

E/L0973

# NIMS ICS All-Hazards Finance/Administration Section Chief Course



FEMA

## Student Manual

March 2025  
Version 1.0



*Deputy Administrator meets with NYS Emergency Management officials in the Sandy Recovery Office to discuss financial issues.*

This page intentionally left blank.

## Table of Contents

Unit 1: Course Introduction .....	5
Supplemental Materials.....	17
Unit 2: Information Gathering and Sharing .....	25
Supplemental Materials.....	33
Unit 3: Section Management .....	55
Supplemental Materials.....	69
Unit 4: Interaction and Coordination .....	162
Supplemental Materials.....	172
Unit 5: Demobilization and Closeout.....	192
Supplemental Materials.....	200

This page intentionally left blank.

---

# Unit 1: Course Introduction

STUDENT MANUAL

---

---

---

This page intentionally left blank.



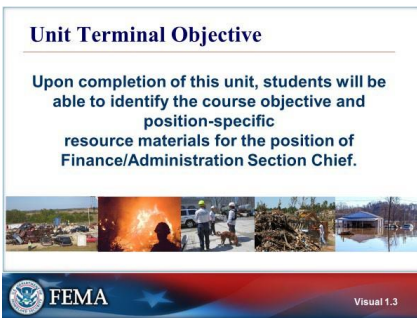
Visual 1.1

**E/L0973: ALL-HAZARDS FINANCE/ADMINISTRATION SECTION CHIEF**



Visual 1.2

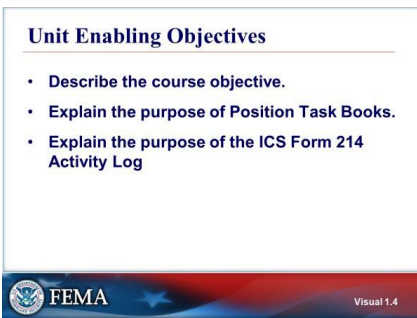
**UNIT 1: COURSE INTRODUCTION**



Visual 1.3

**UNIT TERMINAL OBJECTIVE**

Upon completion of this unit, students will be able to identify the course objective and position-specific resource materials for the position of Finance/Administration Section Chief.

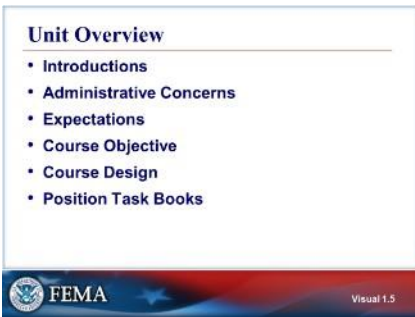


Visual 1.4

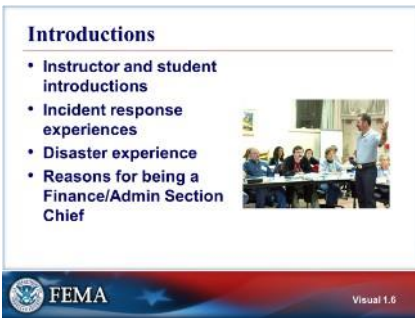
**UNIT ENABLING OBJECTIVES**

- Describe the course objectives.
- Explain the purpose of Position Task Books.
- Explain the purpose of the ICS Form 214 Activity Log.

The Pretest and Final Exam are based on the Unit Enabling Objectives from Units 2–5.



Visual 1.5



Visual 1.6



Visual 1.7

## 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 Section Chief versions of these resources.

## INTRODUCTIONS

The Instructor gives an overview of his/her personal experience as a Finance/Administration Section Chief and the agencies in which he/she has 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 Finance/Administration Section Chief.

After the introductions, the Instructor will administer the Pretest.

