



2015 Guide

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Southwest Coordination Center (SWCC) Specific Information

Italics sections are copied out of the following pages of this handbook, “2015 IARR Guide.”

SWCC IARR Procedural Differences from the IARR Handbook:

Page 5: *It is helpful to have access to ROSS so that you can view resources in ROSS while on assignment. The GACC may also make a request to the geographic area you are traveling to and request you be given “read only” permissions into their ROSS in order to view their orders. This is especially important when numerous reassignments have been occurring. Some GACCs may have ROSS reports posted to their Web site. They are usually password protected so IARRs using the ROSS report sites will need to obtain a username and password from the specific GACC.*

SWCC IARRs will not be given access in ROSS unless they are trained and know how to use ROSS.

Page 9: *Working with Incident Support*

1. Make contact with the destination Geographic Area Coordination Center. A courtesy call to the destination GACC is important to make them aware of the assignment so they can prepare a short briefing or arrange for any office space you may need prior to your arrival.

SWCC will contact the host GACC Coordinator-on-Duty (COD) and relay the IARR’s name, contact number, and location of assignment. The IARR should establish contact with the host incident GACC and introduce themselves to the Coordinator-on-Duty (COD).

Page 9: *Working With the Home Unit*

2. Provide the home unit with paperwork and evaluations relating to the resources for which they are responsible.

Crew bosses should be taking their performance evaluation back to their home unit. SWCC IARRs will furnish documentation of

incidents such as performance issues, evaluations, etc., to SWCC if the reports are available. Upon receipt of a negative performance evaluation, SWCC will provide a copy of the report to the affected agency's coordinating group representative, line officer, and FMO.

Page 10: 2. *Limitations and Security Activities at Camps*

Examples of situations beyond the scope of camp security personnel are:

- o Restricting camp personnel to the camp during off-duty hours (closed camp).*
- o Detaining camp personnel in an area where they are not under arrest.*
- o Seizing alcoholic beverages or enforcing alcoholic beverage restrictions not authorized by valid closure order or by law.*

The Southwest Firefighters Handbook (SWFF) states that SWFF crews will remain in camp to mitigate work/rest ratio. Additionally, use of intoxicating beverages and illicit drugs are not permitted during mobilization, while assigned, and during demobilization.

Pages 13: K. *Equipment, Kit and Advance Planning*

If agency security policy restricts use of laptops, Internet access, etc., a number of private vendors have emergency equipment rental agreements with Federal agencies and a laptop with pre-loaded software (ROSS, etc.) can be leased at a minimal cost.

SWCC IARRs will not be authorized to rent laptops and/or printers.

Interagency Resource Representative Guide, 2015

Interagency Resource Representative

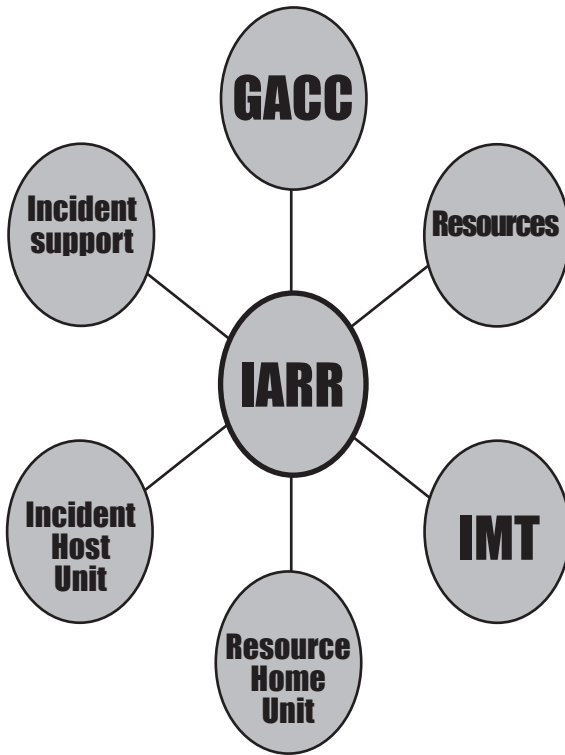
Nationally the Interagency Resource Representative (IARR) position utilizes a variety of skills and abilities to provide liaison services for personnel assigned to out of geographic area incidents. The IARR acts as a liaison for sending area resources and is responsible to the sending geographic area. The IARR will coordinate through Incident Management Teams, Geographic Area Coordination Centers, hosting Agency Administrators, Fire Management Organizations, Multiagency Coordinating Groups (MAC) and represents the well-being of all resources assigned from the sending geographic area.

