

E/L 0975

NIMS ICS All-Hazards Finance/Administration Unit Leader Course



FEMA

Student Manual

December 2019
Version 1.0



Finance Specialist reviewing a document and using a calculator to verify cost data.

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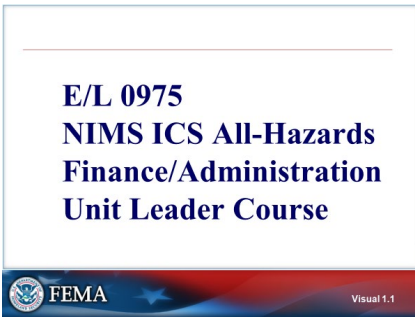
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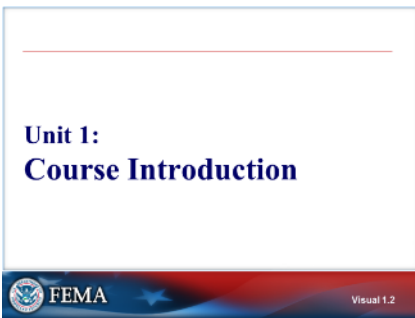
Unit 1: Course Introduction

STUDENT MANUAL

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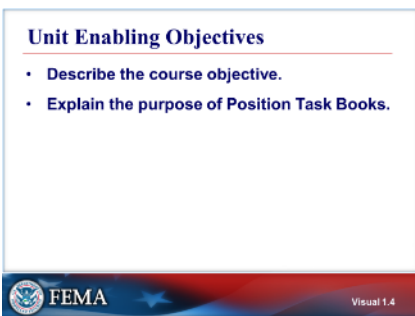
Visual 1.1



Visual 1.2



Visual 1.3



Visual 1.4

E/L 0975 NIMS ICS ALL-HAZARDS FINANCE/ADMINISTRATION UNIT LEADER COURSE

UNIT 1: COURSE INTRODUCTION

UNIT TERMINAL OBJECTIVE

Identify the course objective and position-specific resource materials for the four Finance/Administration Unit Leader positions.


UNIT ENABLING OBJECTIVES

- Describe the course objective.
- Explain the purpose of Position Task Books.

The Pretest and Final Exam are based on the Unit Enabling Objectives from Units 2 – 8.

Unit Overview

- Introductions
- Administrative Concerns
- Expectations
- Course Objective
- Course Design
- Pretest
- Position Task Books





Visual 1.5

Visual 1.5

Introductions

- Instructor and student introductions
- Incident response experiences
- Disaster experience
- Reasons for being a Finance/Admin Unit Leader

Visual 1.6

Visual 1.6

Administrative Considerations

- Lodging
- Transportation
- Safety Procedures
- Smoking Policy
- Message Location and Available Telephones
- Cell Phone, Texting and Email Policies
- Restrooms and Drinking Fountains
- Other Local Information
- Facility Safety
- Lunches / Breaks



Visual 1.7

Visual 1.7

Expectations





Visual 1.8

Visual 1.8

UNIT OVERVIEW

This visual provides a general overview of the topics to be covered in the unit.

Through this unit, students will learn the objective of the course, be instructed on the use and purpose of Position Task Books, and receive Finance/Administration Unit Leader versions of these resources.

INTRODUCTIONS

The instructor gives an overview of their personal experience as a Finance/Administration Unit Leader and the agencies in which they have worked.

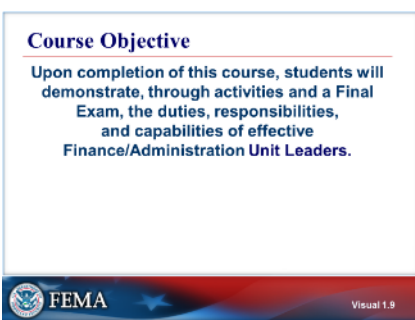
You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be a Unit Leader.

After the introductions, the instructor will administer the Pretest.

ADMINISTRATIVE CONSIDERATIONS

EXPECTATIONS

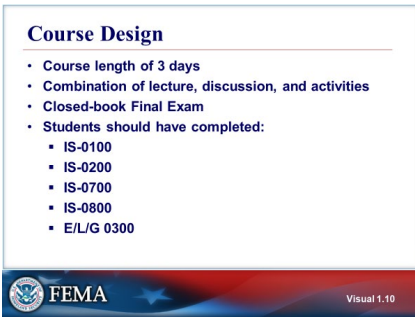
Share your expectations for the course.



Visual 1.9

COURSE OBJECTIVE

Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of effective Finance/Administration Unit Leaders.



Visual 1.10

COURSE DESIGN

The course is scheduled to be 3 days in length.

Through a combination of lecture, discussion, and activities, students, upon course completion, will be provided the knowledge to meet the objectives of the course. Student interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of IMT (in this course, Finance/Administration Unit Leader) in an all-hazards context.

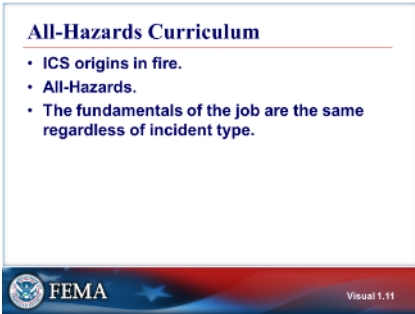
The prerequisites to this course include:

- IS- 100 Introduction to the Incident Command System, ICS 100
- IS- 200 Basic Incident Command System for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- IS- 700 An Introduction to the National Incident Management System
- IS- 800 National Response Framework (NRF), an Introduction

Recommended (not required) courses:

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400

To receive a certificate of completion for the course, students must obtain a 75% or higher on the Final Exam. The Final Exam will be closed-book, one hour will be allotted for its completion, and the Final Exam's questions will be based on the Unit Enabling Objectives for Units 2 - 8. Unit 1 will not be tested in the Pretest nor the Final Exam.



Visual 1.11

ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position Specific training was born out of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001, and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for protection, prevention, mitigation, response, and recovery through an "All-Hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

This curriculum was validated by a diverse cadre of course developers with Finance/Administration Unit Leader backgrounds.

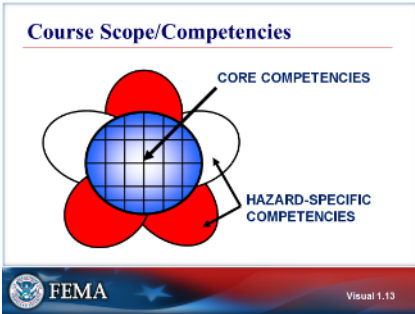
Given our personal incident experiences, each of us - instructors included - have a limited perspective (by no means All-Hazards).

A Finance/Administration Unit Leader needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Finance/Administration Unit Leader is the same.



Visual 1.12

DISCUSSION ACTIVITY



Visual 1.13

COURSE SCOPE/COMPETENCIES

Competency is a broad description that groups core behaviors necessary to perform a specific function.

The Flower Diagram illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

Key Points:

- Core competencies are the competencies required of a Finance/Administration Unit Leader regardless of discipline.
- Hazard-specific competencies are those required to perform in a particular discipline, such as law enforcement, fire, public health, HAZMAT, EMS, public works, etc.
- The center of the flower represents the core competencies of the position.
- The petals represent the hazard-specific competencies associated with specific disciplines.
- You cannot be competent as a Finance/Administration Unit Leader with only the center of the flower or only the petals—"The flower needs to be complete" to ensure qualification.

This course will help to establish core competencies (center of the flower) for the four Finance/Administration Unit Leader positions. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of a Finance/Administration Unit Leader Position Task Book, discussed on the next visual.

Four Positions in One Course

- This course covers four separate Unit Leader positions within the Finance/Administration Section:
 - Time Unit Leader
 - Procurement Unit Leader
 - Compensation/Claims Unit Leader
 - Cost Unit Leader



Visual 1.14

FOUR POSITIONS IN ONE COURSE

This course covers four separate Unit Leader positions within the Finance/Administration Section:

- Time Unit Leader
- Procurement Unit Leader
- Compensation/Claims Unit Leader
- Cost Unit Leader


This course does not teach details of Finance/Administration processes and systems because these vary widely between jurisdictions.

This course is about sharing information and gathering tools to do our job well. However, the unique nature of the course necessitates that students connect what they learn here to their home jurisdiction and do some information gathering of their own.

This course may not tell you all the specific instructions, but it will tell you how to prepare, what questions to ask, and problems to watch out for. Many of the activities are discussion-based to incorporate issues specific to students in the class.

Materials Check

Did you bring your home jurisdiction materials?





Visual 1.15

MATERIALS CHECK

Students must have the correct, jurisdiction-specific procedures or materials.

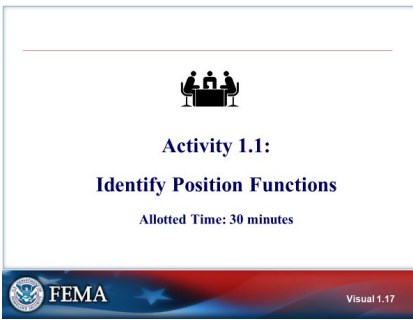
Position Task Books

Visual 1.16

POSITION TASK BOOKS

PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.

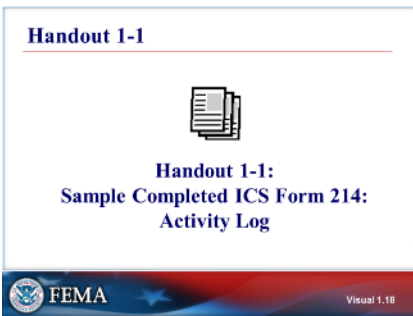


Visual 1.17

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 15-30 minutes to complete the activity.

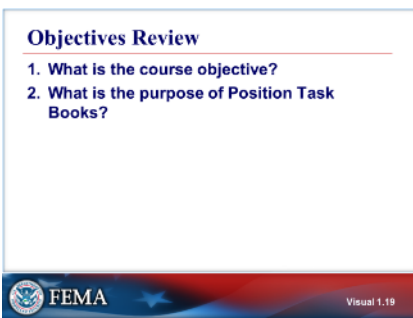


Visual 1.18

HANDOUT 1-1: SAMPLE COMPLETED ICS FORM 214 ACTIVITY LOG

The ICS Form 214 should document important factors, decisions, and elements such as the “three A’s” – Actions, Agreements, and Accidents:

- **Actions** taken to prevent hazardous activities.
- **Agreements** made with Supervisors or others to correct unsafe conditions.
- **Accidents** that occurred at the incident site.



Visual 1.19

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the course objective.
- Explain the purpose of Position Task Books.

Supplemental Materials

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Activity 1.1: Identify Position Functions

Activity 1.1 Overview—Unit 1

Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.
- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the four Position Task Books (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTBs. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

References

FEMA's National Qualification System (NQS) PTBs identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is included as a separate PDF file in the course materials. NQS PTBs can also be downloaded from <https://www.fema.gov/national-qualification-system>. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at <https://www.ahimta.org/ptb>. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at <https://www.nwcg.gov/publications/position-taskbooks>.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTBs. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTBs.
3. Write the common functions/duties/responsibilities on easel pad paper.

4. Present your list to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 1.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

Handout 1-1: Sample Completed ICS Form 214 Activity Log

Refer to EL_975_HO_1-1_ICs_Form_214.pdf

Key points about information logged on the ICS Form 214.

The purpose of the 214 is to provide documentation of 'significant' activities you have worked on when on-duty. As with all documentation about an incident, it serves as a record of actions and activities that are part of the official documentation and timeline of the incident.

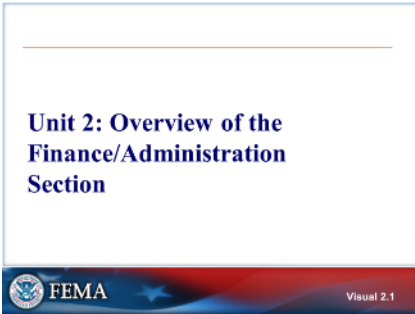
There is therefore a dual use for this documentation. First as your personal reminder list / memory jog; and second as proof of action taken in fulfilling your official duties.

1. 0730 Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.
2. 0800 Assigned Ed Gross to track down AREP from Tri-County Ambulance Service....
 - a. This serves as a reminder to me to follow up later if I haven't heard back from Ed and/or Tri-County Ambulance.
 - b. Also, a documentation that we have tried to establish contact and have not yet done so.
3. 0930 Baker County Commissioner called...
 - a. Noted who I informed and the assignment of responsibilities
4. 0945 Ed contacted ambulance AREP
 - a. Noted completion of task assignment #2 above.
 - b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.
5. 1200 SO told me...
 - a. Any safety issue is potentially critical. Noted my involvement in this issue.
 - b. Potential follow-up with both SO and AREP later on.
6. 1300 Parker County AREP wants fire engines back
 - a. Very significant issue.
 - b. Documented that I informed the two critical C&G staff about this development.
 - c. May need to follow-up later.

Unit 2: Overview of the Finance/Administration Section

STUDENT MANUAL

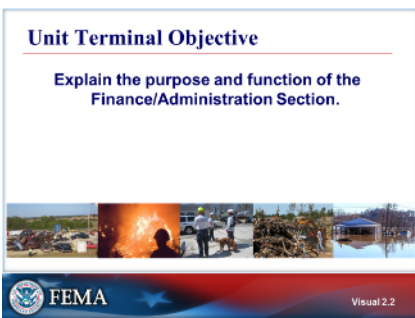
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Visual 2.1

UNIT 2: OVERVIEW OF THE FINANCE/ADMINISTRATION SECTION

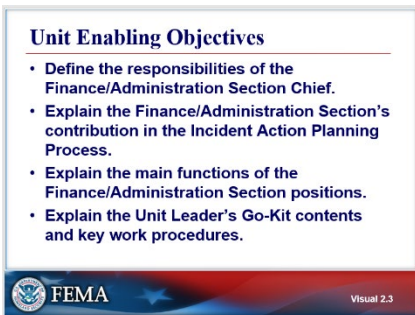
Students will gain information about the Finance/Administration Section that will provide context for their job as Unit Leaders. They will also learn specifically about the Finance/Administration Section's role in the Incident Action Planning Process and where and when to obtain information that is key to preparing for and functioning in their position. An important part of this information gathering is knowing what kind of information to look for and where to go to find it.



Visual 2.2

UNIT TERMINAL OBJECTIVE

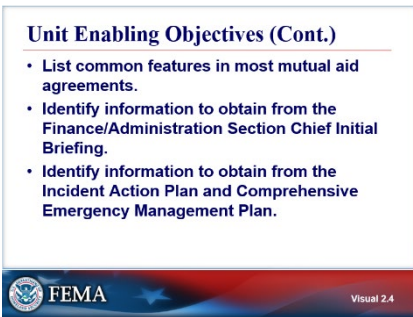
Explain the purpose and function of the Finance/Administration Section.



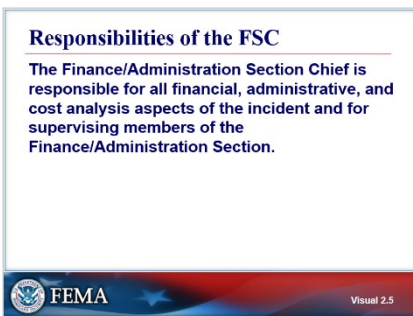
Visual 2.3

UNIT ENABLING OBJECTIVES

- Define the responsibilities of the Finance/Administration Section Chief.
- Explain the Finance/Administration Section's contribution in the Incident Action Planning Process.
- Explain the main functions of the Finance/Administration Section positions.
- Explain the Unit Leader's Go-Kit contents and key work procedures.



Visual 2.4



Visual 2.5

UNIT ENABLING OBJECTIVES (CONT.)

- List common features in most mutual aid agreements.
- Identify information to obtain from the Finance/Administration Section Chief Initial Briefing.
- Identify information to obtain from the Incident Action Plan and Comprehensive Emergency Management Plan.

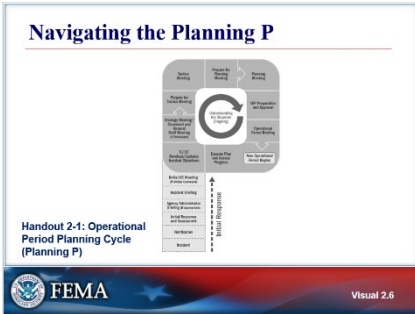
The Final Exam questions are based on the Unit Enabling Objectives.

RESPONSIBILITIES OF THE FSC

The main role of the Finance/Administration Section Chief is problem solver. Anything that the Unit Leaders cannot resolve themselves ends up on the Finance/Administration Section Chief's desk. The Finance/Administration Section Chief makes phone calls and follows up on issues to allow Unit Leaders to carry on with their normal flow of operations.

The Finance/Administration Section Chief should also keep the Agency Administrator (AA) informed regarding events occurring on the incident. For example, if there are significant responder injuries, the AA should not find out from the news—he or she should hear it from the Finance/Administration Section Chief first.

Depending on the complexity of the incident, the Finance/Administration Section Chief could consist of the entire Finance/Administration Section, in which case they would be responsible for fulfilling all of the Unit Leader functions and responsibilities.

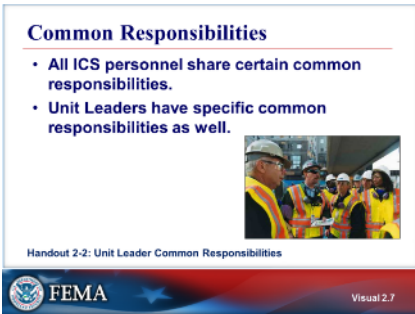


Visual 2.6

NAVIGATING THE PLANNING P

Refer to Handout 2-1: Operational Period Planning Cycle (Planning P).

The Finance/Administration Section is working in the background of all the planning activities. Typically, the Finance/Administration Section will highlight issues/concerns when activity is not in alignment with host agency direction.



Visual 2.7

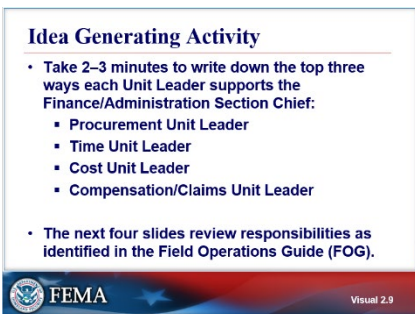
COMMON RESPONSIBILITIES

Refer to Handout 2-2: Unit Leader Common Responsibilities.



Visual 2.8

FINANCE/ADMINISTRATION UNIT LEADERS



Visual 2.9

IDEA GENERATING ACTIVITY

Time Unit Leader (TIME)
 Responsible for equipment and personnel time recording.

The diagram shows a hierarchy starting with 'Finance Administration Section' at the top. Below it are four units: 'Time Unit', 'Procurement Unit', 'Compensation/Claims Unit', and 'Cost Unit'. To the right of the chart is a photograph showing several people in a meeting room, some standing and some seated at a table with papers.

FEMA Visual 2.10

TIME UNIT LEADER (TIME)

The timekeeping function is different than a payroll function. Timekeeping is to ensure that all hours worked are accurately documented.

Procurement Unit Leader (PROC)
 Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

The diagram shows a hierarchy starting with 'Finance Administration Section' at the top. Below it are four units: 'Time Unit', 'Procurement Unit', 'Compensation/Claims Unit', and 'Cost Unit'. To the right of the chart is a photograph showing two people sitting at a desk, looking at a laptop screen.

FEMA Visual 2.11

PROCUREMENT UNIT LEADER (PROC)

Compensation/Claims Unit Leader (COMP)
 Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities (other than injury) for an incident.

The diagram shows a hierarchy starting with 'Finance Administration Section' at the top. Below it are four units: 'Time Unit', 'Procurement Unit', 'Compensation/Claims Unit', and 'Cost Unit'. To the right of the chart is a photograph showing a meeting with people seated around a table.

FEMA Visual 2.12

COMPENSATION/CLAIMS UNIT LEADER (COMP)

The Compensation/Claims Unit Leader is not responsible for accidents or damages to the public. They are responsible only for the support needs of the incident.

Cost Unit Leader (COST)
 Responsible for collecting all cost data, performing cost-effectiveness analyses, and providing cost estimates and cost-saving recommendations for the incident.

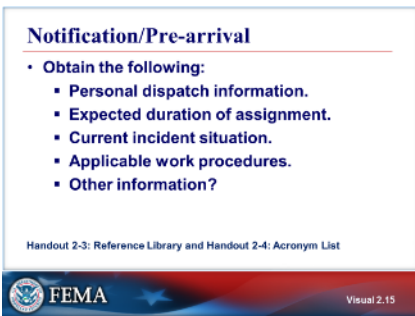
The diagram shows a hierarchy starting with 'Finance Administration Section' at the top. Below it are four units: 'Time Unit', 'Procurement Unit', 'Compensation/Claims Unit', and 'Cost Unit'. To the right of the chart is a photograph showing a person sitting at a desk, working on a laptop.

FEMA Visual 2.13

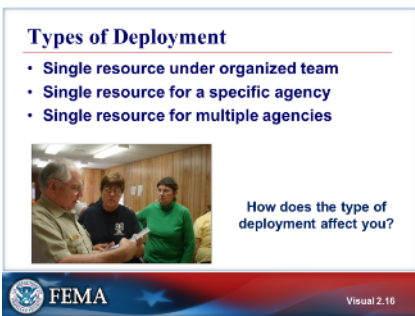
COST UNIT LEADER (COST)



Visual 2.14



Visual 2.15



Visual 2.16

INCIDENT PREPARATION

NOTIFICATION/PRE-ARRIVAL

As a Unit Leader, you have an information-gathering function, which begins before you arrive on the incident.

Refer to Handout 2-3: Reference Library and Handout 2-4: Acronym List.

Handout 2-3 and Handout 2-4 are references designed to assist in incident preparation and upon arrival to the incident. The Reference Library handout contains a list of resources and the Acronym List handout defines unfamiliar terms.

TYPES OF DEPLOYMENT


If you are a single resource under an organized team, you are able to pre-plan some procedures and processes.

In other settings, you are going into a new operating environment and have to develop new relationships with the IMT, including learning both the processes and the people.

The type of deployment impacts the type of forms and information requirements.

Go-Kit Items to Bring

- Contents of Go-Kit may vary depending on incident complexity.
- Critical items are listed in PTBs.
- Assemble prior to receiving assignment.



Handout 2-5: Sample Go-Kit List

FEMA

Visual 2.17

Visual 2.17

Mutual Aid Agreements

- Provide a mechanism for sharing personnel, equipment, and resources among jurisdictions during emergencies.
- Enacted on a Federal, State, and local level.
- Should contain information on reimbursement.



FEMA

Visual 2.18

Visual 2.18

GO-KIT ITEMS TO BRING

Finance/Administration Unit Leaders need to assemble the Go-Kit before receiving an assignment and be self sufficient for the first 48 hours.

Refer to Handout 2-5: Sample Go-Kit List.

MUTUAL AID AGREEMENTS


The agreement under which you were ordered may influence the necessary documentation, payment reimbursement processes, rates of pay, liability issues, and your chain of command, among other things.

With a governmental Agency, there is no mechanism to pay for things until an agreement is signed between parties. Mutual Aid Agreements (MAAs) can be done at different levels:

- Emergency Management Assistance Compact (EMAC) is a Federal umbrella agreement to facilitate state-to-state mutual aid. State signatories can request and offer assistance through EMAC.
- Each state has a compact facilitated by an emergency management organization. Local jurisdictions within the state can offer and receive aid.
- On the local level, there may be MAAs between parties that work together, such as different counties or cities.
- In the wildland fire community, there may be an agreement between a state forest service and Federal Agencies.
- There are also agreements between groups of states. For example, the Southeast Compact is an MAA between all the southeastern states.

Activity: Mutual Aid Agreements

- Compare the mutual aid agreements at your table and answer the following questions:
 - What common information do you see?
 - What differences do you see?
 - Why do you think there are differences between the agreements?




Visual 2.19

ACTIVITY: MUTUAL AID AGREEMENTS


The instructor will explain the activity.

Initial Briefing from FSC

What information should each Unit Leader receive from the Initial Briefing?



Handout 2-6: Information Gathering Checklist
Handout 2-7: ICS Form 209



Visual 2.20

INITIAL BRIEFING FROM FSC


The ICS Form 206 Medical Plan explains where injured responders will be taken. The Emergency Medical Services (EMS) Branch Director could be another source of information for the Compensation/Claims Unit Leader.

The ICS Form 209 Incident Status Summary provides the current incident status; it gives the FAUL relevant incident information. The Finance/Administration Section provides the estimated incident cost. It is the Planning Section's responsibility to complete the form.


Refer to Handout 2-6: Information Gathering Checklist and Handout 2-7: ICS Form 209.

Incident Action Plan (IAP)

Which elements are most applicable for each Finance/Administration Unit Leader?



Handout 2-8: Sample IAP



Visual 2.21

INCIDENT ACTION PLAN (IAP)


Refer to Handout 2-8: Sample IAP.

Information on the IAP that is particularly relevant to a Finance/Administration Unit Leader is the ICS Form 206 Medical Plan.

Comprehensive Emergency Management Plan

- Many areas have a Comprehensive Emergency Management Plan (CEMP).
- The plan helps officials prepare for, respond to, and recover from disasters.
- Locate the CEMP that is applicable to your jurisdiction—including city, county, and state—and educate yourself on the plan.

Handout 2-9: Basic Emergency Management Plan
Handout 2-10: San Antonio Emergency Management Plan




Visual 2.22

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN


The Comprehensive Emergency Management Plan (CEMP) is a valuable source of information.

Refer to Handout 2-9: Basic Emergency Management Plan and Handout 2-10: San Antonio Emergency Management Plan.



Activity 2.1: Initial Briefing & Information Gathering

Allotted Time: 1 hour and 10 minutes



Visual 2.23


ACTIVITY 2.1: INITIAL BRIEFING & INFORMATION GATHERING

The instructor will explain Activity 2.1.

You will have 1 hour and 10 minutes to complete this activity.

Objectives Review

1. What are main responsibilities of the Finance Section Chief?
2. What parts of the Planning P are the most important to the Finance/Administration Units?
3. What are the Finance Section positions?
4. What are a few contents in a Go-Kit?
5. What are common features in most mutual aid agreements?
6. What information should a FAUL obtain from the Finance Section Chief initial briefing?
7. What information is collected from IAP and CEMP?



Visual 2.24

OBJECTIVES REVIEW

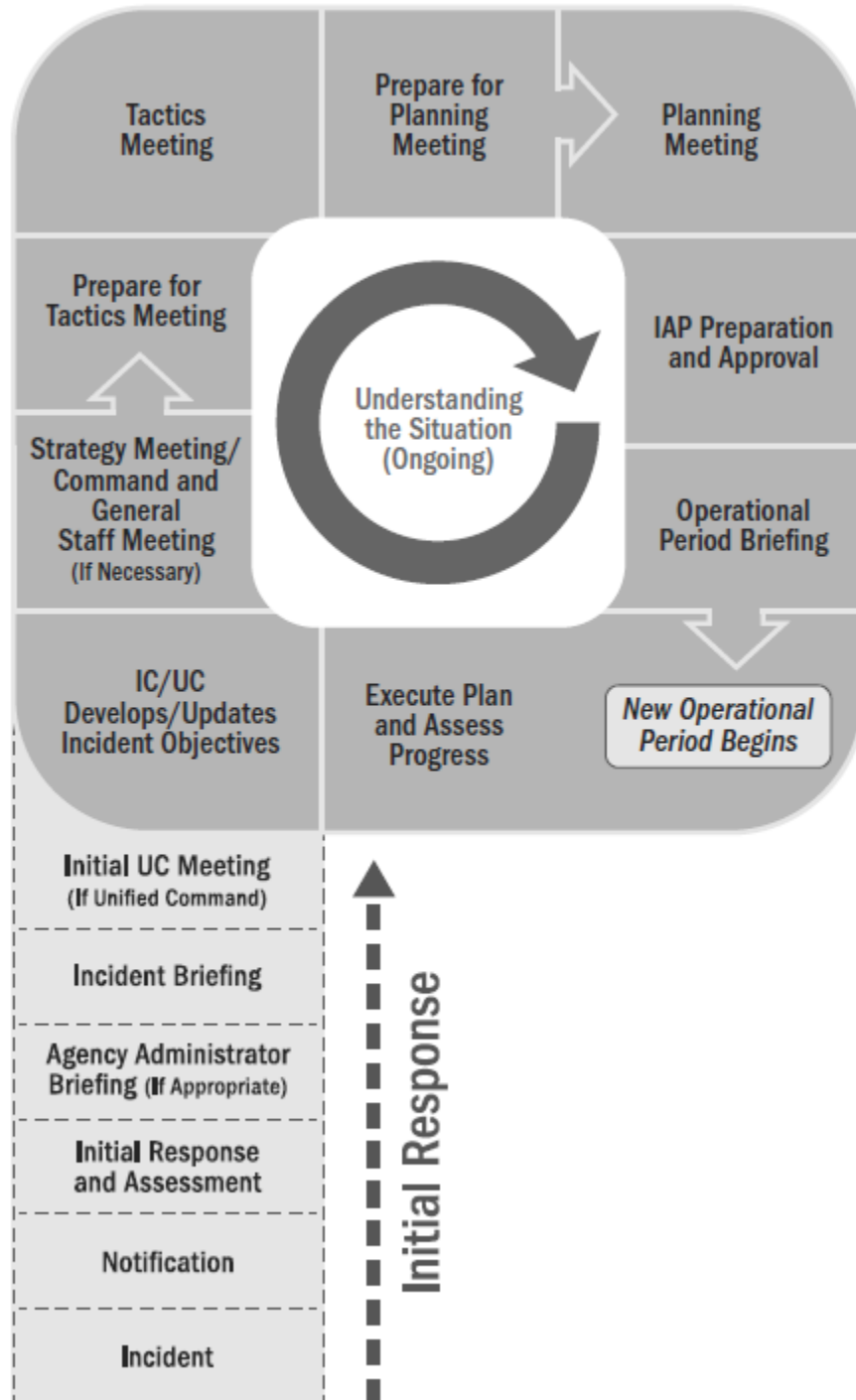
Unit Enabling Objectives

- Define the responsibilities of the Finance/Administration Section Chief.
- Explain the Finance/Administration Section's contribution in the Incident Action Planning Process.
- Explain the main functions of the Finance/Administration Section positions.
- Explain the Unit Leader Go-Kit contents and key work procedures.
- List common features in most mutual aid agreements.
- Identify information to obtain from the Finance/Administration Section Chief Initial Briefing.
- Identify information to obtain from the Incident Action Plan and Comprehensive Emergency Management Plan.

Supplemental Materials

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Handout 2-1: Operational Period Planning Cycle (Planning P)



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Handout 2-2: Unit Leader Common Responsibilities

COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

- a. Receive assignment from your agency, including:
 1. Job assignment, e.g., Task Force or Strike Team designation or overhead position
 2. Resource order number and request number
 3. Reporting location
 4. Reporting time
 5. Travel instructions
 6. Any special communications instructions, such as travel frequency
- b. Upon arrival at the incident, check in at designated Check-in location. Check-in may be found at:
 1. Incident Command Post
 2. Incident Base or Camps
 3. Staging Areas
 4. Helibases
 5. If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.
- c. Receive briefing from immediate supervisor.
- d. Acquire work materials.
- e. Conduct all tasks in a manner that ensures the safety and welfare of you and your co-workers utilizing accepted risk analysis methods.
- f. Organize and brief subordinates.
- g. Know the assigned frequency (ies) for your area of responsibility, and ensure that communication equipment is operating properly.
- h. Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications," e.g., "Webb Communications."
- i. Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.

Respond to demobilization orders and brief subordinates regarding demobilization.

UNIT LEADER RESPONSIBILITIES

A number of the Unit Leader responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent chapters:

- a. Participate in incident planning meetings as required.
- b. Determine current status of unit activities.
- c. Confirm dispatch and estimated time of arrival of staff and supplies.
- d. Assign specific duties to staff and supervise staff.
- e. Develop and implement accountability, safety, security, and risk management measures for personnel and resources.
- f. Supervise demobilization of unit, including storage of supplies.
- g. Provide Supply Unit Leader with a list of supplies to be replenished.
- h. Maintain unit records, including ICS Form 214 – Activity Log.

Handout 2-3: Reference Library

Reference Library

This table identifies some references that may be helpful for you when preparing for and managing an incident. Fill in the extra space with additional references that might help you in your home jurisdiction.

Resource	Location
Interagency Incident Business Management Handbook (IIBMH), NFES 2160, PMS 902	https://www.nwcg.gov/publications/902
National Response Framework	www.dhs.gov https://www.fema.gov/media-library/assets/documents/117791
Mutual Aid Agreements for Public Assistance and Fire Management Assistance Recovery, Division Policy 953.6 dated September 22, 2004	www.fema.gov
44 CFR Parts 2, 9, 10, 204, & 206 Fire Management Grant Program, dated November 14, 2001	www.fema.gov
FEMA Acronym Guidebook	www.fema.gov https://www.fema.gov/pdf/plan/prepare/faatlist07_09.pdf
Lessons Learned Center: 2004 Hurricane Response, dated December 6, 2004	www.wildfirelessons.net
Agency Administrator's Guide to Critical Incident Management, NFES 1356	https://www.nwcg.gov/sites/default/files/publications/pms926.pdf
Local Incident Agency Business Management Guidelines	Obtain from Administrative Representative of Incident Agency
e-ISuite	https://famit.nwcg.gov/applications/eisuite
Applicable Mutual Aid or Cost Share Agreements	Obtain from Administrative Representative of Incident Agency

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Handout 2-4: Acronym List

ACRONYMS

AA	Agency Administrator
AD	Administratively Determined (rates in the Pay Plan for Emergency Workers)
APMC	Agency Provided Medical Care
APT	Administrative Payment Team
AR	Agency Representative
BAER	Burned Area Emergency Response (Team)
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
CA forms	Compensation Act forms (CA-1, CA-2, CA-16, etc.)
CAT	Cost Apportionment Team
CFR	Code of Federal Regulations
CLMS	Claims Specialist
CMSY	Commissary Manager
CO	Contracting Officer
COMP	Compensation/Claims Unit Leader
COP	Continuation of Pay
COR	Contracting Officer's Representative
COST	Cost Unit Leader
COTR	Contracting Officer's Technical Representative
C #	Crew Resource Request Number
CTR	Crew Time Report
CWN	Call When Needed

DLA	Defense Logistics Agency
DOD	Department of Defense
DOI	The Department of the Interior
E #	Equipment Resource Request Number
EERA	Emergency Equipment Rental Agreement
EQTR	Equipment Time Recorder
ES	Emergency Stabilization
ESF	Emergency Support Function
FECA	Federal Employees' Compensation Act
FEMA	Federal Emergency Management Agency
FLSA	Federal Labor Standards Act
FAR	Federal Acquisition Regulation
FMAG	Fire Management Assistance Grant
FS	Forest Service
FSC	Finance/Administration Section Chief
FWS	Fish and Wildlife Service
GS	General Schedule (Pay Plan)
GSA	General Services Administration
IFP	Incident Finance Package
IMT	Incident Management Team
IAP	Incident Action Plan
IBA	Incident Business Advisor
I-BPA	Incident Blanket Purchase Agreement
IC	Incident Commander
ICS	Incident Command System

InciWeb	Incident Information System
INJR	Injury Compensation Specialist
JCC	Job Corp Center
LWOP	Leave Without Pay
M #	Medical Resource Order Number
MAFFS	Modular Airborne Fire Fighting System(s)
MRE	Meals Ready to Eat
NFES	National Fire Equipment System
NRF	National Response Framework
NIFC	National Interagency Fire Center
NICC	National Interagency Coordination Center
NPS	National Park Service
NWCG	National Wildfire Coordinating Group
O #	Overhead Resource Request Number
OF	Optional Form
OGC	Office of General Council (USDA)
OSHA	Occupational Safety and Health Agency
OWCP	Office of Workers' Compensation Programs
P.L.	Public Law
PROC	Procurement Unit Leader
PTRC	Personnel Time Recorder
ROSS	Resource Ordering and Status System
S #	Supply Resource Request Number
SF	Standard Form
TIME	Time Unit Leader

UOP	Unified Ordering Point
USC	United States Code
USDA	United States Department of Agriculture
USDI	United States Department of Interior
YCC	Youth Conservation Corp
YOYP	You Order You Pay
WFDSS	Wildland Fire Decision Support System
WG	Wage Grade (Pay Plan)
WL	Wage Leader
WS	Wage Supervisor

Handout 2-5: Sample Go-Kit List

Sample Go-Kit List

All materials should be enough to last at least 48 hours.