## ADMINISTRATIVE CONCERNS

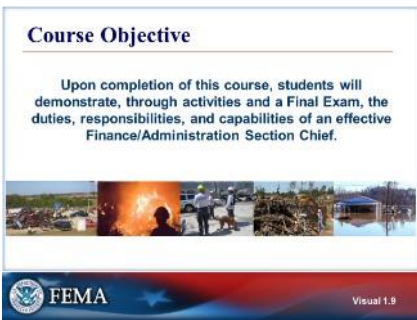
- Lodging
- Transportation
- Safety Procedures
- Smoking policy
- Message location and available telephones
- Cell phone, texting, and email policies
- Restrooms and drinking fountains
- Other local information and facility safety
- Lunches/breaks



Visual 1.8

## EXPECTATIONS

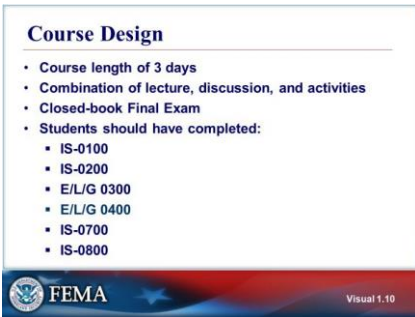
Share your expectations for the course.



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 an effective Finance/Administration Section Chief.



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 an IMT (in this course, Finance/Administration Section Chief) in an all-hazards context.

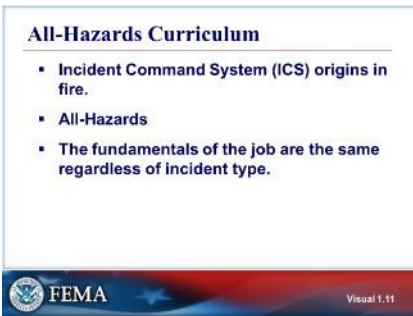
**Course Prerequisites:** (Most current variants of all IS courses and ICS 300/400)

- IS-0100: An Introduction to the Incident Command System (ICS)
- IS-0200: Basic Incident Command System for Initial Response
- E/L/G0300: Intermediate Incident Command System for Expanding Incidents
- E/L/G0400: Advanced Incident Command System for Command and General Staff – Complex Incidents
- IS-0700: An Introduction to the National Incident Management System (NIMS)
- IS-0800: National Response Framework (NRF), An Introduction

### Courses Recommendations:

- G0191: ICS/EOC Interface Workshop (Emergency Management Institute)
- O305: Type 3 AHIMT Training Course (U.S. Fire Administration)
- O337: Command & General Staff Functions for Local Incident Management Team (National Fire Academy)

### Closed-Book Final Exam:



Visual 1.11

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; 1 hour will be allotted for its completion, and the Final Exam's questions will be based on the Unit Enabling Objectives for Units 2–5. Unit 1 will not be tested in the Pretest nor the Final Exam.

## ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position-Specific training: It 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 varied cadre of course developers with Finance/Administration Section Chief backgrounds.

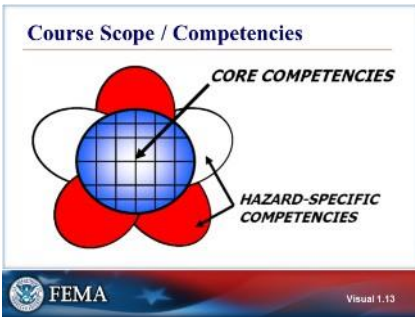
Given our personal incident experiences, each of us – instructors included – have a limited perspective (by no means All-Hazards).

A Finance/Administration Section Chief needs to fundamentally possess the same core knowledge, skills, and abilities whether he/she is 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 Section Chief is the same.



## DISCUSSION ACTIVITY

Visual 1.12



Visual 1.13

## COURSE SCOPE/COMPETENCIES

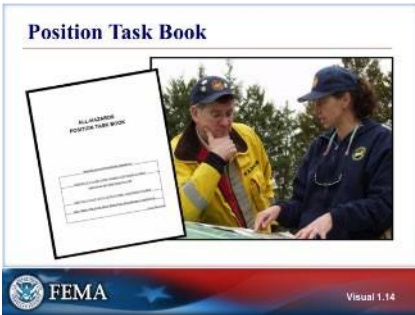
Competency is a broad description that groups core behaviors necessary to perform a specific function.

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

### Key Points:

- Core competencies are the competencies required of a Finance/Administration Section Chief 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 Section Chief with only the center of the flower or only the petals—"The flower needs to be complete" to ensure qualification.

