H0PD7TkjVX20fLA?e=481kAa

Listed below are direct links to additional supporting documents outside of the WFRP COVID-19 repository referenced above.

e-ISuite Enterprise Version 1.2.6 Best Practices Guide

<https://famit.nwcg.gov/sites/default/files/e-ISuite%20Enterprise%20Version%201.2.6%20Best%20Practices%20Guide.pdf>

ACKNOWLEDGEMENTS

The working team tasked with the creation of this “PNW IMT Recommended Best Management Practices” document would like to thank all the teams and individuals who contributed to the creation of this document. This effort only reinforces what we all understand about the nature of the work we do. It is an excellent example of individuals coming together to address the challenges we face while providing for a safer and more effective response to wildland fire.

We would like to recognize the following teams and individuals:

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NW Team 7
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NW Team 9
NW Team 10
NW Team 12
NW Team 13
PNW Team 2
PNW Team 3
ODF Team 1
ODF Team 2
ODF Team 3
Alaska IMT
Great Basin Team 1
AREA COMMAND TEAM-1
Oregon State Fire Marshal’s Office
Washington State Fire Defense Committee
Washington Department of Natural Resources
Washington Department of Transportation PIOs
Oregon, Washington & Southwest Public Affairs Officers
COVID-19 Wildland Fire Medical & Public Health Advisory Team (MPHAT)
Beth Fildes, Central Oregon Interagency Dispatch Center
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The ideas and the passion for the mission exhibited by these professionals is humbling to witness. We sincerely thank everyone for their time, energy, and dedication to produce this product to enable all the agencies to better serve the firefighter. THANK YOU!

APPENDICES

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Appendix A – Meetings and Briefings/Telebriefings

IMT meetings and briefings will occur through various mechanisms dependent upon camp configuration(s), available internet capacity, radio coverage, facilities, and IMT staffing availability on an incident. Meetings and briefings should be conducted in a manner that minimizes in-person interactions to the extent possible. The majority of tactical resources will likely be assigned to various camps established throughout an incident (base camp, spike camps, and remote locations). Because of the potential variations, IMTs will have to determine the best methods available on the incident they are assigned. The information below outlines options and possible equipment needs to be effective.

Morning Briefing:

IAP and map distribution for multiple camp locations will be achieved through a combination of hard copy delivery and electronic posting as dictated by the IT capacity on a given incident and/or location.

- A radio format briefing can be simultaneously broadcast to multiple camps. The briefing structure at base camp or ICP could be done in-person similar to a standard morning briefing but would utilize a radio (connected to a speaker system) instead of a microphone. This method could be simultaneously broadcast to other camps through the linked radio repeaters established for an incident.
 - Whenever possible, presenters should utilize a radio assigned to them directly. When an adequate number of disinfected radios are not available for all presenters, each individual should wear clean, disposable gloves and face masks when presenting to avoid cross contamination of the radio between handlers.
 - Prior to starting the briefing, the PSC or COML will do a “roll call” with all camp locations to ensure transmissions are heard (e.g. “Spike camp A, stand by for your morning briefing, do you copy?”)
 - Presenters need to be cognizant of timing limitations for a single radio transmission and take breaks during their message to prevent being cut off during transmission (usually around 45 second intervals).
 - Presenters shall use verbal descriptions when referring to locations on a map to ensure off-site camp locations understand what is being referenced in the briefing (I.e. using Division identifiers and specific road numbers vs. “over here” or “on this road”).
 - Briefings should be limited to critical information relevant to all field resources. Information specific to a single location should be shared through other means.
 - If all camp locations cannot be reached through a simultaneous broadcast, a separate radio briefing can be conducted following the main briefing.
 - Main briefing can be recorded via cell phone camera or video camera and posted to an approved internet platform for later viewing.
- A live streamed format to multiple camp locations may be available utilizing an approved internet platform. This method is contingent upon the incident having sufficient internet bandwidth and display equipment at all camp locations.
 - Equipment required for this format would include a camera with a microphone and capacity to live stream, tripod, display screens, presenter microphone, and appropriate lighting.
 - The briefing can be recorded and posted for later viewing.
 - This method could be combined with the radio briefing option for camp locations with limited IT capacity.

Swing or Nightshift Briefing:

Swing or night-shift briefings will be conducted in a similar manner as morning briefing dependent upon IT capacity on the incident.

- Operational resources will participate from their assigned camp locations.
- If practical, DIVS and TFLD/STL overhead should communicate with OSC or OPBD prior to the briefing for specific assignment details.

IMT Internal Meetings (C&G, Deliberate Risk Assessment, Strategy, 3-Day Outlook, etc.)

- Internal IMT meetings will be held using a variety of methods dependent upon the IT capacity on the incident but should be conducted in a way that minimizes in-person interactions.
 - If meetings are held in person, consider holding meetings outside if possible. If indoor meetings are required, ensure physical distancing protocols are followed.
 - Technology such as video conferencing or conference calls can be utilized to include IMT members working Remote or Virtual.
 - IMTs should establish a method for information sharing throughout the day that limits in-person interactions (I.e. group texts, etc.).

Cooperators Meeting

Daily or regularly scheduled meetings between the IMT and cooperators is necessary for information sharing, public safety coordination, and maintaining a common operating picture.

- Video conferencing using an approved platform will require internet bandwidth and computers with mic and camera options. Meetings could be recorded and posted for future viewing.
- Conference calls at established time frames could be utilized in conjunction with emailing map products to participants for visual reference of the incident status.
- If in-person meetings are necessary, consider holding meeting at an off-site location to limit additional people entering incident working areas.