Office Supplies:

- Calculator
- Pens, mechanical pencils, erasers, highlighters
- Stapler, staples, staple remover
- Paper clips, binder clips
- Rubber bands
- Envelopes (large and small)
- Labels
- File folders
- Duct tape, invisible tape
- Tablets, post-it notes, plain white copy paper
- Alarm clock
- White out
- Laptop, printer
- CDs, thumb drive
- Disposable camera, digital camera
- Batteries

Forms:

- General Message (ICS Form 213)
- Activity Log (ICS Form 214)
- Timesheets
- Contracts
- Workers' Compensation Forms
- Cost Estimating Worksheets (hard copy and electronic)
- Any Agency-specific forms

Reference Material:

- Interagency Incident Business Management Handbook
- Agency-specific policies and procedures
 - Pay plans
 - Mutual Aid Agreements
 - Etc.

Example Mutual Aid Agreement

Use with “Mutual Aid Agreements” Activity

AGREEMENT FOR MUTUAL AID

This agreement for Mutual Agreement in after referred to as "this Agreement," made and entered into as of _____, 19____ by _____ and between the following Municipalities/Special Districts upon their authorized execution of this Agreement (hereinafter referred to as "Parties" or singularly as "Party"), by and through their respective Town or City Councils or Board of Directors or Board of County Commissioners; each listed respective to County,

Jurisdictions within Eagle County

Town of Avon, Basalt & Rural Fire Protection District, Town of Minturn, Town of Vail, Greater Eagle Fire Protection District, Gypsum Fire Protection District, Town of Red Cliff,

Jurisdictions within Garfield County

City of Glenwood Springs and Glenwood Springs Rural Fire Protection District, Carbondale Fire Protection District, Burning Mountain Fire Department, Rifle Fire Protection District, Grand Valley Fire Protection District,

Jurisdictions within Grand County

East Grand Fire Protection District No. 4, Grandby Fire Protection District, Grand Lake Fire Protection District, Kremmling Fire Protection District, Hot Sulphur/Parshall Volunteer Fire Department,

Jurisdictions within Lake County

Leadville -Lake County Fire Department,

Jurisdictions within Mesa County

City of Grand Junction

Jurisdictions within Rio Blanco County

Rio Blanco Fire Protection District

Jurisdictions within Routt County

City of Steamboat Springs, Oak Creek Fire Protection District, Yampa Fire Protection District, West Routt Fire Protection District, North Routt Fire Protection District,

Jurisdictions within Summit County

Copper Mountain Consolidated Metropolitan District, Lake Dillon Fire Authority, Red, White and Blue Fire Protection District, Lower Blue Volunteer Fire Department, Snake River Fire Protection District,

Jurisdictions within Pitkin County

Aspen Volunteer Fire Department, Snowmass -Wildcat Fire Protection District.

Witnesseth:

WHEREAS, each of the Parties hereto desire to aid and assist each other by the exchange of services and equipment for the purposes of preserving the health, safety and welfare of their inhabitants, and,

WHEREAS, the danger of fire and other catastrophe to the public welfare knows no jurisdictional boundary; and,

WHEREAS, the Colorado General Assembly has authorized such intergovernmental mutual aid agreements by the provisions of Section 29-1-203 and 29-5-101 through 29-5-109 C.R.S.; and,

WHEREAS, the Colorado General Assembly has encouraged local and inter-jurisdictional disaster planning in the provisions of Section 24-32-200 I the "Colorado Disaster Emergency Act of 1992"; and, WHEREAS, each Party will in good faith, make an attempt to assist the other based on their needs and specific request; and

WHEREAS, through greater cooperation in mutual aid, each Party may have greater resources available to aid their community in time of disaster

NOW, THEREFORE, it is agreed to as follows:

ARTICLE I

PURPOSE AND SCOPE

1.1 SCOPE

This Agreement shall be effective between the Parties who are signatories, upon their execution of this Agreement, regardless of whether or when a Party listed herein, may execute this Agreement. The withdrawal of any Party from this Agreement by termination or as otherwise provided shall not affect the validity of this Agreement between the signatory Parties who have not so withdrawn.

It is the intent of this agreement that aid be requested for those incidents that exceed the requesting Party's capability to cope or to such extent that the incident is, or could be expected to assume the proportions of a disaster.

It is understood between the Parties that this Agreement shall not supersede any pre-existing agreement of any Party.

1.2 TYPES OF ASSISTANCE

Any Party to this Agreement may request aid of another Party or Parties for the purpose of assisting in controlling or combating a disaster, whether man made or naturally occurring, in accordance with the operating plan hereto attached as "The Mutual Aid Operations Plan", which plan shall indicate certain procedures of an operational or administrative nature.

As an administrative function, the Parties to this Agreement may revise the Mutual Aid Operations Plan as needs or requirements may dictate, as determined by the Parties by majority written consent.

Proposed revisions to the Mutual Aid Operations Plan shall first be distributed to the Parties. When written consent is not received of any Party after 30 days, consent shall be deemed to have been received. Any Party aggrieved by revisions to the Mutual Aid Operations Plan may terminate as provided in Section 2.2.

Assistance may be requested by any Party, without limitation to the type of disaster, whether for structural fire, wildland fire, emergency medical, rescue, hazardous materials, natural disaster or other catastrophe.

1.3 LIMITATIONS

No Party to this Agreement shall be required to make resources, equipment or personnel, or other form of assistance available or render any service to the requesting Party when, by doing so, would impair the Party's ability to provide effective emergency services within its own service area. The Party requested to provide aid shall determine, in its sole discretion, what resources, services or personnel, if any, can be reasonably provided.

1.4 INCIDENT COMMAND AND CONTROL

No Party to this Agreement shall request assistance of another Party or Parties without having established a nationally recognized Incident Command System; and, it shall be required that the Parties who may perform under the terms of this Agreement implement an Incident Command System.

Further, each Party shall assume the responsibility for planning and preparedness with respect to local jurisdiction and for execution of this Agreement.

1.5 ADDITIONAL PARTICIPANTS

This Agreement is intended to limit the participation of future additional Parties, to those Parties who are either a Fire Protection District or a fire department of a Municipality, and whose service areas exist within the Counties of either Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Rio Blanco, Routt, Summit or Pitkin.

Additional participants may be Fire Districts or Municipalities whether or not they are listed herein, and shall not be considered as Parties for this Agreement until the Agreement is duly authorized and executed by their respective Town or City Council or Board of Directors of the District.

ARTICLE II

TERM AND TERMINATION

2.1 TERM AND TERMINATION

The initial term of this Agreement shall commence on the execution of this agreement by all Parties hereto and shall end on December 31, 1997. This Agreement shall automatically be renewed for successive one (1) year terms, beginning on January 1, 1998.

2.2 TERMINATION

Any Party may terminate this agreement with written notice at least 30 days prior to the renewal of the subsequent year of the Agreement. Written notice shall be served to all other Parties and the Agreement shall then terminate at the end of the current year of the Agreement. The effect of a Party or Parties who terminate the Agreement shall not terminate the Agreement in total, and the Agreement shall remain in effect for non-terminating Parties.

Any Party opposed or aggrieved by revisions to the Mutual Aid Operations Plan may terminate this Agreement with at least 30 days prior written notice to the Parties.

ARTICLE III

JURISDICTION AND AUTHORITY TO EXERCISE THIS AGREEMENT

3.1 JURISDICTION

It is understood that Parties providing aid to a requesting Party are in charge of their personnel, equipment and resources and may follow their agency's standard operating procedures to carry out assignments under the Incident Command System. All Parties providing aid shall follow the action plan for the incident, as determined by the Incident Commander.

3.2 AUTHORIZATION TO REQUEST AID

When mutual aid is requested, the Parties shall notify each other as stipulated in the Mutual Aid Operations Plan. Each Party hereto shall provide the names and telephone number of the representative(s) authorized to request and direct mutual aid activities within their respective jurisdictions.

ARTICLE IV INDEMNIFICATION & INSURANCE

4.1 INDEMNIFICATION & LIABILITY

The officers, employees or volunteers of the aiding party shall be and remain officers, employees or volunteers of the aiding party, and no officer, employee or volunteer shall have any pension, compensation, civil service status or other right with respect to the requesting party under any circumstances. Further, the requesting party shall not be called upon to assume any liability for the direct payment of any salary, wage or compensation to any officers, employees, or volunteers of the aiding party. Further, the requesting party shall not be liable for compensation or indemnity to any officer, employee, or volunteer of the aiding party for any injury or illness arising out of services provided under this Agreement.

Nothing in this Agreement shall be construed as a waiver by any party of the protections provided by the Colorado Governmental Immunity Act, Section 24-10-101, et seq., C.R.S. Any liability to persons who are not parties to this Agreement arising because of the negligence or tortuous act of any party or its employees, volunteers, or agents from the time they respond to an incident subject to this Agreement until they return to their home jurisdiction shall be imposed upon such party. As between the parties, liability arising from the negligence or tortuous actions of each part of its employees, volunteers, or agents and resulting in damages to another party is waived by the damaged party and the parties shall hold each other harmless; except that in the case of damages resulting from willful or wanton actions or intentional torts, in which case the party whose acts, or whose employee's acts were willful or wanton or constitute intentional torts shall be liable for the same. Notwithstanding the other provisions of this Section, a party requesting assistance shall be responsible for any and all damages to or consumption of an assisting party's equipment from the time the assisting party arrives at an incident location until the assisting party is released. For the purposes of this Section, the term "equipment" shall include all equipment, tools, supplies, personal protective equipment, hose, and appliances which are not a fixture of the apparatus or vehicle. It is the intent of this provision to contractually reallocate liability for damages from that provided by Section 29-5-108, C.R.S.

4.2 INSURANCE

Each party shall, during the term of this Agreement, or any renewals or extensions hereof, maintain the following types of insurance coverage with companies and in amounts indicated hereinafter or if not indicated hereinafter, in amounts acceptable to the District:

A. Comprehensive and liability coverage in the initial minimum amount of \$150,000/\$600,000, and thereafter in such amounts as are required pursuant to Section 24-

10-114, C.R.S., commonly known as the Colorado Governmental Immunity Act. Such coverage shall insure the common inclusions of premises operations, products/completed operations, contractual liability, independent contractors, broad form property damage and personal injury.

B. Professional liability insurance coverage in the initial minimum amount of \$150,000/\$600,000, and thereafter in such amounts required pursuant to Section 24-10-114, C.R.S.

C. Automobile insurance liability coverage in the minimum amount of \$150,000/\$600,000. Such coverage shall include other common coverages provided by insurance companies such as uninsured motorists and no fault coverage.

D. Worker's compensation insurance, pension, disability and unemployment insurance for officers, employees, and volunteers.

ARTICLE V MISCELLANEOUS

5.1 ASSIGNMENTS

Except for consolidation or merger of one or more of the Parties, no Party shall voluntarily or involuntarily assign, delegate, subcontract, pledge, or encumber any right, duty, interest i.e. whole or in part of this Agreement without mutual consent of all Parties.

5.2 AMENDMENTS

This Agreement may be modified, amended, changed, or terminated, (except as to termination as herein above provided, and, as to the Mutual Aid Operations Plan) in whole or in part, by agreement of the majority of Parties in writing.

5.3 WAIVER

The waiver of any breach of any of the provisions of this Agreement by either Party shall not constitute a continuing waiver of any subsequent breach by that Party either of the same or of another provision of this Agreement.

5.4 HEADINGS FOR CONVENIENCE ONLY

The articles, sections, paragraph headings, captions, and titles contained herein are intended for convenience and reference only, and are not intended to define, limit or describe the scope or intent of any of the provisions of this Agreement.

5.5 SEVERABILITY

Invalidation's of any of the provisions of this Agreement, or of any paragraph, sentence, clause, phrase, or word herein, or the application thereof in any given circumstance, shall not affect the validity of the remainder of this Agreement.

5.6 TIME OF THE ESSENCE

Time is of the essence for the performance of each and every provision hereof.

5.7 GOVERNING LAW

This Agreement shall be construed in accordance with the laws of the State of Colorado.

5.8 MULTIPLE COPIES

This agreement may be executed by the Parties in multiple copies which may be executed separately as to duly authorized signature, each copy of which shall have the same force and effect as an original.

5.9 CHARGES FOR SERVICES

All services and assistance provided by one Party to another under this Agreement shall be provided at no cost for use of equipment or personnel, except as provided for in Section 4.1.

Nothing in this Agreement shall limit assisting Parties from seeking or obtaining compensation, reimbursement or damages from any non-Party.

5.10 COMMITMENT OF RESOURCES

Parties providing aid under this Agreement shall commit to a minimum operating period of twenty-four (24) hours. Personnel of the aiding Party may be exchanged at any time so long as all personnel are accounted for, whereby those personnel exchanged are recorded and accounted for at a point typically called the staging location or area.

If any Party providing aid requires the immediate release of their resources, the Incident Commander shall be notified of such request and the Party requesting aid shall release all resources of the Party providing aid as immediately as is possible. Such release shall occur through the staging area or location so as to account for all personnel.

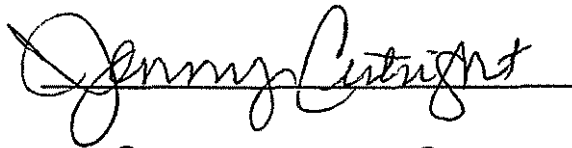
IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the date first above written.

Carbondale Fire Protection District

By: 

Title: FIRE CHIEF

Attest:


Title Admin. Asst.

Handout 2-6: Information Gathering Checklist

Incident Agency/Unit _____

Name of Incident _____

Agencies Involved _____

Location _____

Land Ownership _____

ICP Location/Owner _____

Spike Camp(s)/Owner _____

Water Source/Cost _____

Resources on Incident:

Personnel (# and type) _____

Equipment _____

Local Private/Initial Attack/Coop _____

Aircraft _____

Resources Ordered:

Manpower _____

Finance/Administration _____

Equipment _____

Aircraft _____

Caterer/Showers/Porta-potties _____

Other _____

Local Contacts

Agency Administrator _____ Phone _____

Resource Advisor _____ Phone _____

Administration _____ Phone _____

BUT/Expanded Dispatch _____ Phone _____

Liaison _____ Phone _____

Unit Supervisor _____ Phone _____

Specific Information

Local Political Considerations _____

Local Agency Direction for Finance/Administration _____

Local Agreements _____

Safety Hazards _____

Number and Type of Injuries _____

Treatment Facilities:

Doctor: _____ Phone: _____

Hospital: _____ Phone: _____

Dentist: _____ Phone: _____

Other Medical Facilities: _____

Burn Center _____

Medivac _____

Possible Claims/Investigations _____

Security/Law Enforcement _____

Communications _____

Facilities for Finance/Administration _____

Handout 2-7: ICS Form 209

Refer to EL_975_HO_2-7_ICs_Form_209.pdf

Handout 2-8: Sample IAP

Refer to EL_975_HO_2-8_ICs_Form_202.pdf

Refer to EL_975_HO_2-8_ICs_Form_203.pdf

Refer to EL_975_HO_2-8_ICs_Form_204_1_of_5.pdf

Refer to EL_975_HO_2-8_ICs_Form_204_2_of_5.pdf

Refer to EL_975_HO_2-8_ICs_Form_204_3_of_5.pdf

Refer to EL_975_HO_2-8_ICs_Form_204_4_of_5.pdf

Refer to EL_975_HO_2-8_ICs_Form_204_5_of_5.pdf

Refer to EL_975_HO_2-8_ICs_Form_205.pdf

Refer to EL_975_HO_2-8_ICs_Form_206.pdf

Refer to EL_975_HO_2-8_ICs_Form_208_1_of_3.pdf

Refer to EL_975_HO_2-8_ICs_Form_208_2_of_3.pdf

Refer to EL_975_HO_2-8_ICs_Form_208_3_of_3.pdf

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Handout 2-9: Basic Emergency Management Plan

Liberty County Basic Emergency Plan

June 2004

I. Purpose

- A. The purpose of the Liberty County All-Hazard Emergency Management Plan is to develop a comprehensive emergency management program that establishes a process and structure for the systematic, coordinated, and effective delivery of emergency services to mitigate the effects of an emergency, preserve life and minimize damage, respond during emergencies, provide necessary assistance, and establish a recovery system, in order to return the community to its normal state of affairs.
- B. This plan attempts to define clearly who does what, when, where, and how, along with the legal authority to act, in order to mitigate, prepare for, respond to, and recover from the effects of natural and technological disasters.

II. Situation and Assumptions

A. Situation.

Liberty County is vulnerable to many hazards, each with varying degrees of likelihood, all of which have the potential for disrupting the community, causing damage, and creating casualties. As described in the Liberty County Hazard/Vulnerability Assessment, these hazards may either be naturally occurring events or technological/industrial (manmade) in origin. The former category includes, but is not limited to, meteorological (i.e. hurricanes, floods, tornadoes, forest fires, earthquakes) and agricultural events, as well as naturally-occurring illnesses (i.e. food-borne diseases, pandemic influenza). In the case of the latter, the County has considered the threat of terrorism-related CBRNE incidents, in addition to other disasters that could develop from a hazardous materials spill, nuclear power plant accident, major transportation accident, or civil disorder.

B. Assumptions.

1. Liberty County will continue to be exposed to the hazards noted above as well as to others that may develop in the future.
2. The extent of casualties and damage will depend upon factors such as whether the event was anticipated (and length of forewarning), time of the occurrence, severity of the impact, weather conditions,

population density, type of infrastructure affected/compromised, and the potential triggering of secondary events.

3. The preservation of life shall have priority over the preservation of property. The safety of citizens and personnel from County departments, supporting agencies, and volunteers will be a primary concern. High risks to personnel may be incurred to protect salvageable lives. Minor to moderate risks to personnel may be incurred to protect salvageable property. No risks to personnel will be incurred to protect non-salvageable lives or property.
4. Local government officials recognize their responsibilities with regard to public safety and well-being.
5. These same government officials will assume their responsibilities in the implementation of the emergency management plan.
6. Consistent with Homeland Security Presidential Directive (HSPD)-5, the National Incident Management System (NIMS) is integrated into this plan; and use of the Incident Command System (ICS) is a basic tenet of the emergency management process. All County agencies will implement a unified ICS structure as stipulated in the NIMS during response, recovery, and mitigation operations.
7. Liberty County will endeavor to have sufficient capability to operate for at least 72 hours without external aid.
8. If properly implemented, this plan will reduce or prevent disaster-related losses.

III. Concept of Operations

A. General.

It is the responsibility of Liberty County government to undertake comprehensive emergency management in order to protect life and property from the effects of hazardous events. Local government has the primary responsibility for initial emergency management activities. When the emergency exceeds the local government's capability, supplemented by normal mutual aid, to respond and recover, assistance will be requested from the state government. The Federal Government will provide assistance to the state when appropriate and requested by the Governor.

This plan is based upon the concept that the emergency functions for the various groups involved in emergency management will generally parallel their normal, day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. However, there may be cases where personnel will have to work outside of their normal function.

Day-to-day functions that do not contribute directly to the emergency operation may be suspended or reduced for the duration of the emergency as directed by upper management. This will require addressing those activities with a constitutional mandate. The efforts that would normally be required for those functions will be redirected to accomplish the emergency task by the agency concerned.

A comprehensive emergency management plan is concerned with all types of hazardous situations that may develop in Liberty County; it is more than an operations plan in that it accounts for activities prior to, during, and after, emergency operations.

B. Mission Areas.

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. As defined by PPD-8, the term "prevention" refers to preventing imminent threats.

Protection: The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively.

IV. Organization and Assignment of Responsibilities

A. General

Most of the departments within local government have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures subject to review and approval of the Board after analysis by Liberty County Emergency management. Specific responsibilities are outlined below under "Task Assignments," as well as in individual annexes (not included in this sample).

Responsibilities for certain organizations that are not part of local government are also presented. Not all members of all groups will be represented in all situations.

B. Organization

1. The Liberty County emergency management policy group is responsible for all policy decisions relating to emergency management. The standing members of this group are:

County Representatives:

- a. County manager
- b. Chairperson of the Board of Supervisors
- c. Board of Supervisors
- d. Sheriff
- e. County Attorney
- f. Public Information Officer
- g. Chief Financial Officer
- h. County Fire Coordinator
- i. County Public Health Director
- j. County Public Works Director
- k. EMS Director
- l. Emergency Program Manager
- m. Hospital Medical Director

City Representatives:

- a. City manager
- b. Chairperson of City Council (Mayor)

- c. Board of City Council members
 - d. City Attorney
 - e. Fire Chief
 - f. Police Chief
 - g. City Public Works Director
 - h. Chamber of Business and Industry Designee
2. The emergency management coordination group will ensure that emergency policies, support activities, and resources are coordinated among the spectrum of participating organizations. This group will prepare requests for outside aid operating from the EOC. They will be organized to fulfill the off-site responsibilities of Planning, Logistics and Finance. The members of the emergency management coordination group are:

County Representatives:

- a. Assistant Emergency Program Manager/Emergency Planning Director
- b. Assistant County Manager
- c. Chief Deputy, Sheriff's Department
- d. Assistant Public Works Director
- e. Emergency Medical Services Coordinator
- f. Public Health Liaison
- g. Strategic National Stockpile Coordinator
- h. Bioterrorism Coordinator
- i. School Superintendent
- j. Planning Commission Director
- k. Power company manager
- l. County Engineer
- m. County coroner
- n. Information Technology/GIS Manager

City Representatives

- a. Assistant City Manager
- b. Assistant Fire Chief
- c. Assistant Police Chief
- d. City Finance Director
- e. Central City Hospital Liaison
- f. Information Technology/GIS Manager

The members of the emergency management coordination group also include:

- a. Water manager.
- b. Gas company manager.

- c. Telephone company manager.
 - d. County highway superintendent.
 - e. Red Cross representative.
 - f. Director, local housing authority.
 - g. Director, local public assistance office.
 - h. Transit authority representative.
 - i. Community Info/Hotline Coordinator
 - j. Purchasing manager
 - k. National Guard Liaison
3. The emergency management operations group will ensure that policies and activities are implemented according to the decisions of the policy group and the guidance of the coordination group. The primary responsibility of the operations group is to deploy the appropriate resources to overcome and reduce the impact of major emergencies. They will be organized to fulfill the off site Operations Section responsibility operating from the community EOC. The members of the emergency management operations group are:
- a. Operations group commander.
 - b. Fire operations officer.
 - c. Fire dispatcher.
 - d. Police operations officer.
 - e. Police dispatcher.
 - f. Epidemiologist
 - g. Disease control
 - h. Health educator (PIO)
 - i. Environmental Health representative
 - j. Street Superintendent
 - k. Sewer Superintendent
 - l. Water Superintendent
 - m. Assistant Public Health official.
 - n. Building/Code Enforcement official
 - o. Assistant school superintendent.
 - p. Public works dispatcher.
 - q. Red Cross representative.
 - r. Power company representative.
 - s. Gas company representative.
 - t. Telephone company representative.
 - u. Deputy, Sheriff's Department.
 - v. Sheriff's dispatcher.
 - w. Emergency medical dispatcher.
 - x. State police representative.
 - y. Public information officer.
 - z. Emergency Medical Services Operations Coordinator

- aa. Local Military Fire/EMS Liaison
- bb. State Highways liaison officer
- cc. IT/GIS representative

4. The organization of the functions means that the Coordination group will fulfill the Logistics, Finance/Administration and Planning Sections functions and the Operations Group will satisfy Operations Section function under ICS. These will be linked to the appropriate Section in operation at the incident command post in the field.

C. Task Assignments (not exhaustive)

1. Emergency Program Management.

- a. Coordination of all four phases of emergency management
- b. Comprehensive emergency management planning
- c. Staff and responder training
- d. Radiological defense (RADEF) Program management and training
- e. Resource management (i.e. county and city department oversight, external resource requests – including State and Federal assistance, mutual aid)
- f. Communications and warning
- g. Hazardous Materials Training
- h. SARA Title III activities
- i. LEPC support
- j. Management of Drills and Exercises
- k. Evaluation of community preparedness
- l. Manage the development of the IAP
- m. Manage the distribution of emergency information
- n. Establish interface with Federal agencies
- o. Manage financial ramifications of disaster

2. Law Enforcement.

- a. Warning and threat assessment / validation support
- b. RADEF monitoring support
- c. Maintenance of law and order
- d. Traffic control (including aerial and ground traffic flow monitoring, enforcement of travel restrictions)
- e. Control of restricted areas (access and egress)
- f. Protection of vital installations (physical structures and soft targets)
- g. Security of SNS distribution/mass immunization sites if erected
- h. Damage assessment support

- i. Liaison and coordination with other law enforcement
 - j. Establish FBI interface (if deemed necessary)
 - k. Coordination with National Guard
 - l. Aerial monitoring for radiation
 - m. Aerial rescue support
 - n. Medical rescue support
 - o. Policy, coordination, and operations group support
 - p. Advise Policy group on cancellation of events, restrictions, etc.
 - q. Re-entry management
3. Fire Service.
- a. Fire control
 - b. Fire prevention inspections
 - c. Operation of fixed and mobile siren units
 - d. Search and rescue operations
 - e. Assistance for traffic control
 - f. RADEF decontamination support
 - g. Damage assessment
 - h. Hazardous materials operations
 - i. Communications support
 - j. Policy, coordination, and operations group support
4. Emergency Medical Services System.
- a. Mobilize to handle casualties
 - b. Triage, Treat and Transport casualties
 - c. Maintain coverage for unaffected areas
 - d. Coordinate Medical Helicopter Evacuation
 - e. Deliver additional service as directed by Public Health Director
5. Health Department.
- a. Investigation of sanitation conditions
 - b. Inspection of food and drink supplies (and emergency shelters)
 - c. Provision of public health education and information
 - d. Advise Policy group with Emergency Public Health regulations/declarations (including declaration of Public Health Emergencies)
 - e. Assist JIC with release emergency public info (including developing pre-crafted messages)
 - f. Oversee delivery of Emergency Medical Service System
 - g. Coordination and operations groups staff support
 - h. Liaison to local, state and federal medical communities, including

the CDC, during a major disaster or emergency resulting in casualties.

- i. Assist with acquisition of medical personnel to staff (mass) alternate care facilities
- j. Surveillance activities and detection of (biological) agents
- k. Laboratory testing support
- l. Epidemiologic Investigations
- m. Monitoring and managing local pharmaceutical caches
- n. Request and acquisition of the Strategic National Stockpile
- o. Immunizations/Prophylaxis
- p. Advise Policy, Coordination and Operations group on provision of health/medical and psychological services (i.e. treatment protocols for agent/illness)
- q. Advise Policy group on quarantine / isolation decisions
- r. Advise Policy group on declaration of Public Health Emergency
- s. Interface with Law Enforcement to assist with crime scene measures (i.e. evidence preservation, chain of custody, crime scene investigation)
- t. Veterinary/zoonotic issues
- u. Environmental testing and remediation
- v. Provision of Critical Incident Stress Management

6. Hospitals.

- a. Advice regarding issues related to hospitals
- b. Coordination group staff support
- c. Mass patient care
- d. Monitoring and reporting of patient
- e. Monitoring and reporting supply issues and staffing needs
- f. Sustained tracking and coordination of patients
- g. Coordinating forward movement from facilities

7. Public Works/Utilities

- a. Maintenance of water and sewage system
- b. Maintenance of debris and garbage disposal operations
- c. Road and bridge repairs
- d. RADEF decontamination support
- e. Fuel storage
- f. Provision of (specialized) personnel, equipment and supplies and other resources as needed
- g. Maintenance of water pressure
- h. Damage assessment support
- i. Provision of potable water
- j. Coordination with Health Department on water tests

- k. Policy and coordination groups staff support
 - l. Search and Rescue Support
 - m. Building Inspection Program, as needed
 - n. Traffic Control Support (and constructing temporary emergency access routes)
 - o. Restoration of vital facilities
 - p. Clearance of debris
8. County Engineering.
- a. Provision of emergency engineering services and counseling
 - b. Flood control
 - c. Damage assessment support
 - d. Coordination and operations groups staff support
9. Finance Department.
- a. Maintenance of records
 - b. Procurement of supplies
 - c. Coordination group staff support
 - d. Preparation of reimbursement applications
 - e. Processing the financial part of damage assessment
 - f. Staff Compensation and Injury processing
10. Schools.
- a. Protection of school children
 - b. Provision of public shelters
 - c. Provision of space for mass immunization / prophylaxis (pre-defined PODs)
 - d. Provision for public education regarding emergency management
 - e. Provision of buses for transportation
 - f. Coordination and operations groups staff support
11. Medical Examiner/Coroner's Office.
- a. Collection, identification, and interment of deceased victims
 - b. Chain of custody and evidence preservation to assist Law Enforcement operations
 - c. Coordination with other services, including funeral homes, military, and federal authorities
 - d. Coordination group staff support
12. County/City Attorney

- a. Legal advice support
- b. Policy group support
- c. Preparations of ordinances and orders

13. Community Services Department

- a. Coordination of all personal relief activities
- b. Coordination group staff support
- c. Identification of client needs
- d. Maintenance of medical drug support to clients
- e. Expansion of community crisis intervention programs

14. Red Cross.

- a. Mass Care - Shelter Operations
- b. Mass Care - Feeding (Fixed sites and mobile)
- c. Individual/family assistance
- d. Public education and information support
- e. First aid and nursing support
- f. Blood drives
- g. Counseling support
- h. Coordination group staff support

15. Telephone Company.

- a. Advice regarding telephone maintenance and operation
- b. Load-line control
- c. Coordination and operations groups staff support
- d. Provide communications assistance to requesting agencies as needed. Coordinate communications planning activities with the EOC.
- e. Assess damage to cellular telecommunications infrastructure and communicate findings to EOC. Coordinate and conduct repairs as needed.

16. Department of Information Technology:

- a. Coordinate the assessment of telecommunication systems integrity during and after a disaster or emergency.
- b. Establish emergency communications protocol, including the assignment or reassignment of existing communications equipment.
- c. Establish telephone and Intra/Internet communications capability between emergency response departments, as able, based upon availability and infrastructure integrity.

- d. Operate and maintain citywide telecommunication systems.
- e. The responsibility for all unique telecommunications systems resides with the host department/agency. IT will provide support assistance, as available, and within technical capabilities.
- f. Provide necessary GIS capabilities

17. Power Company.

- a. Power distribution advice
- b. Advice regarding power outages and impact predictions
- c. Coordination and operations groups staff support

18. Gas Company.

- a. Gas distribution advice
- b. Advice regarding natural gas shortages, outages, and impact
- c. Coordination and operations groups staff support
- d. Gas distribution advice
- e. Advice regarding gas shortages, outages, and impact
- f. Coordination and operations groups staff support

19. Transit Authority.

- a. Coordination of mass public transportation resources
- b. Advice regarding public transportation issues
- c. Coordination group staff support
- d. Implement emergency functions to include traffic control if requested
- e. Identify and supervise emergency vehicle staging areas
- f. Assist in Assessment of impacted transportation routes
- g. Identify alternative routes for emergency response vehicles
- h. Initiate emergency repairs to allow for response to critical facilities and impacted areas if alternate routes cannot be identified

20. Local Housing Authority.

- a. Advice regarding status and condition of housing
- b. Coordination group staff support

21. Military Support.

- a. Warning support
- b. RADEF support
- c. Traffic control support
- d. Law and order support

- e. Search and rescue support
- f. Medical services support
- g. Debris clearance support
- h. Fire control support
- i. Logistics support
- j. Engineering support
- k. Shelter support
- l. Communications support

V. Direction and Control

The final responsibility for all emergency management belongs to the elected official chairing the policy group. The policy group is responsible for all policy-level decisions. They are also required to be the approving agency for public information releases to the public. During response operations, the elected officials of the policy group will be available to their constituents to handle non-routine problems.

The emergency program manager, who has responsibility for coordinating the entire emergency management program, trains and directs the coordination group through staff. This group may make routine decisions within the limits of disaster authority. During emergency operations, the emergency program manager ensures that all groups are working in a concerted, supportive effort to overcome the disaster.

Specific people and agencies are responsible for fulfilling their obligations as presented in the basic plan. Each agency will follow its own operating procedures during response operations. All Liberty County/Central City agencies have been notified of the possibility that their staffs may be called upon to staff emergency management missions such as Rumor Control/Public Information hotlines.

VI. Continuity of Government

A. Succession of Command.

In order for any organized emergency response effort to be effective and efficient, the individuals with key emergency management responsibilities must not only be familiar with their assignments, they must also be available to execute these duties. Emergencies may arise, however, when certain critical personnel are either absent (from the community) or the disaster itself may have isolated or incapacitated them. To prepare for this contingency, this section of The Plan has predefined lines of succession for critical decision-makers to ensure the continuity of County government in the advent of a disaster.

The line of succession of the county board of supervisors is from the president to the vice president through the members of the board in order of their seniority on the council.

The line of succession to the emergency program manager will be deputy program manager followed by operations officer.

The line of succession to each department head is according to the operating procedures established by each department and filed in writing with the Emergency Program Manager.

The line of succession of the city council is from the mayor through the members of the council, in order of their seniority on the council.

The line of succession of the county manager is to the sheriff to the deputy sheriff.

The line of succession of the city manager is to the chief of police and to the city fire chief.

B. Preservation of Records.

In order to develop after-action reports, all messages and logs will be maintained and submitted to the emergency program manager immediately after deactivating emergency operations. Consideration must be given to the protection of records critical to the operation of government and those of historical note.

VII. Administration and Logistics

A. Emergency Authority.

A compendium of existing state and local legislation pertaining to disaster preparedness and response and emergency management is shown in Appendix I.

B. Declaration Procedures

When an emergency or disaster is determined to tax response and recovery efforts beyond the capability of the City Central City and Liberty County, the Mayor/City Council may, upon declaring a local state of emergency, request a state of emergency declaration from the Governor of Columbia for the purpose of supporting city efforts.

If local and State resources are deemed inadequate to effectively manage the event, the Governor may request a Presidential Emergency

or Disaster Declaration. Such procedures are described in the Columbia Emergency Services Act.

The following are standard procedures for declaring a state of emergency. In situations where damage is obviously severe requiring immediate support, the Governor has the option of making a State Disaster Declaration immediately dispatching damage assessment teams.

The sample emergency declarations are presented as a suggestive guide to the content and format for resolutions by the Central City and Liberty County authorities, declaring a local emergency or disaster and requesting the Governor to declare a state emergency. The content should include a description of the emergency conditions and known damage, a description of actions already taken, and a statement of the extent to which local resources are depleted.

c. Mutual Aid.

Should local government resources prove to be inadequate during an emergency operation, requests will be made for assistance from other local jurisdictions and higher levels of government according to existing or emergency negotiated mutual aid agreements and understandings. Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements and understandings will be entered into by duty authorized officials and will be formalized in writing whenever possible.

d. Consumer Protection.

Consumer complaints pertaining to alleged unfair or illegal business practices will be referred to the state attorney general's Consumer Protection Division through the responsible police agency.

VIII. Homeland Security Advisory System

In voluntary compliance with Homeland Security Presidential Directive (HSPD)-3, Central City and Liberty County have adopted the National Homeland Security Advisory System (HSAS) to trigger certain preparedness activities and disseminate information about the risks of terrorist threats.

The system is a color-coded set of graduated threat conditions, with a higher probability of attack associated with each new level: Low/Green indicating a low threat of terrorist attack, Guarded/Blue indicating a

general risk condition, Elevated/Yellow indicating a significant risk, High/Orange indicating a high risk and Severe/Red indicating a severe risk of terrorist attack.