A. The Need for an IARR

IARRs are usually ordered by the sending GACC and report directly to the Coordinator-on-Duty or the IARR Coordinator if the position is activated. Often, trigger points are pre-established and tied to numbers of crews, overhead, etc., that have been assigned. The Geographic Area Coordinating Group may also determine it necessary to mobilize an IARR. In many cases, the IARR may represent a number of agencies from the home geographic area so that each agency does not need to send individual IARRs.

An IARR may be able to handle issues with resources and resolve them with the host unit and the home unit without having to impact the dispatch/coordination system.

B. The IARR Network



C. Prerequisite Experience

To be determined by each geographic area.

Experience:

Recommended: **Crew Boss (CRWB)** or previously qualified as a CRWB and Crew Representative.

Other positions that maintain currency: **None.**

Training:

Attend IARR workshop on a biannual basis.

IARRs should be highly skilled in Interagency Incident Business Management practices, crew timekeeping, accident investigation and reporting, personnel management and sending Geographic Area Crew Management Guidelines. IARRs should have indepth knowledge of sending agencies policies and procedures, fire operations, agreements, the Incident Command System (ICS) and the dispatch/coordination system.

Utilization of trainees is encouraged. Trainees work for the IARR and are considered qualified after being approved by a qualified IARR and the GACC Center Manager or Coordinating Group. A minimum of two assignments will usually need to be completed to become qualified.

Individuals should consult their sponsoring agency incident qualifications and certification system manual: Department of the Interior PMS 310-1 and Forest Service Fire & Aviation Qualification Guide (FSFAQG).

Incidents and Issues the IARR May be Involved With

- Hospitalizations
- Fatality/Injury
- Arrests
- Drugs/Alcohol
- Abandonment
- Fights/Stabbings/Rape
- Robbery
- Cultural Conflicts
- Sexual Harassment
- Death of Family Member
- Assault Threats
- Heat/Hydration
- Physical Fitness

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- Questionable Requests for Demobilization
 - Performance Issues
 - Safety Issues
 - Pay Issues

D. IARR Mobilization

1. Ordering Process

The sending Geographic Area Coordination Center will order the IARR in ROSS through normal dispatch channels. Individuals that are available for IARR assignments need to ensure they are statused as “Available” in ROSS. The IARR may be ordered on the sending GACC’s support order or as a support request on the receiving GACC’s order. Each GA may have different protocols. Regardless, IARRs must have a copy of their resource order while on assignment. Upon receipt of the order, IARRs should contact their Geographic Area Coordination Center and begin communicating. When possible, an IARR trainee should also be assigned.

It is important that authorization for a cell phone, laptop, and rental car be included in “Special Needs” on the resource order.

2. Mobilization/Transportation

When possible, driving an Agency owned vehicle (AOV) is recommended while on assignment as an IARR. It may be easier to gain access and park in fire camps/staging/mobilization centers. If the option to fly and rent a car is chosen, it is important to determine the availability of a rental car at the destination. During periods of large, multiple fire activity, rental car availability is an issue especially in smaller communities in the West. (This may require the IARR to fly into the next closest airport in order to rent a vehicle.)

The home dispatch center will enter the IARR’s travel itinerary (flight schedule, AOV, RON information, ETD/ETA) into ROSS.

Safety is the highest priority. Length of assignment, Work/Rest, Days Off and Incident Operations Driving policies will be adhered to by all IARRs.