Agency Administrator/IC Meeting

The IC(s) and the Agency Administrator(s) will establish the need and frequency of meeting with Agency Administrators.

- Whenever practical, consider conducting the meeting virtually using conference call or video conferencing.
- Consider establishing a group text between the ICs and Agency Administrators for periodic updates as needed.

Planning Meeting

- In person meetings may be possible in a space large enough to meet physical distancing protocols.
- In person attendance should be limited to essential participants. Consider a conference call-in line for Remote and Virtual participants.
- The meeting may be live streamed or held in a video conference format if IT capacity is available. This would allow for Remote and Virtual participation.

Transition Meeting

IMT transition meetings will be required for transitioning incidents between IMTs or back to the host unit.

- Consider limiting the meeting to essential personnel (i.e. C&G and Agency Administrators) and hosting the meeting in an off-site location.
- Establish process for Incoming IMT members, not attending the transition meeting, to facilitate transfer of information while limiting interactions with personnel from other incident locations.
- Video conferencing methods, where practical, and electronic document sharing should be utilized to minimize in-person interactions.
- Follow up conversations via phone or video conferencing should occur between incoming and outgoing unit leaders and other IMT personnel to ensure information is shared during transition.

Appendix B – Health Liaison Position

Health Liaison Position

When considering Incident Management Team (IMT) staffing and tasking for managing Infectious Diseases in the incident response environment, consider assigning a Health Liaison position to the team so this responsibility is not assigned as co-lateral duties to the Medical Unit Leader (MEDL), Safety Officer (SOF) or Liaison (LOFR) positions, especially on large or complex incidents. This IMT position would be dedicated to managing and tracking infectious disease related issues during the incident for the C&G. This would help alleviate pressure on other team positions, especially when staffing is limited.

Qualifications:

This position could be filled by different IMT members including MEDL, SOF, LOFR, or Deputy Incident Commander (DPIC), who is a member of the Command and General Staff (C&G), or has C&G experience or other experience at the command level, for more efficient integration with the team. One recommendation is to have this position report to the DPIC (if IMT has a DPIC) who could be the backup in the absence of such a position. An alternative is to fill this role using a local health care professional. In this case, ensure that there is a dedicated contact person within the team, and recognize that many of the on-assignment duties listed below will still have to be completed by other team members (MEDL, SOF, LOFR). On smaller incidents, this position could be filled by the local unit. Background needed for this position would include experience at the Incident Command System (ICS) command level, familiarity with medical protocols (not necessarily required to have a medical background), good interpersonal skills and familiarity with other IMT position roles and responsibilities.

It is important to recognize that different State and County Public Health Departments may have stricter public health controls than individual agencies. It is incumbent on this position to initially establish a local Public Health contact to assist with understanding and implementing any additional pandemic controls required by the location jurisdiction, and to inform them of the number of individuals who will be working in their area.

Pre-Mobilization Duties:

1. Contact Local, County, and State Public Health Departments to gather the following information:
 - 24/7 contact information
 - Update on the local infectious disease situation, including quarantine protocols
 - Additional infectious disease protocols specific to the local area and state
 - Infectious disease reporting requirements
 - Availability of telehealth videoconferencing
 - Location of infectious disease hotspots
 - Availability of testing and testing procedures
2. Contact Local EMS in order to:
 - Develop a list of local EMS and ambulance provider contacts and capability.

3. Contact potential receiving hospitals or clinics to gather the following:
 - 24/7 contact information.
 - Infectious disease protocols, patient receiving procedures, and testing availability.
 - Local capacity for patients.
 - Availability of telehealth videoconferencing.
 - Ways incident Hospital Liaisons can work best with the facility if we have a personnel injury.
 - Facility points of contact for our COMP/CLAIM person.

On Assignment Duties:

- Coordinate with MEDL, LOFR and SOF on identifying and establishing relationships with cooperators, including health departments, and to gain information regarding the capacity and integrity of the local and state healthcare system(s).
- Work with the MEDL to establish who will contact transport agencies for incident use.
- Stay up to date on practices recommended by the Center for Disease Control (CDC) or State or local health authorities for transmittal avoidance, with a filter for what can be practically applied in the emergency response environment.
- Provide participating agencies and other cooperators the infectious disease protocols that the IMT is using.
- Make sure a screening tool is available and used for all incoming resources ([Appendix C](#)).
- Ensure all camps have adequate and appropriate Personal Protective Equipment (PPE) (masks, etc.) for all resources and are following protocols for use of PPE.
- Review physical distancing implementation across all camps (ICP, Base Camps, Spike Camps, Remote work areas, etc.).
- Provide constant visual and verbal education and situational vigilance specific to Infectious Disease transmission (signing or messages on physical distancing, use of PPE, recognition of symptoms, protocols for exposure, etc.).
- Ensure Medical Unit is set-up to handle infectious diseases cases separate from other regular medical day-to-day business.
- Work with Medical Unit to find availability of other medical staffing as needed (Physician Assistant, Registered Nurse, Doc in a Box, etc.).
- Maintain a list of Infectious Disease Subject Matter Experts (SME) and potential contacts.
- Review and assist with implementing screening, isolation, and quarantine procedures.
- Monitor Infectious Disease cases and exposures, and if assigned, conduct fact-finding regarding potential origin or recent exposure of a suspected patient.
- Assist local contact tracers as needed with names and numbers of personnel.
- Follow infectious disease case reporting requirements for Health Departments for both suspected and confirmed cases.
- Work with MEDL, LOFR, Human Resources Specialist (HRSP) and Demob Unit Leader (DMOB) as needed to contact home unit of personnel assigned to the incident who are treated or being demobilized.
- Assist C&G with finding creative or new measures to safeguard incident personnel and in keeping up with current CDC recommendations or guidelines.