Risk includes both the probability of an attack occurring and its potential gravity. The local law enforcement community has the primary responsibility for conducting continuous risk assessments. However, other entities such as Public Health and Healthcare organizations are crucial in anticipating and detecting potential biological threats. Threat condition levels may be set for the entire nation or specific geographical regions based upon the available intelligence information.

The assignment of threat levels prompts the implementation of various operational conditions in order to reduce vulnerabilities and increase response capabilities of public safety and support agencies. The County also posts the current threat condition level on its emergency information website www.LCALERT.com in order to keep the public informed of existing conditions and to provide an opportunity for citizens to better prepare for potential emergencies.

IX. Evacuation Operations

Evacuation of citizens from their homes during an emergency requires a coordinated effort among several public safety agencies. A determination must be made to either physically evacuate people to a safe location or shelter in-place.

The decision to evacuate may be made by the Incident Commander, when a clear and immediate danger to human life or health is identified (for instance, a toxic chemical spill). When the threat to life or health slowly increases over time (for instance, dangerous strengthening of a hurricane with a projected track to impact the County and increasing chances of heavy flood damage) the decision to evacuate may be made after the declaration of an emergency and shall be so ordered by the declaring authority (refer to Emergency Evacuation Order).

The County Sheriff and Central City Police Department shall have the primary responsibility and authority to conduct an evacuation once they are directed to do so by an Incident Commander or by the authority declaring a disaster. Assistance may be provided by the Fire Service, Parks and Recreation, Public Works, the Columbia National Guard, and other allied agencies.

Evacuation of persons in imminent danger is considered mandatory when ordered and persons disobeying a legitimate order to evacuate may be arrested in accordance with state and local legal authorities.

Evacuations conducted as a precautionary measure are considered to be voluntary in nature and persons who refuse to be evacuated may be left in their premises at their own risk and peril.

Upon receipt of a directive to evacuate a defined area, officers of the Central City Police Department will first establish a perimeter to prevent entry into the area to be evacuated and will then establish clear and mandatory avenues of egress from the designated area.

X. Joint Information Center (JIC)

The City / County EOC will establish a Joint Information Center (JIC) and media center to provide timely and accurate press releases to inform the public about the disaster or emergency using a Joint Information System (JIS). The primary JIC is located in the EOC.

The County's Public Information Officer (or designee) will serve as the official spokesperson issuing press releases on behalf of the Mayor/Chairman of the County Board of Supervisors, City Council, and City/County Manager. Such press releases will serve as the official statements of Central City and Liberty. The Mayor and City Council members, Chairman and County Board members, and City/County Manager may also elect to issue statements coordinated by the Public Information Officer (PIO). Information about the disaster or emergency will be routed from the EOC to the JIC for collection, validation, and public dissemination. PIO personnel from various departments and supporting agencies will staff the JIC operations. Information relative to law enforcement matters will be reviewed with the appropriate law enforcement agency(s) prior to public release to ensure operational security and investigation integrity. The same holds true for subject matter expertise of the various disciplines staffing the JIC (i.e. Public Health).

XI. Multi-Agency Coordination

For extraordinarily large, complex incidents occurring in the City or County involving numerous agencies and/or jurisdictions, Multi-Agency Coordination will be needed to coordinate and support incident management activities. A combination of City and/or allied agency facilities, equipment, personnel and communications will be integrated to coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies. This can include one or more EOC, Department Operation Centers (DOCs) and a Multiagency Coordination Group (MAC Group).

The MAC Group will consist of representative(s) from each involved agency/jurisdiction and, in many instances, may operate within the EOC. Working together the MAC Group and the EOC will perform functions and responsibilities include ensuring that each agency involved is providing appropriate situational awareness and resource status information; establishing priorities between multiple incidents and/or Area Commands in concert with the unified command; acquiring and allocating resources in concert with the unified command; anticipating and identifying future resource requirements; coordinating and resolving policy issues arising from the incident(s); and providing strategic coordination as required.

XII. Termination of Disaster or Emergency

Once the City or County have determined that emergency response is no longer necessary to save lives or protect property, and when recovery is the primary concern necessary to repair infrastructures and restore normalcy in the community, the disaster or emergency will be terminated through a joint City/County proclamation (see Termination Declaration). The termination proclamation will be transmitted to the Governor and concurrently routed through the County. It will be presented to the City Council and County Board for ratification during the next regularly scheduled meeting.

The City or County upon declaring a local emergency for which the Governor proclaims a state of emergency, shall complete and transmit an after action report to the Governor's office after closure of the incident period as determined by the State. The after action report shall, at a minimum, be a review of response actions, suggested modifications to plans and procedures, identified training needs, and recovery activities to date.

XIII. Plan Development and Maintenance

If a plan is to be effective, its contents must be known and understood by those who are responsible for its implementation. The emergency program manager and involved department heads will brief appropriate public/private sector officials in emergency management and this plan in particular. There will be training for all involved staff once each quarter.

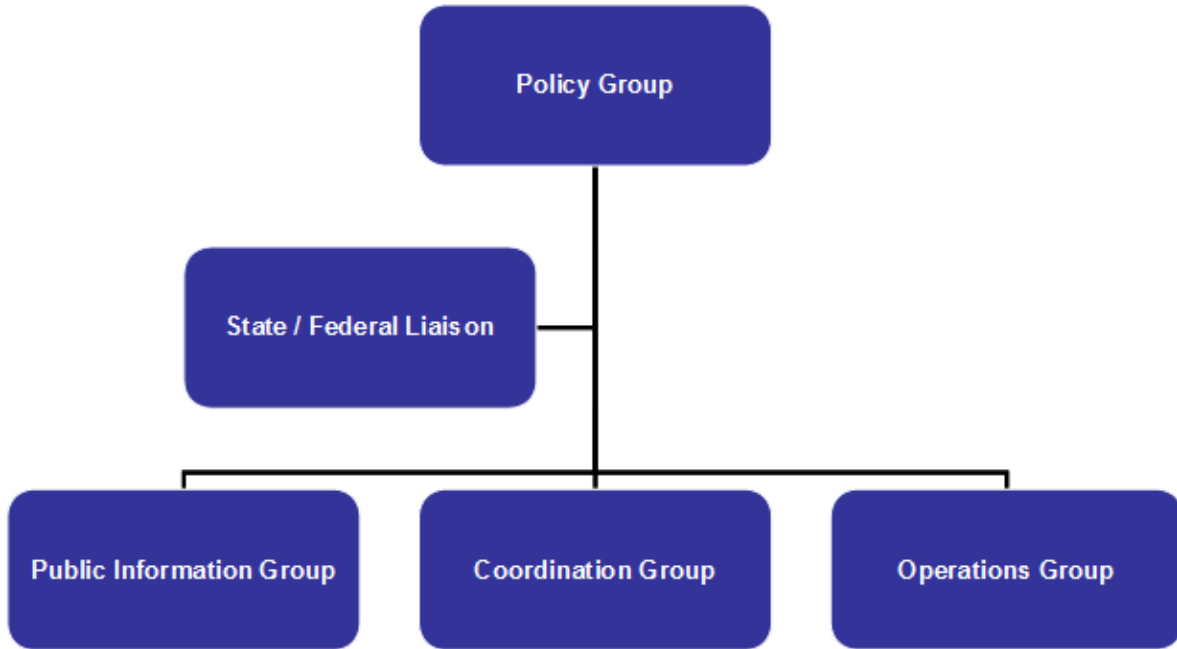
The plan shall be updated at least once a year and tested by a simulated emergency, regardless of actual events, in order to provide practical, controlled, operational experience to those individuals who have emergency responsibilities.

Departments will be assigned prime responsibility for their component of the plan. Telephone and contact lists are to be updated every three months with a full plan review every year.

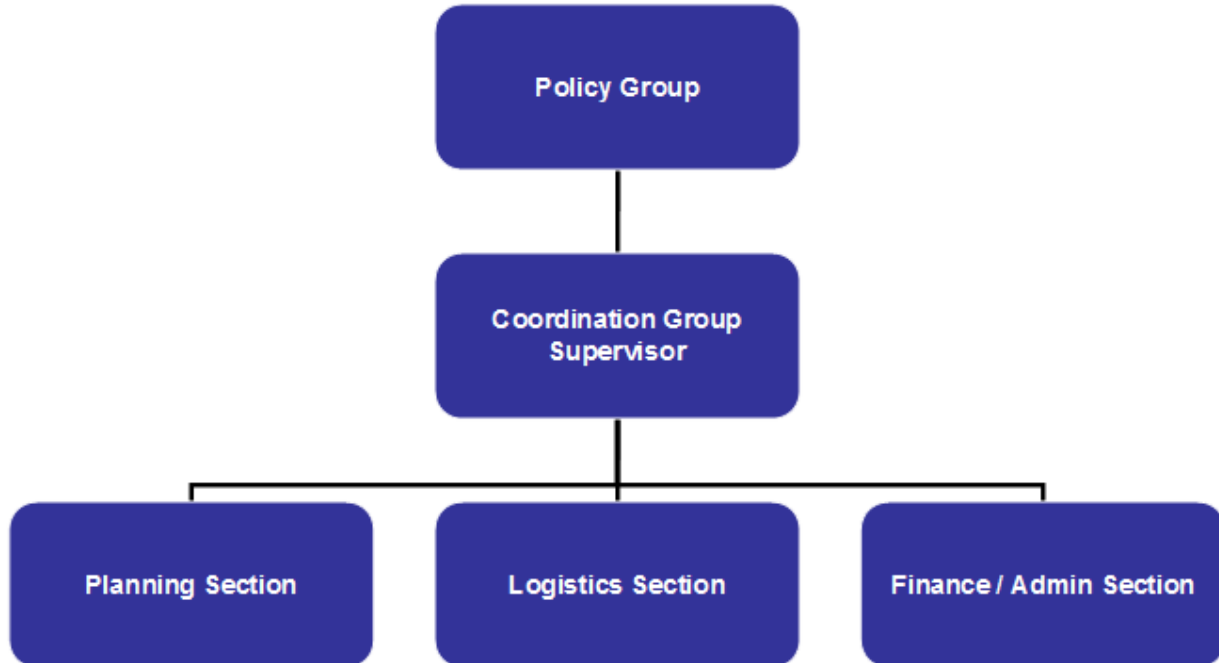
XIV. Authorities and References

- A. Federal Civil Defense Act of 1950, Public Law 81-920, as amended.
- B. The Disaster Relief Act of 1974, Public Law 93-288, as amended.
- C. Columbia Emergency Services Act, 1970, as amended.
- D. FEMA CPG 1-8 Guide for the Development of State and Local Emergency Operations Plans
- E. FEMA CPG 1-8 Guide for Reviewing State and Local Emergency Operations Plans
- F. FEMA CPG 1-5 Objectives for Local Emergency Management
- G. FEMA CPG 1-34 Hazard Identification Capability Assessment and Multi-Year Development Plan
- H. State of Columbia Planning Guide, 1990.
- I. Robert P. Stafford Disaster Relief and Assistance Act, Public Law 93-288, as amended

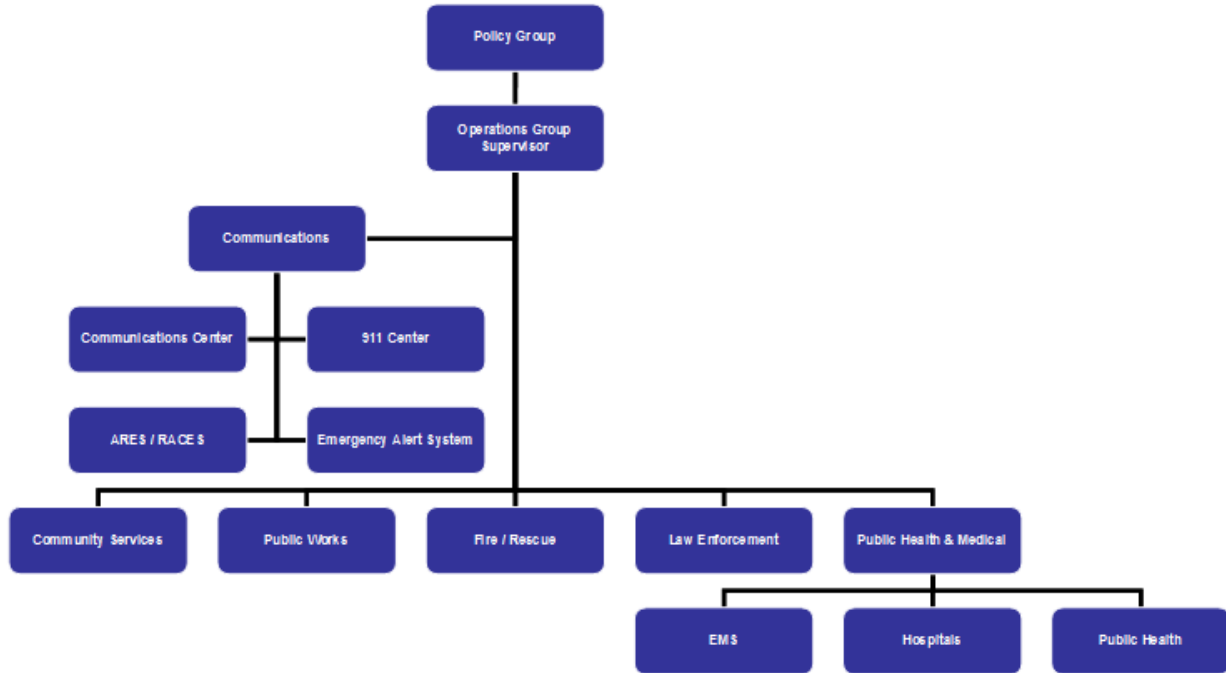
**Liberty County / Central City
EOC Organization**



**Liberty County / Central City
EOC Organization – Coordination Group**



**Liberty County / Central City
EOC Organization – Operations Group**



Handout 2-10: San Antonio Emergency Management Plan

**CITY OF SAN ANTONIO
EMERGENCY MANAGEMENT – BASIC PLAN**

City of San Antonio

Emergency Management Office

EMERGENCY MANAGEMENT

BASIC PLAN

City of San Antonio, Texas

September 2006

**CITY OF SAN ANTONIO
EMERGENCY MANAGEMENT – BASIC PLAN**

APPROVAL AND IMPLEMENTATION

The City of San Antonio, Texas

EMERGENCY MANAGEMENT BASIC PLAN

This Emergency Management Basic Plan is hereby approved. This plan is effective immediately and supersedes all previous editions.

Phil Hardberger, Mayor

Date

Sheryl Sculley, City Manager

Date

Nim Kidd, District Fire Chief
City Emergency Management Coordinator

Date

September 2006

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Activity 2.1: Initial Briefing and Information Gathering

Initial Briefing & Information Gathering Activity 2.1 Overview—Unit 2

Purpose

The purpose of this activity is to provide students with an opportunity to identify key information needed from an Initial Briefing from the Finance/Administration Section Chief in order to perform their role as the Finance/Administration Unit Leader. Students will also identify specific forms and work procedures to gather. This is particularly important for a Finance/Administration Unit Leader because work procedures tend to be jurisdiction-specific.

Objectives

Students will:

- Identify key information presented in an Initial Briefing from the Finance/Administration Section Chief to help them perform as Finance/Administration Unit Leaders.
- Identify key information not presented, but needed, in an Initial Briefing.
- Identify other specific work procedures and forms that each Finance/Administration Unit Leader should gather upon arrival at the incident.

Activity Structure

This is the first activity using the Liberty County ice storm incident scenario, which will continue throughout other activities in the course. This activity is scheduled to last approximately 1 hour and 10 minutes, including the briefing, small group discussions, and presentations of group findings. Students will watch the instructor role play as a Finance/Administration Section Chief giving the Initial Briefing. In small groups, students will discuss the briefing to answer the four questions found on the following page. Each group will be assigned a different Finance/Administration Unit Leader.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Following are the specific activities and instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Watch and listen to the instructor deliver the FSC Initial Briefing.
3. Discuss and answer the questions on the following page.
4. Write your answers to the questions on easel pad paper.
5. Present your list to the rest of the class.

Facilitators perform the role play, then moderate discussions, answer questions, and provide additional information as required.

Activity 2.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Instructor Role Play FSC	15 minutes	Classroom
Discussion/Documentation	30 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

Activity 2.1 FSC Briefing Script

On Sunday January 11, 2009, the National Weather Service issued a Freezing Rain Advisory for Central City, Liberty County, predicting more than a quarter inch of freezing rain. At 0400 hours on January 12, the advisory was upgraded to an ice storm warning, prompting the activation of the Emergency Operations Center (EOC) and relevant emergency plans. An Incident Management Team (IMT) was established at 1300 hours. The IMT has been delegated authority by both Central City and Liberty County to clear roadways of ice, provide emergency transportation to the public shelters or medical facilities, provide emergency medical services, and provide for public safety.

Freezing rain began falling in Central City at 0430 hours. Department of Transportation employees are salting roads and monitoring road conditions; however, ice continues to come down on roads, and small, less frequently traveled streets are most hazardous. As of 0800 hours, 10% of Central City was without electricity as power lines are bending or have fallen due to the weight of the accumulating ice. Many elderly residents have been requesting alternate sheltering and transportation assistance. Police and EMS units are responding to car accidents due to hazardous conditions.

It is now 1700 hours and half an inch of ice has accumulated in Central City and the adjoining unincorporated areas of Liberty County. Authorities are estimating that 40% of all roadways within Central City and Liberty County are impassable, even at the slowest speeds, and we have been encouraging people to avoid all travel. Department of Public Works crews are attempting to de-ice the roads, but the cold and wind are making progress slow. All of Central City and Liberty County resources have been assigned to the incident and additional resources have been ordered through the State Office of Emergency Services.

The Governor has declared a state disaster for Central City and adjoining portions of Liberty County due to the impact of the ice storm.

The Liberty County Chief Financial Officer and the Central City Assistant City Manager are the administrative representatives for the Agency Administrators. We have received a delegation of authority from the mayor of Central City. Please reference it for more information.

Temperatures are predicted to remain slightly below freezing and are not expected to reach above freezing for the next 36 hours. As the temperature remains below freezing, roads will remain icy and power restoration efforts will continue to be slow. First responders continue to work under difficult weather conditions, and emergency dispatchers remain inundated with calls as residents continue to experience problems.

The accurate capturing of costs, including the hours worked by volunteers, is particularly important due to the Presidential Disaster Declaration and FEMA grant.

Liberty County and Central City both require purchases over \$10,000 to be approved by the Chief Administrative Officer for the county or by either the Mayor or City Manager for Central City.

Resource status is as follows:

Resource	Current	Ordered
Type 1 Engine	33	20
Type 1 Rescue Squad	5	5
Type 1 Ambulance	10	5
Snow Plow/Sanding Truck	30	40
Law Enforcement Unit	30	20

Response personnel come from the following local agencies: Central City Public Works Department, Liberty County Public Works Department, Columbia State Police Department, Central City Police Department, Liberty County Health Department, Central City EMS, Liberty County, and Central City Fire Departments.

Mutual Aid response personnel come from the following agencies: Fisherville Public Works Department, Harvest Junction Public Works Department, and Apple Valley Public Works Department.

The ICP is located in an unused facility in a strip mall. Sleeping and eating facilities are being provided for incident personnel due to hazardous driving conditions.

We don't know enough yet about the cost to tell you anything at this point.

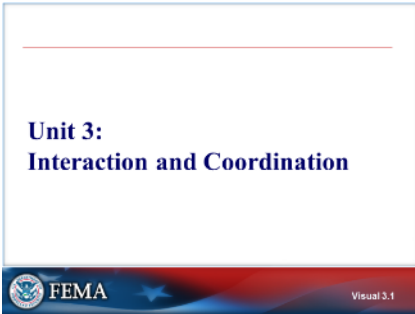
3. How could this information be obtained if there was no Initial Briefing from the Finance/Administration Section Chief?

4. What other specific forms and work procedures should you gather at this point in the incident?

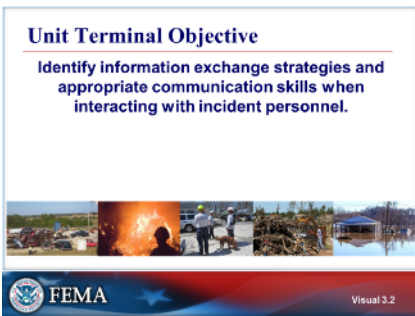
Unit 3: Interaction and Coordination

STUDENT MANUAL

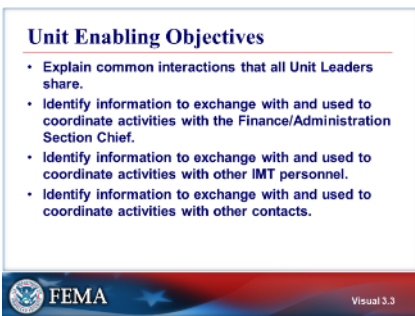
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Visual 3.1



Visual 3.2



Visual 3.3

UNIT 3: INTERACTION AND COORDINATION

This unit introduces key interactions pertaining to each Finance/Administration Unit Leader, including with other incident personnel, incident Agency personnel, and other contacts.

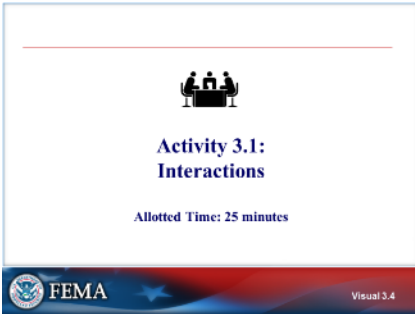
UNIT TERMINAL OBJECTIVE

Identify information exchange strategies and appropriate communication skills when interacting with incident personnel.

UNIT ENABLING OBJECTIVES

- Explain common interactions that all Unit Leaders share.
- Identify information to exchange with and used to coordinate activities with the Finance/Administration Section Chief.
- Identify information to exchange with and used to coordinate activities with other IMT personnel.
- Identify information to exchange with and used to coordinate activities with other contacts.

The Final Exam questions are based on the Unit Enabling Objectives.

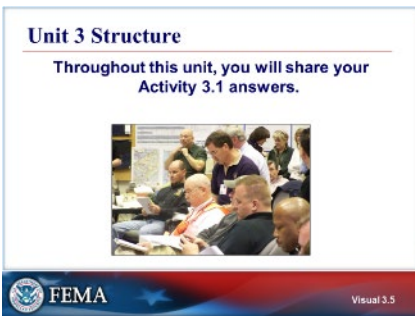


Visual 3.4

ACTIVITY 3.1: INTERACTIONS

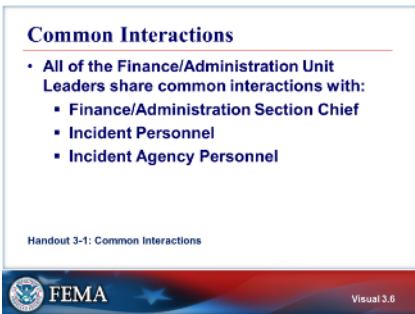
The instructor will explain the activity.

You will have 25 minutes to complete this activity.



Visual 3.5

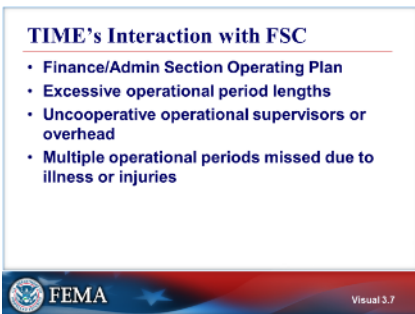
UNIT 3 STRUCTURE



Visual 3.6

COMMON INTERACTIONS

Refer to Handout 3-1: Common Interactions.



Visual 3.7

TIME'S INTERACTION WITH FSC

The following are key issues requiring interaction and coordination with the Finance/Administration Section Chief:

- Finance/Administration Section Operating Plan
- Excessive operational period lengths
- Uncooperative operational supervisors or overhead
- Multiple operational periods missed due to illness or injuries

TIME's Interaction with IMT

- Other Finance/Administration Units
- Operations Section
- Logistics Section
- Planning Section




FEMA Visual 3.8

Visual 3.8

TIME's Interaction with Other Contacts

What other contacts should the Time Unit Leader establish?




FEMA Visual 3.9

Visual 3.9

PROC's Interaction with FSC


- Under-used or costly equipment
- Excessive operational period lengths
- Contract issues
- Uncooperative contractors or incident personnel
- Numerous operational periods missed due to inoperable equipment
- Shift tickets, fuel or oil issues, equipment inspection concerns



Visual 3.10

PROC's Interaction with IMT

- Other Finance/Administration Units
- Logistics Section
- Planning Section
- Operations Section



FEMA Visual 3.11

Visual 3.11

TIME'S INTERACTION WITH IMT

The Time Unit Leader also interacts with:

- Other Finance/Administration Units
- Operations Section
- Logistics Section
- Planning Section

TIME'S INTERACTION WITH OTHER CONTACTS

PROC'S INTERACTION WITH FSC

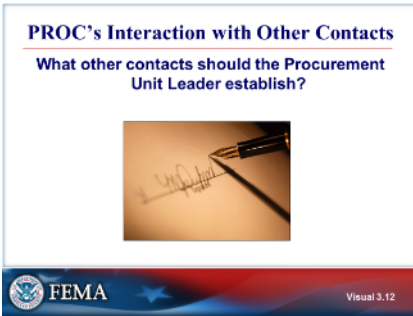
The following are key issues requiring interaction and coordination with the Finance/Administration Section Chief:

- Under-used or costly equipment
- Excessive operational period lengths
- Contract issues
- Uncooperative contractors or incident personnel
- Numerous operational periods missed due to inoperable equipment
- Shift tickets, fuel or oil issues, equipment inspection concerns

PROC'S INTERACTION WITH IMT

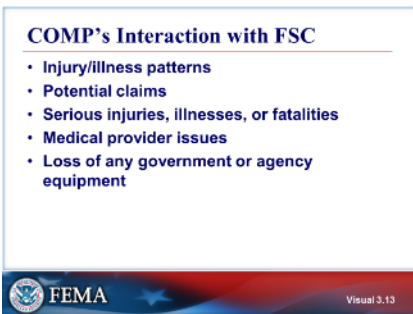
The Procurement Unit Leader also interacts with:

- Other Finance/Administration Units
- Operations Section
- Logistics Section
- Planning Section



Visual 3.12

PROC'S INTERACTION WITH OTHER CONTACTS



Visual 3.13

COMP'S INTERACTION WITH FSC

The following are key issues requiring interaction and coordination with the Finance/Administration Section Chief:

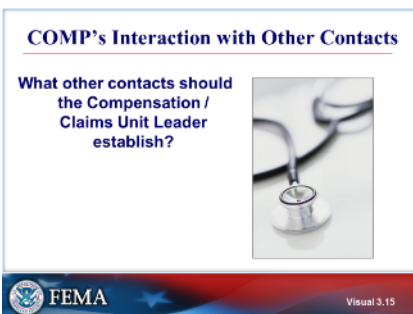
- Injury/illness patterns
- Potential claims
- Serious injuries, illnesses, or fatalities
- Medical provider issues
- Loss of any government or agency equipment



Visual 3.14

COMP'S INTERACTION WITH IMT

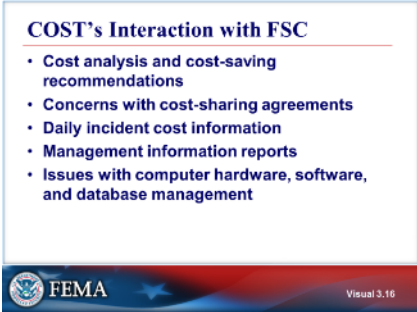
It is important to interact with the Ordering Manager (ORDM) in the Supply Unit to find out if someone ordered a particular resource (audit trail).



Visual 3.15

COMP'S INTERACTION WITH OTHER CONTACTS

The Compensation/Claims Unit Leader needs to coordinate with the Agency Administrator to obtain specific forms and procedures that must be followed for claims.



Visual 3.16

COST'S INTERACTION WITH FSC

The following are key issues requiring interaction and coordination with the Finance/Administration Section Chief:

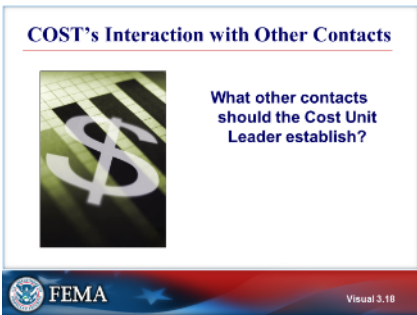
- Cost analysis and cost-saving recommendations
- Concerns with cost-sharing agreements
- Daily incident cost information
- Management information reports
- Issues with computer hardware, software, and database management



Visual 3.17

COST'S INTERACTION WITH IMT

The Cost Unit Leader is interested in providing general cost projections, being informed of changing circumstances that may affect cost, and working with other IMT members on strategies to safely reduce incident costs.



Visual 3.18

COST'S INTERACTION WITH OTHER CONTACTS



Visual 3.19


COORDINATE, COOPERATE, COMMUNICATE

Establishing and maintaining the communication flow is critical for successful interaction and coordination.

Keep in mind that it can be more difficult to manage conflict in high-stress situations.

Objectives Review

1. What common interactions does each FAUL share?
2. How does each FAUL interact with the Finance/Administration Section Chief?
3. How does each FAUL interact with other IMT personnel?
4. How does each FAUL interact with other contacts?

The image shows the FEMA logo on the left and the text "Visual 3.20" on the right, both within a red and blue decorative banner at the bottom of the slide.

Visual 3.20

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain common interactions that all Unit Leaders share.
- Identify information to exchange with and used to coordinate activities with the Finance/Administration Section Chief.
- Identify information to exchange with and used to coordinate activities with other IMT personnel.
- Identify information to exchange with and used to coordinate activities with other contacts.

Supplemental Materials

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Activity 3.1: Interactions

Interactions

Activity 3.1 Overview—Unit 3

Purpose

The purpose of this activity is to engage students in identifying key interactions and sources of information for each Finance/Administration Unit Leader.

Objectives

Students will:

- Identify key interactions for each Finance/Administration Unit Leader.

Activity Structure

This activity uses the Liberty County Ice Storm incident scenario and is scheduled to last approximately 25 minutes. Each group will represent a different Unit Leader than it represented in Activity 2. The debrief for this activity will occur throughout the unit, when students will compare their initial answers to what they learn in the unit and identify any differences. This unit should be very interactive as students are engaged from the very beginning.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Following are the specific activities and instructions for your participation in the exercise:

1. In your group, select a group spokesperson.
2. Read the scenario on the following page.
3. Identify key interactions for the Unit Leader your group represents by answering the questions on the following page.
4. Write your answers on an easel pad and be prepared to discuss with the rest of the class when your Unit Leader is discussed during the unit.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 3.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	Throughout Unit 3	Classroom

Activity 3.1 Scenario

It is now 0800 hours on January 13. Heavy ice accumulation has made hillside roadways impassable and they have been closed to all traffic. Police and EMS units are responding to several accidents of cars that have slid through stop signs and collided with other motorists. A pedestrian was also struck in a similar incident. Police units are reporting extreme difficulty in executing a speedy response because of the difficult conditions. So far, 20 people have been taken to local hospitals and medical facilities with mainly minor injuries as a result of car accidents.

Edison Electric Power Company crews are reporting that some of their equipment is malfunctioning, and many ladders and baskets used in making power repairs are unsafe for use as a result of the ice.

Although most people have heeded the warnings to stay inside and not drive, EMS has been dispatched to respond to some cold-related injuries, mostly among the elderly. Unfavorable road conditions continue to be an issue for responders as mutual aid resources and personnel ordered by the IMT have been slow in arriving because of poor road conditions. First responders have worked long hours and are very fatigued. Some first responders have been working since January 11, when the advisory was first issued and have gotten only brief periods of rest.

Given the events outlined in the FSC Briefing and the additional information you have just received, prepare a list of who you will interact with and what information you will exchange. Who do you interact most with? The least?

Activity 3.1 Questions

1. What information do you share with the FSC?
2. Who do you interact with in the IMT? What type of information is exchanged?
3. Who do you interact with outside of the IMT? What type of information is exchanged?
4. Who do you interact with the most? The least?

Handout 3-1: Finance/Administration Unit Leader Common Interactions

Common Interaction with the FSC

Exchange information regarding:

- Work priorities;
- Subordinate performance problems;
- Resource ordering problems;
- Units that are cooperating/not cooperating;
- Information from meetings with special teams, incident agency personnel, or other incident units; and
- Training issues, needs, and opportunities.

It is important to set expectations for how you will communicate with your FSC – including frequency, method, etc. – and what issues are need-to-know issues for both of you.

Unit Leaders should keep the FSC informed about their interactions with the incident agency, particularly if the incident agency is particularly pleased or displeased with an aspect of the IMT's work.

Common Interaction with Incident Personnel

Information is continually exchanged with other incident Sections and Units. Unit Leaders need to be familiar with the roles and functions of other Sections and Units.

Common Interaction with Incident Agency Personnel

Key Contacts:

- Incident Business Advisor (IBA);
- Acquisition personnel;
- Administrative Pay Teams (APTs); and
- Expanded dispatch.

Each Unit Leader should work with their counterpart at the incident agency. For example, COMP should work with the workers' compensation or risk management staff at the incident agency.

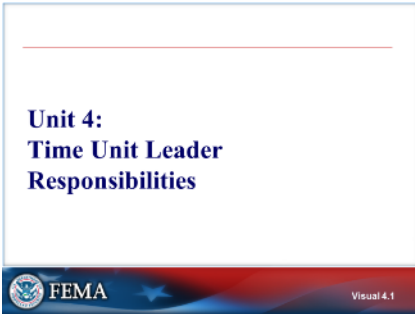
- Upon arrival, Unit Leaders should obtain incident agency requirements from FSC initial briefing or from incident agency counterparts to:
- Ensure adherence to incident agency guidelines and procedures.
- Facilitate problem solving.
- Provide for a smooth transition at demobilization.

Throughout the assignment, Unit Leaders should facilitate communication with incident agency counterparts and subordinate staff regularly throughout the incident and communicate incident agency concerns to FSC.

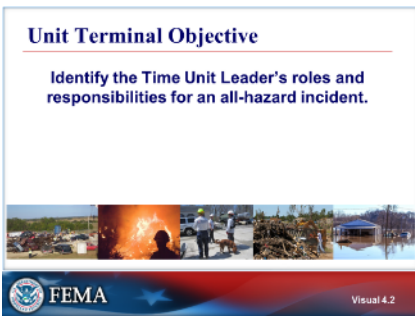
Unit 4: Time Unit Leader Responsibilities

STUDENT MANUAL

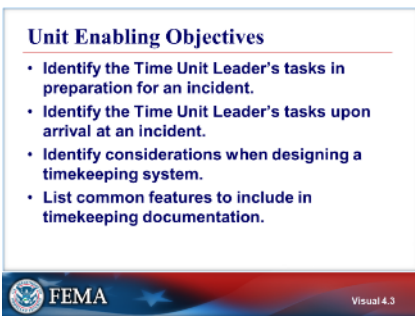
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Visual 4.1



Visual 4.2



Visual 4.3

UNIT 4: TIME UNIT LEADER RESPONSIBILITIES

UNIT TERMINAL OBJECTIVE

Identify the Time Unit Leader's roles and responsibilities for an all-hazard incident.

UNIT ENABLING OBJECTIVES

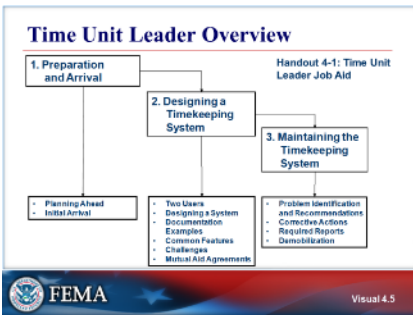
- Identify the Time Unit Leader's tasks in preparation for an incident.
- Identify the Time Unit Leader's tasks upon arrival at an incident.
- Identify considerations when designing a timekeeping system.
- List common features to include in timekeeping documentation.

Unit Enabling Objectives

- Explain potential challenges to designing a timekeeping system.
- Summarize the Time Unit Leader's role in identifying systemic problems.
- Explain the importance of documentation and the Time Unit Leader's role in demobilization.
- Explain the duties of the other time unit positions.