3. Geographic Area Coordination Center Briefing

Before departing for the assignment, the GACC will provide you with information regarding the names and locations of resources you will be contacting upon arrival. This is usually done by providing copies of resource orders and crew manifests. The sending GACC may be able to provide a copy of the host geographic area's mobilization guide. If not, try to obtain one when you check in upon arrival. Copies of the host geographic area situation report, safety alerts, fuels/fire behavior advisories and the National Incident Management Situation Report are sources of good information.

It is helpful to have access to ROSS so that you can view resources in ROSS while on assignment. The GACC may also make a request to the geographic area you are traveling to and request you be given "read only" permissions into their ROSS in order to view their orders. This is especially important when numerous reassignments have been occurring. Some GACCs may have ROSS reports posted to their Web site. They are usually password protected so IARRs using the ROSS report sites will need to obtain a username and password from the specific GACC.

4. Communicating With the Sending Geographic Area

- Establish a check-in schedule.
- Ensure information is accurate and timely.
- Report accidents, fatalities, medical treatment, major disciplinary actions, or other pertinent information.
- Establish protocol for communicating with home unit on issues.
- Establish emergency notification procedures.

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- Maintain contact with the duty officer at the Regional/State/local level.

The home GACC usually expects the IARR(s) to report twice a day but may require more frequent calls due to the situation. The Coordinator-on-Duty or the Crew Coordinator may be the point of contact. The COD or the Crew Desk should keep a log of all calls from the IARRs. Incident location and cell phone coverage may also be a factor in how often an IARR is able to check in. A satellite phone may be helpful.

If the sending GACC is conducting conference calls and or briefings, you may be asked to call in and provide any updates, resource status and issues or concerns. A conference call schedule and phone numbers should be provided.

Information that should be shared includes crew reassignments, demobilization, injuries, personnel problems or performance issues, outlook for assigned resources (duration, weather changes, etc.) and location of resources. If resources are becoming spread out in an area, an additional IARR may need to be assigned.

E. Working with Incident Management Teams

1. Establish contact with Incident Management Team(s).

Generally it's best to contact the Planning Section upon arrival to incidents, however, there will be interaction with other Command and General Staff members as well. Keep the IMT informed of any issues and provide an out-briefing if necessary. Since the IARR is generally not ordered by the IMT, a formal check-in process is not required.

- **Planning Section.** Leave contact information; verify resources on incident; and review assignment dates, R&R schedule, demobilization protocol, briefing schedule and Incident Action Plan (IAP). Ensure you are included on the Incident Organization Chart.

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- **Medical Unit.** Review Medical Plan, transport arrangements and identify medical facilities. IARRs may also want to review the daily medical log (if available) in order to better assess how assigned resources are holding up: blisters, hydration, congestion, etc.
 - **Finance Section.** Verify travel information and assignment dates. Review crew manifests.
 - **Operations/Safety.** Discuss safety issues, performance, resource assignments, etc.
 - **Logistics Section.** Assess sleeping areas, food arrangements, and overall camp conditions.
 - **Incident Commander.** Establish contact information, schedule, and work location.
 - **Human Resources.** Discuss issues and concerns.
 - **Training Officer.** Discuss trainee assignment opportunities for assigned resources.

2. Assist the Incident Management Team in meeting the needs of all home geographic area resources that are assigned. Attend briefings and strategy sessions and become familiar with what the incident objectives are. Keep track of resources and know their assignments.

3. Maintain regular contact with Crew Representatives, Crew Bosses, Strike Team/Task Force Leaders, other IARRs, and single resources to ensure that work is being performed safely, effectively and that they are fully informed on conditions affecting the crews.

4. Provide assistance to appropriate personnel on timekeeping, commissary, travel, accidents, injuries, personnel problems or emergencies, and other administrative needs.

5. Maintain flexibility. You may be assigned to multiple incidents when necessary. In situations like this, it is imperative that the IARR check in with each incident on a regular basis to stay current on pertinent activities.