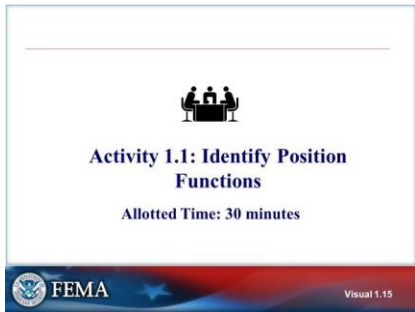
This course will help to establish core competencies (center of the flower) for the Finance/Administration Section Chief position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Finance/Administration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



Visual 1.14

## 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.

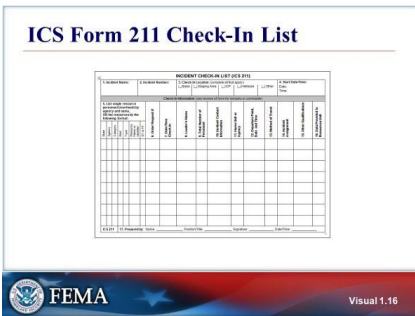


Visual 1.15

## ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

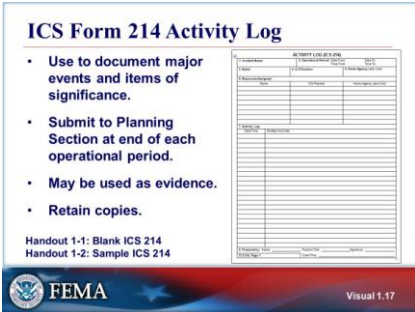
The instructor will explain Activity 1.1.

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



Visual 1.16

## ICS FORM 211 CHECK-IN LIST



Visual 1.17

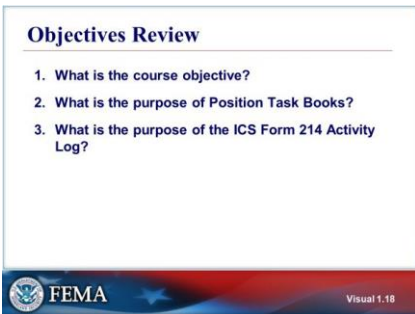
## ICS FORM 214 ACTIVITY LOG

Purpose and importance:

- Document major events and items of significance.
- Submit to Planning Section at the end of each Operational Period.
- May be used as evidence.
- Retain copies.

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 1.18

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Identify the course objective.
- Explain the purpose of Position Task Books.
- Explain the purpose of the ICS Form 214 Activity Log.

This page intentionally left blank.

# Supplemental Materials

This page intentionally left blank.

## 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 Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present its 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 PTB. 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 PTB.
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: Blank ICS Form 214 Activity Log**

Refer to EL\_973\_HO\_1-1\_ICs\_Form\_214.pdf

This page intentionally left blank.

## **Handout 1-2: Sample Completed ICS Form 214 Activity Log**

Refer to EL\_973\_HO\_1-2\_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. Benefit of noting this is 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 Agency Representative (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 Agency Administrative Representative 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: Information Gathering and Sharing

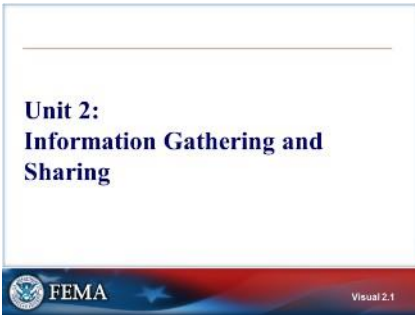
STUDENT MANUAL

---

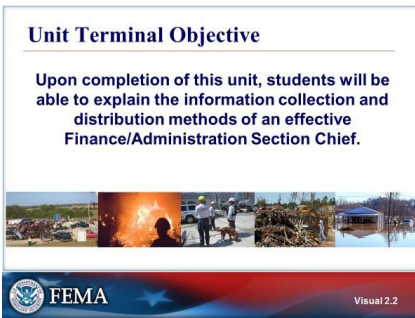
---

---

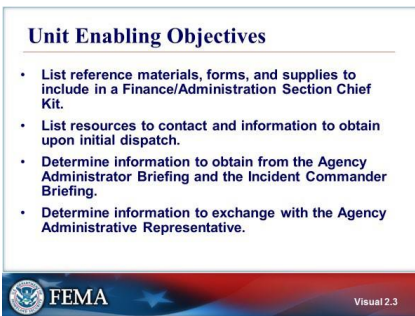
This page intentionally left blank.



Visual 2.1



Visual 2.2



Visual 2.3

## UNIT 2: INFORMATION GATHERING AND SHARING

This unit identifies opportunities for information gathering and stresses the importance of communicating information effectively.