FEMA Visual 4.4

Visual 4.4



Visual 4.5

UNIT ENABLING OBJECTIVES (CONT.)

- Explain potential challenges to designing a timekeeping system.
- Summarize the Time Unit Leader's role in identifying systemic problems.
- Explain the importance of documentation and the Time Unit Leader's role in demobilization.
- Explain the duties of the other time unit positions.

The Final Exam questions are based on the Unit Enabling Objectives.

TIME UNIT LEADER OVERVIEW

Refer to Handout 4-1: Time Unit Leader Job Aid.

NWCG offers a "TIME Unit Field Guide".

<https://www.nwcg.gov/sites/default/files/committee/docs/ibc-time-unit-field-guide.pdf>

There are certain tasks the Time Unit Leader should accomplish in preparation for an incident and upon initial arrival. Planning ahead will set up the Time Unit Leader for success in managing the incident's timekeeping function.

It is up to the Time Unit Leader to design a time-recording system that meets the needs of the incident Agency and the responding resources. This unit will identify some examples, common features, and challenges as well as explore the role and impact of Mutual Aid Agreements.

As part of maintaining the time recording system, the Time Unit Leader is responsible for identifying problems and recommending corrective actions, completing required reports, and properly participating in demobilization.



Visual 4.6

ICS PLANNED EVENT: LABOR DAY FESTIVAL

The Labor Day Festival scenario is used throughout Units 4 through 7 to guide students through learning about Unit Leader duties. A new update will be added to this incident scenario at the beginning of Units 6 and 7.

Note: The Labor Day Festival scenario is different than the one used in the unit activities (Liberty County Ice Storm).

The purpose of the Labor Day Festival scenario is to provide context for discussing how to prepare for possible incidents. Because this scenario is a planned event, there are specific actions you could take to prepare. Some of those actions can still be useful to prepare even for an unplanned incident.

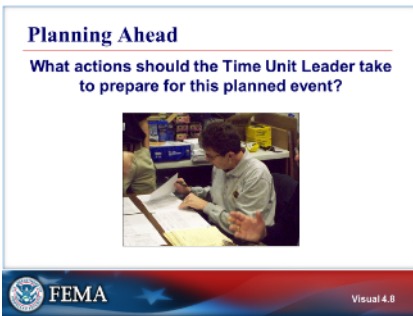
Labor Day Festival scenario:

- Over the first weekend in September every year, Lake Ridge, East State holds a Labor Day Festival to commemorate the end of summer. This event is the highlight of the municipal calendar and draws a large crowd from the surrounding communities.
- The celebration traditionally begins on Saturday morning with a parade down Main Street. Following the parade, the downtown streets remain closed to vehicular traffic and the grandstand becomes a stage for local musicians to perform. Stores move some of their wares outdoors and extend their hours into the early evening. The weekend's celebration culminates Monday evening with a fireworks display at the Lake Ridge High School football stadium.
- The weather is the most significant indicator of the number of people who will participate. In years where the festival was met by sunny, moderate conditions the crowds have been the largest. Not surprisingly, rain significantly lessens the number of participants.
- Historically, the police have had to focus the majority of their efforts on traffic control and parking issues. To safely close the downtown roadways, barricading materials and detour

signage have to be established and monitored. Public nuisance crimes, such as public drunkenness and disorderly conduct, are slightly more common during the festival but not markedly so.



Visual 4.7



Visual 4.8

PREPARATION & ARRIVAL

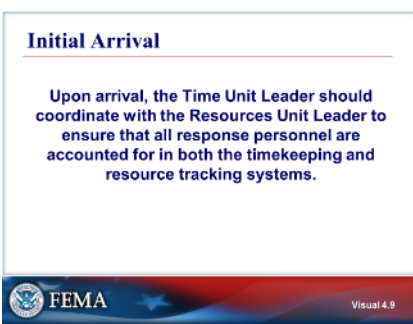
PLANNING AHEAD

In this scenario, the incident is planned; therefore, some details are known. However, you can accomplish many of these tasks now in preparation for future incidents. This will ensure you are better prepared when an incident occurs.

In preparation for this planned event, the Time Unit Leader should take the following actions:

-
-
-
-
-
-

If you arrive at an incident already in progress, obtain a list of personnel on scene. If an incident is unplanned, there will be a period of transition where you will figure out the different agencies on-scene and their requirements.



Visual 4.9

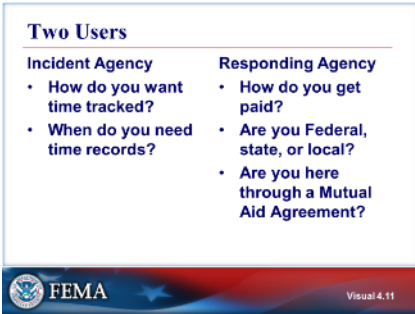
INITIAL ARRIVAL

For this scenario, the Time Unit Leader is notified of the planned incident before it occurs. In unplanned incidents, the Time Unit Leader may arrive at the incident once it is underway and have more transitioning tasks to accomplish.



Visual 4.10

DESIGNING A TIMEKEEPING SYSTEM



Visual 4.11

TWO USERS

The two main users of a timekeeping system are the Incident Agency and Responding Agencies.

Requirements of each user:

- The incident agency has tracking requirements for the incident and needs documentation of resources assigned to prepare for potential billing & audits.
- The responding agency has documentation requirements for reimbursement and needs documentation of hours worked for reimbursement.

The system you design must meet the needs of both parties. By asking the right questions at the beginning, you will not be surprised later by documentation requests. You may arrive on an incident in an unfamiliar jurisdiction and need to quickly figure out how to function according to their policies.

In the Labor Day Festival scenario, the incident Agency is the city of Lake Ridge, which is organizing the event. An example of a responding Agency might be state patrol resources called in for crowd control. They will have different timekeeping requirements than the city.


It is your job to ask the right questions, but be sure to hold the responsible parties accountable for the answers. You cannot track down all the necessary information for responders—they must do their part as well. For example, if a responder is unsure of its timekeeping requirements, have the responder call the home Agency to find out.

Designing a System

Develop procedures to properly track:

- Hours for personnel
- Hours for equipment
- Timesheet submissions
- Other incident accounting requirements

Handout 4-2: Example Check-in Form



Visual 4.12

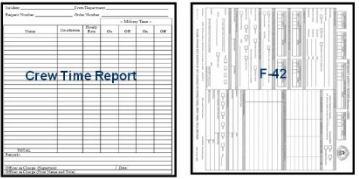
DESIGNING A SYSTEM

Responders should check in with the Finance/Administration Section immediately after checking in with the Planning Section. That is your opportunity to gather important information regarding their timekeeping requirements. Be sure to set up an effective check-in process for your incident.


Refer to Handout 4-2: Example Check-in Form and review, as it provides an example check-in form with finance information included. Note the more common ICS form used in this case is ICS Form 211 – Incident Check-In List.

One variable the Time Unit Leader needs to consider is the different timekeeping requirements for Agency-owned versus contracted equipment.

Activity: Documentation Examples



Handouts 4-3 – 4-6: Timekeeping Examples;
Handout 4-7: Crew Time Report Job Aid



Visual 4.13

ACTIVITY: DOCUMENTATION EXAMPLES


Refer to Handouts 4-3 through 4-6, which are examples of acceptable personnel time documentation. Then compare these handouts to the forms brought to class and identify common features.

Handout 4-7 is a job aid that identifies the Crew Time Report (Handout 4-6) fields.

- Handout 4-3: Timekeeping Example 1 — Incident Time Report
- Handout 4-4: Timekeeping Example 2 — Biweekly Timesheet
- Handout 4-5: Timekeeping Example 3 — Emergency Activity Record (F42)
- Handout 4-6: Timekeeping Example 4 — Crew Time Report
- Handout 4-7: Crew Time Report Job Aid

Common Features

- Incident name
- Responder name
- Order number
- ICS position
- Hours worked
- Supervisor signature
- Date



FEMA Visual 4.14

Visual 4.14


COMMON FEATURES

On an all-hazards incident, there may be many different ways to track hours. This is why it is important to ask the incident Agency what documentation it will accept. If the incident agency will accept different incident time reports from each responding agency, the Time Unit Leader can allow those submissions. If the incident agency wants one consistent time reporting format from all responders, it is necessary to identify which form will be accepted and how to fill it out. In this case, the Time Unit Leader might need to fill out another form to return to the responding Agency. Attach the incident Agency record to the responding Agency record to ensure that the original approval signature is included.

Keep in mind that the incident could get audited by multiple parties including FEMA, the state, or the incident agency. Be sure to find out the requirements for anyone who might audit you, and design a system that meets those requirements. FEMA looks for an audit trail. It requires a supervisor's signature on timesheets to show that the resource was ordered, approved, and authorized by an authority.

Mutual Aid Agreements

What information in the example Mutual Aid Agreement is relevant to the Time Unit Leader?



FEMA Visual 4.15


Visual 4.15

MUTUAL AID AGREEMENTS

It is important to be familiar with any Mutual Aid Agreements (MAA) that apply to your incident. They may have unique requirements regarding timekeeping documentation of which the Time Unit Leader should be aware. These could affect the design of your timekeeping system.

Challenges to Designing a System

- Varying pay systems
- Different needs for different jurisdictions
- Information gaps




FEMA Visual 4.16

Visual 4.16

CHALLENGES TO DESIGNING A SYSTEM

Documentation & Implementation

- Work with agency representatives to ensure that daily recording of equipment and personnel time is occurring.
- Keep a copy of all timekeeping documentation; you may need to refer to it later.




Visual 4.17


Visual 4.17

Problem Identification

The Time Unit Leader is responsible for examining timekeeping information and identifying problems.



What problems might the Time Unit Leader discover?




Visual 4.18

Visual 4.18

Corrective Action

- Start by notifying the responding resource of the problem.
- Go to the supervisor of the problem area—it is his or her responsibility to manage subordinates.
- Notify the Finance/Administration Section Chief of systemic problems.
- Recommend strategies for how to address inaccuracies and systemic problems.



Visual 4.19

Visual 4.19

DOCUMENTATION & IMPLEMENTATION

We are there to support the people in the field and make their jobs easier.

We do not want a lack of documentation on our part to delay responder payments.

PROBLEM IDENTIFICATION

Examine time information as it comes in and identify potential problems.

It is the Time Unit Leader's responsibility to have a process that will catch potential problems. Regular audits and checks are important throughout the incident, not just at demobilization.

The Time Unit Leader should never fill out a timesheet for a responder. If the responder cannot fill out his or her timesheet for some reason, the Supervisor should do so.

Encourage responders to closely review the report of hours worked that they receive at demobilization.

Mistakes can happen, and the responder is the best person to catch them.

CORRECTIVE ACTION


The jurisdictional incident Agency dictates the work–rest policies and operational periods for the incident. All responders must adhere to these policies, regardless of the policies of their home jurisdiction.

The Time Unit Leader is responsible for reporting potential problems to the proper contacts. It is not your responsibility to change the system. That is the responsibility of the Incident Commander, Operations Section Chief, or Safety Officer.

Required Reports & Records

Incident agency personnel may ask for reports, including:

- Statistics about workforce
- Number of hours worked
- Work–rest ratio
- Shift lengths
- Medical documentation




Visual 4.20

REQUIRED REPORTS & RECORDS

Demobilization

- Require submission of time immediately after final operational period.
- Establish timeframes for:
 - Incident supervisors to review time records prior to actual demobilization.
 - Incident personnel to close time records.
- Complete final audit of timekeeping documents.




Visual 4.21

DEMOBILIZATION

Importance of TIME

- If time is not recorded correctly:
 - Employees are not compensated for work.
 - Agency billings are inaccurate and costs are disallowed.
- There are links between excessive work hours and increased accident rates.




Visual 4.22

IMPORTANCE OF TIME

Excessive work hours and increased accident rates lead to worker's compensation claims.

Equipment Time Recorder (EQTR)

- Assists Time Unit Leader in the set up and maintenance of a system for daily recording of equipment time.
- Prepares, verifies, and maintains all related information and documents.
- Closes forms prior to demobilization.
- In some cases, could report to Procurement Unit Leader.




Visual 4.23

EQUIPMENT TIME RECORDER (EQTR)


As a Time Unit Leader, you will probably fulfill these subordinate positions as well unless you are assigned to a large incident. It is important to know how to perform these functions.

Personnel Time Recorder (PTRC)

- Assists Time Unit Leader in the set up and maintenance of system for employee time reports.
- Prepares, verifies, and maintains all related information and documents.
- Closes forms prior to personnel leaving the incident.




Visual 4.24



**Activity 4.1:
Time Unit Leader**


Allotted Time: 35 minutes



Visual 4.25

Objectives Review

1. What can the Time Unit Leader do to prepare for an incident?
2. What are the Time Unit Leader's tasks upon arrival of an incident?
3. What are considerations, common features, and potential challenges to a timekeeping system?
4. What is the role of the Time Unit Leader in identifying systemic problems?



Visual 4.26

PERSONNEL TIME RECORDER (PTRC)

As a Time Unit Leader, you will probably be filling these subordinate positions as well unless you are assigned to a large incident. It is important to know how to perform these functions.

ACTIVITY 4.1: TIME UNIT LEADER

Introduce

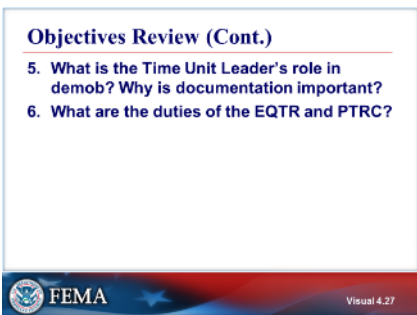
The instructor will explain the activity.

You will have 35 minutes to complete the activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify the Time Unit Leader's tasks in preparation for an incident.
- Identify the Time Unit Leader's tasks upon arrival at an incident.
- Identify considerations when designing a timekeeping system.
- List common features that should be included in timekeeping documentation.
- Explain potential challenges to designing a timekeeping system.
- Summarize the Time Unit Leader's role in identifying systemic problems.



Visual 4.27

OBJECTIVES REVIEW (CONT.)

Unit Enabling Objectives

- Explain the importance of documentation and the Time Unit Leader's role in demobilization.
- Explain the duties of the other time unit positions.

Supplemental Materials

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Handout 4-1: Time Unit Leader Job Aid

TIME UNIT LEADER JOB AID

Position: Time Unit Leader

Section: Finance/Administration Section

Mission: To provide for equipment and personnel time recording.

Duties:

- Report to Finance/Administration Section Chief for briefing.
- Determine resource needs.
- Provide forms and procedures for time recording. Obtain check in lists.
- Organize and establish a Time Unit and set objectives.
- Establish contact with agency representatives.
- Establish Equipment Time Recorder and Personnel Time Recorder positions.
- Keep records of times of all response personnel, auxiliary staff, and agency representatives.
- Submit cost estimate data forms to Cost Unit, as required.
- Provide for records security.
- Ensure that all records are current or complete prior to demobilization.
- Release time reports from assisting agencies to the respective agency representatives prior to demobilization.
- Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- Maintain ICS Form 214 Activity Log.

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Handout 4-2: Example Check-in Form

OVERHEAD CHECK-IN SHEET

Request # O- _____ Incident #: _____

Plans Information

Last Name: _____ First Name: _____

(As It Appears On Your Photo ID)

Check-In Date: _____ Travel Date: _____
TIME: _____ TIME: _____

Home Unit/Name: _____ 5-Letter designator: _____

Agency: _____
(e.g., NPS, FS, BIA)

Demob City: _____ Demob State: _____
(Your HOME Town) (Your HOME State)

Method of Travel (circle one) AIR AOV POV BUS PAS
If AIR: Jetport/Airport: _____ Jetport Code: _____
(3-letter Code, If Known)

If AOV, POV, BUS: Vehicle ID: _____
(e.g., Gov't Veh #, License #, etc.)

Vehicle Description: _____
(e.g. Dodge PU, Chevy Sedan)

If rented, where was vehicle rented: _____

Who is responsible for rented vehicle: _____
(e.g., (Name, Buying Team, Dispatch Center)

Assigned E#: _____

Overhead Position: _____ Other Qualifications: _____

Were you reassigned directly from another incident? YES NO (IF NO, STOP)

If Yes: Original Request #: _____ Name of Incident: _____

First day of first assignment for calculation of 14-day tour: _____

- Red Card Checked T-Card Completed
- Checked in by: _____ (initials)
- Entered into IRSS
- Shelter Deployment Training Documentation Checked (Contractors)

Request # O- _____ Incident #: _____

(To Be Completed by Operations)

1st OPERATIONAL SHIFT: _____

LAST SHIFT TO WORK: _____

Extra Travel Day Needed: YES NO

GROUP: _____

INCIDENT CELL PHONE: _____ - _____ - _____

Finance Information

Home Unit Address: _____

Home Unit Phone #: _____

Home Unit Fax #: _____

Dispatch Center Name: _____

Dispatch Center 24-hr #: _____

Emergency Contact Name: _____

Emergency Contact Phone #: _____

Do you have a government charge card: YES NO

Are you self sufficient (take care of your own meals): YES NO

Do you need meals provided for you: YES NO

AD Employees Only

Is this your first assignment for the calendar year? YES NO

Ad Hire Form copy attached? YES NO

AD Classification: _____ AD Pay Rate: _____

Hiring Agency Name: _____

Point of Hire: _____

Check Mailing Address: _____

Request # _____ Name: _____

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Handout 4-3: Timekeeping Example 1 – Incident Time Report

Emergency Incident Time Report																			
1. Social Security Number					2. Hired At (i.e., ID-BOF)					3. Type of Employment (<i>X one</i>) <input type="checkbox"/> Casual <input type="checkbox"/> Regular Gov't Employee <input type="checkbox"/> State <input type="checkbox"/> Other:									
4. Name (<i>First, Middle, Last</i>)										5. Home/Hiring Unit Name									
6. Mailing Address										7. Home/Hiring Unit Phone Number									
8. City					9. State					10. Zip Code					11. Home/Hiring Unit FAX Number				
12. Emergency Contact Name					13. Emergency Contact Phone Number					14. Emergency Contact Physical Address									
Column A					Column B Header info same as A <input type="checkbox"/>					Column C Header info same as A <input type="checkbox"/> B <input type="checkbox"/>					Column D Header info same as A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>				
1. Incident Name					1. Incident Name					1. Incident Name					1. Incident Name				
2. Incident Order # / Resource Order # <i>(i.e., ID-BOF-000906 / C-33)</i>					2. Incident Order # / Resource Order # <i>(i.e., ID-BOF-000906 / C-33)</i>					2. Incident Order # / Resource Order # <i>(i.e., ID-BOF-000906 / C-33)</i>					2. Incident Order # / Resource Order # <i>(i.e., ID-BOF-000906 / C-33)</i>				
3. Fire Code <i>(i.e., B2C5)</i>			4. Position Code <i>(i.e., FFT2)</i>		3. Fire Code <i>(i.e., B2C5)</i>			4. Position Code <i>(i.e., FFT2)</i>		3. Fire Code <i>(i.e., B2C5)</i>			4. Position Code <i>(i.e., FFT2)</i>		3. Fire Code <i>(i.e., B2C5)</i>			4. Position Code <i>(i.e., FFT2)</i>	
5. AD Class			6. AD Rate \$		5. AD Class			6. AD Rate \$		5. AD Class			6. AD Rate \$		5. AD Class			6. AD Rate \$	
7. Home/Hiring Unit Accounting Code					7. Home/Hiring Unit Accounting Code					7. Home/Hiring Unit Accounting Code					7. Home/Hiring Unit Accounting Code				
8. Date and a. Year: _____					8. Date and a. Year: _____					8. Date and Time a. Year: _____					8. Date and Time a. Year: _____				
Mo b.	Day c.	Start d.	Stop e.	Hours f.	Mo b.	Day c.	Start d.	Stop e.	Hours f.	Mo b.	Day c.	Start d.	Stop e.	Hours f.	Mo b.	Day c.	Start d.	Stop e.	Hours f.
9. Total Hours					9. Total Hours					9. Total Hours					9. Total Hours				
10. Gross Amount <i>(item 6 x item 9)</i>					10. Gross Amount <i>(item 6 x item 9)</i>					10. Gross Amount <i>(item 6 x item 9)</i>					10. Gross Amount <i>(item 6 x item 9)</i>				
\$					\$					\$					\$				

11. Remarks			12. Payment Office Only		
13. Commissary Record (Attach additional sheet if necessary)					
a. Date	b. Item	c. Amount			
Total Commissary Deductions \$			14. Gross Earnings \$		
The signatures below certify the above items are correct and proper for payment.					
15. Employee Signature		16. Date	17. Time Officer Signature		18. Date

PRIVACY ACT NOTICE: Section 6311 of Title 5 USC authorizes collection of this information. It is used to record and approve your time and attendance and determine your pay. Use of a SSN is authorized by EO 9397. Failure to provide the required information may result in delayed payment.

PMS ____ 10/2005

OF-288 Conditions of Hire for Casuals (Rev. 10/2005)

1. You have agreed to be hired by an agency of the U.S. Government as a casual. The work is hard and sometimes you may work more than 12 hours per day. Prompt compliance with your supervisor's instructions and orders is required at all times. You must be at least 16 years old (18 years old if hired as a casual firefighter) and in good physical health (a physical examination may be required). Close living conditions in incident camps require personal cleanliness. Personal hygiene must meet standards set by your supervisor.
2. Disclosure of your Social Security Number (SSN) is mandatory. The SSN is used primarily to gather earnings data in connection with lawful requests from other agencies (Internal Revenue Service or State Agencies). The SSN must be used because it is possible that another employee's name is the same as yours.
3. You will be paid at an hourly rate. The hiring official will advise you of the salary rate for your position.
4. The Government will provide or pay for necessary transportation from the place where you are hired to where you will work. The Government will also provide or pay for transportation back to where you are hired unless you are discharged for cause or quit without an acceptable reason.
5. If you are fired, or you quit without an acceptable reason before the emergency is over, your pay will stop at that time. A government official may decide whether or not the Government will provide return transportation and if you will be paid travel time back to your point of hire.
6. The cost of anything you buy from the commissary not paid by personal funds will be deducted from your pay.
7. When you sign your time report, you agree that it is correct. Do not sign the report until you agree! Keep a copy of your time report until you have been paid.
8. Report any damage to or loss of your personal property to your supervisor before you leave the incident camp. The Government assumes no responsibility for loss of personal items not needed for the incident.
9. If you become injured or sick, report to your supervisor immediately.
10. Any Government property issued to you (such as hard hats, tools, blankets, etc.) must be returned. If they are lost, destroyed, or left in bad condition, the cost of them may be deducted from your check.
11. You are not eligible to be a casual hire if you are on active duty with the Armed Forces (Army, Air Force, Navy, Marine Corps, or Coast Guard).
12. Whenever necessary, the Government will furnish your meals and lodging without cost.

You will not receive additional pay for meals or lodging which you may furnish or meals you do not accept.

- 13. Income tax will be withheld from your check.
- 14. Possession of firearms, dangerous weapons, alcohol, marijuana, and all forms of addictive drugs not prescribed by a physician is prohibited. Possession or any evidence of usage will result in disciplinary action and could include immediate discharge.
- 15. During off-incident rest periods, you are responsible for proper conduct and maintenance of fitness for duty. Drug or alcohol abuse resulting in unfitness for duty will result in disciplinary action. Report any observed drug or alcohol abuse to your supervisor.
- 16. All forms of harassment will not be tolerated. Report any observed or perceived harassment to your supervisor.
- 17. Recognize and respect all private property.
- 18. THE GOVERNMENT IS AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER.

Signature

Date

Handout 4-4: Timekeeping Example 2 – Biweekly Timesheet

City of DeKalb, Illinois
Biweekly Timesheet

	SUN	MON	TUES	WED	THUR	FRI	SAT	SUN	MON	TUES	WED	THUR	FRI	SAT	PROG	ACCT	CODE	TOTAL HOURS
REG PAY – HOURLY																	100	
ACTING PAY																	103	
OVERTIME – PREMIUM																	201	
OVERTIME – ACTING PAY																	203	
OVERTIME – PREMIUM (563)																	208	
SICK TIME – ADJ																	301	
VACATION TIME ADJ																	401	
COMP TIME EARNED																	500	
COMP TIME ADJ																	502	
WORK COMP TAXABLE																	802	
GRAND TOTAL																		

I hereby certify that the hours worked or taken off as requested are correct.

Clock # _____ Employee: _____

GRAND TOTAL: _____

Department Head Approval: _____

PPB: _____ PPE: _____

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Handout 4-5: Timekeeping Example 3 – Emergency Activity Record

Refer to EL_975_HO_4-5_Timekeeping_Example_3_Emergency_Activity_Record.pdf

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Activity 4.1: Time Unit Leader

Time Unit Leader Activity 4.1 Overview—Unit 4

Purpose

The purpose of this activity is to provide students with an opportunity to act as a Time Unit Leader to respond to events within an incident scenario.

Objectives

Students will:

- Determine appropriate action to take when faced with a common Time Unit challenge.

Activity Structure

This activity uses the Liberty County Ice Storm incident scenario and is scheduled to last approximately 35 minutes. It is a combination of small and large group discussions. The instructor will provide inputs throughout the activity to add complexity and variables to the incident scenario.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Following are the specific activities and instructions for your participation in the activity:

1. In your group, select a group spokesperson.
2. Read the incident scenario update and questions outlined on the following page.
3. Discuss with your group and determine the appropriate answers.
4. Write your answers on an easel pad and be prepared to discuss with the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

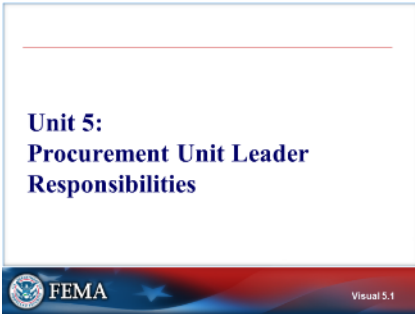
Activity 4.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Review scenario	15 minutes	Large Group
Record info	15 minutes	Classroom

Unit 5: Procurement Unit Leader Responsibilities

STUDENT MANUAL

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Visual 5.1

UNIT 5: PROCUREMENT UNIT LEADER RESPONSIBILITIES

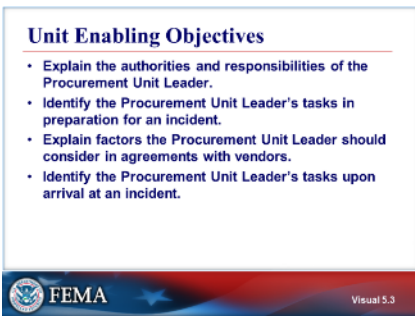
During this unit, students will learn key information and skills to enable them to function as Procurement Unit Leaders.



Visual 5.2

UNIT TERMINAL OBJECTIVE

Identify the Procurement Unit Leader's roles and responsibilities for an all-hazards incident.




Visual 5.3

UNIT ENABLING OBJECTIVES

- Explain the authorities and responsibilities of the Procurement Unit Leader.
- Identify the Procurement Unit Leader's tasks in preparation for an incident.
- Explain factors the Procurement Unit Leader should consider in agreements with vendors.
- Identify the Procurement Unit Leader's tasks upon arrival at an incident.

Unit Enabling Objectives (Cont.)


- Explain the Procurement Unit Leader's role in the ordering and purchasing processes.
- Explain what steps the Procurement Unit Leader should take in response to requests from IMT members.
- Explain the documentation and close-out process.
- Identify potential challenges faced by the Procurement Unit.
- Explain the Procurement Unit Leader's role in demobilization.



Visual 5.4

Authorities

- Procurement Unit Leader (PROC)
 - Manages documentation and filing for payments and acceptance.
- Contracting Officer (CO)
 - Has purchasing authority and is authorized by their agency to enter into agreements.



Visual 5.5

UNIT ENABLING OBJECTIVES (CONT.)

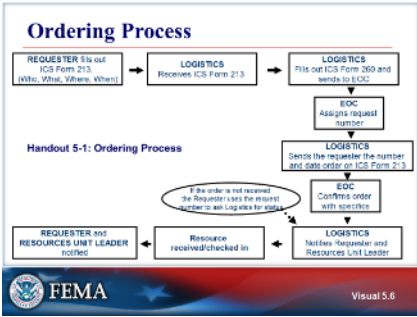
- Explain the Procurement Unit Leader's role in the ordering and purchasing processes.
- Explain what steps the Procurement Unit Leader should take in response to requests from IMT members.
- Explain the documentation and close-out process.
- Identify potential challenges faced by the Procurement Unit.
- Explain the Procurement Unit Leader's role in demobilization.

The Final Exam questions are based on the Unit Enabling Objectives.

AUTHORITIES

The Procurement Unit Leader is not required to have purchasing authority, though it can be helpful. If the Procurement Unit Leader does not have purchasing authority, he or she may require more support from the incident agency.

At the incident, it is important to know who has purchasing authority, who is filling orders, and under what authority. Some agencies are very restrictive, other agencies may have a lot of people with a lot of authority. It varies by agency. Regardless, there are specific guidelines regarding who can spend agency funds and purchasing authority is typically limited to certain people with the appropriate job training and certification.



Visual 5.6

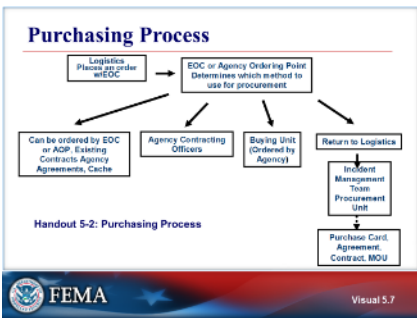
ORDERING PROCESS

Refer to Handout 5-1: Ordering Process.

The Procurement Unit Leader is an outside observer to the ordering process.

Resources will be delivered whether you request them or not. Vendors will try to solicit their services or equipment. Two months later bills starts showing up for equipment or services that were not ordered. Communication regarding who can sign for things is critical. Who is allowed to order? Who can sign for it?

The earlier you can get close to the information stream, the easier it is downstream to sort it out.



Visual 5.7

PURCHASING PROCESS

Refer to Handout 5-2: Purchasing Process.



Visual 5.8

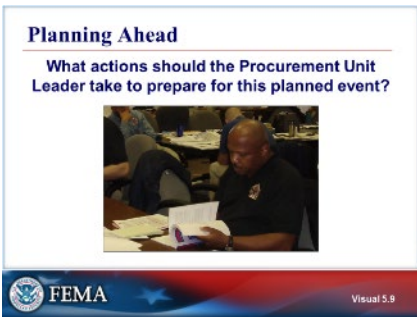
TWO PHASES

Preparation and operations—once on the incident—these phases may happen simultaneously.

Refer to Handout 5-3: Procurement Unit Leader Job Aid.

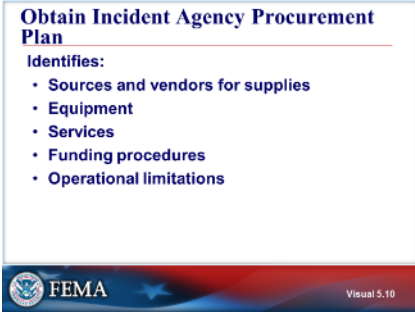
NWCG offers a “PROC Unit Field Guide”.

<https://www.nwcg.gov/sites/default/files/committee/docs/i-bc-procurement-unit-field-guide.pdf>



Visual 5.9

PLANNING AHEAD



Visual 5.10

OBTAIN INCIDENT AGENCY PROCUREMENT PLAN

If you are unable to obtain this plan, you can gather the relevant information from the following sources:

- Contact the Logistics Section Chief (LSC) or Supply Unit Leader to gather information regarding the ordering process and documentation requirements for the incident, and then identify sources of supply that will be used and determine whether any contracts or agreements will be necessary.
- Contact the city's Chief Financial Officer to identify payment procedures to be used and any limitations or other requirements:
 - Identify billing addresses.
 - Find out where vendors should present their bills and invoices so they can be paid.
- Contact the City Procurement Director to identify technical requirements and limitations, and then identify whether city personnel are available to work in the ICP if additional help is needed.

“Funding procedures” may include documentation of use requirements, including shift tickets. “Operational limitations” may include restrictions on high costs or sensitive items or restrictions on buying capital equipment (durable in nature).


Part of the Procurement Unit Leader's job is to be in close coordination with the incident Agency procurement group throughout the incident. Both parties need to know the resource numbers for all equipment on the incident.

Obtain 24-hour contact information for the CO and sources of supply.

This may also be called a Service and Supply Plan.

Review Existing Agreements

- Obtain copies of pre-existing agreements.
- Be familiar with sources of supply for common items.
- Ensure terms and conditions are up to date, and identify work needed to activate them.



Visual 5.11


REVIEW EXISTING AGREEMENTS

Even if you are not the one entering into an agreement, you are bound by it. It is your responsibility to make sure existing agreements are up to date and ready to be activated when needed.

Always have some sort of resource tracking system for purchases.

New Agreements with Local Vendors

- Determine contract requirements for incident agency.
 - Billing office location
 - Form of delivery receipt
 - Other terms that must be defined
- Establish as needed.



Visual 5.12

NEW AGREEMENTS WITH LOCAL VENDORS

As new incident needs arise, you may need new agreements with vendors.

It is necessary to have a written agreement, which outlines payment procedures, documentation requirements, etc. Specify when equipment becomes “under hire,” and most importantly, when a contractor will start getting paid.

Food Agreements

Review food agreements for:

- Tracking and control mechanisms.
- Hygiene concerns.
- Volume expectations.




Visual 5.13

FOOD AGREEMENTS

The Procurement Unit Leader is not responsible for actually putting the necessary controls in place, but for making sure they are outlined in the contract or agreement.

Even if a group is donating the food to the incident, you need to capture it in an agreement.

Food vendors will vary by incident. They may be caterers used to supporting incidents or local commercial restaurants. If the agreement is to eat at a local restaurant, tracking and control mechanisms are very important. Meal tickets or ID cards are two ways to make sure only responders are being fed on the incident’s bill.

Land & Facilities Rental Agreements

Include:	Indicate:
<ul style="list-style-type: none"> • Description of the facility • Intended use • Utilities included • Provisions for making alterations • Rehabilitation 	<ul style="list-style-type: none"> • Incident name • Incident number • Request number • Agreement number

Handout 5-4: Land Use Agreement Form
Handout 5-5: Land Use Agreement Checklist



Visual 5.14

Visual 5.14

LAND & FACILITIES RENTAL AGREEMENTS



Work with the Facilities Unit to conduct pre- and post-use inspections, including taking photographs. Make sure everyone is on the same page regarding what part of the property is being used and what the potential impacts are. If you are using a fixed facility, specify whether you can use the kitchens, bathrooms, or other rooms.

It is important to have an agreement in place right away. Even if it is an emergency, it is still someone's private property.

Refer to Handout 5-4: Land Use Agreement Form and Handout 5-5: Land Use Agreement Checklist.

Mutual Aid Agreements

What information in the example MAA is relevant to Procurement Unit Leader?

Visual 5.15

Visual 5.15

MUTUAL AID AGREEMENTS

All of the language regarding resource sharing and documentation affects the Procurement Unit Leader's job because they may need to go through an Mutual Aid Agreements (MAA) first before seeking a resource outside of that system. Also, documentation requirements may vary.

Incident Procurement Operations




Visual 5.16


Visual 5.16

INCIDENT PROCUREMENT OPERATIONS

Initial Arrival

Upon arrival, Procurement Unit Leader should:


- Contact Logistics Section Chief or Supply Unit Leader and Operations Section Chief to review the IAP and identify any changes in the incident.
- Ensure that contract resources are being checked in appropriately to be adequately tracked.



Visual 5.17

Establishing a Documentation Process



- Record purchases in the established tracking system.
- Maintain appropriate documentation of all purchases.
- Ensure invoices are received and payments are made to vendors and other support agencies.



Visual 5.18

Responding to IMT Requests

When you receive a request from an IMT member, what questions do you need to ask?

Visual 5.19

INITIAL ARRIVAL

The Procurement Unit Leader must complete certain tasks upon his or her initial arrival at the Labor Day Parade incident.