6. In cases of death or serious injury, the IARR will coordinate with Agency Representatives to assure that all necessary actions, reports, contacts, etc., are completed.

7. Investigate and assist Incident Management Team with disciplinary and unsatisfactory performance cases immediately. Unsatisfactory performance will be discussed with the person(s) involved. Direct contact will be made to their home unit to discuss the situation and appropriate actions. Insure that crews/overhead fulfill their responsibilities for proper documentation.

8. When addressing performance problems, the IARR should work closely with the home unit supervisor who is responsible for discipline. It is important for the IARR to gather information and provide documentation to the GACC and home unit. In many cases the crew/overhead involved may be sent home.

9. The IARR will assist, as needed, the Incident Management Team or responsible units/agencies in the scheduling of rest and recuperation for personnel.

10. Maintain a Unit Log (ICS 214 or similar). Make copies available to team, etc., upon their request. Send a compilation of these logs, along with any special documentation to the home Geographic Area Coordination Center.

11. Assist the Incident Management Team(s) with accident investigations involving resources for which they are responsible. Provide followup contacts at medical facilities. Make daily hospital visits if practical. Ensure documentation is complete and accurate.

12. Assist the IMT(s) with all required forms, reports, and documentation prior to the demobilization of assigned resources from the incident. Keep the sending coordination center informed of all departing resources.

F. Working With Incident Support

1. Make contact with the destination Geographic Area Coordination Center. A courtesy call to the destination GACC is important to make them aware of the assignment so they can prepare a short briefing or arrange for any office space you may need prior to your arrival.
2. Establish contact with the local dispatch center including Initial Attack and Expanded Dispatch. Provide or verify crew manifests and resources assigned to the incident(s). Verify travel and assignment dates of resources.
3. Meet the buying team(s). Provide your contact information, schedule and work location.
4. Do not overlook your area personnel that are assigned to Expanded Dispatch, Air Tanker Bases, Helibases and other support functional areas in which personnel may be assigned.

G. Working With the Host Unit

1. Establish contact with local leadership and ensure that they know what you may be able to do to support them.
2. It is important that you close out with them prior to your departure.

H. Working With the Home Unit

1. The IARR is expected to communicate with the home unit, in coordination with the Incident Management Team(s), about the well-being of all resources assigned from the home unit.
2. Provide the home unit with paperwork and evaluations relating to the resources for which they are responsible.

I. Working With Law Enforcement

1. Search and Seizure

It is important to coordinate with law enforcement and understand the differences between each level of Security Specialist (SEC1, SEC2, SEC4, SECG or SECM). Each has different authorities. Both the Fourth Amendment Rights, Probable Cause and obtaining a warrant must be considered when conducting searches. This includes fire packs, tents, government provided quarters, etc. Almost all of this will be handled by, or in conjunction with, the local law enforcement agency that has jurisdiction in criminal cases.

2. Limitations and Security Activities at Camps

Performance problems involving fire camp personnel should not be the responsibility of security team members beyond their authority. If a **law has not been broken**, the act is considered a personnel issue and not a law enforcement issue.

Examples of situations beyond the scope of camp security personnel are:

- o Removing camp personnel without their consent from commercial establishments (i.e. bars).
- o Restricting camp personnel to the camp during off-duty hours (closed camp).
- o Searching vehicles in the camp without consent or probable cause.
- o Detaining camp personnel in an area where they are not under arrest.
- o Seizing alcoholic beverages or enforcing alcoholic beverage restrictions not authorized by valid closure order or by law.
- o Searching fire packs or other personal property without (a) consent or (b) probable cause and a warrant.

Personnel Issues vs. Law Enforcement. Regulations regarding closed camps, forbidding alcohol in camp, etc., are permitted. However, if individuals do not comply with established policies, it is a personnel issue and not a law enforcement issue.

J. Accidents and Fatalities

In the event of a serious accident or fatality, the IARR is a valuable asset for the host unit as well as the home unit. It is important to understand your authorities and not overstep boundaries. Follow appropriate protocols and do not communicate outside of established channels. Keep in mind that most resources have cell phones and that word travels quickly.