- Provide daily briefing (in conjunction with MEDL) to C&G on Infectious Disease situation including:
 - Updates of all suspected and confirmed incident COVID-19 cases
 - Emerging trends in infectious rates on the incident
 - Number of patients awaiting return to home unit and any delays in demobilization

Sources:

Medical and Public Health Advisory Team, Medical Unit COVID-19 Concepts of Operations Plan, 25 April 2020

Wildland Fire Response Plan COVID-19 Pandemic, Northwest Geographic Area, April 2020

Appendix C – MPHAT COVID-19 Screening Tool

WILDLAND FIRE COVID-19 SCREENING Interim Standard Operating Procedures

To: Fire Management Board and Non-Federal Wildland Fire Partners

From: COVID-19 Wildland Fire Medical and Public Health Advisory Team (MPHAT)

Date: 04/23/2020

Subject: COVID-19 Interim Screening Protocol for Wildland Fire Personnel.

Purpose:

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

Background:

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

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

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

utilization by wildland fire personnel at duty stations and wildland fire incidents to reduce the risk of disease through common screening protocols.

Rationale:

The scale and potential harm that may be caused by this pandemic meets the American Disabilities Act *Direct Threat* Standard¹. Therefore, routine screening in the workplace is justified and warranted to prevent further community spread of the disease. By identifying, properly triaging, and managing personnel with exposures and these symptoms, personnel can reduce the spread and better mitigate COVID-19 infections among their workforce.

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

WILDLAND FIRE COVID-19 SCREENING

Interim Standard Operating Procedures

Instructions

The following screening guidance is recommended for adoption and implementation at duty stations and for all incident management activities across the interagency wildland fire community, as frequently and extensively as possible. The screening is meant to identify individuals that may have COVID-19. As a part of this screening, each individual should consider their typical level of fatigue while performing arduous work on a wildland fire assignment so as not to confuse typical arduous work symptoms with those of COVID-19. Supervisors and incident managers should plan and resource accordingly to support the following SOP:

Pre-Mobilization

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

Arrival/Entry to Location

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

Daily Screening

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

Positive Screenings

Persons with indications of illness prior to mobilization should be excluded from incident assignments until they meet the return to work criteria as described by CDC (10 days after the start of symptoms and at least 3 days after the last fever not requiring fever reducing medications, and symptoms are improving).

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

WILDLAND FIRE COVID-19 SCREENING

Interim Standard Operating Procedures

Confidentiality of Medical Information:

Any medical information gathered is subject to ADA confidentiality requirements²³

Tools and Supplies

- Verbal Screening - use the *Wildland fire COVID-19 Screening Tool*
- Temperature Checks - use only touch-less infrared thermometer if available.
 - Incident management personnel involved with screening should consider purchasing touchless thermometers prior to assignment. Incident emergency medical personnel are strongly encouraged to bring their personal touchless thermometers if available.
- Isolation - use separate facility, yurt or personal tent.
- Dedicated Wash Stations - Consider the number of dedicated wash stations and/or portable restrooms needed to maximally support each bullet above.
- Personal Protective Equipment (PPE) for Screeners:
 - If screeners need to be within six feet of workers, provide them with appropriate PPE based on the repeated close contact the screeners have with other workers.
 - Such PPE may include gloves, a gown, a face shield, and, at a minimum, a face mask.
 - N95 filtering facepiece respirators (or more protective) may be appropriate for workers performing screening duties and necessary for workers managing a sick employee in the work environment (see below) if that employee has signs or symptoms of COVID-19. If respirators are needed, they must be used in the context of a comprehensive respiratory protection program that includes medical exams, fit testing, and training in accordance with OSHA's Respiratory Protection standard (29 CFR 1910.134).
 - These items can be found in: NFES 1660 – *Individual Infectious Barrier Kit* or NFES 1675 – *Multi-Person Infectious Disease Barrier Kit*
 - Note: Appropriate techniques for using personal protective equipment including donning and doffing can be found at: <https://www.cdc.gov/coronavirus/2019-ncov/hcp/using-ppe.html>

² Pandemic Preparedness in the Workplace and the Americans with Disabilities Act
https://www.eeoc.gov/facts/pandemic_flu.html

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

WILDLAND FIRE COVID-19 SCREENING TOOL

Today or in the past 24 hours, have you had any of the following symptoms⁴?

Symptom
Cough more than expected?
Shortness of breath or difficulty breathing?
Fever?
Chills?
Muscle pain outside your normal for firefighting?
Sore throat?
New loss of taste or smell?
<i>* Take temperature with no-touch thermometer, if available *</i>

Instructions for Screening

Item	What to Do
If resource has a cough that is more than expected, shortness of breath or difficulty breathing, or any other symptoms listed.	DO NOT MOBILIZE
<p>At Entries:</p> <p>Consider adequate number of personnel needed for screening. Although medical personnel are ideal, screeners do not have to be medically trained.</p> <p>If resource has cough, shortness of breath or difficulty breathing, or any other listed symptoms including fever (over 100.4) at entry.</p>	<p>DO NOT ANNOUNCE</p> <p>Ask individual to step aside and follow the steps below.</p>

Steps to follow
Escort symptomatic individual to isolation area.
Isolation support personnel should begin documentation.
Have symptomatic individual contact Supervisor for further direction.
Notify public health officials.
Have individual transported as appropriate.
Protect and secure any collected Personal Identifiable Information (PII) or Personal Health Information (PHI).