ESTABLISHING A DOCUMENTATION PROCESS

- Record purchases in the established tracking system.
- Maintain appropriate documentation of all purchases.
- Ensure invoices are received and payments are made to vendors and other support agencies.

RESPONDING TO IMT REQUESTS


Coordinate with Unit Leaders on incident needs and special procedures.

Ask the requestor what sources of supply they have already checked. Gather any background information or research they have already.

Be sure to ask for a copy of the ICS Form 213 that generated the request, including the resource order number and an authorized signature. These are important for audits.

Contract Claims

- Need a Contracting Officer to negotiate settlements.
- Individual supervising and managing equipment is responsible for documenting damage and initiating claim investigation.




Visual 5.20

Inventory & Disposal of Equipment

Questions to ask the incident agency:



- What are the established procedures for inventory and disposal of equipment?
- What incident-purchased property must be returned to the incident agency?
- What are the documentation requirements?



Visual 5.21

Close-Out

Close all agreements and orders before leaving the incident.

Visual 5.22

CONTRACT CLAIMS

Document all decisions that may lead to claims. For example, if a water tender does not want to go through a rocky area for fear of damaging the tires, but a Government official directs them to go that direction anyway and the tires blow out, that decision should be documented. The Government then should pay for the replacement of the tires. However, if vehicle tires have normal wear and tear, this may not be the Government's responsibility. It needs to be spelled out in the contract.

INVENTORY & DISPOSAL OF EQUIPMENT

Incident-purchased property will be handled differently depending on the jurisdiction.

If you are transferring property back to the incident agency, be sure to document the exchange of property.

If you are dealing with a FEMA reimbursement, educate yourself on policies regarding different types of equipment. In general, FEMA will not reimburse for durable items purchased on the incident, only for items needed and consumed during the incident.


CLOSE-OUT

Review all of your documents and agreements throughout the incident so that you do not have a mess at the end.

Some of the contracted equipment must be demobilized last (such as portable toilets). Be prepared as your close-out process could take a while.

Demobilization



- Require submission of equipment time immediately after the final operational period.
- Establish procedures and timeframes for submission of final fuel and repair deductions.
- Ensure post-inspections are completed for all equipment and submitted.
- Require a final shift ticket for work and travel times.
- Post all final deductions and complete a final audit of vendor documents.
- Establish timeframes for contractors to review and close out invoices.
- Schedule Contracting Officer to be available to document and settle contract claims.



Visual 5.23

PROC Challenges


- Limited availability of people with procurement authority.
- Difficulty adapting normal procurement processes to an emergency situation.


Visual 5.24

Importance of the PROC

- If agreements are poorly written, there may be disagreements with vendors later.
- A lack of accurate documentation may result in unnecessary expenses and higher costs.




Visual 5.25



**Activity 5.1:
Procurement Unit Leader**

Allotted Time: 1 hour



Visual 5.26

DEMOBILIZATION

Do not save equipment time submission for the last minute. Promise responders a quality demobilization if they have their paperwork up to speed.

Deductions include fuel, repair, and any equipment contractors may have checked out of a cache or supply and did not return.

PROC CHALLENGES

A main challenge for the Procurement Unit Leader is meeting the needs of the incident while also meeting the legal requirements in place. Separation of duties and other approval processes can be challenging when in a time crunch. If necessary, bring in a Comptroller or Agency Administrator and describe your dilemma. Get them on board with your approach and document their involvement. Also, take contemporaneous notes on an ICS Form 214. These will describe your real-time decision making, which will be helpful for future audits.

IMPORTANCE OF THE PROC

If agreements are poorly written, there may be disagreements with vendors later.

A lack of accurate documentation may result in unnecessary expenses and higher costs.


ACTIVITY 5.1: PROCUREMENT UNIT LEADER

The instructor will explain activity.

You will have 1 hour to complete the activity.

Objectives Review


1. What are the responsibilities and authorities of the Procurement Unit Leader?
2. How should the Procurement Unit Leader prepare for an incident?
3. What are the considerations regarding vendor agreements?
4. What should a Procurement Unit Leader do upon incident arrival?



Visual 5.27

Objectives Review (Cont.)

5. What is the Procurement Unit Leader's role in ordering and purchasing?
6. How should the Procurement Unit Leader respond to IMT member requests?
7. What is the close-out process? What documentation is required?
8. Name challenges the Procurement Unit Leader may encounter?
9. What is the Procurement Unit Leader's role in demob?



Visual 5.28

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain the authorities and responsibilities of the Procurement Unit Leader.
- Identify the Procurement Unit Leader's tasks in preparation for an incident.
- Explain factors the Procurement Unit Leader should consider in agreements with vendors.
- Identify the Procurement Unit Leader's tasks upon arrival at an incident.

OBJECTIVES REVIEW (CONT.)

Unit Enabling Objectives

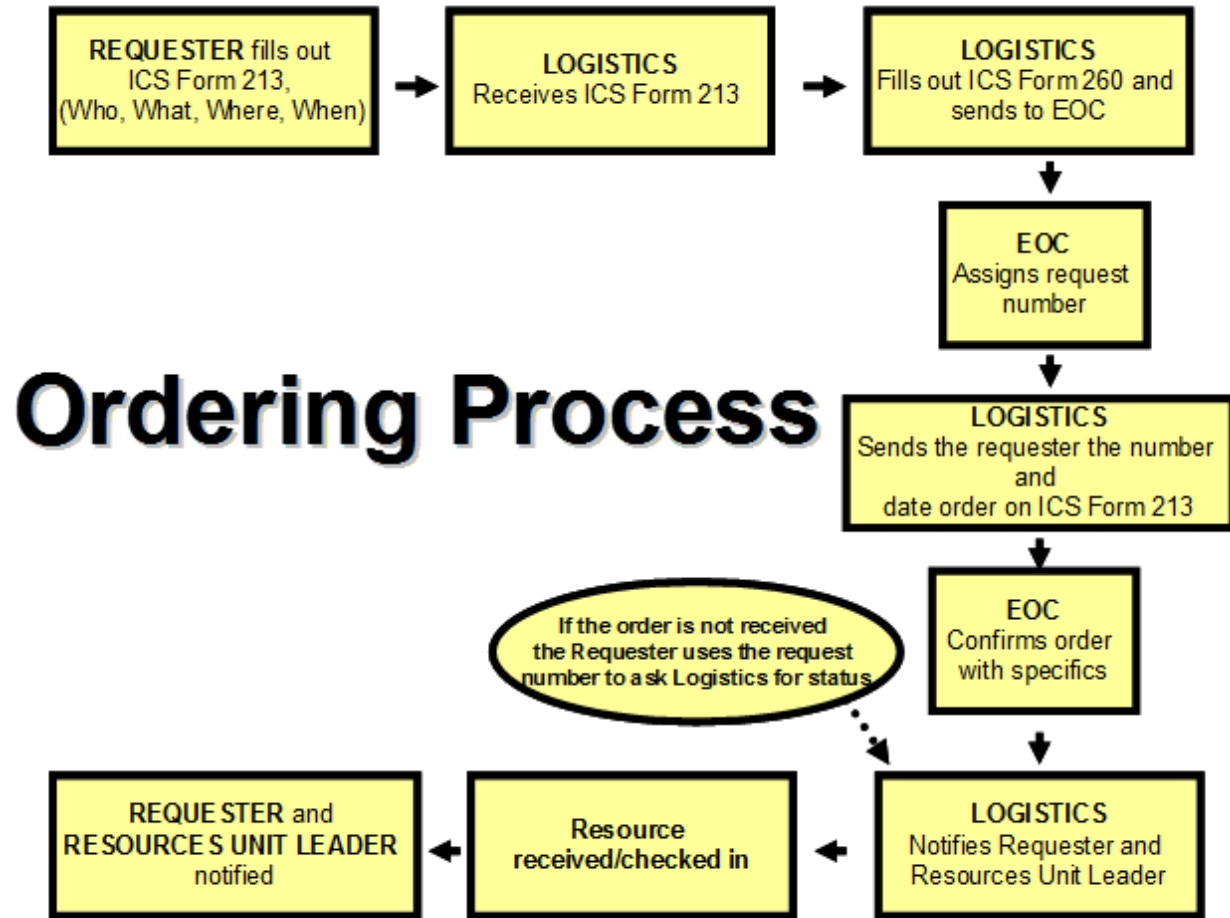
- Explain the Procurement Unit Leader's role in the ordering and purchasing processes.
- Explain what steps the Procurement Unit Leader should take in response to requests from IMT members.
- Explain the documentation and close-out process.
- Identify potential challenges faced by the Procurement Unit.
- Explain the Procurement Unit Leader's role in demobilization.

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Supplemental Materials

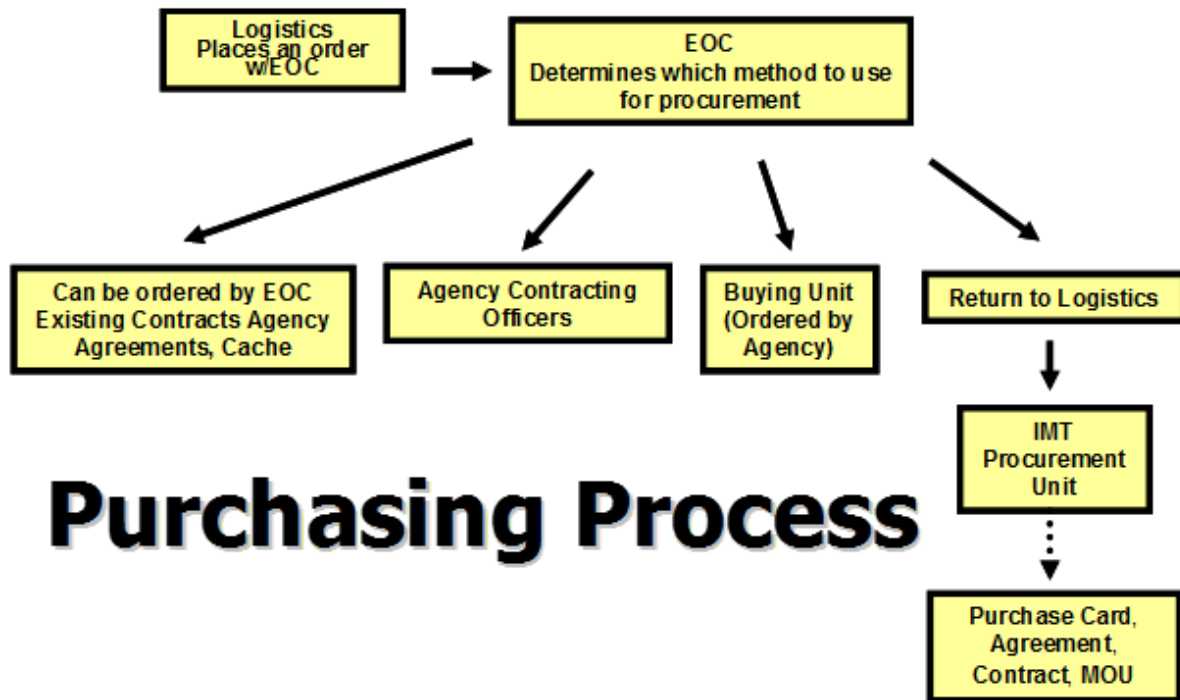
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Handout 5-1: Ordering Process



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Handout 5-2: Purchasing Process



Purchasing Process

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Handout 5-3: Procurement Unit Leader Job Aid

PROCUREMENT UNIT LEADER JOB AID

Position: Procurement Unit Leader

Section: Finance/Administration Section

Mission:

To provide for the administration of all financial services pertaining to purchases and contracts, and to maintain contract equipment time records

Duties:

- Report to the Finance/Administration Section Chief for briefing.
 - Arrange for emergency accounts and coding for service contracts and purchases.
 - Obtain Incident Procurement Plan.
 - Provide administration and finance forms and procedures for purchases and contract management.
 - Work with Logistics Section to determine immediate procurement of response equipment and supplies, aircraft, and boats.
 - Establish contracts with supply vendors as required.
 - Finalize contracts and agreements and obtain signature from appropriate spending authority.
 - Interpret contracts/agreements and resolve disputes.
 - Liaise with Technical Specialist Unit regarding contracted services for specialists.
 - Keep records of purchases and contracts.
 - Coordinate cost data with cost unit leader.
 - Maintain ICS Form 214 Activity Log.
-

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Handout 5-4: Land Use Agreement Form

Refer to EL_975_HO_5-4_Emergency_Facilities_And_Land_Use_Agreement_Form.pdf

FEDERAL ACQUISITION REGULATION (FAR) CLAUSES EMERGENCY FACILITIES AND LAND USE AGREEMENT**52.213-4 -- Terms and Conditions -- Simplified Acquisitions (Other Than Commercial Items) (Aug 2007)****(a) The Contractor shall comply with the following Federal Acquisition Regulation (FAR) clauses that are incorporated by reference:**

- (1) The clauses listed below implement provisions of law or Executive order:
 - (i) 52.222-3, Convict Labor (June 2003) (E.O. 11755).
 - (ii) 52.222-21, Prohibition of Segregated Facilities (Feb 1999) (E.O. 11246).
 - (iii) 52.222-26, Equal Opportunity (Mar 2007) (E.O. 11246).
 - (iv) 52.222-50, Combating Trafficking in Persons (Aug 2007) (22 U.S.C. 7104(g)).
 - (v) 52.225-13, Restrictions on Certain Foreign Purchases (Feb 2006) (E.O.S, proclamations, and statutes administered by the Office of Foreign Assets Control of the Department of the Treasury).
 - (vi) 52.233-3, Protest After Award (Aug 1996) (31 U.S.C. 3553).
 - (vii) 52.233-4, Applicable Law for Breach of Contract Claim (Oct 2004) (Pub. L. 108-77, 108-78).
- (2) Listed below are additional clauses that apply:
 - (i) 52.232-1, Payments (Apr 1984).
 - (ii) 52.232-8, Discounts for Prompt Payment (Feb 2002).
 - (iii) 52.232-11, Extras (Apr 1984).
 - (iv) 52.232-25, Prompt Payment (Oct 2003).
 - (v) 52.233-1, Disputes (July 2002).
 - (vi) 52.244-6, Subcontracts for Commercial Items (Mar 2007).
 - (vii) 52.253-1, Computer Generated Forms (Jan 1991).

(b) The Contractor shall comply with the following FAR clauses, incorporated by reference, unless the circumstances do not apply:

- (1) The clauses listed below implement provisions of law or Executive order:
 - (i) 52.222-19, Child Labor—Cooperation with Authorities and Remedies (Jan 2006) (E.O. 13126). (Applies to contracts for supplies exceeding the micro-purchase threshold.)
 - (ii) 52.222-20, Walsh-Healey Public Contracts Act (DEC 1996) (41 U.S.C. 35-45) (Applies to supply contracts over \$10,000 in the United States, Puerto Rico, or the U.S. Virgin Islands).
 - (iii) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Sep 2006) (38 U.S.C. 4212) (Applies to contracts of \$100,000 or more).
 - (iv) 52.222-36, Affirmative Action for Workers with Disabilities (Jun 1998) (29 U.S.C. 793) (Applies to contracts over \$10,000, unless the work is to be performed outside the United States by employees recruited outside the United States.) (For purposes of this clause, United States includes the 50 States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, American Samoa, Guam, the U.S. Virgin Islands, and Wake Island.)
 - (v) 52.222-37, Employment Reports on Special Disabled Veterans, Veterans

of the Vietnam Era, and Other Eligible Veterans (Sep 2006) (38 U.S.C. 4212) (Applies to contracts of \$100,000 or more).

(vi) 52.222-41, Service Contract Act of 1965, As Amended (Jul 2005) (41 U.S.C. 351, et seq.) (Applies to service contracts over \$2,500 that are subject to the Service Contract Act and will be performed in the United States, District of Columbia, Puerto Rico, the Northern Mariana Islands, American Samoa, Guam, the U.S. Virgin Islands, Johnston Island, Wade Island, or the outer continental shelf lands).

(vii) 52.223-5, Pollution Prevention and Right-to-Know Information (Aug 2003) (E.O. 13148) (Applies to services performed on Federal facilities).

(viii) 52.225-1, Buy American Act—Supplies (June 2003) (41 U.S.C. 10a-10d) (Applies to contracts for supplies, and to contracts for services involving the furnishing of supplies, for use within the United States or its outlying areas, if the value of the supply contract or supply portion of a service contract exceeds the micro-purchase threshold and the acquisition--

(A) Is set aside for small business concerns; or

(B) Cannot be set aside for small business concerns (see 19.502-2), and does not exceed \$25,000.)

(ix) 52.232-33, Payment by Electronic Funds Transfer—Central Contractor Registration (Oct 2003). (Applies when the payment will be made by electronic funds transfer (EFT) and the payment office uses the Central Contractor Registration (CCR) database as its source of EFT information.)

(x) 52.232-34, Payment by Electronic Funds Transfer—Other than Central Contractor Registration (May 1999). (Applies when the payment will be made by EFT and the payment office does not use the CCR database as its source of EFT information.)

(xi) 52.247-64 Preference for Privately Owned U.S.-Flag Commercial Vessels (Feb 2006) (46 U.S.C. Appx 1241). Applies to supplies transported by ocean vessels (except for the types of subcontracts listed at 47.504(d).)

(2) Listed below are additional clauses that may apply:

(i) 52.209-6, Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment (Sep 2006) (Applies to contracts over

(ii) \$30,000).

(iii) 52.211-17, Delivery of Excess Quantities (Sep 1989) (Applies to fixed-price supplies).

(iv) 52.247-29, F.o.b. Origin (Feb 2006) (Applies to supplies if delivery is f.o.b. origin).

(v) 52.247-34, F.o.b. Destination (Nov 1991) (Applies to supplies if delivery is f.o.b. destination).

(c) **FAR 52.252-2, Clauses Incorporated by Reference (Feb 1998)**. This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): <http://farsite.hill.af.mil/>

(d) Inspection/Acceptance. The Contractor shall tender for acceptance only those items that conform to the requirements of this contract. The Government reserves the right to inspect or test any supplies or services that have been tendered for acceptance. The Government may require repair or replacement of nonconforming supplies or reperformance of nonconforming services at no increase in contract price. The Government must exercise its post acceptance rights --

- (1) Within a reasonable period of time after the defect was discovered or should have been discovered; and
- (2) Before any substantial change occurs in the condition of the item, unless the change is due to the defect in the item.

(e) Excusable delays. The Contractor shall be liable for default unless nonperformance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence, such as acts of God or the public enemy, acts of the Government in either its sovereign or

contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Contractor shall notify the Contracting Officer in writing as soon as it is reasonably possible after the commencement of any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch, and shall promptly give written notice to the Contracting Officer of the cessation of such occurrence.

(f) Termination for the Government's convenience. The Government reserves the right to terminate this contract, or any part hereof, for its sole convenience. In the event of such termination, the Contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. Subject to the terms of this contract, the Contractor shall be paid a percentage of the contract price reflecting the percentage of the work performed prior to the notice of termination, plus reasonable charges that the Contractor can demonstrate to the satisfaction of the Government, using its standard record keeping system, have resulted from the termination. The Contractor shall not be required to comply with the cost accounting standards or contract cost principles for this purpose. This paragraph does not give the Government any right to audit the Contractor's records. The Contractor shall not be paid for any work performed or costs incurred that reasonably could have been avoided.

(g) Termination for cause. The Government may terminate this contract, or any part hereof, for cause in the event of any default by the Contractor, or if the Contractor fails to comply with any contract terms and conditions, or fails to provide the Government, upon request, with adequate assurances of future performance. In the event of termination for cause, the Government shall not be liable to the Contractor for any amount for supplies or services not accepted, and the Contractor shall be liable to the Government for any and all rights and remedies provided by law. If it is determined that the Government improperly terminated this contract for default, such termination shall be deemed a termination for convenience.

(h) Warranty. The Contractor warrants and implies that the items delivered hereunder are merchantable and fit for use for the particular purpose described in this contract.

Handout 5-5: Land Use Agreement Checklist

LAND USE AGREEMENT CHECKLIST

LAND USE AGREEMENTS

CHECKLISTS

AND

GENERAL GUIDANCE

LAND USE AGREEMENT CHECKLIST – continued**SCHOOLS, FAIRGROUNDS OR OTHER RELATED FACILITY
CHECKLIST**

- Number of Classrooms
- Gym
- Cleaning/Janitorial/Custodial Services
- Use of Showers
- Government furnished supplies vs. Contractor furnished supplies.
- Phones
- Copiers
- Computers
- Kitchen
- Keys, Access
- Security
- Sleeping Areas
- Noxious Weeds
- Availability
- AC/Heater operational or available
- Sprinkler System
- Reduce / increase costs when camp changes (i.e. from Type I – II – III)
(reduce number of classrooms needed, area needed, buildings needed,
etc.)
- Other prescheduled / concurrent uses of the facilities by owner
- Parking
- Athletic Fields

LAND USE AGREEMENT CHECKLIST – CONTINUED

DIPPING SITES/PONDS
CHECKLIST

- Impact – amount of drawdown, site disturbance, etc.
- Fish
- Noxious Weeds
- Water (usage and/or replenishment)
- Water Rights (who owns the water)
- Fences
- Access
- Flight Path
- Livestock/Wildlife
- Loss of Foliage/Crop/Pasture
- Use of pumps or wells

LAND USE AGREEMENT CHECKLIST – continued**IC CAMP/HELIBASE
CHECKLIST**

- Access – roads, gates
- Noxious Weeds
- Fences/cattle guards/gates
- Livestock
- Flight Path
- Irrigation/Sprinkler System
- Spillage/Hazmat
- Hours of Operation
- Property Impact
- Re-seeding/de-compaction requirements
- Abandonment of improvements
- Specific clean-up requirements (bark, mulch, sawdust, gravel, carpet, etc.)

LAND USE AGREEMENT CHECKLIST – continued**AIRPORTS**
CHECKLIST

- Facilities Usage (except for federally funded runways, towers)
 - Check other FAA restrictions
- Landing Fee
- Fuel Fee (If Contractor provided)
- Security
- Flight Path
- Hazmat/Spillage
- Parking
- Availability
- Water/Electricity/Phones
- Portable Retardant Base
- Hours of Operation
- Access
- Check with Air Ops for further concerns

LAND USE AGREEMENT CHECKLIST – continued**SITUATIONS NOT REQUIRING A LAND USE AGREEMENT**

- Federal Government land/facilities run by concessionaire
- Land/Facilities of other Federal agencies (would fall under Economy Act agreements)
- Land/Facilities of state and local governments (usually cooperative agreement)
- Non Wildland fire incidents, i.e. FEMA.
- Direct fire suppression activity (fire line construction, back-burn, access to fire)
- Federally funded runways and towers (county/state/local)

LAND/FACILITY RESTORATION CONSIDERATIONS

(Items for COs to consider – not all items apply to every agreement)

- Loss of crop/pasture – how many seasons
- Re-seeding/de-compaction requirements
- Noxious Weeds Abatement and Survey
- General clean-up (trash removal, final janitorial service, floor waxing, etc.)
- Re-sod of athletic fields
- Reconditioning floors (of gyms, carpet replacement, etc.)
- Pumping of septic systems (feasible to use system, or rely solely on port-a-potties?)
- Mending fences damaged during incident

LAND USE AGREEMENT CHECKLIST – continued**CONSIDERATIONS FOR DETERMINING RATE**

- BEFORE NEGOTIATING RATE:
 - Determine ownership of land/facilities
 - Confirm owner's agent if applicable
 - Resources available to confirm ownership
 - City or County Tax Assessor's Office
 - Courthouse

- Private Campgrounds – what are average receipts / revenues for similar time period

- Historical record of rates for use in local area – local rangers may be good source

- Facilities – if facility is abandoned from normal use, consider revenue lost for the activities

- Fairgrounds – were there any events cancelled or rescheduled to make them available?

- Cost of relocating and feeding of stock

- Are there vacant facilities held by other agencies that may be available?

- Consider a not to exceed rate commensurate with property value

- Sources of market research:
 - banks
 - real estate offices
 - local employees
 - local assessor offices
 - local agency lands offices
 - newspapers
 - feed store bulletin boards
 - documentation at local offices from previous incidents

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Activity 5.1: Procurement Unit Leader

Procurement Unit Leader Activity 5.1 Overview—Unit 5

Purpose

The purpose of this activity is to provide students with an opportunity to act as a Procurement Unit Leader (PROC) to respond to events within an incident scenario.

Objectives

Students will:

- Identify key considerations when negotiating a Land and Facilities Use Agreement.
- Role play a negotiation between a landowner and a PROC attempting to finalize a Land and Facilities Use Agreement.

Activity Structure

This activity uses the Liberty County Ice Storm incident scenario and is scheduled to last approximately 1 hour. It is a combination of small group discussion, role play, and large group discussion. Two students from within each small group will role play a discussion and attempt to establish a Land and Facilities Use Agreement between a PROC and a landowner.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Following are the specific activities and instructions for your participation in the activity:

1. In your group, select a group spokesperson.
2. In your group, answer question #1 on the following page.
3. Designate who in your group will act as the Landowner and who will act as the PROC in the role play. Role players should follow the instructions given to them to negotiate a fair and reasonable rental rate. Observers should note any issues that come up, including potential obstacles to reaching an agreement.
4. Answer questions #2 and #3 in your small group.
5. Write your answers on an easel pad and be prepared to discuss with the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 5.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	10 minutes	Small Groups
Negotiation Role Play	20 minutes	Small Groups
Discussion/Documentation	10 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

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Activity 5.1: Scripts for Role Play

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Activity 5.1 Role Play – Property Owner

The incident management team wants to locate the incident base in a 4,000-square foot vacant store in your strip mall. The incident base/camp would be in a warehouse adjacent to the mall. It is 10,000 square feet plus 5 acres of land. There is a large, paved parking area and 2 acres of graveled area where supplies were previously stored. The incident expects a total of 550 personnel with an expected duration of 5 days.

You have been contacted by the incident Procurement Unit Leader. You initially indicated that you did not want any payment for use of your property. However, you have reconsidered and feel you should be compensated.

You are at a meeting to discuss use of your property. In this discussion, bring up the following points with the Procurement Unit Leader:

- Offer access to the mall's restroom facilities but express your concerns about so many people using the facilities (potential damage, cleaning issues, etc.).
- Discuss cost of electricity use.
- Express concern over the potential damage caused by large vehicles on the paved parking area.
- Ask about who will be responsible for damage repairs and cleaning the facilities after its use as the ICP/Incident Base/Camp.
- Initially ask for a rate of \$3,000 per day, but eventually agree on a reasonable rate.

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Activity 5.1 Role Play – PROC

The incident management team wants to locate the incident base in a 4,000-square foot vacant store in a strip mall. The incident base/camp would be in a warehouse adjacent to the mall. It is 10,000 square feet plus 5 acres of land. There is a large, paved parking area and 2 acres of graveled area where supplies were previously stored. The incident expects a total of 550 personnel with an expected duration of 5 days.

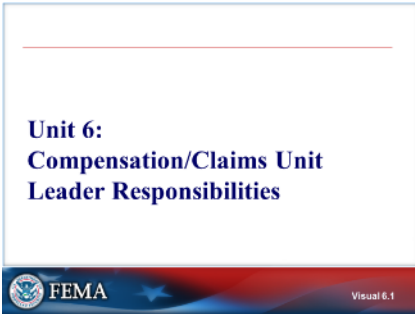
You contacted the owner of both facilities, and they indicated that they did not want any compensation for use of their property. You are willing to pay a fair and reasonable rate for use of the property, but you need to make sure any agreement is final as soon as possible. You have set up a meeting to discuss and prepare an agreement regarding the use of their property.

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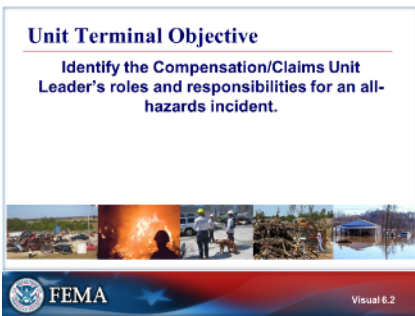
Unit 6: Compensation/Claims Unit Leader Responsibilities

STUDENT MANUAL

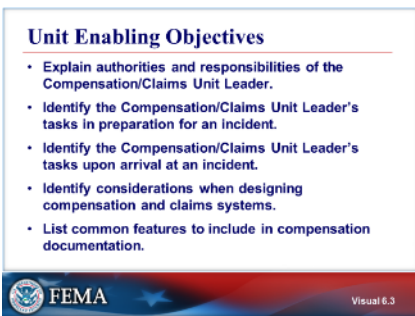
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Visual 6.1



Visual 6.2



Visual 6.3

UNIT 6: COMPENSATION/CLAIMS UNIT LEADER RESPONSIBILITIES

UNIT TERMINAL OBJECTIVE


Identify the Compensation/Claims Unit Leader's roles and responsibilities for an all-hazards incident.

UNIT ENABLING OBJECTIVES

- Explain authorities and responsibilities of the Compensation/Claims Unit Leader.
- Identify the Compensation/Claims Unit Leader's tasks in preparation for an incident.
- Identify the Compensation/Claims Unit Leader's tasks upon arrival at an incident.
- Identify considerations when designing compensation and claims systems.
- List common features to include in compensation documentation.

Unit Enabling Objectives (Cont.)

- List common features to include in claims documentation.
- Identify interactions that are essential to the Compensation/Claims Unit Leader.
- Explain challenges faced by the Compensation/Claims Unit.
- Explain the Compensation/Claims Unit Leader's role in demobilization.
- Explain the duties of the other positions in the Compensation/Claims Unit.



Visual 6.4


UNIT ENABLING OBJECTIVES (CONT.)

- List common features to include in claims documentation.
- Identify interactions that are essential to the Compensation/Claims Unit Leader.
- Explain challenges faced by the Compensation/Claims Unit.
- Explain the Compensation/Claims Unit Leader's role in demobilization.
- Explain the duties of the other positions in the Compensation/Claims Unit.

The Final Exam questions are based on the Unit Enabling Objectives.

Authorities

- Compensation/Claims Unit Leader must know laws and requirements applicable to:
 - Workers' compensation coverage.
 - Provision of medical services to incident personnel.
 - Claims against/for the Government.
- Compensation/Claims Unit Leader has no authority to settle tort claims or claims for damage to or loss of personal property.

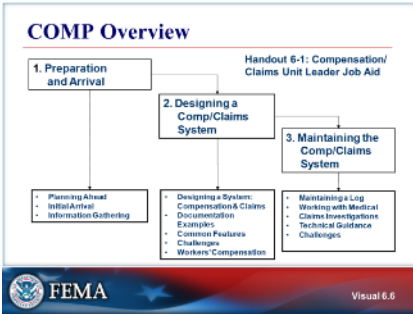


Visual 6.5

AUTHORITIES

The Compensation/Claims unit Leader (COMP) should be familiar with authorities and identify laws and requirements.

The COMP's role is to document all the facts and then turn those facts over to the responsible Agency.



Visual 6.6

COMP OVERVIEW

There are certain tasks the COMP should accomplish in preparation for an incident and upon initial arrival. Planning ahead will set the COMP up for success in managing the incident compensation and claims function.

It is up to the COMP to design a compensation and claims system that meets the needs of the incident Agency and the responding resources. This unit will identify some examples, common features, and challenges, as well as explore the role and impact of varying workers' compensation coverage.

As part of maintaining the compensation and claims system, the COMP is responsible for working with medical professionals and coordinating claims investigations, providing technical guidance, and properly participating in demobilization.


The Compensation/Claims Unit Leader is responsible for:

- Ensuring the appropriate state or Federal forms are properly completed for all work related injuries or illnesses beyond first aid.
- Reviewing medical treatment documentation for work restrictions and informing the individual's supervisor of these restrictions.
- Ensuring that necessary paperwork is completed, processed, forwarded, and faxed to the individual's home unit.
- Providing information to the Time Unit Leader for accurate posting of timesheets for injured or ill individuals.
- Providing information to the Time Unit Leader for payroll deduction of non-work related medical expenses.

Refer to Handout 6-1: Compensation/Claims Unit Leader Job Aid.

Labor Day Incident Update

- The weather is hotter than expected, with temperatures reaching the mid-90s.
- There have been several reports of incident personnel fainting.



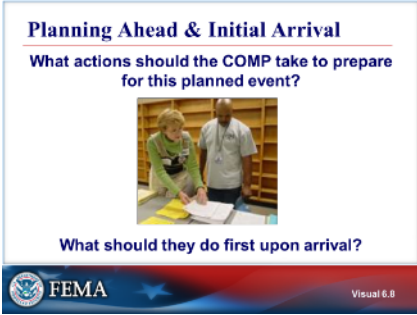
FEMA Visual 6.7

Visual 6.7

LABOR DAY INCIDENT UPDATE

Scenario update for the Labor Day incident:

- Weather has been the major contributor to the activity level of the Fire/EMS Department. Heat injuries have kept the local ambulance services very busy in past years when the weather spiked above 90 degrees.
- This year's weather has been hotter than average with little rainfall throughout the summer.
- There have already been several reports of incident personnel fainting as well as multiple people presenting symptoms of heatstroke and other heat-related ailments.



Visual 6.8



PLANNING AHEAD & INITIAL ARRIVAL

Suggested tasks:

- Planning ahead:

-

-

- Initial arrival:

-

-


-

-

Designing a Compensation System

Develop procedures to:

- Document injuries and illnesses involving incident employees using appropriate forms.
- Ensure that all necessary documentation reaches the right people.
- Track injuries and illnesses using a compensation log.



Visual 6.9

Visual 6.9

DESIGNING A COMPENSATION SYSTEM

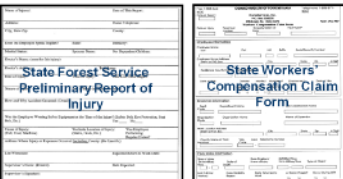
The COMP facilitates the acquisition of emergency medical services and ensures that injury claims and information are forwarded to appropriate home units for processing.

Compensation/Claims Unit Leader is not responsible for denying or accepting a compensation claim. They are responsible for recording and reporting it. More information and documentation is always better. Even first aid injuries should be documented.


Once you have established your process, make sure the IMT understands what they need to do.

Think back to the two main users of a timekeeping system: the incident agency and the responding agency. Your compensation and claims system needs to meet the needs of both groups. You are a fact finder and a documenter in this process.

Activity: Compensation Documentation Examples



Handouts 6-2, 6-3, & 6-4: Compensation Documentation Examples



Visual 6.10

Visual 6.10

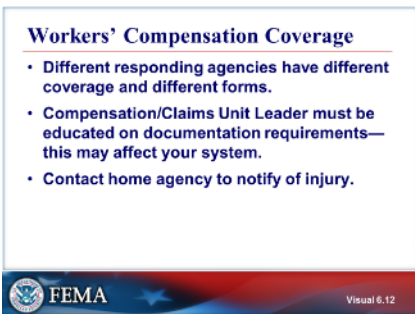
ACTIVITY: COMPENSATION DOCUMENTATION EXAMPLES

Refer to the following Handouts, which are examples of acceptable compensation documentation. Compare these handouts to the forms brought to class (home jurisdictional materials) and identify common features.

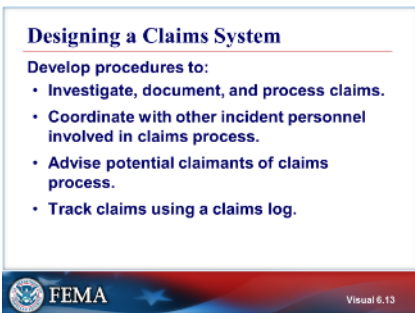
- Handout 6-2: Compensation Documentation Example — Workers' Compensation Claim Form
- Handout 6-3: Compensation Documentation Example — Workers' Compensation Packet
- Handout 6-4: Compensation Documentation Example — Preliminary Report of Injury



Visual 6.11



Visual 6.12



Visual 6.13

COMMON FEATURES (COMPENSATION)

This visual provides basic time information that should always be captured on a compensation form. Specific jurisdictions may require additional information, but this is a baseline.