1. Contacts

Make contact with the Incident Commander, Agency Administrator or Fire Management Officer depending on the nature of the assignment and then make contact with the home GACC Coordinator-on-Duty. Establish agreed upon notification procedures. Arrange for additional assistance if needed.

2. Hospital Visits

It is important to remain in daily contact with personnel who have been hospitalized or otherwise separated from their crew/ counterparts. The IARR should make daily visits when possible or make a phone call. It may be necessary to arrange for an agency liaison to be present at the hospital as a contact for family and other agency personnel.

When a medivac or transport to a medical facility is required, it is also important to have an agency representative from a local unit at the location of the hospital to meet the patient when they arrive or at least be present and available.

3. Family Support

It is important for families to be kept informed. In many cases family members will travel to the hospital to be with their loved one. Agency policies vary but in some cases, an agency may cover transportation costs (commercial airline tickets, chartered flight, etc.) for immediate family members.

The Red Cross, local fire departments and the Wildland Firefighter Foundation may also be able to provide financial support, arrange for lodging and transportation between the hotel and hospital.

Depending on the situation, an agency employee may be assigned as a family liaison to share information and coordinate between the agency(s) involved and the family. This usually occurs due to a death or serious injury requiring a hospital stay of a few days or more.

More information can be found through local agency policies and the Wildland Firefighter Foundation (<http://www.wffoundation.org/>)

4. Department of Interior Burn Protocol

The following procedures will be used when DOI employees sustain burn injuries, regardless of agency jurisdiction. These procedures will also apply to Federal employees, casuals, and other personnel covered by the Federal Employee's Compensation Act who are burned during a wildland fire operation within DOI jurisdiction.

After onsite medical response, initial medical stabilization, and evaluation are completed, agency administrator will coordinate with the attending physician to ensure that an employee whose injuries meet burn injury criteria (identified by the American Burn Association as warranting immediate referral to an accredited burn center) is immediately referred to the nearest regional burn center.

For more information, refer to the "Interagency Standards for Fire and Aviation Operations" (Red Book), chapter 7, pages 7-17 and 7-18.

K. Equipment, Kit and Advance Planning

Government or Agency Issued Credit Card — It is preferred that the IARR has a government or agency issued credit card with purchase authority but not required. IARRs may have the need to procure meals, lodging and other miscellaneous support due to extenuating circumstances (crewmembers being left behind due to performance issues, breakdowns in the system when meals/lodging were supposed to be arranged and were not, etc.).

Agency Uniform — IARRs should — when at all possible — wear an agency uniform. This is important for identification as well as gaining access to fire camps, staging areas, etc.

Business Cards — Some geographic areas may have preprinted IARR business cards that may be filled in as needed with the current IARR's name and contact information.

GPS/Satellite Navigation System/Atlas/Maps — A GPS or Satellite Navigation System is especially beneficial and is recommended when at all possible. It is also important to carry an atlas and obtain state road maps for areas the IARR is traveling to.

Laptop computer with internet access and ROSS — A printer is also recommended so that ROSS and other resource information, maps, etc., can be printed from any location. If agency security policy restricts use of laptops, Internet access, etc., a number of private vendors have emergency equipment rental agreements with Federal agencies and a laptop with pre-loaded software (ROSS, etc.) can be leased at a minimal cost.

Current Red Card with IARR identified.

Red Book/Blue Book/National and Geographic Area Mobilization Guides.

Geographic Area Crew Management Guidelines and Handbooks, Incident Response Pocket Guide, etc.

Cell Phone/Satellite Phone.

Phone lists with cell phone numbers of as many crew leaders on assignment as possible.

Human Resources contacts and phone lists for home units.

ICS-214s (Unit Logs), ICS-213s, General Message Forms, and OF-288, Emergency Firefighter Timesheets.