⁴Symptoms of Coronavirus

<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>

ADDITIONAL RESOURCES

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

DOI COVID-19 Risk Assessment & Decision Matrix for Managers (DOI access only)
https://doimspp.sharepoint.com/:b:/r/sites/doicov/Shared%20Documents/DOI_COVID19_Decision_Matrix_Version4.pdf?csf=1&web=1&e=OwfTyf

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

Personnel in Mission Critical and Essential Function Positions (DOI access only)
<https://doimspp.sharepoint.com/:b:/r/sites/doicov/Shared%20Documents/Mission%20Critical%20Position%20Exposure%20FAQ.pdf?csf=1&web=1&e=yMd8Gf>

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

Appendix D – Agency Specific COVID-19 Guidelines and Resource List

Oregon State Fire Marshal 2020 Mobilization Readiness Review Guide:

https://www.oregon.gov/osp/Docs/2020_Mobilization_Readiness_Review_Guide.pdf

Centers for Disease Control and Prevention – FAQs for Wildland Firefighters:

<https://www.cdc.gov/coronavirus/2019-ncov/community/wildland-firefighters-faq.html>

DOI Bureau of Indian Affairs – COVID-19 Fire Information:

<https://www.bia.gov/bia/ots/dfwfm/bwfm/fire-information/COVID-19-Fire>

USDA Forest Service – COVID-19 Playbook:

<https://www.usda.gov/sites/default/files/documents/COVID19%20Playbook.pdf>

WA Department of Natural Resources – “Interim COVID Safety Plan for PPE and Screening”:

https://www.dnr.wa.gov/publications/em_covid2020_wildfire_safety_plan.pdf?ko7ffe

NPS – General COVID-19 Information:

<https://www.nps.gov/orgs/1207/statmentonparkopscovid19.htm>

NPS COVID-19 Employee Self Screening Guidance:

<https://inside.nps.gov/sites/default/files/2020-04/NPS%20workplace%20screening%20guidance%20final16APR20.pdf>


DOI Bureau of Land Management:

The BLM is currently following Fire Management Board, National Multi Agency Coordination, and National Wildfire Coordination Group guidance

Oregon Department of Forestry:

ODF is currently developing a COVID-19 information website, and this area will be updated once complete.

List of resources that may be helpful to some users:

- WA DOH Local Health Jurisdiction Director/Administrator and Health Officer Information
<https://www.doh.wa.gov/Portals/1/Documents/1000/SystemsTransformation/LocalHealth/LHJ-DirectorAdministratorHealthOfficerInformation.pdf>
 -  [WA Local Health Jurisdiction Directory.xlsx](#)
- NPS-specific N95 memo and link to training: https://firenet365.sharepoint.com/:b:/s/2020_COVID-19_GeographicArea_WRP168/EWZJRwRu6jNKn4oqF16x2R4BsmrX8AvqacFd5CQfDU7a4A?e=PjmFBd
- NWCG Memo - Interagency Checklist for Mobilization of Resources in a COVID-19 Environment: <https://www.nifc.gov/nicc/administrative/nmac/NMAC2020-17.pdf>
- FMB Wildland Fire COVID-19 Portal, including MPHAT information: <https://sites.google.com/a/firenet.gov/fmb/home/covid19-portal>
- DOI COVID-19 Information Related to Fire and Aviation Management (VRP-FAM) (DOI access only): <https://doimsp.sharepoint.com/sites/nps-in2-visitor-and-resource-protection/SitePages/insidenps-org-office-home.aspx#covid>

Appendix E – PNW Public Information BMPs

PNW Public Information Best Management Practices Remote/Virtual Response Strategy

Introduction

This document is intended as a public information tool for developing and implementing an effective low tech/high tech communications strategy at any level of complexity within a pandemic environment.

Performing Daily PIO Duties Electronically During a Pandemic

FireNet has migrated to Microsoft Office 365. Becoming functional in this platform will be critical to success. Online training resources are available at www.firenet.gov

Daily Updates/Press Releases: Drafts can be placed in a “For IC Review” folder in Teams and accessed by the Incident Commander. If this function is not available, we recommend you text an image to IC/AA for approval/edits and distribute the final electronically through email, social media, Inciweb, etc.

Daily Update Video: Team member (IC, OPS, PIO) wearing teamwear or Nomex delivers talking points based on pre-approved daily update. Upload video to social media platforms based on host unit’s needs/channels. Submit audio to radio stations. InciWeb requires videos to be 60 seconds or less.

Maps: PIOs answering phones regarding evacuations, closures and proximity of fire to residences will likely work virtually and will not have access to large maps to use as reference. For lower complexity incidents, .jpg and .pdfs of maps can be downloaded to Teams or ftp sites for staff sharing and remote trapline staff access. For larger complexity incidents consider an ArcGIS on-line interactive public information map.

PIO Section Meeting and 214s: Conduct daily PIO Section Meeting via conference call, Zoom or other electronic means. We recommend that a shared Unit Log (214) be maintained in FireNet documentation files.

Images/B-Roll: Receive from field via text, email or ftp site and share via web-based platform.

Thank You Certificates: Request information from team members electronically. Use image of IC’s “wet” signature and place on virtual certificates. Email pdfs of certificates to recipients.

Web-based Dashboards: A web-based dashboard provides the same “one-stop-shop” service as physical camp boards but are available through phones, tablets or other internet connected devices without the need for personnel to gather around a physical board. Check the NIFC PIO Tool Kit for a web-based dashboard template.