### UNIT TERMINAL OBJECTIVE

Upon completion of this unit, students will be able to explain the information collection and distribution methods of an effective Finance/Administration Section Chief.


### UNIT ENABLING OBJECTIVES

- List reference materials, forms, and supplies to include in a Finance/Administration Section Chief Kit.
- List resources to contact and information to obtain upon initial dispatch.
- Determine information to obtain from the Agency Administrator Briefing and the Incident Commander Briefing.
- Determine information to exchange with the Agency Administrative Representative.


The Final Exam questions align with the Unit Enabling Objectives in Units 2–5.

**Kit Assembly**

- Assembled before incident
- Essential items for 48 hours
- Easily transportable
- Within weight limitation



Handout 2-1: Finance/Admin Section Chief Kit List



Visual 2.4

Visual 2.4

**KIT ASSEMBLY**

Refer to Handout 2-1: Sample Finance/Administration Section Chief Kit List.

Until a subordinate position is filled, the Section Chief is responsible for fulfilling those key roles.

Examples of incident assignments that would affect the contents of the Go Kit:

- Time Unit Leader assigned and traveling with the team (he or she would bring the time-related forms).
- Incident base operating close to incident agency (forms and supplies may be available).
- Potential for high volume of equipment assigned to incident (Finance/Administration Section Chief brings initial supply of equipment forms).

**Notification**

Upon notification, what do you need to know?



Handout 2-2: Resource Order; Handout 2-3: Sample Resource Order



Visual 2.5

Visual 2.5

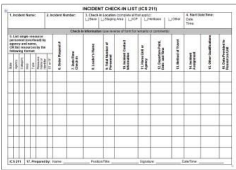

**NOTIFICATION**

Refer to Handout 2-2: Blank Resource Order and Handout 2-3: Sample Resource Order.

- Dispatch process
- Information exchanged
- Critical questions that should be asked

**Check-in**

- ICS Form 211 Check-In List.
- The more information you can provide the better.

Visual 2.6

Visual 2.6

**CHECK-IN**

The first thing you do when you get to an incident is sign in on the ICS Form 211 Check-in List

**Operational Period Planning Cycle (Planning P)**

- The Planning Section establishes the meeting and briefing schedule for the IMT. Typically, the Finance/ Administration Section Chief attends:
  - Operational Briefings
  - Team meetings
  - Planning meetings
  - Other meetings with IMT



Handout 2-4: Operational Period Planning Cycle (Planning P)

FEMA Visual 2.7

Visual 2.7


**OPERATIONAL PERIOD PLANNING CYCLE (PLANNING P)**

The Finance/Administration Section Chief must understand the Planning Cycle that occurs during each Operational Period in an incident and identify:

- Information needs
- Opportunities for the team to meet
- Times for preset meetings

Refer to Handout 2-4: Operational Period Planning Cycle (Planning P).

**Finance/Administration Planning Cycle Guide**



Handout 2-5: Finance/Administration Planning Cycle Guide

FEMA Visual 2.8

Visual 2.8

**FINANCE/ADMINISTRATION PLANNING CYCLE GUIDE**

This visual outlines the key components of the Finance/Administration Section Chief’s Operational Period in relation to planning and information gathering.

Refer to Handout 2-5: Finance/Administration Planning Cycle Guide.

**IMT Information Exchange**

The purpose of the initial meeting of the Incident Management Team is to obtain priorities from the Incident Commander.

At this point there will be many questions:

- What are we going to do?
- What are we responsible for?
- What are the local resources?

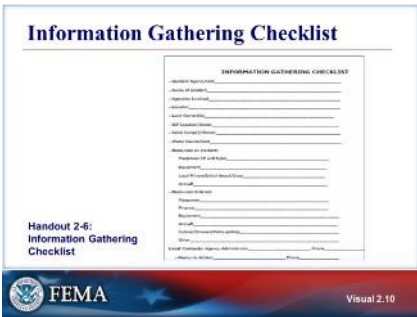
FEMA Visual 2.9

Visual 2.9

**IMT INFORMATION EXCHANGE**

It is important that everyone know what is expected of them and the work processes that are to be followed.

The Finance/Administration Section Chief must facilitate agreement on the processes that will be used by the team. If you are new to a team or dispatched as a single resource, the initial team meeting is a good opportunity to begin this process.