If there are certain responders who you are often on incidents with, you might want to obtain blank copies of their forms to bring with you to future incidents. It is part of your fact-finding task to get the right forms for the resources on scene. If there are a lot of responders from a certain agency, you or a responder could contact their agency to obtain their correct forms. While you are waiting for agency-specific forms, be sure to keep documenting details on your own forms. You can transfer the information later.

WORKERS' COMPENSATION COVERAGE

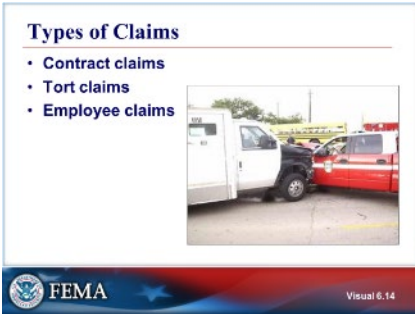
Talk to the Finance/Administration Section Chief to make sure you are following the correct policies and guidelines. The contract should specify who is responsible. If the incident did provide medical services to a contractor, you will probably have to make a deduction off their invoice to recover those costs.

DESIGNING A CLAIMS SYSTEM

When a claim is received, the Compensation/Claims Unit Leader investigates and documents the events.

Make sure that the claims process is in accordance with the incident agency's requirements. This is something you can plan ahead for and start gathering information for immediately.

Ensure the IMT understands this process. Unless you establish a process and tell them about it, the information may not get back to you. Advise potential claimants of the process.



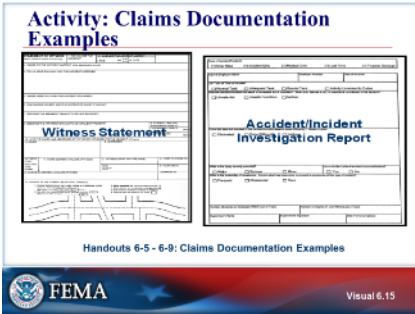
Visual 6.14

TYPES OF CLAIMS

A claim can be filed for anything, regardless of what is outlined in a contract. Take any information that is brought to you. The role of the COMP is to make sure that things are documented and forms are not lost. Claims do not get adjudicated at the incident, but are forwarded to the incident Agency responsible.

Three common types of claims:

- **Contract claims** are claims arising under or related to contracts and are the responsibility of the Procurement Unit Leader or Contracting Officer, not the Compensation/Claims Unit Leader.
 - If a claim is filed on the behalf of an individual with a contract/agreement in place, Compensation/Claims Unit Leader should contact the Contracting Officer.
- **Tort claims** are filed when an injured victim seeks compensation for personal or financial injury from the person who injured them. Tort claims can be filed against the incident agency for personal property damage or loss, personal injury, or wrongful death caused by the negligent or wrongful acts of omissions of Federal Government employees while acting within the scope of their employment.
- **Employee claims** are claims filed by employees and volunteers for loss of or damage to personal property.



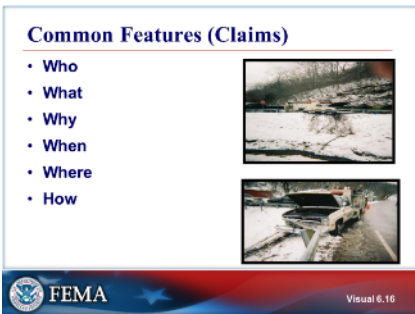
Visual 6.15

ACTIVITY: CLAIMS DOCUMENTATION EXAMPLES

This activity simulates your arrival on the incident, at which time you will have to examine the various compensation and claims systems and establish one that fits the needs of the incident.

Refer to the following Handouts, which are examples of acceptable compensation documentation. Compare these handouts to the forms brought to class (home jurisdictional materials) and identify common features.

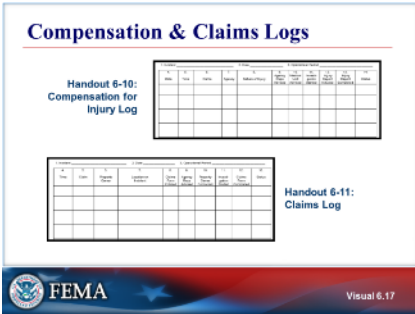
- Handout 6-5: Claims Documentation Example—Witness Statement
- Handout 6-6: Claims Documentation Example—Claim for Damage, Injury, or Death
- Handout 6-7: Claims Documentation Example—Accident/Incident Investigation Report & Witness Statement
- Handout 6-8: Claims Documentation Example—Motor Vehicle Accident Report
- Handout 6-9: Claims Documentation Example—Claims Packet



Visual 6.16

COMMON FEATURES (CLAIMS)

There are many events that could lead to a claim being filed. Some jurisdictions have many specific forms, while others have one or a few generic forms. The important action is to document as many details as possible.

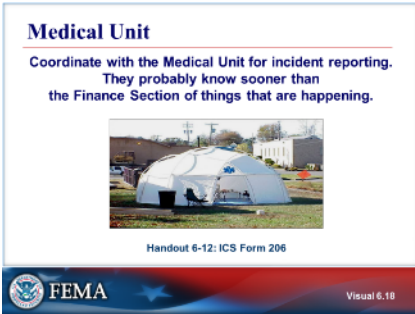


COMPENSATION & CLAIMS LOGS

The COMP is not responsible for the whole injury process; he or she is responsible for making sure documentation requirements are satisfied and ensuring all Privacy Act information is properly safeguarded. This task is a critical COMP responsibility.

- Maintain logs for both compensation and claims to document:
 - Names
 - What happened
 - What the dispensation was
- Do not expect the Medical Unit to release medical records. That level of detail is unnecessary. The details listed above are sufficient information for the log.
- There is a statute of limitations for how long a person can wait to file a claim. Leave all documentation with the Incident Finance Package so that it can be referenced later if necessary.

Refer to Handout 6-10: Compensation for Injury Log and Handout 6-11: Claims Log.



Visual 6.18



MEDICAL UNIT

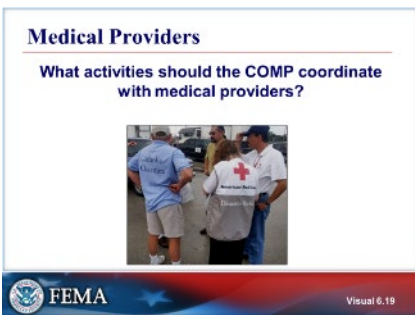
The COMP is responsible for coordinating with the Medical Unit:

- Authorizing medical treatment, as appropriate, using applicable workers' compensation forms
- Following up on the status of hospitalized or medical evacuated incident personnel
- Informing the Finance/Administration Section Chief and Safety Officer of injury or illness trends occurring on the incident

Refer to Handout 6-12: ICS Form 206.

The ICS Form 206 - Medical Plan is in the IAP and outlines appropriate medical evacuation procedures and notifications.

- Radio frequencies to be used;
- Air ambulance and contact information;
- Medical facilities to be used;
- Agreements that are already in place; and
- Who should be notified (typically the Medical Unit and Compensation/Claims Unit).




Visual 6.19

MEDICAL PROVIDERS

Mutual Aid Agreements

What information in the example MAA is relevant to the COMP?




FEMA Visual 6.20

Visual 6.20

Claims Investigation

- Work closely with the Safety Officer, Logistics Section Chief, and law enforcement.
- Find law enforcement personnel or others with investigative experience who can help.
- Documentation is key.



FEMA Visual 6.21

Visual 6.21

MUTUAL AID AGREEMENTS

Relevance of Mutual Aid Agreements (MAAs):

- Educate yourself on any applicable interagency agreements.
- Mutual Aid Agreements often have specific processes and documentation requirements for damage to equipment and liability.


CLAIMS INVESTIGATION

There are certain events that will automatically require an investigation team. These could include fatalities, aircraft accidents, or multiple major incidents, but will vary depending on the jurisdiction. Other circumstances usually fall into one of these categories:

- **Minor Cases:**
These are cases in which there was little or no dispute over the facts of the situation. There may be minor injuries not requiring medical care, and if there is damage to property, it would not be costly. Often there are witnesses to the accident or admission of fault by one of the parties to the accident.
- **Complicated Situation:**
These situations are often characterized by conflicting accounts of what happened. There may be witnesses, but there may be conflicting views about what transpired. These cases may also have serious injuries and severe or costly property damage. There may also be suspicion of criminal activity or involvement.

Plan Ahead

Make sure a report is filled out if something happens on an incident that you know or suspect will become a claim.



FEMA Visual 6.22

Visual 6.22

Technical Guidance

Compensation/Claims Unit Leader provides technical guidance regarding the compensation/claims process:

- Regarding all aspects of injury and illness, property damage, and claims.
- More parties involved in a compensation/claims issue will make the process more complicated.

FEMA Visual 6.23

Visual 6.23

COMP Challenges

- Process for reporting injuries varies by jurisdiction.
- Difficult to achieve sufficient knowledge in both compensation and claims.
- High probability there are loose ends at the end of the incident.

FEMA Visual 6.24

Visual 6.24

PLAN AHEAD

TECHNICAL GUIDANCE

You should always advise potential claimants of the claims process, but this does not mean advocating that they file a claim. Your job is to document and educate responders about the process.

If you see a certain issue recurring, contact the necessary IMT member. In case of a serious accident or injury, contact the Safety Officer.


COMP CHALLENGES

- Jurisdictions have different processes for reporting injuries – educate yourself on the process for the jurisdiction you are operating in.
- It is difficult to know everything you need to know for both compensation and claims – identify reach-back technical experts to call when a question exceeds your personal knowledge.
- There will likely be compensation and claims issues that are not fully resolved at the end of an incident – document thoroughly and ensure that you transfer the documentation to the individual that will be working to wrap up the loose ends aafter demobilization.

Importance of COMP

Inadequate documentation of claims may result in:


- Increased costs to the incident agency.
- Missing or delayed payments to medical providers.



Visual 6.25

Demobilization

- Submit injury and illness forms to the TIME for attachment to the time records.
- Submit documentation for medical treatment deductions to the PROC.
- Communicate with medical providers regarding close-out of incident, and provide incident agency contact information.
- Notify home unit and incident agency of hospitalized personnel.

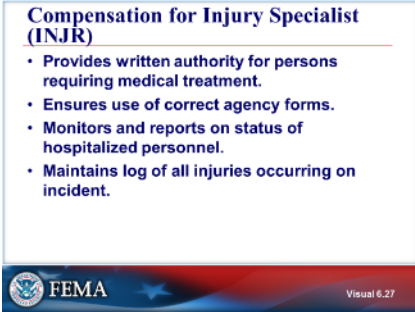


Visual 6.26

IMPORTANCE OF COMP

Inadequate documentation of claims can increase incident costs and could result in payment issues with medical providers.

DEMOBILIZATION



Visual 6.27

COMPENSATION FOR INJURY SPECIALIST (INJR)

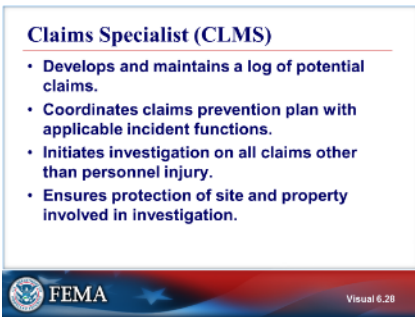
The INJR is the liaison working with the injured person and their supervisor to find light duty work and demobilize the injured person once they are released from the medical facility or it is determined that they are going to be sent home.

The INJR may be located with the Medical Unit.

INJR responsibilities:

- Establishes procedures with Medical Unit Leader for prompt notification of injuries or fatalities.
- Provides correct billing forms for transmittal to doctor and hospital.
- Obtains all witness statements from Safety Officer and Medical Unit and reviews for completeness.
- Coordinates all administrative paperwork on serious injuries or fatalities.
- Coordinates with appropriate agencies to assume responsibility for injured personnel in local hospitals prior to demobilization.

If there is no subordinate staff in the Compensation/Claims Unit, the COMP is responsible for performing these functions.



Visual 6.28

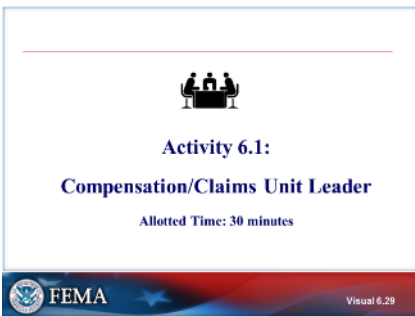
CLAIMS SPECIALIST (CLMS)

The CLMS should never make promises or suggest any outcome of the claim.

CLMS responsibilities:

- Coordinates with investigation team as necessary.
- Obtains witness statements pertaining to claims other than personnel injury.
- Documents any incomplete investigations.
- Documents follow-up action needs by local agency.
- Keeps Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- Ensures use of correct agency forms.

If there are no subordinate staff in the Compensation/Claims Unit, the COMP is responsible for performing these functions.



Visual 6.29


ACTIVITY 6.1: COMPENSATION/CLAIMS UNIT LEADER

The instructor will explain Activity 6.1.

You will have 30 minutes to complete the activity.

Objectives Review


1. What are the authorities and responsibilities of the Compensation/Claims Unit Leader?
2. What can the Compensation/Claims Unit Leader do to prepare for an incident?
3. What are the tasks upon arrival?
4. What are considerations when designing a compensation and claims system?
5. What are common features to include in compensation documentation?



Visual 6.30

Objectives Review (Cont.)

6. What are common features to include in claims documentation?
7. What interactions are essential for a COMP?
8. What challenges are faced in the position?
9. What role does a COMP play in demob?
10. What are the duties of the INJR? CLMS?



Visual 6.31

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain authorities and responsibilities of the Compensation/Claims Unit Leader.
- Identify the Compensation/Claims Unit Leader's tasks in preparation for an incident.
- Identify the Compensation/Claims Unit Leader's tasks upon arrival at an incident.
- Identify considerations when designing compensation and claims systems.
- List common features to include in compensation documentation.

OBJECTIVES REVIEW (CONT.)

Unit Enabling Objectives

- List common features to include in claims documentation.
- Identify interactions that are essential to the Compensation/Claims Unit Leader.
- Explain challenges faced by the Compensation/Claims Unit.
- Explain the Compensation/Claims Unit Leader's role in demobilization.
- Explain the duties of the other positions in the Compensation/Claims Unit.

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Supplemental Materials

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Handout 6-1: Compensation/Claims Unit Leader Job Aid

COMPENSATION/CLAIMS UNIT LEADER JOB AID

Position: Compensation/Claims Unit Leader

Section: Finance/Administration Section

Mission:

To manage and direct all claims and compensation for property damage and personal injury resulting from the incident.

Duties:

- Report to Finance/Administration Chief for situation briefing.
 - Establish contact with Safety Officer and Liaison Officer to ensure claims are directed to the unit.
 - Establish a claims phone-in number and arrange with the Information Officer to inform media.
 - Determine the need for compensation for injury and claims specialists.
 - If possible, co-locate compensation-for-injury work area with the Medical Unit.
 - Coordinate with Procurement Unit on procedures for handling claims.
 - Ensure that all compensation for injury and claims documents are up-to-date.
 - If requested, provide for a disaster financial assistant to advise Incident Command.
 - Maintain ICS Form 214 Activity Log.
-

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Handout 6-2: Compensation Documentation Example – Workers' Compensation Claim Form



Workers' Compensation Claim Form

Instructions: Complete the claim form and submit it to the agency workers' compensation service representative for entry to SAP (or the FROI system for independent agencies) and submission to Inservco Insurance Services, Inc., telephone number 800.356.0438. Codes are listed on the reverse side of this form.

Basic Data:

Date of Report	Date of Injury	Personnel or SSN	Injury Type <input type="checkbox"/> Injury Leave <input type="checkbox"/> Heart & Lung <input type="checkbox"/> Act 632/534 <input type="checkbox"/> Other
----------------	----------------	------------------	--

Employee Information:

Employee Last Name	Employee First Name	Mid Initial	Suffix	Date of Birth	Gender <input type="checkbox"/> M <input type="checkbox"/> F
Employee Home Address		City		State	Zip + 4
Residence County	Home Telephone Number	Married <input type="checkbox"/> Y <input type="checkbox"/> N	Number of Dependents	Employment Status	

Employer Information:

Agency Number	Agency Name	Job Classification	Date of Hire		
Org Code	Organization Name	Name of Supervisor	Work Telephone Number		
Work Location Address		City	State	Zip + 4	County

Injury Date Information (enter times as military time):

Time of Injury	Date of Death	Date Employer Knew	Shift Start Time	Type of Claim <input type="checkbox"/> Incident Only <input type="checkbox"/> Medical Only <input type="checkbox"/> Lost Time > 7 Days
Last Full Day Worked	Date Disability Began	Date Returned to Work	At Same Wages? <input type="checkbox"/> Y <input type="checkbox"/> N	Occur During Overtime? <input type="checkbox"/> Y <input type="checkbox"/> N

Injury Description Information:

Injury on Employer Premises? <input type="checkbox"/> Y <input type="checkbox"/> N	If not in PA, list state	If not on premises, list address of accident
Cause Code	Cause of injury additional information	
Injury Type Code 1	Injury Type Code 2	Type of injury additional information and severity
Body Part Code 1	Body Part Code 2	Body part affected additional information (example, left, right, upper, lower, etc.)

List all equipment, materials or chemicals employee was using when accident or illness occurred

Describe how injury or illness or abnormal health condition occurred. Describe the sequence of events and include any objects or substances directly responsible. Use abbreviations and short statements to include who, what, where, why and how. The what shall be the job assignment the employee was performing when injured.

Any tools involved? <input type="checkbox"/> Y <input type="checkbox"/> N	Any mechanical defect? <input type="checkbox"/> Y <input type="checkbox"/> N	Unsafe act? <input type="checkbox"/> Y <input type="checkbox"/> N	Unsafe condition? <input type="checkbox"/> Y <input type="checkbox"/> N	Amputation? <input type="checkbox"/> Y <input type="checkbox"/> N
Motor vehicle accident? <input type="checkbox"/> Y <input type="checkbox"/> N	Safeguards or safety equipment provided? <input type="checkbox"/> Y <input type="checkbox"/> N		Safeguards or safety equipment used? <input type="checkbox"/> Y <input type="checkbox"/> N	
Medical Information:				
Panel of physicians? <input type="checkbox"/> Y <input type="checkbox"/> N	Initial treatment	Medical provider name and address		
Employer Comments and Signature				
Agree/disagree with description of injury? Other information about injury, including names and telephone numbers of any witnesses.				
Name of Supervisor completing form		Signature		

Injury Type Codes

01	No Physical Injury	34	Hernia	60	Dust Disease, NOC	76	VDT-Related Disease
02	Amputation	36	Infection	61	Asbestosis	77	Mental Stress Carpel Tunnel
03	Angina Pectoris	37	Inflammation	62	Black Lung	78	Syndrm
04	Burn	40	Laceration	63	Byssinosis	79	Hepatitis C
07	Concussion	41	Myocardial Infarctn	64	Silicosis	80	Other Cumulative Inj
08	Hearing Loss	42	Poisoning-General	65	Rsprtry Dsrdrs	90	Mltpl Physical Inj
10	Contusion	43	Puncture	66	Poison-Chem(non-mtls)	91	Mltpl Inj Phys/Psych
13	Crushing	46	Rupture	67	Poisoning-Metal	A1	Animal Bite
16	Dislocation	47	Severance	68	Dermatitis	A2	Abrasion
19	Electric Shock	49	Sprain	69	Mental Disorder	A4	Human Bite
22	Enucleation/Removal	52	Strain	70	Radiation	A5	Insect Bite/Sting
25	Foreign Body	53	Syncope/Fainting	71	Othr Occ Dse Inj NOC	A7	Lyme Disease
28	Fracture	54	Asphyxiation	72	Loss of Hearing	A8	Stab Wound
30	Freezing	55	Vascular	73	Contagious Disease	A9	Gunshot Wound
31	Hearing Loss/Imprmnt	58	Vision Loss	74	Cancer		
32	Heat Prostration	59	All Othr Spc Inj NOC	75	AIDS		

Body Part Codes

10	Multiple Head Injury	24	Larynx	41	Upr Bck Area(Thrcic)	55	Ankle
11	Skull	25	Neck - Soft Tissue	42	Lw Bck Area(Lbr&Lbo)	56	Foot
12	Brain	26	Trachea	43	Back/Disc	57	Toe(s)
13	Ear(s)	30	Mltple Upr Extrmtes	44	Chest(Ribs&Sft Tsue)	58	Great Toe
14	Eye(s)	31	Upr Arm(Clvcl-Scpla)	45	Sacrum and Coccyx	60	Lungs
15	Nose	32	Elbow	46	Pelvis	61	Abdomen incl Groin
16	Teeth	33	Lower Arm	47	Back - Spinal Cord	62	Buttocks
17	Mouth	34	Wrist	48	Internal Organs	63	Lumbar/Sacral Vertbr
18	Head - Soft Tissue	35	Hand	49	Heart	64	Artificial Appliance
19	Facial Bones	36	Finger(s)	50	Mltple Lwr Extrmtes	65	Insf Info 2 Prop Id
20	Neck - Multiple Inj	37	Thumb	51	Hip	66	No Physical Injury
21	Vertebrae	38	Shoulder	52	Upper Leg	90	Multiple Body Parts
22	Neck - Disc	39	Wrist(s) and Hand(s)	53	Knee	91	Bdy Sys/Mtpl Bdy Sys
23	Neck - Spinal Cord	40	Multiple Trunk	54	Lower Leg		

Cause Codes

	Burn, Heat or Cold Exp
--	-------------------------------

2*	Burn-Cntct w/ Object
3*	Burn-Temp Extremes
1*	Burn-Acid Chem
84*	Electrical Current
A3*	Heat Exhaust/Stroke
4	Burn-Fire or Flame
5	Burn-Steam/Hot Fluid
11	Burn-Cold Obj/ Subst
7	Burn-Welding
8	Burn-Radiation
6	Burn-Dst/Gas/Fms/Vpr
14	Brn-Abnml Air Presur
9	Burn-Miscellaneous

	Caught In or Between
--	-----------------------------

13*	Caught In/Betwn-Misc
10	Caught In-Machinery
12	Caught In-Obj Handld
20	Caught In-Collapse

	Cut, Puncture or Scrape
--	--------------------------------

16*	Cut/Inj By-Hand Tool
18*	Cut/Inj By-Powr Tool
19*	Cut/Inj By-Misc

15	Cut/Inj By-Brkn Glas
17	Cut-Obj Lftd/Handld

	Fall or Slip
--	---------------------

25*	Fall/Slip-Diff Level
29*	Fall/Slip-Same Level
33	Fall/Slip-On Stairs

26	Fall/Slip-Ladder
28	Fal/Slp-Into Opening
32	Fall/Slip-Ice/Snow
27	Fall/Slip-Liquid
30	Slip-Did Not Fall
31	Fall/Slip-Misc

	Motor Vehicle
--	----------------------

50*	Motr Veh-Misc
46	Motr Veh-Hit Fxd Obj
45	Motr Veh-Veh Colison
48	Motr Veh-Veh Upset
41	Motr Veh-Train
47	Motr Veh-Airplane
40	Motr Veh-Water Veh

	Strain or Injury By
--	----------------------------

55*	Strn/Inj-Hold/Carry
56*	Strain/Inj By-Lift
57*	Str/Inj By-Push/Pull
58*	Strain/Inj By-Reach
60*	Strain/Inj By-Misc
54	Strain/Inj By-Jump
59	Str/Inj By-Tool/Mach
61	Strain/Inj By-Throw
97	Strain-Repitv Motion
53	Strain/Inj By-Twist

	Struck By
--	------------------

74*	Struck-Cowrker/Other
75*	Struck-Fall/Fly Obj
76*	Struck-Tool/Machine
81*	Struck/Inj By-Misc
77	Struck-Motor Veh

78	Struk-Machine In Use
79	Struck-Obj Handled
80*	Strk-Obj Hndl by Oth
86	Inj By-Explosion

	Rubbed or Abraded
--	--------------------------

94*	Rept Motn
95*	Rub/Abraid-Misc

	Miscellaneous
--	----------------------

A6*	Human Bite Other than Phys Cause
90*	Strain/Inj By- Noise
52*	Inj By- Anmal/Insct Misc-
85*	Person/Crime Microbiological
89*	Exp Misc-
B1*	Absorb/Ingest Exp Misc Viral
82*	Infec Exp to Skin
A2*	Irritant Forgn Matter in Eye
A4*	Misc-Cumulative Gunshot Wound
87*	Exposure to TB Exp to Hepatitis B
98	Exposure to HIV Misc-Other**
A5	
A7	
A8	
A9	
99	

* Recommended cause code

** Code should rarely be used

Handout 6-3: Compensation Documentation Example – Workers' Compensation Packet



FIRE · EMS · RESCUE First Report of Injury/Illness

Name of Injured:

DOB:

Address of Injured:

Phone: (970) -

Age:

Sex:

Marital Status:

Social Security Number:

Start Date with CRFPD:

Department Status: Paid VolunteerPosition: Firefighter EMT FF/EMT Other

Date of Injury:

Time of Injury:

Time shift Began or Time of Call:

Injury Reported to (Officer Name):

Date Reported:

Where did the accident occur?

What activity were you engaged in?

What equipment was being used?

What body part(s) was injured?

Were you provided safety equipment to do your job?

Witness(es):

Check those that apply:

 Treated by Employer 911 was called Hospitalized No medical treatment needed Went to walk in clinic Went to Emergency Room May possibly require surgery

Please list the medical providers name, address and phone number:

Please attach a summary statement, in your own words, of what caused the accident/illness. Please sign and date this statement and return with this document. You may use the back of this form for your statement.

Carbondale and Rural Fire Protection District
300 Meadowood Drive · Carbondale, CO 81623 · 970/963-2491 fax 963-0569



FIRE · EMS · RESCUE
Worker's Compensation
Physician-Employer Communication

Patient Name:

Today's Date:

Diagnosis:

Return to Work Date:

- No Duty
- Full Duty as described on back
- Light Duty with the following restrictions:

Expected Duration of Restriction(s):

Next appointment:

Physician's Signature:

Date:

Physician's Name Printed:

Copy this form as necessary

Carbondale and Rural Fire Protection District
300 Meadowood Drive · Carbondale, CO 81623 · 970/963-2491 fax 963-0569

Handout 6-4: Compensation Documentation Example – Preliminary Report of Injury



PRELIMINARY REPORT OF INJURY

Name of Injured:		Date of this Report:
Address:		Home Telephone:
City, State Zip:		County:
Does the Employee Speak English?	Race:	Ethnicity:
Marital Status:	Spouses Name:	No. Dependent Children:
Doctor's Name: (seen for this injury)		
Doctor's Address:		Telephone:
Date of Injury:	Time of Injury:	Date Lost Time Began:
Nature of Injury	Part of Body Injured or Exposed:	
How and Why Accident Occurred: (Detail)		
Was the Employee Wearing Safety Equipment at the Time of the Injury? (Safety Belt, Eye Protection, Seat Belt, Etc.)		
		Yes ___ No ___
Cause of Injury: (Fall, Tool, Machine)	Worksite Location of Injury: (Stairs, Dock, Etc.)	Was Employee Performing Regular Duties?
Address Where Injury or Exposure Occurred <u>Including</u> County: (Be Specific)		
List Witnesses:		Expected Return to Work Date:
Supervisor's Name: (Printed)		Date Reported:
Supervisor's Signature:		

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TFS HR-60

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Handout 6-5: Compensation Documentation Example – Witness Statement

State Office of Risk Management

WITNESS STATEMENT

MUST BE TYPED OR PRINTED

Injured Employee Name:

Date of Injury:

SORM Claim Number:

Statement Taken By:

Witness Name:

Witness Email Address:

Residence Address:

Primary Telephone:

Witness Employer:

On _____ (date), at about _____ (time) in the a.m. / p.m., I was in or at _____ when an accident involving the above employee is reported to have occurred.

SELECT CHOICE A, B OR C BELOW:

Check only one box:

A. I saw the incident. The accident occurred in the following manner:

Other Pertinent Information and Source:

B. I did not see the incident. Information given to me by (name of person):

Indicate how it occurred:

Other pertinent information and source:

C. I know nothing about the incident.

Signature:

Date:

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Handout 6-6: Compensation Documentation Example – Claim for Damage, Injury, or Death

Refer to EL_975_HO_6-6_Claim_for_Damage_Injury_or_Death_Form.pdf

Handout 6-7: Compensation Documentation Example – Accident/Incident Investigation Report & Witness Statement

Accident/Incident Investigation Report

The information contained on this form will be used to ensure that preventable accidents/incidents do not recur. The form should be completed by the supervisor when a work-related injury occurs or when an accident could have caused injury (near miss). The form should be submitted to the Safety Coordinator along with a copy (not the original) JPA-797, Worker's Compensation Claim Report.

Type of Accident/Incident: <input type="checkbox"/> Near Miss <input type="checkbox"/> Incident Only <input type="checkbox"/> Medical Only <input type="checkbox"/> Lost Time <input type="checkbox"/> Property Damage		
Injured Employee Name	Employee Number	Date of Incident
Job Task at Time of Incident: <input type="checkbox"/> Normal Task <input type="checkbox"/> Infrequent Task <input type="checkbox"/> Special Task <input type="checkbox"/> Activity Unrelated to Duties		
Was the accident/incident the result of an unsafe act or condition? What acts, failures to act, or conditions contributed to the incident? <input type="checkbox"/> Unsafe Act <input type="checkbox"/> Unsafe Condition <input type="checkbox"/> Neither		
Could the task that resulted in the incident be eliminated or done differently? Please explain.		
What is the injury severity potential? <input type="checkbox"/> Major <input type="checkbox"/> Serious <input type="checkbox"/> Minor	Has a similar incident/accident occurred before? <input type="checkbox"/> Yes <input type="checkbox"/> No	
What is the probability of recurrence? Explain what has been done to prevent recurrence of this type of incident. <input type="checkbox"/> Frequent <input type="checkbox"/> Occasional <input type="checkbox"/> Rare		
Number of Injuries to Employee Within the Last 3 Years	Number of Injuries in Unit Within the Last 3 Years	
Supervisor's Name	Supervisor's Signature	Date Form Completed

To obtain an additional supply of this form, contact the Safety Coordinator

Witness Statement

The information contained on this form will be used to identify the causes of injuries. The form should be completed by any witness to a work-related injury. It should be submitted with the supervisor's Accident/Incident Investigation Report and the Worker's Compensation Claim Report.

Injured Employee Name	Employee Number	Date of Incident
Was the accident/incident the result of an unsafe act or condition? What acts, failures to act, or conditions contributed to the incident? <input type="checkbox"/> Unsafe Act <input type="checkbox"/> Unsafe Condition <input type="checkbox"/> Neither		
Explain what you saw:		
What type of injury occurred to the employee?		
Additional Comments and Information:		
I verify that I witnessed the accident as described above. The statements made were given by me freely, without coercion from my supervisor or the injured employee.		
Witness Name	Witness Signature	Date Form Completed

To obtain an additional supply of this form, contact the Safety Coordinator

Handout 6-8: Compensation Documentation Example – Motor Vehicle Accident Report

Refer to EL_975_HO_6-8_Motor_Vehicle_Accident_Report.pdf

Handout 6-9: Compensation Documentation Example – Claims Packet

SUPERVISOR'S ACCIDENT REPORT

***Forward this to the Legal Division
Within three (3) working days of occurrence of all accidents.***

EMPLOYEE INVOLVED:

DATE & TIME OF ACCIDENT:

DEPARTMENT:

EMPLOYEE CLASSIFICATION:

NATURE OF ACCIDENT:

1. Where did the accident occur?
2. What job was the employee doing when the accident occurred?
3. How did the accident occur?
4. What did the employee do (fail to do) that caused the employee to become involved in the accident?
5. What was defective, in unsafe condition, or incorrectly done?
6. What steps have you taken to prevent a future accident of this type?
7. What other steps should be taken to prevent future accidents of this type?
8. What was the employee's attitude regarding the accident?

10. What is the employee's general outlook on safety practices?

Excellent Good Average Poor

11. What safety rules/ policies were violated regarding this accident?

12. In your opinion, could your employee have avoided the accident?

Yes No

13. Do you recommend disciplinary action? Yes No

a. If yes, what disciplinary action was taken?

b. If no, explain your decision for not taking disciplinary action:

14. Has the employee submitted an accident report? Yes No

COMPLETE THE FOLLOWING IF THE ACCIDENT INVOLVED A VEHICLE:

15. Make and number of vehicle:

16. Were the police called? Yes No

17. What was the extent of damage to the city vehicle?

18. What was the extent of damage to other vehicles or property?

Supervisor's signature:

Date:

Handout 6-10: Compensation for Injury Log

Refer to EL_975_HO_6-10_Compensation_for_Injury_Log.pdf

Handout 6-11: Claims Log

Refer to EL_975_HO_6-11_Claims_Log.pdf

Handout 6-12: ICS Form 206 Medical Plan

Refer to EL_975_HO_6-12_ICS_Form_206.pdf

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Activity 6.1: Compensation/Claims Unit Leader

Compensation/Claims Unit Leader

Activity 6.1 Overview—Unit 6

Purpose

The purpose of this activity is to provide students with an opportunity to act as a Compensation/Claims Unit Leader (COMP) to respond to events within an incident scenario.

Objectives

Students will:

- Outline the steps necessary to complete a claims process.
- Respond to events affecting the COMP function as they arise.

Activity Structure

This activity uses the Liberty County Ice Storm incident scenario and is scheduled to last approximately 30 minutes. It is a combination of small group and large group discussion. Given a claim that arises in the incident scenario, students will outline the steps necessary to complete the claims process. The instructor will provide inputs throughout the activity to add complexity and variables to the incident scenario.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Following are the specific activities and instructions for your participation in the activity:

1. In your group, select a group spokesperson.
2. Review the incident scenario update on the following page and answer the questions provided.
3. Respond to any additional inputs provided by the instructor.
4. Write your answers on an easel pad and be prepared to discuss with the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 6.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Review scenario	15 minutes	Large Group
Record info	15 minutes	Classroom

Activity 6.1 Scenario

A local private citizen called the ICP and reported that a snowplow struck his parked vehicle while de-icing roads. He is located in a hilly portion that is in an unincorporated area of Liberty County that is located in Division A. The accident was witnessed by a neighbor, but the witness does not know the name of the driver. The witness did say that the vehicle had Apple Valley Public Works on the door of the snow plow. While the COMP position is not filled, you have been assigned by the FSC to handle the case.

Outline the steps you must take to address this claim.

1. Initial information gathering and assessment

2. Accident investigation

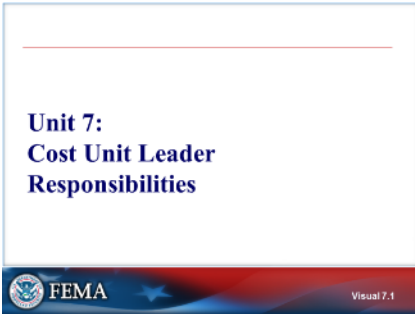
3. Case documentation

Use this space to take notes on the scenario.

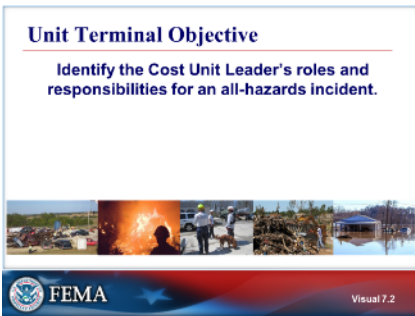
Unit 7: Cost Unit Leader Responsibilities

STUDENT MANUAL

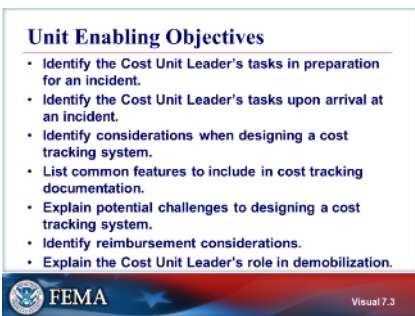
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Visual 7.1



Visual 7.2



Visual 7.3

UNIT 7: COST UNIT LEADER RESPONSIBILITIES

Students will learn key information and skills to enable them to function as a Cost Unit Leader. By identifying common features and challenges of a cost estimating and tracking system and reviewing examples of certain jurisdiction-specific approaches to cost tracking, students will be better prepared to function as a Cost Unit Leader regardless of jurisdiction.