- Utilize a web-based platform such as One Cloud or Google Drive.
- Provide access to allow staff from other sections to populate their own portions of the board (Human Resources, Plans, Finance, Safety, Demob, etc.)
- Be mindful that not all personnel have access to smart devices.
- Use a QR code (or short URL) on the cover of the IAP for fire personnel to access this web-based dashboard.
- If approved to use a physical camp board, physical distancing reminders should be placed in a prominent spot on the board. Consider placing Xs six feet apart with tape on the ground.

Traplines: Staffed traplines and information boards draw crowds and could cause unnecessary exposure. In addition, many of our usual stops may be closed due to the pandemic. Therefore, traditional traplines are likely to be eliminated or condensed.

Key Considerations:

- We recommend pre-arranging for cooperating agencies, post offices, county/city offices and commercial establishments to receive daily updates, smoke reports, and maps via email and have them post on existing kiosks and windows.
- If the above option is not available, the tradition of physical trapline locations will likely need to be continued, but this route will be much smaller than we have historically supported. This should be a decision made with the host agency.
 - When traplines must be staffed, personnel should not linger at boards unless absolutely necessary and will need to follow physical distancing and/or mask guideline.
 - A physical distancing reminder should be placed in a highly visible spot on the board as well as Xs on the ground 6 feet apart where possible. Keep in mind that COVID-19 may live for extended periods on paper products.
- Public Access TV: Consider providing daily updates using text/images or two-minute or less operations videos.
- Public Service Announcements (PSAs): Record PSAs announcing updates, promoting fire prevention, and letting impacted citizens know where to find fire information.
- Recommend using 211/Reverse 911/Nixle or equivalent, especially for emergent messaging evacuation level changes.

Media: Interview Techniques, Telebriefings, Escorts and Alternatives

To ensure maximum reach during pandemics, the best practice is to provide the media with press releases, telebriefings/video updates, and access to timely and relevant photos and videos. This will allow them to deliver, amplify and share critical fire information in a timely manner. Common sharing platforms include cloud-based storage (OneCloud or Google Drive), YouTube (video), Flickr (photos), and both email and an ftp site.

Key Consideration:

Ops / Air Ops / SITL / SOFR or interested line personnel could collect relevant photos and videos that can be shared with the media. Alternately, this could be accomplished by a spiked, line qualified PIO.

Agency Administrators, Public Affairs Officers and ICs Determine Media Policy:

- Ensure media protocols regarding camp access, fire line escorts and in-person interviews are clearly determined with the approval of the Agency Administrators, Public Affairs Officer, and Incident Commanders. Clearly communicate expectations to all media outlets.
- If camps and fire line are closed to media, we recommend an additional remote or virtual support PIO to manage media inquiries.

Media Interviews and Telebriefings:

- Conduct basic interviews via video conferencing or phone.
- We recommend a standardized background during virtual [especially televised] interviews.
- Approved in person interviews should ensure physical distancing.
- Approved media escorts should be focused on limiting exposure to fire personnel.

Community Meetings: Options for Low, Moderate or High Connectivity

Our ability to conduct in-person community meetings while effectively following distancing guidelines will be limited. There are many scalable alternatives based on complexity of incident, agency desires, as well as connectivity and bandwidth. Both low-tech and high-tech approaches should be considered.

If teammates are presenting from the same location, use tape to mark an “X” on the floor for current presenter and ensure others maintain appropriate distance.

Key Consideration:

The concern remains that some members of the affected population may not have access to technology and therefore may miss out on the transmission of important information.

Community meeting strategy should be based on connectivity as well as needs of Agency Administrator and community:

Low Connectivity: Consider alternate forms of communication. Call-in phone lines can be set up with a prerecorded message that is updated daily at a minimum. Utilize already established communications specific to the community. For example, call at regular intervals into a local radio show that allows for listeners to ask questions or join community-specific social media pages to share daily updates.

When in rural areas and as population density allows, consider hosting proactive and somewhat informal “pop up” outdoor community meetings while physical distancing. For example, DIVS taking the time to speak to nearby community members to describe progress or answer a few questions before or after shift. This would be limited so as not to hinder operations.

Moderate Connectivity: Consider prerecorded virtual meetings where team members present over teleconferencing software then post the prerecorded meeting on YouTube or other channels immediately following. YouTube has an automatic closed-captioning feature that is easy to use.

High Connectivity: Consider an interactive virtual community meeting similar to the one listed above, but livestream in real time with staff monitoring questions. Facebook Live is an excellent tool for this format.

Very Large Virtual Community Meetings:

Spokane County JIC hosted a “Telephone Town Hall”. The logistics for this event were coordinated through a third party.

- Targeted audience received a personalized, pre-recorded message inviting them to remain on the line if they wish to participate in the live telephone town hall event.
- When joining the meeting, participants have the opportunity to ask the “lead speaker” questions as well as answer survey questions using phone keypads.
- Program uses a web interface to control which participants ask questions on the call as well as when to pose survey questions to the group.
- Participants who are unable to ask their questions live have the option to leave messages with a call screener at the conclusion of the meeting (allowing follow up in other forms like Facebook or Frequently Asked Questions pages).
- Following the event, the program will send a detailed report complete with participant statistics as well as a digital recording of the event (extremely helpful for documentation).

Best Practices for Virtual Meetings:

- Staffing: For medium to large virtual community meetings, we recommend tasking three or more personnel. One PIO facilitates the meeting, one operates the streaming technology, and one or more PIOs monitor, answer and pass on comments or questions.
- Develop or customize existing SOPs for conducting community meetings.