PPE and IA Pack. IARRs may be required to visit spike camps, etc., to address specific issues that may have been brought to their attention. However, visiting of crews on the line is strongly discouraged. It may take the IARR too far out of contact for quick response to urgent issues involving other crews.

General Office Supplies

L. Timekeeping

IARRs are responsible for keeping their personal time. Timesheets should be faxed to the home Coordinator-on-Duty for signature. The Coordinator-on-Duty may fax the signed timesheet back or forward it to the home unit's timekeeper. The Coordinator-on-Duty will approve/assign appropriate job codes.

M. IARR Roles in an All-Hazard Environment

During a Presidential, Homeland Security, and/or Federal Emergency Management Agency (FEMA) declared disaster emergencies under the Stafford Act and non-Stafford Act incidents, FEMA may request assistance in response to a Federal incident, or Federal to State

assistance, and charge the USFS with Emergency Support Functions #4 tasking.

The IARR must be prepared to enter the disaster area where services maybe non-existence. His/her leadership and liaison skills will be invaluable as resources are deployed in a Unified Command scenario while supporting the Joint Field Office (JFO)/Regional Response Coordination Center (RRCC) or National Response Coordination Center (NRCC) operations. The IARR should become familiar with available networks.

Ordering units may order crews in a non-standard configuration to meet the tasking. Alternate shipping methods for equipment and tools maybe necessary during mobilization and demobilization.

All hazard and other types of assignments outside of wildland fire may include:

- Hurricanes/Floods
- National Disasters (911, space shuttle recovery)
- Foreign Assignments

It is important to obtain an adequate briefing and awareness of the situation. Important information to know includes protocols for standing down or turning down an assignment. This may be based on lack of adequate training or preparation, crew or resource comfort level with the situation, or other factors.

Understanding crew dynamics in this environment is essential. Other unique considerations include:

- Communications
- Cultural Sensitivity
- Discipline
- Health and Safety
- Support to Personnel
- Training, Education, and Experience.

Consult the Redbook, Chapter 8 All Hazards Coordination and Cooperation, pages 8-15 – 8-22 for additional guidance.

N. Followup and Close Out

Followup and close out with IMTs, host units, etc., is important. Issues cannot be addressed or resolved if the IMTs or host units are not aware of them. Each incident provides valuable lessons learned that need to be shared.

O. Other Helpful Information

The IARR will deal with some common situations that will need to be resolved. They include:

Lost/Stolen Identification — Personnel may be required to fly on commercial airlines when demobilizing and do not have proper identification. If an individual does not have a state issued or federally issued identification, most airlines/TSA will accept two forms of ID such as a birth certificate, social security card, etc., and conduct a second screening at security at the airport. If this type of identification is not available, the airlines may accept a copy of the travel itinerary and boarding pass. A second screening is also required. It is recommended that a uniformed agency representative accompany these individuals to the airport.

P. IARR Demobilization

1. Travel Information

Inform the Incident, host GACC, etc., of your demobilization. Provide name and information of replacement IARR if one has been ordered. Inform the home GACC of demobilization travel information so they can input it in ROSS. Notify the GACC of arrival back at the home unit.

2. Transition with Replacement IARR

When possible, be sure to transition with the incoming (replacement) IARR, if one has been assigned, to ensure continuity of service to assigned resources, sending unit and host unit(s).

3. Close-Out Summary

Provide a close-out summary to the GACC with any issues, recommendations or other information regarding the IARR assignment. An electronic version of the report is generally preferred. Items to include in the close-out summary include:

- Name, Dates/Location of Assignment
- IARR Report
- Activity Log
- Significant Observations or Details
- Problems or Disciplinary Actions Taken
- Suggestions/Recommendations of Improvement

Q. The IARR “Toolbox”

Adaptive Leadership

One assignment is always different from the other. Adapt to the challenges, unique situations and apply leadership based on each assignment.

Physical Condition

Expect long hours associated with the assignment as well as long travel distances. You may also be required to visit spike camps, fly in light aircraft, and drive on unimproved roads.