UNIT TERMINAL OBJECTIVE

Identify the Cost Unit Leader's roles and responsibilities for an all-hazards incident


UNIT ENABLING OBJECTIVES

- Identify the Cost Unit Leader's tasks in preparation for an incident.
- Identify the Cost Unit Leader's tasks upon arrival at an incident.
- Identify considerations when designing a cost tracking system.
- List common features to include in cost tracking documentation.
- Explain potential challenges to designing a cost tracking system.
- Identify reimbursement considerations.
- Explain the Cost Unit Leader's role in demobilization.

The Final Exam questions are based on the Unit Enabling Objectives.

Labor Day Incident Scenario Update

- Grandstand was severely vandalized while in storage.
- Local carpenters have volunteered their time to make the repairs.
- There is dispute over whether to use the original hardwood (\$3,000) or common materials (\$875).
- Repairs must be made soon in order to be ready for the festival.



Visual 7.4

LABOR DAY INCIDENT SCENARIO UPDATE

Incident scenario update:

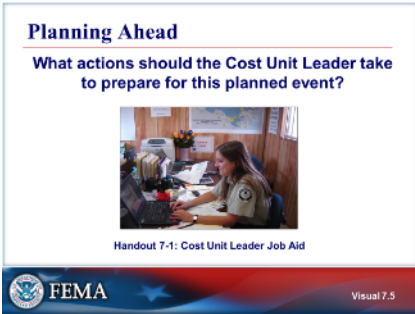
When conducting an inspection of the disassembled grandstand, a parade committee member discovered it had been severely vandalized sometime over the past year.

The festival grandstand was originally built for the 1946 celebration. Since that time, the wooden stage had been the central hub of the weekend event. It consisted of stairs leading to a platform that offered seating for community officials during the parade and a stage for musicians over the rest of the festival. After every celebration, the grandstand has been disassembled and stored in a community-owned barn in one of the municipal parks.

Upon inspection, the parade committee member discovered that the white grandstand has been spray painted with graffiti markings. The incorporated podium also had vulgarities carved into its wooded façade. Worst of all, it appears two of the main pillars that hold the grandstand have been cut with a saw, rendering them incapable of safely supporting the stage.

After reading of the vandalism in the newspaper, three local carpenters offered to repair the community grandstand and not charge for their labor. Based on a preliminary inspection, however, they believe the necessary building materials will cost \$875.00.

After further inspection of the vandalized grandstand, the carpenters who volunteered to repair the grandstand have come to the Mayor's office. Two of the carpenters feel the grandstand should be rebuilt using the same hardwoods used in the original construction. The third carpenter insists the repairs can be made for far less money using more common materials. The three have not yet begun work. Unless they begin work very soon, the grandstand will not be ready in time for this year's festival. Using the matching hardwood will cost \$3,000.00.



Visual 7.5

PLANNING AHEAD

In this scenario, the incident is planned and therefore a few details are known. However, you can accomplish many of these tasks now in preparation for an unknown future incident, helping you be better prepared when an incident occurs.

Refer to Handout 7-1: Cost Unit Leader Job Aid.

Ask the local finance people how detailed they want costs to be. Do they want actual rates or average rates for personnel? The needs of the IMT may be different from those of the incident agency. Find out what your budget is for the incident.

Initial responsibilities:


-

-

-

Initial Arrival

- Identify financial responsibility of jurisdictional agencies.
- Determine prior incident cost.
- Review the IAP to ensure that costs are being captured for all incident resources.



FEMA Visual 7.6

Visual 7.6

INITIAL ARRIVAL


For this incident, the Cost Unit Leader (COST) is notified of the planned incident before it occurs. For unplanned incidents, the COST may arrive on the incident once it is underway, and have more transitioning tasks to accomplish.

Work with the Time Unit Leader and the Logistics Section Chief to identify the resources on scene to make sure that the costs being captured correspond to the resources actually on scene and working.

Some sources of information for cost information when you first arrive on the incident are:

- Dispatch
- The IAP
- Resource agreements and contracts
- T-cards from the Resources Unit Leader
- Outstanding resource orders

COST Estimating & Analysis



FEMA Visual 7.7

Visual 7.7

COST ESTIMATING & ANALYSIS

The COST's job consists of estimating and analyzing costs and managing cost sharing agreements.

Designing a System

- Develop procedures to:
 - Estimate and track incident cost.
 - Project future incident cost.
 - Analyze costs and make cost-saving recommendations.

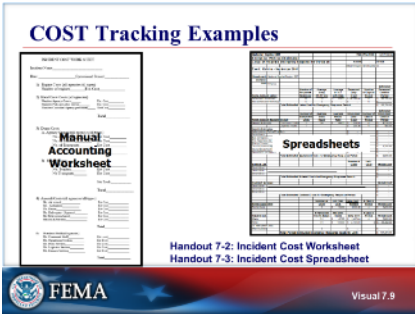
FEMA Visual 7.8

Visual 7.8

DESIGNING A SYSTEM

Monitor the cost projection in case you are nearing the ceiling if there is one imposed.

Cost analysis could simply display the cost of individual resources to the Operations Section Chief and Logistics Section Chief so that they can factor cost into their operational decisions.



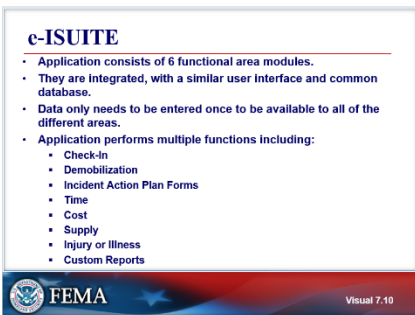
Visual 7.9

COST TRACKING EXAMPLES

The accuracy of incident cost tracking depends upon the validity of the costs used and the methods used to calculate costs. Costs captured on the incident rarely equal the final incident cost. Final costs will include off-incident expenditures, which may be difficult for the COST to track.

Many IMTs use automated spreadsheet software to handle costs, which is preferable because it saves time and has more capabilities, such as graphs that manual accounting lacks. However, you have to be prepared to operate at the lowest level of technology in case you are in a rural or decimated area.

Refer to Handout 7-2: Incident Cost Worksheet and Handout 7-3: Incident Cost Spreadsheet.

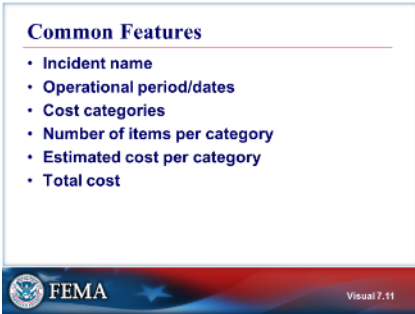


Visual 7.10

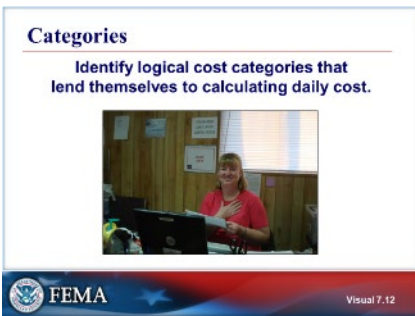
E-ISUITE

e-ISUITE functionality:

- Check-In: Primary data entry point for e-ISUITE.
- Demobilization: Provides additional fields and reports for demobilization planning, reassignment, and release.
- Incident Action Plan: Uses the database resources to complete ICS forms for the IAP.
- Time: Manage time records, creates payment documents, and reports.
- Cost: Analyze and report cost data.
- Custom Reports: Customize and create reports that are not included in any area within e-ISUITE.
- Supply: Track, issue, and return items for resources and locations (currently under development).
- Injury or Illness: Track injuries, illnesses, and prevention for an incident (currently under development).



Visual 7.11



Visual 7.12

COMMON FEATURES

Keep in mind that the incident could get audited by multiple parties, including FEMA, the State, or the incident Agency. Be sure to find out the requirements for anyone who might audit you and design a system that meets those requirements.

Computer-based applications can be used for tracking detailed costs for on- and off-incident resources. Cost Unit Leaders usually bring a laptop to incidents and, at a minimum, will use a spreadsheet package to meet cost tracking needs.

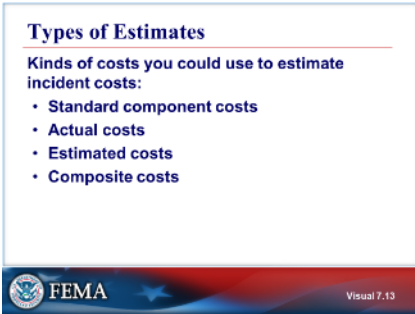
It is important to always be prepared for the worst case scenario. If computer applications are unavailable, or the incident duration is short, manual tracking can be used.

CATEGORIES

Some states have major variances in costs between responses from different areas.

The largest categories may be direct tactical resources (engines, aircraft) and labor as well as indirect support of personnel (camp, food, hygiene). More specific subcategory examples include:

- Automobiles
- Ambulances
- Buses
- Fire apparatus
- Pickup trucks
- Trucks
- Heavy equipment
- Generators



Visual 7.13

TYPES OF ESTIMATES

By gathering cost charts ahead of time, the Cost Unit Leader is able to produce a cost estimate quickly. Rates can then be modified to reflect the actuality of the incident.

Standard Component Costs:

- Developed on an annual basis by geographic areas or agencies. Can be measured on a daily, hourly, mileage, or other dollar value (per unit). If geographic area costs are not available, Cost Unit Leader develops incident component cost estimates.
- Standard component costs might also be referred to as a rate table.
 - In the ideal world, all cooperators have a copy of their rate tables. A Type 1 and Type 3 team will usually have different rates because there are different numbers of personnel associated with them. You may have to estimate the cost of some resources if they are not on a rate table.

Actual Costs:

- Based on actual cost of equipment or supplies related to the incident.
 - Rental agreements and invoices
 - Bills of lading
 - Service and Supply Plans
 - Contracts
 - Timesheets
- May be delayed because you have to wait for invoices, but this is the most accurate of the estimate types.
 - Actual costs are the most accurate, but remember that there is a time sensitivity, and accurate information that is late is worse than estimated information that is on time. Just be clear whether the information is actual or estimated when presenting it to others.

- Aircraft costs are provided by the Air Operations Branch and are usually calculated based on actual costs, which may include guarantee, fuel, and flight time.
- Support costs may include caterers, medical supplies, etc. Actual support costs can be obtained from vendor invoices.

Estimated Costs:


- Average daily rate of a certain type of resource such as pickups, personnel, Type 2 crews, etc. (FEMA likes to see direct costs for operational workers and their overhead costs.)

Composite Costs:

- Combines standard costs, actual costs, and estimated costs.
- Composite cost is the most accurate approach because it involves detailed management information and accurate use of component costs. Composite costs are most common because you have a mix of everything.

Methods of Estimating Cost

- Initial estimation
 - Quick preliminary cost estimate
 - Could be based on incident size, duration, personnel
- Resource cost method
 - $(\# \text{ of resources}) \times (\text{unit cost per day}) = \text{resource cost per day}$



Visual 7.14



METHODS OF ESTIMATING COST

The cost methods used for a given incident (or for different situations during an incident) are based on the identified needs, the intended use, and the time available to perform the estimate.

For the Resource Cost Method, unit cost may include standard component cost, actual cost, or estimated cost.

Cost Projection

- Requested by the Incident Commander, Finance/Administration Section Chief, or incident agency.
- Same methods as cost estimating.

Visual 7.15


COST PROJECTION

The Incident Commander, the Finance/Administration Section Chief, or the incident Agency may ask the Cost Unit Leader for a number of cost projections. These requests could be for certain obligations, local public information, or incident planning purposes.

If another IMT is transitioning onto the incident, it is particularly valuable to provide cost projections.

Discussion: Grandstand Repairs

- What is the Cost Unit Leader's role in determining which wood to use for the repairs?
- Given what you know about the scenario, what are key points to keep in mind when making your recommendation?

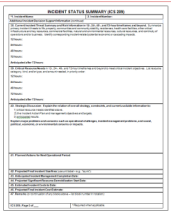


Visual 7.16


DISCUSSION: GRANDSTAND REPAIRS

ICS Form 209 Incident Status Summary

- Provide total incident cost to date.
- Provide estimated total cost for entire incident.



Handout 7-4: ICS Form 209

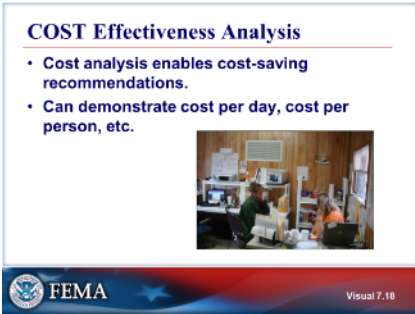


Visual 7.17

ICS FORM 209 INCIDENT STATUS SUMMARY

The COST provides daily and cumulative cost information to the Planning Section for inclusion on the ICS Form 209. This information is used by all involved agencies for their own reporting needs. This form is prepared by the Situation Unit once or twice a day.

Refer to Handout 7-4: ICS Form 209.



Visual 7.18

COST EFFECTIVENESS ANALYSIS

The COST makes cost-saving recommendations based on cumulative cost data, cost estimating reports, and other applicable financial information.

As the incident grows in size and complexity, the need for cost analysis and the potential for cost savings increases. The level of scrutiny of costs increases with the level of controversy surrounding the incident. Cost savings recommendations are generated from such analysis and provided to the Finance/Administration Section Chief for action.

There must be a constant dialogue between the Finance/Administration and Operations Sections. There is much more to the cost than the direct cost of resources in use. It is necessary to account for the increased risk that may result from decreased resources on scene. The Operations Section will generally want to plan for possible contingencies.

The analysis that COST does is fairly basic. It is geared towards operational people so that they can weigh the cost and the productivity of a piece of equipment.

One example of cost effectiveness analysis relates to dust abatement on a road. If you are sending tactical resources down a dusty road, it presents a safety issue. You might weigh the cost of keeping the road wet with water tenders versus applying a longer-term dust abatement material.

Another example deals with deciding whether to rent or buy equipment. For example, if you are using a plotter, you should calculate the cost of buying one versus renting it.


Cost Unit Leader Effectiveness Analysis:

- Identify underused equipment and expensive equipment.
- Cost Unit Leader may be asked to provide estimates to aid in the demobilization schedule.

- The incident agency will probably want to see larger summaries, while the Finance/Administration Section Chief and IMT members will want more details. Be prepared to show information graphically using a graph or pie chart.
- Considerations:
 - Resources identified by the Finance/Administration Section Chief, IMT, or incident agency;
 - Anomalies, patterns, and trends;
 - Information from briefings and meetings;
 - Risk–benefit analysis; and
 - Cost categories with high dollar value.

COST Sharing & Reimbursement


- Identify financial responsibility of jurisdictional agencies.
- Each agency is normally responsible for paying the costs of their own ordered resources.



Visual 7.19

Considerations

- Responsible agency interested in kinds of costs being incurred.
- IMTs must fully account for funds being expended.
- Agreements will contain provisions describing invoice submission and necessary cost categories.



Visual 7.20

COST SHARING & REIMBURSEMENT

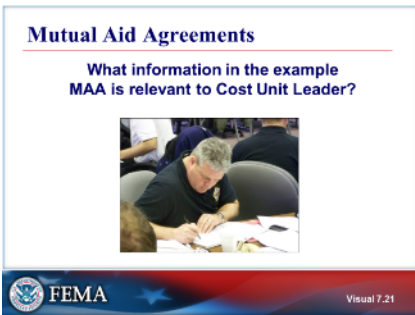
At the end of the incident, people are going to want to get reimbursed. It is important to identify financial responsibility – what jurisdictional agency is paying for what costs. Each agency is normally responsible for paying the costs of their own ordered resources.

CONSIDERATIONS

The COST needs to initiate discussions regarding who is responsible for paying for what. The COST is the central contact point for cost sharing. Depending on the type of cost share agreement, the COST will have greater or fewer responsibilities.

It is essential to collect all of the necessary information to ensure that reimbursement happens smoothly. Do this quickly so that your documentation accurately reflects the costs being incurred.

You need to be able to provide a realistic picture of what is going on regarding incident cost.



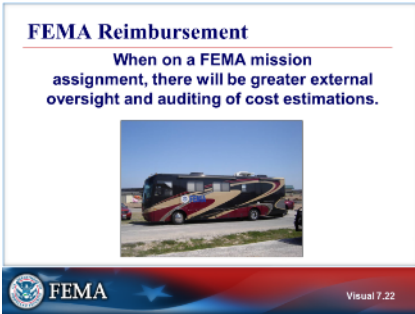
Visual 7.21

MUTUAL AID AGREEMENTS

It is important to be familiar with any Mutual Aid Agreements (MAAs) that apply to your incident. Different Mutual Aid Agreements will have different cost-sharing and reimbursement requirements. Be sure to find out the ones that apply to your situation.

In almost every Mutual Aid Agreement, there is a section on billing and reimbursement. It will outline what documentation is necessary, what the timeframe is for submission, and to whom it should be sent.

Ask responders under what agreement they are being ordered.



Visual 7.22

FEMA REIMBURSEMENT

A **Mission Assignment** is a work order issued by **FEMA** to another Federal agency directing the completion of a specific **task**, and citing funding, other managerial controls, and guidance. If you are on a mission assignment from FEMA, FEMA will make the payments and handle payroll through its own procedures. FEMA will need the appropriate forms and a copy of the FEMA Task Order for payments and payroll.

It isn't just the particular FEMA forms that you need; it's the appropriate approvals, documentation, etc.

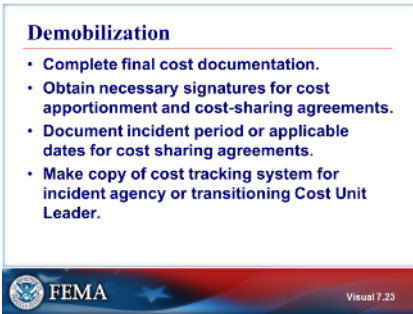
On a FEMA Mission Assignment, there will probably be a FEMA Comptroller visiting fairly often. The Comptroller will examine your methodology and ordering process to ensure it is acceptable according to their regulations. You will need to spend some time with the Comptroller explaining your cost system. The Comptroller will also examine the assumptions you use for cost estimates to make sure they are financially sound.

FEMA Mission Assignments will have a ceiling. This is fairly easy to get amended during an incident, but once the incident is over, it is very difficult to go back and amend the ceiling. That increases the importance of having a current cost estimate to allow yourself a sufficient cushion.

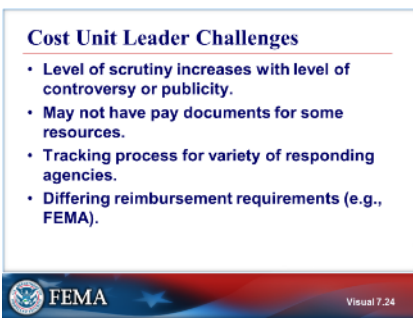
FEMA is concerned with the nature of costs that are being incurred. IMTs are expected to be aware of how much money is being spent and how costs are being incurred.

FEMA wants to see direct costs for workers, overhead supervisors, task force/strike team leaders, EMTs, and other people doing operational work. Support camp costs should be calculated separately.

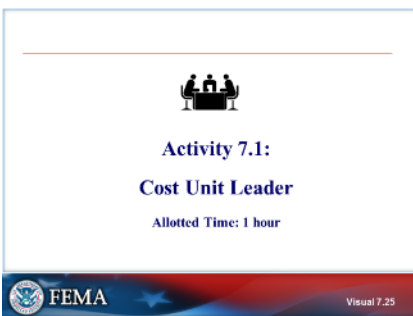
On many FEMA mission assignments, they want one report for each operational period. Spreadsheets are useful in creating these reports. Resource order numbers are critical.



Visual 7.23



Visual 7.24



Visual 7.25

FEMA won't reimburse Federal agencies for base salaries.

DEMOBILIZATION

COST UNIT LEADER CHALLENGES

Visibility, controversy, and publicity increase challenges.

One difficulty is that pay documents may not exist for some resources. Additional steps may be required to monitor resources assigned to the incident. Think outside of the box to get information.

- The Resources Unit Leader will be a useful source of resource information.
- The Food Unit Leader can provide the number of people for whom they are ordering food.
- The Time Unit Leader can provide information regarding personnel time submissions.

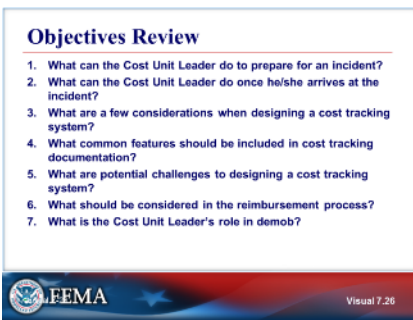
The level of scrutiny increases with the level of publicity or controversy. Along with that scrutiny is a magnifying glass examining where the money went. The media may come in and want to see different costs.

Document, document, document.

ACTIVITY 7.1: COST UNIT LEADER

The instructor will explain Activity 7.1.

You will have 1 hour to complete the activity.



Visual 7.26

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify the Cost Unit Leader's tasks in preparation for an incident.
- Identify the Cost Unit Leader's tasks upon arrival at an incident.
- Identify considerations when designing a cost tracking system.
- List common features to include in cost tracking documentation.
- Explain potential challenges to designing a cost tracking system.
- Identify reimbursement considerations.
- Explain the Cost Unit Leader's role in demobilization.

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Supplemental Materials

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Handout 7-1: Cost Unit Leader Job Aid

COST UNIT LEADER JOB AID

Position: Cost Unit Leader

Section: Finance/Administration Section

Mission:

To collect all cost data, to perform cost effectiveness analysis, to provide cost estimates, and to make cost saving recommendations.

Duties:

- Report to Finance/Administration Section Chief for situation briefing.
 - Establish cost reporting procedures.
 - Coordinate cost sharing agreements/protocols with Responsible Party and other jurisdictions.
 - Establish third party billing procedures.
 - Establish procedures for receiving and depositing funds.
 - Maintain cost tracking, analysis and estimates
 - Prepare cost summaries that provide total cost incurred and average cost per day.
 - Complete all records prior to demobilization.
 - Maintain ICS Form 214 Activity Log
-

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Handout 7-2: Incident Cost Worksheet

INCIDENT COST WORK SHEET

Incident Name:

Date:

Operational Period:

- | | | |
|--|--|---------------|
| 1) Engine Costs (all agencies/all types) | | |
| Number of engines: | | Est. Cost: |
| 2) Hand Crew Costs (all agencies) | | |
| Number Agency Crews: | | Est. Cost: |
| Number Pick-up Labor Crews: | | Est. Cost: |
| Number Custodial Agency Personnel: | | Est. Cost: |
| | | Total: |
| 3) Dozer Costs | | |
| A. Agency Owned (all agencies/all types) | | |
| No. of Dozers: | | Est. Cost: |
| No. of Tenders: | | Est. Cost: |
| No. of Transports: | | Est. Cost: |
| | | Sub Total: |
| B. Rental Dozers | | |
| No. of Dozers: | | Est. Cost: |
| No. of Tenders: | | Est. Cost: |
| No. of Transports: | | Est. Cost: |
| | | Sub Total: |
| | | Total: |
| 4) Aircraft Costs (all agencies/all types) | | |
| No. of Air Attack: | | Est. Cost: |
| No. of Air Tankers: | | Est. Cost: |
| No. of Recon: | | Est. Cost: |
| No. Helicopters (Agency): | | Est. Cost: |
| No. Helicopters (hired): | | Est. Cost: |
| Gallons Retardant: | | Est. Cost: |
| | | Total: |
| 5) Overhead (all agencies) | | |
| No. Command Staff: | | Est. Cost: |
| No. Operations Section: | | Est. Cost: |
| No. Planning Section: | | Est. Cost: |
| No. Logistics Section: | | Est. Cost: |
| No. Finance Section: | | Est. Cost: |
| | | Total: |

6) Miscellaneous

Field Kitchen or Caterer (include reefer):	Est. Cost:
Shower Units:	Est. Cost:
Hand Wash Units:	Est. Cost:
Dumpsters:	Est. Cost:
Porta Johns:	Est. Cost:
Rental Support Vehicles	Est. Cost:
Other:	Est. Cost
Other:	Est. Cost
Other:	Est. Cost
Other:	Est. Cost
Other:	Est. Cost

Total:

GRAND TOTAL:

Handout 7-3: Incident Cost Spreadsheet

Organization: National Capital IMT

Reporting Date: 9/27/2005

Emergency Work Cost Estimation

Actual or Projected Emergency Response for Period of: 9/28/02 – 10/1/05

Event: Katrina, September 2005

Department: National Capitol Region IMT

Division:

Unit: Finance

Force Account Labor

	Number of Response Personnel	Average Daily OT/CT Hours	Average OT/CT Hourly Rate	Personnel Daily Cost	Number of Days in Period	Estimated Personnel Costs for Period
Scheduled Workdays	31	12	\$65.00	\$24,180.00	4	\$96,720.00
Non-scheduled Workdays	0	0	\$0	\$0	0	\$0

Total Estimated Labor Cost for Emergency Response Period

\$96,720.00

Force Account Equipment Use

	Number of Equipment Units	Average Daily Hours	Average Hourly Rate	Equipment Daily Cost	Number of Days in Period	Estimated Equipment Costs for Period
Command Trailer	2	24	\$44.00	\$1,056.00	4	\$4224.00
Logistics Trailer	1	0	0	\$200.00	4	\$800.00
Automobiles (Police/Fire/Etc.)	0	0	0	0	0	0
Ambulance	0	0	0	0	0	0
Bus (all types)	0	0	0	0	0	0
Fire Apparatus (all types)	0	0	0	0	0	0
Pickup Trucks	0	0	0	0	0	0
Trucks (various types)	2	24	\$9.30	\$446.40	4	\$1,758.60
Heavy Equipment (dozers/etc.)	0	0	0	0	0	0
Generators (all types)	0	0	0	0	0	0

Total Estimated Equipment Costs for Emergency Response Period

\$6,809.60

Material Use

	Number of Units	Unit Cost	Number of Days in Period	Period Cost
Description:	0	\$0	0	\$0
Description:	0	\$0	0	\$0
Description:	0	\$0	0	\$0
Description:	0	\$0	0	\$0
Description:	0	\$0	0	\$0
Description:	0	\$0	0	\$0
Total Estimated Material Costs for Emergency Response Period				\$0

Contract Services

	Period Cost
Description:	\$0
Description:	\$0
Description:	\$0
Description:	\$0
Description:	\$0

Total Estimated Contract Services Costs for Emergency Response Period \$0

Rental Equipment

	Number of Units	Unit Daily Cost	Daily Cost Rentals	# Days in Period	Period Cost
Rental Cars	6	\$50.00	\$300.00	4	\$1,200.00

Travel Costs

	#Personnel in Travel Status	Per Diem Costs	Daily Cost	# Days in Period	Period Cost
Meals	31	\$47.00	\$1,457.00	4	\$5,826.00
Hotel	31	\$133.00	\$4,123.00	4	\$16,492.00

Other Costs (explain)

	#Personnel in Travel Status	Per Diem Costs	Daily Cost	# Days in Period	Period Cost
Misc. Supplies	0	0	0	0	0

Total Period Estimated Emergency Response Costs for Unit \$131,273.60

Handout 7-4: ICS Form 209 Incident Status Summary

Refer to EL_975_HO_7-4_ICs_Form_209.pdf

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Activity 7.1: Cost Unit Leader

Cost Unit Leader Activity 7.1 Overview—Unit 7

Purpose

The purpose of this activity is to provide students with an opportunity to act as a Cost Unit Leader (COST) to respond to events within an incident scenario.

Objectives

Students will:

- Calculate a cost projection using information found on an ICS Form 209.
- Demonstrate proficiency using a cost estimating spreadsheet.

Activity Structure

This activity is scheduled to last approximately 1 hour. Students will work individually and in groups to estimate incident cost for the next operational period of the Liberty Ice Storm incident. Given the current state of the Liberty Ice Storm incident and costs/numbers of resources, students will calculate the projected cost for the next operational period.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Following are the specific activities/instructions for your participation in the activity:

1. In your group, select a group spokesperson.
2. It is now 1400 on 1/14 (Day 3) and ordered resources that were initially delayed arrived late on 1/13 and during the morning of 1/14. Responders are using strip mall negotiated in Activity 5 for a resting/sleeping area. You are now preparing cost estimates that are due by 1600 to include in the ICS Form 209 for 1/14.
3. Review the ICS Form 209 for 1/13 at 1800 to obtain resource status and cumulative costs to date for the incident.
4. Review the ICS Form 209 for 1/14 at 0600 to see the delayed resources that have arrived late on 1/13 and during the morning of 1/14.
5. Use the information found in these forms and the worksheet provided to calculate a cost estimate for the next operational period. Shaded areas on the worksheet indicate areas that need to be filled in.
6. Be prepared to discuss with the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Refer to EL_975_ACT_7.1_ICs_Form_209_1_of_2.pdf

Refer to EL_975_ACT_7.1_ICs_Form_209_2_of_2.pdf

Activity 7.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	35 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

Liberty County IMT	
Emergency Work Cost Estimate	
Event	Liberty Ice Storm
Department	Liberty County IMT
Unit	Finance

	Average Daily OT/CT	Average OC/TC Hourly Rate	1/12 Number of OH	1/12 Daily Cost	1/13 Number of OH	1/13 Daily Cost	1/14 Number of OH	1/14 Daily Cost
Overhead Personnel	12	\$65.00	48	\$37,440	48	\$37,440		
Reg Personnel	12	\$45.00	256	\$138,240	304	\$164,160		
SUBTOTAL			304	\$175,680	352	\$201,600		

Equipment	Average Daily Hours	Average Hourly Rate	Equipment Daily Rate	1/12 Number of Units	1/12 Daily Cost	1/13 Number of Units	1/13 Daily Cost	1/14 Number of Units	1/14 Daily Cost
Command Trailer	24	\$44	\$1,056	2	\$2,112	2	\$2,112		
Logistics Trailer				1		1			
Law Enforcement Units	16	\$53	\$848	30	\$25,440	40	\$33,920		
Ambulance	16	\$98	\$1,568	10	\$15,680	12	\$18,816		
Snowplows	16	\$64	\$1,024	30	\$30,720	50	\$51,200		
Fire Apparatus (all types)	16	\$1,153	\$18,448	33	\$608,784	42	\$774,186		
Rescue Units	16	\$106	\$1,696	5	\$8,480	7	\$11,872		
Trucks (various types)	24	\$9	\$223	2	\$446	2	\$446		
Heavy Equipment (dozers/etc.)			0	0	0	0	0		
Generators (all types)			0	0	0	0	0		
SUBTOTAL					\$691,662		\$893,182		

Contract Services		1/12 Number of Units	1/12 Daily Cost	1/13 Number of Units	1/13 Daily Cost	1/14 Number of Units	1/14 Daily Cost
Description:	Land Use Agreement - ICP						
Description:							
Description:							

Rental Equipment		Daily Rate	1/12 Number of Units	1/12 Daily Cost	1/13 Number of Units	1/13 Daily Cost	1/14 Number of Units	1/14 Daily Cost
Description:	Rental Cars	\$50	6	\$300	6	\$300	6	\$300
Description:								
Description:								

Per Diem	Daily Rate	1/12 Number of Units	1/12 Daily Cost	1/13 Number of Units	1/13 Daily Cost	1/14 Number of Units	1/14 Daily Cost
Meals	\$47	304	\$14,288	404	\$18,988		
Hotel		0	\$0	0	\$0		

Other (explain)		Daily Rate	1/12 Number of Units	1/12 Daily Cost	1/13 Number of Units	1/13 Daily Cost	1/14 Number of Units	1/14 Daily Cost
Description:	Misc. Supplies							
Description:								
Description:								

	1/12	1/13	1/14
Total Daily Cost	\$844,490	\$1,114,070	
Total Cost to Date	\$844,490	\$1,958,560	

Unit 8: Unit Management

STUDENT MANUAL

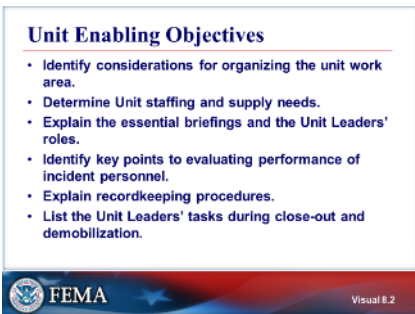
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Visual 8.1



Visual 8.2



Visual 8.3

UNIT 8: UNIT MANAGEMENT

UNIT TERMINAL OBJECTIVE

Explain a Finance/Administration Unit Leader's management and administrative responsibilities that are integral to the Finance/Administration Unit.


UNIT ENABLING OBJECTIVES

- Identify considerations for organizing the unit work area.
- Determine Unit staffing and supply needs.
- Explain the essential briefings and the Unit Leaders' roles.
- Identify key points to evaluating performance of incident personnel.
- Explain recordkeeping procedures.
- List the Unit Leaders' tasks during close-out and demobilization.

The Final Exam questions are based on the Unit Enabling Objectives.

Unit Management

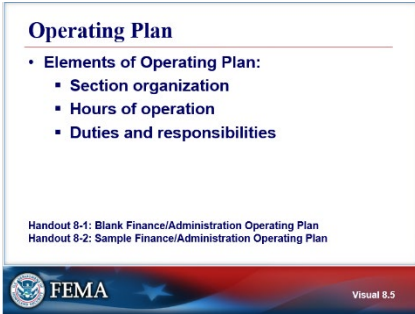
- This unit explores the various tasks involved in general unit management.
- Depending on your incident, you may or may not be responsible for performing these tasks, but it is good to be aware of how they work.

The image shows a slide with a blue header containing the FEMA logo and the text 'FEMA'. Below the header is a red and white graphic with the text 'Visual 8.4'.

Visual 8.4

UNIT MANAGEMENT

Responders will have a lasting impression of how they were treated when they went through the Finance/Administration processes. Be sure to act in a professional and courteous manner and direct your staff to as well, so that everyone has a positive experience with your Unit.



Visual 8.5

OPERATING PLAN

Refer to Handout 8-1: Blank Finance/Administration Operating Plan and Handout 8-2: Sample Finance/Administration Operating Plan.

As a Finance/Administration Unit Leader, you are not responsible for developing the Operating Plan—that is the Finance/Administration Section Chief’s job. You should be aware of the information contained in the plan and other sources of that information.

The Operating Plan is a valuable tool that may affect the success of Section and Unit operation. Qualified and trainee personnel can rely on the written direction provided to fulfill their incident responsibilities.

The Operating Plan is important because it provides consistency and organization by telling everyone what to do and when to do it.

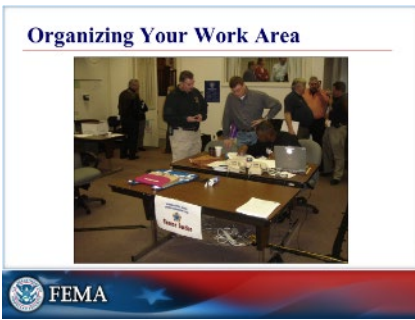
The complexity of the incident affects the detail of the Operating Plan.

The Operating Plan includes information regarding tasks to be performed, specific assignments, and timeframes of completion.

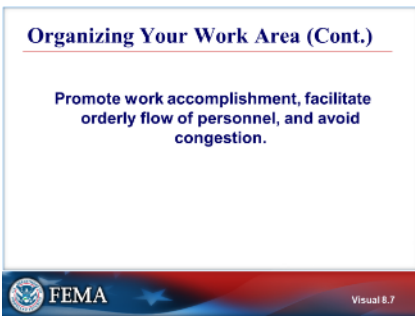
The Operating Plan documents ordering procedures and timeframes, submission requirements for Unit Logs, meeting and briefing schedules, and time reporting requirements.

The Finance/Administration Section Chief established work priorities and timeframes and identifies specific requirements (such as the Incident Finance Package). Unit work distribution and audit procedures are determined by the Unit Leaders.