- Every effort should be made to comply with 508 accessibility including ASL interpreter “pinned” to the front page as well as closed-captioning.
- Laser pointers are not always visible to online audiences. We recommend presenters use a four to five foot wooden dowel with bright orange tape at the end for pointing at maps.
- We recommend ordering a Spanish speaking PIO for incidents where community briefings in Spanish are warranted.
- Perform sound and camera setting checks prior to event.
- Cameras and microphones should be muted until the presenter is active.
- A standardized virtual background should be posted behind each presenter to create a unified look and avoid any unfortunate backgrounds. [see NIFC PIO Toolbox for examples]
- If hosting a virtual community meeting, have presenters include position name in profile.
- If meeting format will not allow for audience questions in real time, consider soliciting questions from the community ahead of time and give to presenter to prepare to address the topic.
- We recommend that all community meetings be recorded, cross posted to increase reach, and filed in the documentation files.
 - A best practice for Facebook Live meetings is to upload the video file to competing platforms such as YouTube, a proven method to increase reach.
- Conduct briefing from existing local facility where virtual meetings are already being televised, i.e., county commission, intermediate school districts, church, etc.

Delivery Tools:

- **AdobeConnect/Cisco WebEx** - allows presenters, presentation, and chat function online while allowing individuals to call in by phone.
- **Conference Call** - PIO moderates call; team members conduct briefing one at a time from their own phone; operator allows callers to ask questions.
- **Pre-recorded Briefing** - post video briefing on Facebook or YouTube as a “premier;” followers ask questions online and PIO answers them.
- **Zoom** - PIO moderates meeting and Q&A session, and posts recording on social media.
- **Facebook Live** allows for livestreaming and seeing real time comments and reactions from viewers.
- **Public Access TV** - Livestream meeting on public access television channel.

Virtual Tools

The following virtual tools can be used to supplement or replace in-person interactions in order to maintain physical distancing and reduce the risk of exposure to staff and the public:

Team Collaboration Tools:

- Office 365/FireNet-Teams, OneDrive, Outlook. Central location for communication and information sharing with the Information shop and between Info and other sections and staff.
- Other videoconferencing applications where Teams videoconferencing is not adequate to meet the need: Cisco Webex, Zoom, GoToMeeting, Skype, Facetime
- Instant messaging applications - utilize in addition to Teams chat when necessary to reach staff by mobile phone number: WhatsApp, GroupMe

Live Streaming Platforms:

- Facebook Live, YouTube, Instagram, Ustream, Periscope

Applications for Sharing Public Information:

- AGOL (Story maps, story journals, data sharing and collaboration)
- NextDoor-social networking platform for local communities

- Facebook- incident specific pages, agency pages, partner organization pages, community/neighborhood groups.
 - Additional reach may be achieved by paid boosts or “geo fencing.”
- Twitter
- Blog

Phone Response:

- Set up Google Voice to create a “phone bank” of PIOs to respond to incident-specific questions.
- Assign someone to monitor/respond via internet to avoid messages getting lost on multiple cell phones.

Information Shop Situational Awareness:

- Incident specific data/maps: https://ftp.nifc.gov/public/incident_specific_data/
- Enterprise Geospatial Portal EGP-National Fire Situational Awareness: maps.nwcc.gov
- GoogleEarth NWCC COP

Tool/Application Considerations:

The appropriate tool to use will depend on your mission and task. Special considerations are below:

- Who needs the information and how fast do they need it? Depending on available data flow, live streaming requires a lot of bandwidth. Is the information you are presenting essential *right now*? Or can it be posted after-the-fact to speed up other team operations? This is especially important in low to moderate bandwidth conditions.
- How big is your audience and what is the purpose of the meeting? Video platforms have participant limits.
- Is there a need to display/share information? Will Agency firewalls limit use or sharing?
- Will other entities such as county agencies or the public be able to access the applications and do the tool/applications have a good feedback loop or ability to comment?
- Use of virtual tools may require time to train and learn. Some tools require multiple presenters to handle presentations and coordination of feedback.
- Can tools/applications record presentations or save data for required documentation?
- Licenses may be limited or need to be purchased and/or passwords may require time to acquire.
- Does the tool/application have the ability to encrypt video or data share for security?
- Have capabilities been explored for tools/applications we currently have? Are there low-tech solutions that could be used that would be effective in a virtual environment?
- What equipment is needed to use the tools virtually and be effective? Cameras, monitors, portable printers, scanners, headsets, bluetooth lapel microphones, hotspots, MiFi.

Staffing Alternatives in the Event of Staffing Shortages

The anticipated lack of availability of technologically skilled PIOs will present an especially difficult challenge. Additional restraints can be expected due to fluctuating policies on maximum allowable travel distance for PIOs assigned to the incident, an increase in home unit obligations due to COVID-19, and the need to limit exposure for high risk groups.

Staffing Alternatives:

- Even with an increase in home unit workloads, there may be opportunities to utilize local agency staff such as front-liners, recreation staff, and public engagement personnel. These employees are typically connected to the community and familiar with local culture and landmarks/road names and they may already be working virtually. A few hours of work per shift from local agency staff can drastically improve the IMTs ability to answer phones, respond to emails, create, amplify and monitor social media, and communicate with impacted communities.