Visual 2.10

## INFORMATION GATHERING CHECKLIST

The Information Gathering Checklist is a job aid developed by a previous Finance/Administration Section Chief; it is not an official form. Its intent is to provide students guidance as to the type of information to be attentive to during the various incident briefings.

Refer students to Handout 2-6: Information Gathering Checklist and review.



Visual 2.11

## AGENCY ADMINISTRATOR BRIEFING

The Agency Administrator (AA) will provide the Finance/Administration Section Chief with his or her priorities, goals, and objectives.

- There may be some initial instructions to the Finance/Administration Section Chief about financial constraints and the procedure for raising the limit.
- What do they want you to do?
- It is also at the AA Briefings that you will be made aware of the media, Governor, or any other dignitaries coming through.

Refer to Handout 2-7: Sample AA Briefing and Handout 2-8: Sample Delegation of Authority.



Visual 2.12

## ACTIVITY 2.1: MOBILIZATION AND SITUATIONAL AWARENESS

The Instructor will explain Activity 2.1.


You will have 1 hour to complete the activity.

**Incident Commander Briefing**

Incident Commander:

- Provides priorities, goals, and objectives gained from Agency Administrator.
- Sets timeframes for briefings, planning meetings, and team meetings.

All IMT Section Chiefs exchange information.



FEMA Visual 2.12

Visual 2.13

**Team Transition**

- Outgoing Finance/Administration Section Chief or individual provides documentation of actions, decisions, and issues requiring follow up.
- Determine most efficient methods for transferring information and responsibilities.

Handout 2-9: Transition Checklist

FEMA Visual 2.14

Visual 2.14

## INCIDENT COMMANDER BRIEFING

Check with all of the Sections (Operations, Logistics, Planning, Safety) to see what they have in place, what they need, and the associated costs. At this point, the Finance/Administration Section Chief will be concerned with gathering information about:

- Who has purchasing authority?
- What are the local resources?
- How much do they cost?
- Are there any existing Memorandums of Understanding (MOUs)?

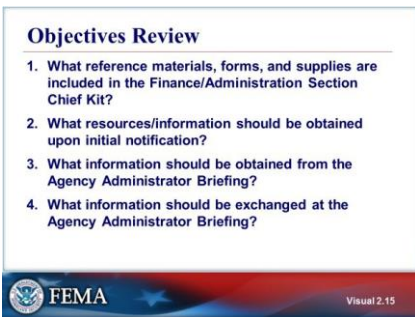
## TEAM TRANSITION

Refer to Handout 2-9: Transition Checklist.

The incoming Finance/Administration Section Chief may coordinate with the Agency Administrative Representative and outgoing Finance/Administration Section Chief regarding disposition of the completed documents and payment packages. If copies are not left on the incident, they will need to be available to the new Finance/Administration Section Chief.

During a Type III incident, you may be replacing or reinforcing local government officials who might not have experience handling emergencies. You will need to work closely with the people who have been handling the financial matters. It is your job to make order out of chaos. Make sure to follow up. Ask for:

- Potential claims
- Outstanding information needs
- Documentation
- Contact information



Visual 2.15

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- List reference materials, forms, and supplies to include in a Finance/Administration Section Chief Kit.
- List resources to contact and information to obtain upon initial dispatch.
- Determine information to obtain from the Agency Administrator Briefing and the Incident Commander Briefing.
- Determine information to exchange with the Agency Administrative Representative.

## **Supplemental Materials**

This page intentionally left blank.

## Handout 2-1: Sample Finance/Administration Section Chief Kit List

### Reference Material

- Interagency Handbook
- Current pay plan for emergency workers
- Geographic area supplements
- Agency-specific policies and procedures
- Labor agreements
- Memorandums of Understanding (MOUs)
- Team contact list

### Forms (for at least 48 hours)

- At least one copy of each ICS Form
- ICS Forms on electronic media (CD, DVD, Jump Drive)
- Agency-specific forms

### Supplies (for at least 48 hours)

- Calculator
- Pens and pencils
- Erasers
- Stapler and staples
- Paperclips
- Binder clips
- Rubber bands
- Envelopes (large and small)
- Labels
- File folders and document protectors
- Various types of tape (duct, scotch, packing)
- Paper
- Alarm clock
- White-Out
- Post-it Notes
- Laptop
- Printer
- Cables
- CDs
- DVDs
- Disposable camera
- Digital camera
- Jump drive
- First aid kit
- Communication devices

This page intentionally left blank.