Emotional

Situations can be stressful and require focus. It is important to

understand and positively manage the emotions of others in both face-to-face and virtual environments; empathize with others; be sensitive to the needs of others and to the forces that shape the way others feel and behave.

Cultural Awareness

The IARR will encounter many individuals with diverse backgrounds, levels of experience, and political and social values. These various considerations apply to the resources the IARR is serving as well as the host unit/geographic area.

Effective Communication

Communicating is the primary role of the IARR. Listening is one of the most important communication skills.

Support Networks

Utilize a support network to assist you in resolving issues and getting things done. Examples include other IARRs, incident support personnel, human resources, incident business management specialists, local agency personnel, etc.

Ability to Multi-Task

The IARR has many tasks and contacts that need to be made. Good planning and the ability to establish priorities are essential. Utilize the “IARR Network.”

Learn from Experience

The role of an IARR is rewarding. It allows for a sense of self accomplishment. It is an opportunity to observe the skills of crewmembers and other fire personnel and learn from them. It provides a chance to meet new people with diverse backgrounds and develop new friendships. The IARR is an excellent mentor and a position for continuous learning experiences.

Interagency Resource Representative Daily Report

Date:	Geographic Area Currently Assigned:	
IARR Name:	Cell Phone:	
Trainee:	Cell Phone:	
Incident Information		
Incident Name:	Unit:	IMT:
Resources Assigned		
Crews:	Overhead:	
Engines:	Aircraft:	
Major Events (Injuries, issues, resolutions, points of interest, etc.)	Contacts: (IMT name, Team briefings, Expanded Dispatch, SWCC, other GACC)	
GEOGRAPHIC AREA COORDINATION CENTER:		
ADDRESS:		
PHONE:		
FAX:		
Email:		
Signed:		

Phone Directory and Contact Information — 2009

National Interagency Coordination Center, Flight Following	Telephone: (208) 387-5400 (800) 994-6312
	Fax: (208) 387-5414

Alaska Interagency Coordination Center	Telephone: (907) 356-5680
	Fax: (907) 356-5678

Eastern Area Coordination Center	Telephone: (414) 944-3811
	Fax: (414) 944-3838

Great Basin Coordination Center	Telephone: (801) 531-5320 (800) 844-5487
	Fax: (801) 531-5321

Northern California Coordination Center	Telephone: (530) 226-2800
	Fax: (530) 223-4280

Northern Rockies Coordination Center	Telephone: (406) 329-4880
	Fax: (406) 329-4891

Northwest Area Coordination Center	Telephone: (503) 808-2720
	Fax: (503) 808-2750

Rocky Mountain Coordination Center	Telephone: (303) 445-4300 (800) 494-2073
	Fax: (303) 445-4319

Southern Area Coordination Center	Telephone:	(678) 320-3000
		(800) 959-9181
	Fax:	(678) 320-3036

Southern California Coordination Center	Telephone:	(951) 276-6721
		(800) 995-3473
	Fax:	(951) 782-4900

Southwest Area Coordination Center	Telephone:	(505) 842-3473
	Fax:	(505) 842-3801

Web Sites and Other Sources of Information

National Interagency Coordination Center (links to all GACCs)

<http://gacc.nifc.gov>

InciWeb

<http://inciweb.nwcg.gov>

Fuels and Fire Behavior Advisories

[http://www.predictiveservices.nifc.gov/fuels_fire-danger/
fuels_fire-danger.htm](http://www.predictiveservices.nifc.gov/fuels_fire-danger/fuels_fire-danger.htm)

Wildland Firefighter Burn Injury Protocols

Red Book, Chapter 7:

http://www.nifc.gov/policies/pol_ref_redbook.html

Burn Care Facilities:

<http://www.blm.gov/nifc/st/en/prog/fire/im.html>

Incident Business Practices

<http://www.fs.fed.us/fire/ibp>

National IHC Listing/Operations Guide

http://www.fs.fed.us/fire/people/hotshots/IHC_index.html