- If other teams are on assignment, there may be an opportunity to share virtual or remote staff, as well as critical social media monitoring services such as the Virtual Online Support Team (VOST).
- Consider recruiting interested persons who may not have NWCG qualifications as Technical Specialists (THSPs). Skillsets that quickly translate into effective information sharing include proficiency with social media platforms, monitoring and amplification, live streaming, 508 compliance, podcasting, writing, language speaking skills, videography and visual story telling.
- Staffing orders for remote or virtual PIOs should request the access to compatible tools including an approved laptop in order to function.
- You may be able to ask for help from local staff or other sections during surge periods. For example, an ITSS to operate technology while you facilitate a meeting that is being recorded.

Just in Time Training: Recognizing demands on staffing and the need to quickly train additional PIOs, Region 6 USFS has announced that “Just in Time Training” will occur throughout the season.

Additional PIO “Hacks” and Best Practices

- It is unlikely that all Information staff will be co-located this season. For this reason, strategically planned staff interactions will be more important than ever. One way to ensure good communications is to set a regular schedule for information sharing throughout the assignment. Consider FireNet -Teams, Zoom, GotoMeeting, Webex or free conference call.
- Add Fire Information phone number(s) and email address to the front of the IAP.
 - Interested fire personnel can send photos and videos.
 - Serves as a quick reference if fire personnel are approached by community members with questions.
- Coordinate with existing Joint Information System/JIC call centers to maximize efficiencies.
- Ask the PAO if there is a local cable channel that can film and run recorded information.
- Consider including talking points for firefighters in the IAP in lieu of lengthy am briefing update with key bullets like current closures / where to direct folks for evacuation info, and a pause before you post reminder.
- Incoming IMTs at every level should make contact with and research the history of the local Emergency Management, Department of Health, EMS and Sheriff’s Office pandemic response to determine as much as possible about lessons learned, effective and equitable communications strategies, and ongoing low tech/high tech considerations for reaching all impacted citizens.
 - Example in Mason County, WA: highly trusted Sheriff did the daily video update.
 - The Mason County JIC discovered that locals preferred reading updates with bullet points and not paragraphs.
- For those communities with less connectivity, consider the use of looped programming on monitors placed in public locations where people visit to provide more interactive engagement. Looped video/messaging should be 60 seconds or less to prevent congregation of large crowds.
- Consider using Department of Transportation electronic signs for messaging more than usual.
 - During the early 2020 COVID-19 shutdown, certain states used electronic signs specifically messaging in other languages to populations with Limited English Proficiency (LEP).
- Use the voice recorder feature on smart phones/laptops to share important “low tech” updates over AM/FM radio or on a platform such as Soundcloud. This is your basic “fire information podcast.”
 - Consider simple or detailed updates from IC, OPS, DIVS, Agency Administrators, community influencers, tribal and LEP partners, etc.

- Create virtual background templates to be placed behind team members during public facing briefings and media interviews for a unified look if maps are not used. Check the NIFC PIO Toolkit for examples.

Obstacles that May Prevent Successful Completion of Duties

Connectivity: Data flow and access to the internet is the backbone for remote operations of incident information.

- Consider securing Firstnet or other priority bandwidth service plans on smart phones or hot spots that give priority “top of the tower” bandwidth to first responders. [Firstnet.com]

Incident Within Incident (IWI): We recommend including planned actions specific to COVID-19 in your Information Emergency (IWI) Plan and Information section-specific risk analysis. These plans should be shared with the team SOFR as well as the Agency Administrator’s PAO.

- Update Information Emergency [IWI] Plans to assume we will not be able to have a PIO present at the hospital.
- Make sure to review COVID-19 related activities in your section AARs.
- The Pacific Northwest State Office/Regional Office is working on a template for PAOs and PIOs to utilize for COVID-19 related IWIs.

Frequency of VIP/Congressional Visits to ICP: PAOs have noted an uptick in the number of congressional inquiries so far in 2020 and predict a record year. Consider how this interest will transfer to the more active periods of the fire year. Will additional PIO or LOFR staffing be required? Will a supply of “visitor” PPE be needed? We recommend working closely with the sponsoring agency to determine their level of comfort with in-person VIP visits to camp and the fire line.

Limited Community Interaction: Community interaction has been one of the most traditional and successful tools in the “low tech” PIO toolkit. Frequent and transparent interactions with the public build trust. Regardless of the challenges, it is imperative that we remain responsive and available to the public, recognizing the impact of our words and the information we provide on an emotional level.

Find and share the numerous ways PIOs can safely remain connected with the public with the goal of equity and inclusion. In times like this we may need to lean on local trusted resources already in place such as local radio shows, non-profits, bloggers, influencers, and spiritual leaders to amplify our message.

Technical Support: A more virtual presence will require a higher level of technical support. This support will extend to virtual staff with a wide variety of equipment and permission settings on personal and agency-owned computers. If ITSS personnel are not available, technical questions or requests for support from other sections often fall to Information staff. We recommend you alert your team if you see a gap in ITSS staffing. We also recommend asking agency PAO if they are aware of local staff with technical support capabilities.

Need to clarify northwest ordering process for local unit staff, shared or specialized resources such as a VOST: We recommend that best practices for ordering/billing specialized or shared resources are developed. Considerations include large fire support, lend/lease, staff ordered for multiple assignments and charge appropriate time to each.

- Clarify chain of command (through host unit or under incident info organization)
- Consider incident documentation needs – submitting unit logs, Crew Time Reports (to track costs), contact logs, etc.
- THSP need a red card – recognize this may not always be possible mid-season when fire staff are unavailable to input into the system.