Unit Leaders provide guidance on references to be used and incident agency requirements to ensure adherence to and application of established policy and regulations. Unit Leaders establish recordkeeping procedures that facilitate completion of the incident finance package, aid in information retrieval, and facilitate the demobilization process.



Visual 8.6



Visual 8.7

ORGANIZING YOUR WORK AREA

ORGANIZING YOUR WORK AREA (CONT.)

For all Unit Leaders, establish a posting area that is separate from the document receiving area.

Work with the Facilities Unit, and express your needs and desires regarding the location, workspace, and safety needs of your Unit.

Protection from the elements is particularly important because you will likely have a lot of papers in your Unit. They must be protected from the rain and wind!

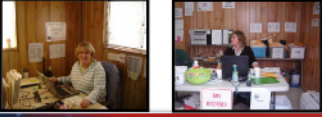
Considerations:

- Protection from elements.
- Lighting and heating.
- Access to electrical sources.
- Adequate work space with tables and chairs for all personnel.
- Accessible location, but not in the direct traffic flow.
- Access to communications equipment.
- Location to receive documents that does not interfere with work production.
- Records accessibility and security.
- Post unit name in a conspicuous place.

Time Unit Work Area

Facilitate:

- Personnel check-in
- Personnel hiring
- Submission of crew time reports



FEMA Visual 8.8

Visual 8.8

Procurement Unit Work Area

Facilitate:

- Contractor check-in.
- Submission of equipment time and use records.
- Provide area to hire and meet with contractors.

FEMA Visual 8.9

Visual 8.9

Compensation/Claims Unit Work Areas

- Compensation for Injury Specialist:
 - Close to or with Medical Unit.
 - Provide area for incident personnel to complete injury and illness paperwork.
- Claims Specialist:
 - Can be collocated with Unit Leader, close to other Finance personnel.
 - Provide area for incident personnel to complete claims paperwork.

FEMA Visual 8.10

Visual 8.10

Cost Unit Work Area

- Quiet area
- Electrical source
- As dust free as possible
- Close to other Finance/Administration personnel



FEMA Visual 8.11

Visual 8.11

TIME UNIT WORK AREA

After arriving resources have checked in at Status/Check-in, they need to check in with the Finance/Administration Section. This is an opportunity to obtain their contact information, give them all necessary forms, and explain timekeeping procedures.

PROCUREMENT UNIT WORK AREA

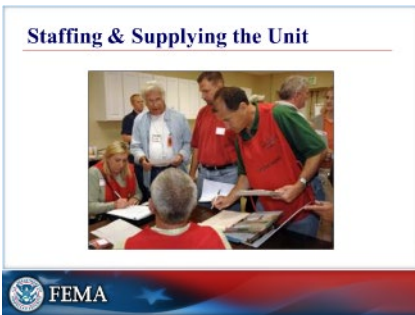
Contractors need to check in with the Procurement Unit Leader. The Procurement Unit Leader needs to review and understand their agreement.

COMPENSATION/CLAIMS UNIT WORK AREAS

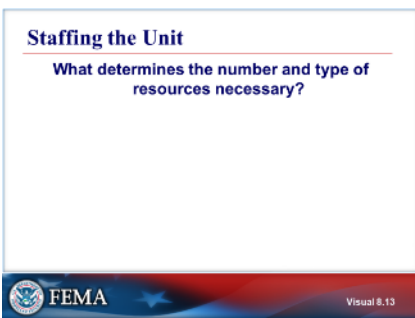
The Compensation/Claims Unit location may be split to facilitate Injury Specialist and Claims Specialist duties. It may be beneficial to locate the Compensation/Claims Unit Leader with the Medical Unit.

COST UNIT WORK AREA

- Quiet area to because the unit is busy trying to prepare information and analyses
- Electrical source adequate for computer systems
- As dust free as possible to keep computers and paperwork clean
- Close to other Finance/Administration personnel to support information exchange



Visual 8.12



Visual 8.13


STAFFING & SUPPLYING THE UNIT

STAFFING THE UNIT

- Consider available information to determine personnel necessary to staff Finance/Administration units.
- Identify work processes to be used to determine the number and types of staff needed in the unit.
- Incident complexity determines the number of Finance/Administration resources to order:
 - Size and type of incident
 - Estimated duration
 - Resources ordered or assigned
 - Number of jurisdictional agencies involved
 - Number of operational periods
 - Financial constraints

Staffing Section Priorities

- What is the priority order for filling the Section?
- Where could you find people outside the IMT to perform Finance/Administration Unit functions?



FEMA Visual 8.14

Visual 8.14

STAFFING SECTION PRIORITIES

On a Type 3 incident, it is common for the Finance/Administration Section to not have all the Unit Leader positions filled. It is important to talk to your team and have a plan for how to accomplish all the functions of the Finance/Administration Section with limited staff. If more people are needed, it is up to the Finance/Administration Section Chief and the Unit Leaders to raise that flag.

What is the priority order for filling the section?


- This will vary by incident! On some incidents, the priority may be to staff the Procurement Unit Leader or Time Unit Leader first.
- If there are not any pressing claims, it may be possible to wait on a Compensation/Claims Unit Leader. Unit Leaders may be people the Finance/Administration Section Chief works with and is familiar with their skills.
- The FOG provides different scenarios for how to fill units.

Where could you find people outside the IMT to perform Finance/Administration Unit functions?

- Contact a local agency Finance Representative! They can connect you with the right people to help.
- Someone from a local agency that does payroll could fill in as Time Unit Leader.
- Someone involved in the audit department at a local agency could perform the Cost Unit Leader function.
- The Contracting Officer from a local agency could help the Procurement Unit Leader.
- People from responding agencies or local resources that are familiar with the responders could help. You could treat them like a trainee until they are familiar with the job.

Order Unit Supplies & Forms

- Determine needs based on number of personnel, projected incident duration, special needs.
- Talk to Finance/Administration Section Chief to learn Section supply ordering process.
- Follow up with Supply Unit Leader.

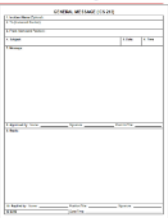


Visual 8.15


Visual 8.15

ICS Form 213 - General Message

- Used to order any resources needed for the unit.
- Completed form goes to the Supply Unit.



Handout 8-3: ICS Form 213



Visual 8.16

Visual 8.16

ORDER UNIT SUPPLIES & FORMS

The process of ordering needed supplies and forms for the Unit.

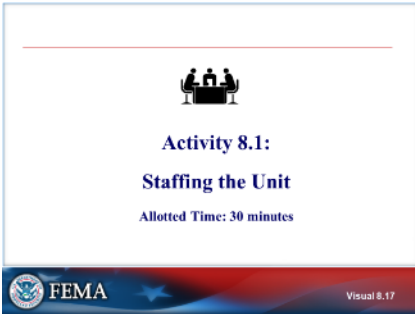
- Order supplies and forms using an ICS Form 213 General Message.
- The Finance/Administration Section Chief usually reviews and approves all orders.
- Order additional supplies as needed to operate the unit.
- Consider the need for communication equipment.

Coordinate with Facilities Unit, Communications Unit, and Planning Section to obtain necessary communication equipment for your Unit. Copy and fax machines may be shared by several Units and not located in your Unit.

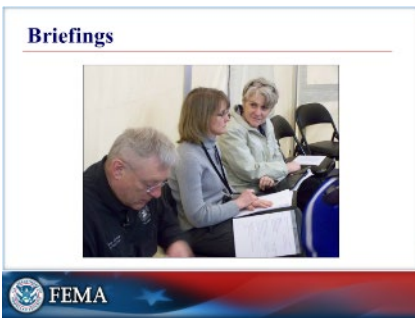
ICS FORM 213 - GENERAL MESSAGE

- Be as specific as possible when filling out your ICS Form 213 General Message.
- One tip is to use the "Subject" area to put "Overhead," "Supplies," or "Forms" "Order." This will make it easier for the Logistics Section to quickly reply to your request.
- Recording the date and time is critical for tracking order status and ensuring a timely response.
- The "Message" section is for explaining the reasoning behind an order, providing specifics as to what's needed, how many, when it's needed and reporting location. This may be appropriate when there are funding constraints and you are concerned that your order may be rejected."

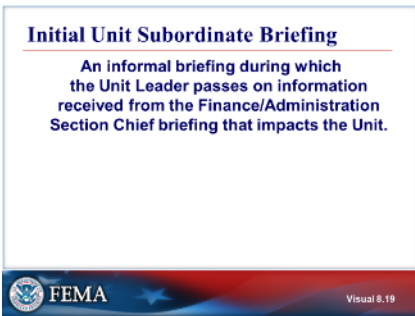
Refer to Handout 8-3: ICS Form 213 General Message.



Visual 8.17



Visual 8.18



Visual 8.19

ACTIVITY 8.1: STAFFING THE UNIT

The instructor will explain Activity 8.1.

You will have 30 minute to complete the activity.

BRIEFINGS

INITIAL UNIT SUBORDINATE BRIEFING


Be sure to pass on information received from briefings you attended previously that impacts the unit. Be prepared to answer any questions your team may have.

Unit 2 covered the Finance/Administration Section Chief briefing and identified information pertinent to each Finance/Administration Unit Leader. If you have subordinate staff working in your Unit, it is important to pass on that pertinent information and keep your staff informed and up to date.

The Finance/Administration Units often work in the background of the incident. It is still useful to know what is going on out on the incident.

Operational Period Briefing



- The Operational Period Briefing is held at the beginning of each Operational Period to brief incident personnel. IMT members:
 - Review the IAP.
 - Discuss safety concerns and weather predictions.
 - Discuss section-specific information.



Visual 8.20

Periodic Finance/Administration Section Briefings

Briefings will occur as needed. Be ready to provide and receive pertinent information.

Visual 8.21

OPERATIONAL PERIOD BRIEFING

This briefing is an important source of information for Unit Leaders (Unit Leaders can attend), where changes in incident status or policy are communicated.

PERIODIC FINANCE/ADMINISTRATION SECTION BRIEFINGS

- Mobilization or demobilization of resources.
- Changes in tactics or strategy that require establishment of other staging areas that may affect unit operational procedures such as Personnel Time Recorders located at multiple camps, coordination of medical treatment and injury documentation, time submission.
- Procedural changes that may affect work accomplishment such as faxing time reports to home units and administrative payment team requirements; and cost reporting on the ICS Form 209 Incident Summary.

Unit Leaders gather information from daily briefings with the Finance/Administration Section Chief, attending Operational Period Briefings, reviewing the IAP, communicating with other Sections and Units, etc.


Unit Leaders share information, gathered from the Finance/Administration Section Chief and other sources, with Unit subordinates.

In addition to general incident status information, Unit Leaders provide updates on information pertinent to the Unit. Unit Leaders can remind each other to prepare certain forms or provide necessary information.

Unit Leaders have a good idea of what is happening on the incident, and can remind the Finance/Administration Section Chief if there needs to be a briefing or inform him or her of questions or concerns that may come up.

Performance Evaluations

- Unit Leaders evaluate the performance of their subordinate staff
- Performance elements must be measurable
- Translate tasks into discrete responsibilities.
- Performance is evaluated through the assignment
- Conduct evaluations one-on-one
- Performance evaluation requirements are jurisdiction-specific
- Discuss problems or concerns as they arise
- Recognize good performance
- Address issues before they escalate



Visual 8.22

Visual 8.22

PERFORMANCE EVALUATIONS

Performance evaluations are a key piece of management for a smooth incident.

Relevance and scope of performance evaluations.

- Part of a Unit Leader's job is to evaluate the performance of their subordinate staff, according to agency policy.
- Performance elements must be measurable and directly related to assigned tasks.
- Translate tasks into fine, discrete responsibilities.
- Performance is evaluated through the assignment.
- Performance evaluations should be conducted one-on-one.
- Performance evaluations are jurisdiction-specific. Sometimes they are only done for trainees and in the case of poor performance.
- Discuss problems or concerns as they arise, and recognize good performance as it occurs. Do not wait for an issue to escalate before addressing it. If there is a serious problem that cannot be resolved, you can demobilize the person involved.

ICS Form 225 Incident Personnel Performance Rating

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT EVENT

1. Name: _____

2. Incident Name: _____

3. Incident Agency and Address: _____

4. Incident Date: _____

5. Incident Agency and Address: _____

6. Incident Date: _____

7. Incident Agency and Address: _____

8. Incident Date: _____

9. Incident Agency and Address: _____

10. Incident Date: _____

11. Incident Agency and Address: _____

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100. Incident Date: _____

Handout 8-4: ICS Form 225

FEMA

Visual 8.23

ICS FORM 225 INCIDENT PERSONNEL PERFORMANCE RATING

Purpose of the ICS Form 225 Incident Personnel Performance Rating:

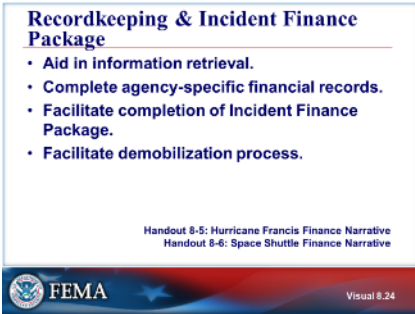
- The final evaluation indicates the level of performance attained. Evaluations go back to a responder's home Unit. Be sure to provide accurate information regarding a person's performance. If they are performing poorly, they will keep coming back into the system unless you address it now on their evaluation.
- "Remarks" section is where you list examples and concrete information to justify your ratings
- Supervisor completes a narrative statement on the performance evaluation form and identifies:
 - Specific areas of exceptional performance;
 - Areas that need improvement;
 - Recommendations for additional training and assignments; and
 - Subordinate training needs and possible cross-training opportunities.

The list of duties in the FOG and the competencies in the PTB are other sources where measurable performance standards can be identified.

Feedback should be more than just checking the boxes.

- Explain why each rating was selected. Feedback and constant coaching is critical in a performance-based system.
- Performance feedback is especially critical to trainees and the training coordinator to give them an idea of how the person is progressing.

Refer to Handout 8-4: ICS Form 225.



Visual 8.24

RECORDKEEPING & INCIDENT FINANCE PACKAGE

- Recordkeeping:
 - Each file and envelope should be clearly marked with incident name and number, unit name, and contents.
 - Create contents list and place in each box.
 - Separate files requiring additional action from completed files.
- Incident Finance Package (IFP):
 - Communicate IFP requirements to subordinate staff to ensure documentation requirements are met.
 - The IFP is reviewed and evaluated by the incident agency during finance/administration close-out and after release of the team. Inadequate documentation could mean costs get disallowed.
 - The IFP is boxed and clearly labeled with the incident name and number, Finance/Administration Section, and unit name.
 - If you have more than one box, number them 1 of 4, 2 of 4, etc.
 - Use boxes with handles and lids for transporting.
 - Provide the incident agency the unit narrative, if required, and the written follow-up list for unresolved issues and incomplete items.

The incident Agency may provide guidelines on how it wants the files organized. This Agency will be the keeper of the files following the incident.

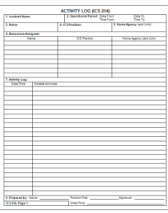
Refer to Handout 8-5: Hurricane Francis Finance/Administration Narrative and Handout 8-6: Space Shuttle Finance/Administration Narrative. In addition to these narratives, the IIBMh Ch40 has exhibits for unit guidelines for the IFP. (Refer to page 208.)

<https://www.nwcg.gov/sites/default/files/publications/pms902.pdf>

ICS Form 214 Activity Log

- Used to record details of unit activity.
- Provides a basic reference from which to extract information for inclusion in an after-action report.

Handout 8-7: ICS Form 214



FEMA Visual 8.25

Visual 8.25

Unit Leader Close-Out Actions

- What actions should all Unit Leaders take to close out their unit prior to demobilization?
- What should Unit Leaders consider when transitioning to another IMT or to an incident agency?

FEMA Visual 8.26

Visual 8.26

ICS FORM 214 ACTIVITY LOG

The ICS Form 214 is a valuable part of your Unit recordkeeping and documentation and should capture the three A's: **Actions**, **Agreements**, **Accidents**.

Document facts, not opinions.

The ICS Form 214 can be used as a legal document.

Refer to Handout 8-7: ICS Form 214.

UNIT LEADER CLOSE-OUT ACTIONS

Unit Leader actions in demobilization


- Establish timeframes for submitting records and for completing demobilization activities.
- Establish an area for demobilization and close-out of resources.
- Ensure all documentation is correct and up to date.
- Complete final Unit Log.
- Complete Unit Incident Finance Package.
- Provide narrative to incident agency for unresolved or incomplete issues and items.

Transition close-out actions

- Provide incident agency personnel performance evaluations, and include exceptional or less than satisfactory performance.
- Indicate follow-up needed to complete Incident Finance Package.
- Share necessary contact information:
 - Yours for future questions;
 - Past or current contacts on specific issues; and
 - Unit staff available to remain at incident.
- Identify unresolved problems, incomplete documentation, and any potential claims.

Unit Personnel Demobilization

- Obtain release priorities from the Finance/Administration Section Chief.
- Ensure adequate staffing during the demobilization process.
- Brief subordinate staff on demobilization procedures and responsibilities.
- Complete performance evaluations.
- Coordinate with Facilities Unit Leader to dismantle work area and return supplies and equipment.

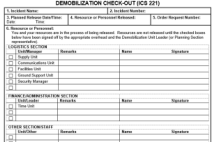


Visual 8.27


UNIT PERSONNEL DEMOBILIZATION

ICS Form 221 Demobilization Check-Out

Designate responsibility within the Unit for final signature on time records and ICS Form 221.



Handout 8-8: ICS Form 221



Visual 8.28


ICS FORM 221 DEMOBILIZATION CHECK-OUT

If the “Time Unit” box is checked on the ICS Form 221, all responders will have to check out with Time Unit Leader before leaving the incident. All the checked boxes above Time Unit Leader must be signed off first so that you know they have returned all property they may have checked out.

Refer to Handout 8-8: ICS Form 221.

Objectives Review

1. Name a consideration for setting up each work area.
2. What factors affect staffing and supply needs?
3. What essential briefings should the Unit Leaders participate in, and what should their roles be?
4. What should the Unit Leaders keep in mind regarding performance evaluations?
5. What is used for recordkeeping?
6. What tasks should all Unit Leaders accomplish during close-out and demobilization?



Visual 8.29

OBJECTIVES REVIEW

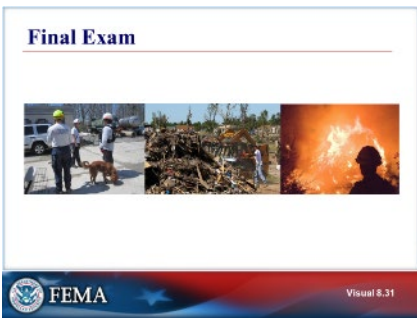
Unit Enabling Objectives

- Identify considerations for organizing the unit work area.
- Determine Unit staffing and supply needs.
- Explain the essential briefings and the Unit Leaders’ roles.
- Identify key points to evaluating performance of incident personnel.
- Explain recordkeeping procedures.
- List the Unit Leaders’ tasks during close-out and demobilization.



Visual 8.30

REVIEW COURSE EXPECTATIONS



Visual 8.31

FINAL EXAM

END OF COURSE

Supplemental Materials

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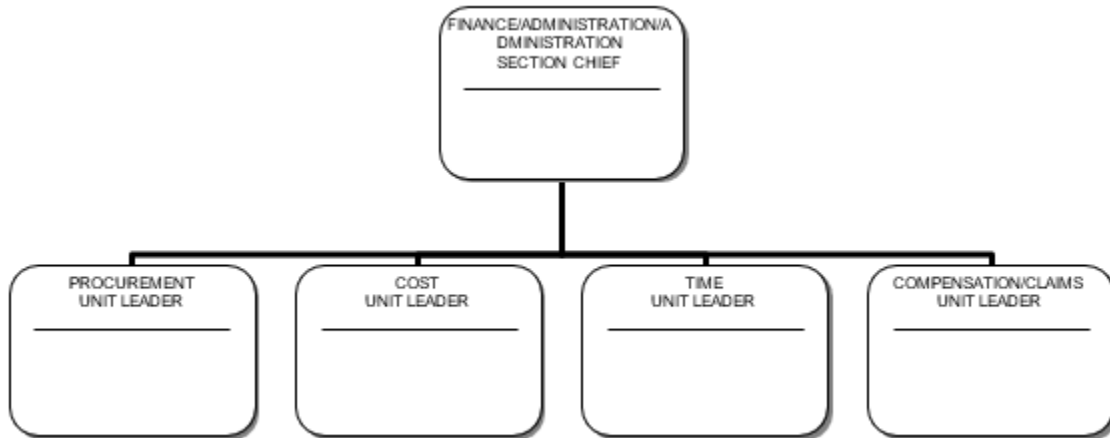
Handout 8-1: Blank Finance/Administration Operating Plan

BLANK FINANCE/ADMINISTRATION OPERATING PLAN

Incident Name & No. _____

Date _____

1. FINANCE/ADMINISTRATION ORGANIZATION



Deputy Finance/Administration Section Chief: _____

Personnel Time Recorder(s): _____

Equipment Time Recorder(s): _____

Compensation Specialist: _____

Claims Specialist: _____

2. WORK SCHEDULES

Unit Leaders – on duty: _____
(Keep Finance/Administration Section Chief advised of your locations when resting or off duty)

Personnel Time Recorders: _____

Equipment Time Recorders: _____

3. BRIEFING SCHEDULE

Finance/Administration Section Briefing: _____ AM

_____ PM

Planning Meetings: _____ AM

_____ PM

4. REPORT DUE TIMES

Costs to Planning _____

5. WORK PRIORITIES

Time Unit _____

Procurement Unit _____

Comp/Claims Unit _____

Cost Unit _____

Handout 8-2: Sample Finance/Administration Operating Plan

SAMPLE FINANCE/ADMINISTRATION OPERATING PLAN

EXPECTATIONS

- Provide accurate and timely customer service with customers and local contacts.
- Conduct yourself in a professional and courteous manner treating others with respect at all times.
- Structure operational hours to allow for coverage of shift changes but not to exceed 15 hours/day ensuring compliance with the 2/1 work/rest cycles.
- Provide for a safe & positive work environment and ensure communication is clear and continual to minimize any misunderstandings. Establish contacts & maintain communications continually.
- Uniform components are to be worn at all times while assigned to the incident.
- All overhead and supply orders are to be approved by FSC before placing. Every effort should be made to consolidate orders for the section. Only order the basics needed to complete the job.

TEAMWORK is expected and promoted at all times as well as unit coordination and coverage.

PERSONNEL/EQUIPMENT TIMEKEEPING

- **Crew Time Reports/Shift Tickets** - Ensure that each record is being ***turned in daily*** and reviewed for completeness ***before acceptance***. Set up an area outside of data input area for documents to be received. Completeness includes signatures by the next level supervisor or the individual responsible for supervising the equipment, excessive shifts justified and mitigation form completed, compensable meal breaks explained, HP identified, and any other unusual circumstances noted. Set up location for MASTER SET of RESOURCE ORDERS and SUPPORT DOCUMENTATION.
- CTR is collected for ALL RESOURCES assigned to incident. Serves as documentation only for agencies not being paid on an FTR to ensure adherence to work/rest cycles and shift lengths.
- Maintain a log of all crews and equipment and have posted for everyone's access in work area.
- Maintain a log for work/rest cycle tracking on crews/engines ***when using 24 hr management cycles***.
- Ensure fuel issue records are being recorded correctly and turned in daily by the fuel contractor. Review for accuracy and ensure fuel issues are posted as a deduction on contractor's invoices.
- Ensure that all equipment has been inspected and documentation is on file along with copy of agreement.

- Keep log of packages sent to an ADO or unit paying office for partial or full payment.
- Establish a process for auditing all documents before release and payment.

COMPENSATION FOR INJURY AND CLAIMS

- Ensure a log is kept for all claims and injuries and a case file is prepared for every incident.
- Ensure a copy of all treatment documentation is attached to employees fire time report.
- Ensure all documentation files are complete. Prepare a Medical Operating Plan outlining process & payment method.

COSTS

- Costs are gathered and reported daily in coordination with ICS Form 209 requirements & obligation of accruals.
- Develop a system to track accumulated costs based on incident requirement.
- Identify high cost areas and make recommendation to FSC.
- Coordinate with cost apportionment group if assigned.

DEMOBILIZATION

- Ensure all-time records are accurate and complete and signed by both Contractor and Govt. representatives.
- Ensure all injury, claims, etc. documentation is attached to time records and commissary posted.
- Keep one copy of complete finance package for incident pkg.
- Set up area and file system to allow for a smooth demobilization and filing of documents.

Handout 8-3: ICS Form 213 General Message

Refer to EL_975_HO_8-3_ICs_Form_213.pdf

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Activity 8.1: Staffing the Unit

Staffing the Unit

Activity 8.1 Overview—Unit 8

Purpose

The purpose of this activity is to provide students with an opportunity to identify things to consider in determining appropriate levels of staffing for a Finance/Administration Unit.

Objectives

Students will:

- Identify factors to consider when determining staffing levels for Finance/Administration Units.

Activity Structure

This activity uses the Liberty County Ice Storm incident scenario and is scheduled to last approximately 30 minutes. It is designed to incorporate students' homework procedures. Each group will act as a different Finance/Administration Unit Leader (FAUL). The instructor should direct students to the Finance/Administration Section Operating Plan in their supplemental resources, to serve as an additional resource. The instructor will insert as many "what-ifs" as time allows to work through potential circumstances.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Following are the specific activities and instructions for your participation in the activity:

1. In your group, select a group spokesperson.
2. Use the FSC briefing, current and ordered resources, the Finance/Administration Section Operating Plan, and any other information you have gathered about the incident scenario, to determine what staff, resources, and equipment should be ordered for the Finance/Administration Units.
3. List key things you considered while determining your recommendation.
4. Write your answers on an easel pad and be prepared to discuss them with the rest of the class.

Instructors moderate discussions, answer questions, and provide additional information as required.

Activity 8.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Review scenario	15 minutes	Large Group
Record info	15 minutes	Classroom

Activity 8.1 Scenario

Think back to when it was shortly after the FSC briefing at 1700 hours on the first day, right when you arrived and before you set up your Unit.

Given the number of current and ordered resources at that time, what staff, supplies, and equipment should be ordered for the Finance/Administration Units?

Given your home agency work procedures, identify things to consider when determining the appropriate levels of staffing. Be sure to consider the type of deployment.

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Handout 8-4: ICS Form 225 Incident Personnel Performance Rating

Refer to EL_975_HO_8-4_ICs_Form_225.pdf

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Handout 8-5: Hurricane Francis Finance/Administration Narrative

Finance/ Administration Narrative Hurricane Frances FL-FEM-004042

Prepositioning – CA IIMT 2 and 5 other National IMTs were pre-positioned to be able to provide emergency response following Hurricane Frances. The team was provided with an agency administrator's briefing which included briefing by the Regional Incident Business Coordinator.

Incident Business Coordination – An Incident Business Advisor was assigned to provide administrative coordination and oversight. The various IBAs reported to the Regional Incident Business Coordinator. This reporting relationship did not provide adequate coordination with Area Command which was located at FEMA's Disaster Field Office. There were different expectations for duty hours and work articulated by the IBAs which were different than was communicated to the IC's by Area Command. A preferred structure would have the lead IBA be assigned to Area Command so that the staff function business would be better coordinated with operational direction.

While there was some benefit of an Incident Business Advisor, on the whole there was insufficient workload to warrant a full time IBA to accompany the team. The primary benefit was in the coordination of cost reporting information from the State teams and in obtaining approvals for unusual procurements. Confusion of roles and function is exacerbated when you have assignment of an IBA at the ICP when there is an insufficient workload and complexity of assignment.

Mission Assignment/Tasking – The transition from pre-positioning under the "Surge" to a mission assignment under a new F code needs to be improved. IMTs were instructed to purchase enough supplies needed to be self-sufficient for the first 72 hours. Initially there was reluctance to issue S numbers for the supplies because a new F code and a new tasking from FEMA had not been received. This created a situation where PROCs were reluctant to procure items because the proper procedures were not followed. LSCs could not issue S numbers because they needed to come from SACC. It took approximately 18 hours before S numbers were issued delaying our deployment to Lakeland.

Incident Automation/ISuite – The 2004 version of ISuite is being used for resource statusing (IRSS), personnel and equipment timekeeping (ITS), and for costs (ICARS). The upgrade to ISuite provided many improvements in the stability of the program and helping speed up finance/administration procedures and processes. The download from the ROSS database

has greatly improved the tracking of incident resources. Jeff Park and Donna Tate worked with each of the IMTs to help install ISuite and provide technical assistance which was extremely helpful in operating ISuite.

Incident Accruals/Obligations – Team 2 was reporting accruals/obligations for two State teams who were ordering resources from the Federal system when they were unable to obtain resources from the state system. The Georgia Forestry Commission IMT was located in Lakeland, FL and managed the distribution of commodities. Support was also provided the Florida State Blue Team who managed a R&D facility in Orlando, FL. The state teams were provided two “F” codes for their incident for state and Federal orders. The “F” codes for Federal orders were the same as the “F” code for Team 2. This process worked well.

Finance/Administration Operations – Finance/Administration workload was extremely light for all finance/administration units. Team 2 Finance has 9 members which includes 4 trainees. 7 regular team members and an extra FSC (due to a dispatch error) were more than sufficient for the workload. The COMP, COMP (T) and extra FSC were farmed out to perform other duties in Plans, Logistics and Operations.

Procurement - There were only 4 EERAs which covered a CWN caterer, a refrigeration van, a handwashing unit and the portable shower unit. The caterer and shower unit remain under contract when Team 2 evacuated the Lakeland facility. A partial payment was processed which included mileage to the Atlanta staging area in anticipation of redeployment to Lakeland after Hurricane Ivan.

Time – Time was kept for only 100 some of which were local government who turned in CTRs for documentation only.

Compensation and Claims – There was only one compensation case and no claims.

Handout 8-6: Space Shuttle Finance/Administration Narrative

Finance/Administration Narrative

PNW Team 2 finance procedures and systems were set up and operating well when CA IIMT 2 assumed management of the incident. The transition of CA IIMT 2 was further facilitated by the fact that the COST, Procurement Unit Leader (PROC), and the COMP remained with CA IIMT 2 for 2-10 days after PNW Team 2 left the incident.

Incident Obligation Demonstration

The Shuttle Recovery Incident is a test bed for the accelerated obligation of incident financial transactions. ICARS was used to provide daily cost data for the Incident Obligation Demonstration Project. The heavy reliance on ICARS for a purpose that ICARS was not designed was a significant complication. CA IIMT 2 was very fortunate that our COST is also a Forest Chief Financial Officer and familiar with both the capabilities of ICARS and the financial records and transactions in the obligation and payment processes. Processes have been developed and are being tested using ICARS as well as other steps in the procurement process to speed up the obligation process. As with any test and development project in the very early stage, rules and processes were changed frequently. The lessons learned by the different IMTs point out that a speedier process is possible however current processes as tested would be problematic with the current skill level and availability of Cost Unit Leaders. Incident Obligations added a dimension of complexity to the work as well as a change in the role of the Cost Unit Leader. The different changes and patches to ICARS were intended to provide additional detail so that different types of transactions were separated according to whether they needed to be obligated locally. This requires the COST to be more knowledgeable of the payment and obligation processes in FFIS. Similarly, there was a need for custom reports or queries of the database to facilitate upward reporting which required a much higher level of knowledge of Microsoft Access. While the impact would be substantially lessened as standardized reports and coding conventions are developed the COST position will still be more complicated in the future.

Commissary

Sterling and Martinez was the national contract commissary at the Corsicana Incident Base/Camp. There were numerous complaints regarding the availability of t-shirts and sweatshirts as well as complaints regarding rude behavior by one of the contractor's employees. Sterling and Martinez quickly and seriously dealt with the employee in question by terminating his employment. T-shirts took much longer to correct. Liz Martinez had difficulty getting an adequate supply of t-shirts from the NASA approved vendor. She finally had a different design approved, and t-shirts were finally available for sale on April 3 slightly more than a month from her February 27 arrival.

Incident Automation

We continued using the ISuite bundle of programs for time, equipment, and planning functions. PNW Team 2 left us with a database and operating protocols which were operating well. The database is very large, running 14 megabytes after backup and being compressed. Of particular note is the check-in-data entry form that PNW Team 2 developed to replace the check-in log. It is a two-part form that facilitates the collection and data entry of information by plans and finance/administration. The only difference in team protocol for CA IIMT 2 was the entry of contactor information by equipment time rather than Check-in and more frequent back-ups to the database.

Compensation for Injury, Claims, and Accident Investigation

Since the beginning of the incident on February 22, 2003, there have been 217 documented injuries and illnesses. Of those, 198 were issued Agency Provided Medical Care (APMC) numbers. Of those injuries reported, 13 of the cases are OWCP claims. Additionally, 19 employees have completed CA-1s for documentation purposes only. Of those 198 APMC numbers given out, only 40 of them have been during Team 2's tenure on the assignment.

A thorough review of compensation cases was performed on April 1 and 2 by Charlie Wilcox, from the Disaster Field Office in Lufkin. A number of problems were identified such as: Two APMC forms were sent back to the home unit for treatment, one of which was for \$1,185 for dental care; and a personal prescription was refilled without charge to the employee. Mr. Wilcox's review was also helpful in arranging an improved payment procedure for the doctor's billing from Navarro Hospital.

A key factor in Team 2's fewer number of outside medical treatment was an onsite Physician Assistant (PA). A total of 117 patients were treated and released back to work during the incident; 77 patients were treated during Team 2's assignment with 16 prescription-only patients. CA-1s were offered to the patients for documentation purposes.

Team 2's tracking methods reflect that dental was the principal injury or illness for which APMCs were issued, with a total of 27 dental incidents. Knee Injuries followed with 22 incidents and Poison Ivy with 21 incidents. There were various other injuries and illnesses.

Claims

Since the beginning of the incident, there have been a total of 28 documented claims with 2 tort claims, 2 being potential claims against the government and 1 potential claim for the government. The principal claim is for employee lost or damaged property with

16 claims being submitted. In addition, there have been 5 motor vehicle accidents, all rentals. Each incident was documented for the record.

The DFO gave direction to mitigate and resolve small tort claims. The Texas Forest Service has coordinated all mitigation efforts including the two potential claims.

Procurement Unit

The delegation of authority directed the IMT to purchase locally as much as possible. This was accomplished by using the PROC and a Purchasing Agent with \$100,000 authority. Some team members with micro purchasing authority also accomplished some procurement. The Buying Team supporting the ICP was based in Palestine and for the first 10 to 14 days of the assignment was very busy supporting the IMT at Palestine, which was without a PROC. When the ice storm occurred, the Buying Team Leader at Palestine asked Gary Baber, the PROC at Corsicana to take on as much procurement as possible. Once things smoothed out in Palestine and conditions improved in Corsicana, the Buying Team was better able to support Corsicana, and activities proceeded as they would on a fire assignment. The importance of buying locally was stressed to the Buying Team, and that request was honored.

Time Unit

The workload for the PNW Team 2 Time Unit was very busy with a peak of 50 Hardware Search Teams and three camp crews. Crew strength was reduced to 44 Crews during CA IIMT 2's tenure and will be reduced to 30 with the arrival of the Blue Mountains T2 Team. Crew rotations are 14 days for AD and Regular Government Crews and 30 commitments for contract crews.

Crews were instructed to work no longer than 12 hours per day and were able to meet that requirement. Overhead personnel worked an average of 14 hours per day. Meeting the work-rest policy was not an issue on this assignment.

All copies of the Crew Time Reports (CTRs) and Fire Time Reports or Forms OF-288 (FTRs) are on file in the Final Fire Package. The Texas Forest Service has requested duplicate copies of personnel time records, which includes both FTRs and CTRs.

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Handout 8-7: ICS Form 214 - Activity Log

Refer to EL_975_HO_8-7_ICs_Form_214.pdf

Handout 8-8: ICS Form 221 - Demobilization Checkout

Refer to EL_975_HO_8-8_ICs_Form_221.pdf

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