

National Multi-Agency Coordinating Group

3833 South Development Avenue; Boise, ID 83705

NMAC Correspondence L2026-01

February 11, 2026

To: Chair, Incident Commander Advisory Council

From: National Multi-Agency Coordinating Group

Subject: Letter of Appreciation

The National Multi-Agency Coordinating Group (NMAC) extends its appreciation to the Incident Commander Advisory Council (ICAC) for the comprehensive work completed in response to NMAC Correspondence L2025-01 regarding fatigue mitigation.

ICAC's analysis, recommendations, and supporting tools reflect a thorough and thoughtful examination of the operational, cultural, and structural factors that influence fatigue management across the wildland fire environment. Your work provides a clear and actionable recommendations for improving responder rest, recovery, and overall well-being.

NMAC acknowledges the value of the following recommendations:

- A well-defined set of best practices to empower Incident Management Teams to tailor sleep and rest strategies to incident-specific conditions, including flexible lodging options, segregated sleeping areas, adjusted shift times, and mid-assignment rest rotations.
- A candid identification of barriers, logistical, cultural, financial, and policy-related, that currently limit the consistent application of fatigue-mitigation practices.
- A set of decision thresholds that help determine when alternative sleeping arrangements or rest strategies are warranted, balancing cost, operational needs, and responder safety.
- Forward-looking policy and cultural considerations, including pay structure alignment, sustainable health programs, and the normalization of rest-supportive practices.
- A practical Best Practices Toolbox, including checklists, risk assessments, decision matrices, and briefing templates.

NMAC will share these recommendations with the appropriate national groups and committees to support the development of formal protocols and guidance for implementation. Your work provides a strong basis for coordinated action across agencies and geographic areas.

Thank you for your commitment to improving responder safety, performance, and long-term health.

/s/ Shane McDonald
Chair, National Multi-Agency Coordinating Group

Cc:
NMAC