Anticipated Additional Needs from Other Sections & Public Affairs Officers

OPS/SOFR: Share fireline and fire behavior photos and videos with Information staff early and often. This will assist Information staff with maintaining situational awareness and will help develop communication products to share with media and public. Access to quality photos and/or video will alleviate the media's desire to be provided line escorts. It will also allow media to effectively tell our story with quality imagery and allow impacted citizens to stay informed.

PSC: Potential for ArcGIS Online interactive public information map requests. PIOs answering phones regarding evacuations, closures and proximity of fire to residences will likely work virtually and will not have access to large maps to use as reference. For larger complexity incidents this interactive on-line tool will be one of the most important tools that we have to serve our communities. If GISS unavailable, local staff will be enlisted.

LOGS - Medical: Lost and Found will be difficult to collect/distribute unless a PIO is stationed on-site with firefighters (unlikely). The Lost and Found needs to remain in a secure area. We recommend this function be moved to the Medical Unit which will always be located with firefighters.

Mail: Incoming and outgoing mail service has traditionally been an Information task. Alternate methods will need to be considered based on camp configuration and PIO access to firefighters.

Public Affairs Officers (PAO):

- Pre-season messaging informing the media and public of planned changes to IMT fire camp and fireline access to set expectations.
- Pre-loaded lists of trusted community members, cooperators and faith-based leaders who can
 - Help Information staff disseminate products.
 - Be the “face of the incident” as needed.
- IMTs have a potential need for higher level of licensed accounts such as GotoMeeting, Cisco Webex, Zoom or Teams.
- Equipment: PAOs could offer incoming PIOs a “cache” of equipment that many teams may not carry (e.g., tripod, phone cradle, jetpacks, scanner, lapel microphone, conference call pod).
- Recommend agreements at the state or regional level be established with Department of Transportation to utilize electronic information boards for emerging fire messaging.
- Recommend that PAOs get pre-season agreements with line officers on “skills” personnel availability beyond Moses Letter. Include technical specialists (THSPs) and technology troubleshooters for teams to call if on-site ITSS cannot assist virtual staff.

508 Compliance, Populations without Internet Access and Limited English Proficiency (LEP)

It is the role of the Information section to ensure an equitable communications strategy that addresses the issue of language translations, lack of connectivity, and Americans with Disabilities Act 508 compliance (<https://www.ada.gov/508/index.html>).

Tactics are usually focused on populations who have access to data or Wi-Fi and are often geared toward English speaking audiences. During times of severe economic downturn, the number of people without internet and Wi-Fi access increases. Limited English Proficiency (LEP) is a term used in the

United States that refers to a person who is not fluent in the English language, often because it is not their native language.

- We recommend working with local entities like the public health district. They may have good ideas for how to reach and identify underrepresented populations and may know what community leaders/influencers a team should get in touch with to share information.
- Several states and local agencies have a master contract for language translation in place. Fire teams should consider accessing these contracts. Ask the PAO at the in-brief.
- We recommend pre-recorded Spanish translation of daily updates be placed on answering machine/Google Voice lines in areas with large Spanish speaking populations.
- We recommend setting up a daily schedule with AM/FM radio stations to call in and provide daily fire updates in both English and Spanish.
- Note that lip reading is difficult under the best of circumstances. Masks make it impossible. Team members should remove masks when presenting (maintain physical distancing).
- Utilize automatic captioning software (Ex. YouTube, Facebook, etc.) and ensure produced videos have closed captions.
- American Sign Language (ASL) interpreters should be utilized and “pinned” to the front page during virtual community meetings.

Special Considerations

Trainees: The ability to accomplish items in task books will be greatly diminished on a virtual assignment. Every effort should be made to ensure a quality trainee assignment.

Time Zones: It is possible to have virtual staff across six different time zones. We recommend all staff assigned agree to set schedules and function in the same time zone as the actual incident location unless there are special circumstances. However, CTRs will remain in their physical location time zone.

Communication: Much of our information is obtained organically through close proximity in the Information shop. Daily reminders (set alarm) should be made to update virtual/remote staff on a regular basis. An open chat stream should be available to maintain connectivity, troubleshoot and share information.

Documents: A shared space (Office 365) should be maintained with documents and photos that all PIOs have access to.

Key messages: Daily talking points/key messages will be more important than ever to ensure On-Site, Virtual and Remote PIOs have a unified message and approach.

Smoke: Smoke concerns are anticipated to increase during a respiratory pandemic. If not already on scene, we recommend an Air Quality Advisor be ordered for most incidents. Be prepared to increase smoke messaging in all communications.

Staff Safety & What to Do if Suspected or Confirmed Incident Personnel Exposure

We recommend the following mitigation measures to protect resources from exposure:

- Yurt size and work spacing for On-Site PIOs will be aligned with northwest IMT guidelines. 100 square feet physical spacing means three PIOs for a standard octagon yurt. If in larger yurts, second door can have a sign that says “PIO staff entry only.” Consider placing a table across one of the doors so there is a “walk up” service option that restricts access.

- Utilize limited personnel acquire supplies/services from other sections. For example, one person interacts with cache for supplies, one person interacts with Plans for map concerns, etc.
- In areas with COVID-19 outbreaks, consider a pre-order for hotel room for first three operation periods for main PIO communication devices (laptop, extra monitor, hard drives) to serve as the communication center to immediately support the three branches – Office, Community and Media.
- Establish a list of general SOPs for how to do each job safely including telebriefings, trapline, media tours if approved, VIP visits.
- COVID-19 concerns should be added to Information-specific risk analysis.
- Resources should consider adding nitrile gloves, face masks and sanitation wipes to their kits in the event they are not immediately available on assignment.