## **Handout 2-2: Blank Resource Order**

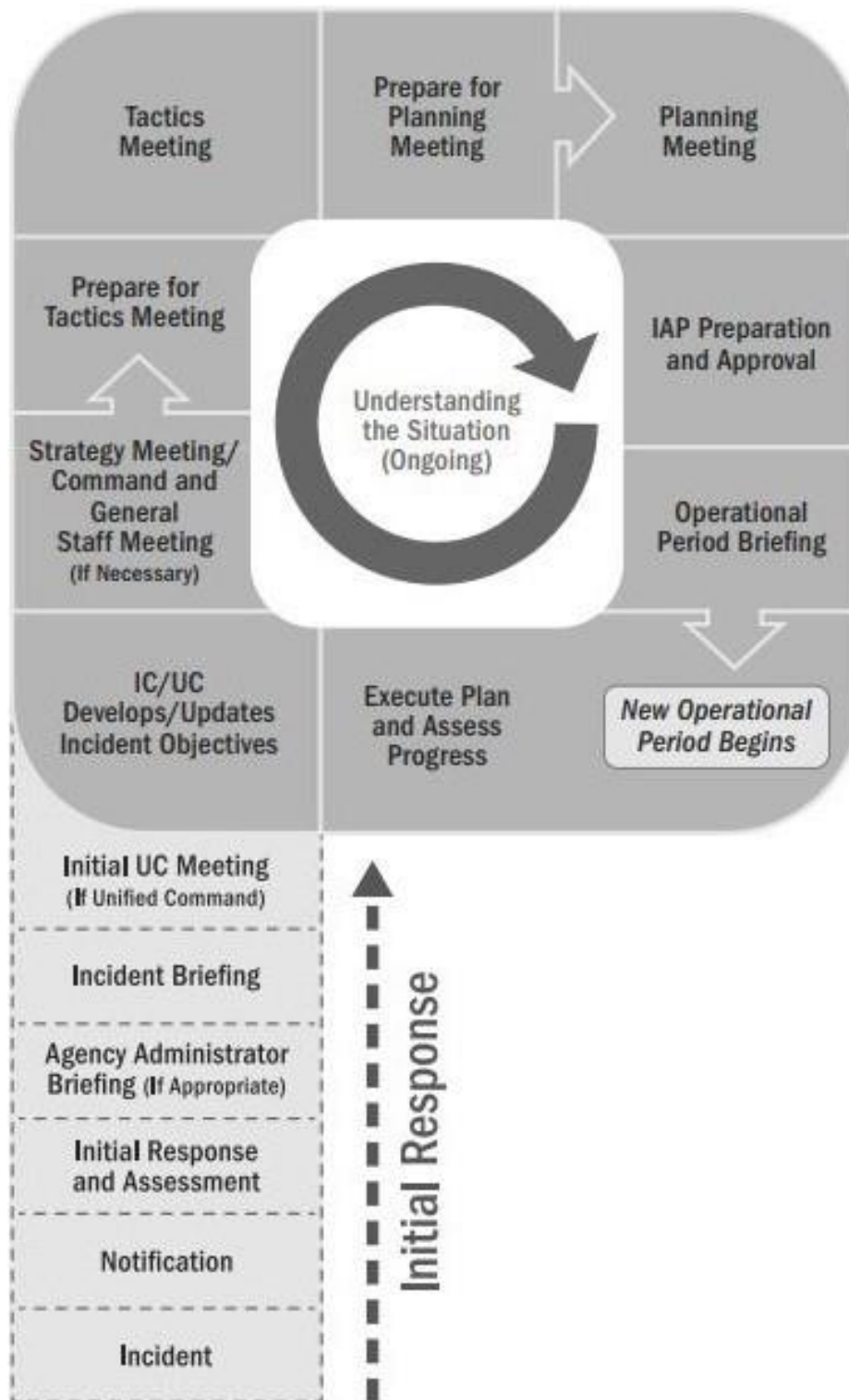
Refer to EL\_973\_HO\_2-2\_ICS\_Form\_260.pdf

## **Handout 2-3: Sample Resource Order**

Refer to EL\_973\_HO\_2-3\_ICS\_Form\_260.pdf

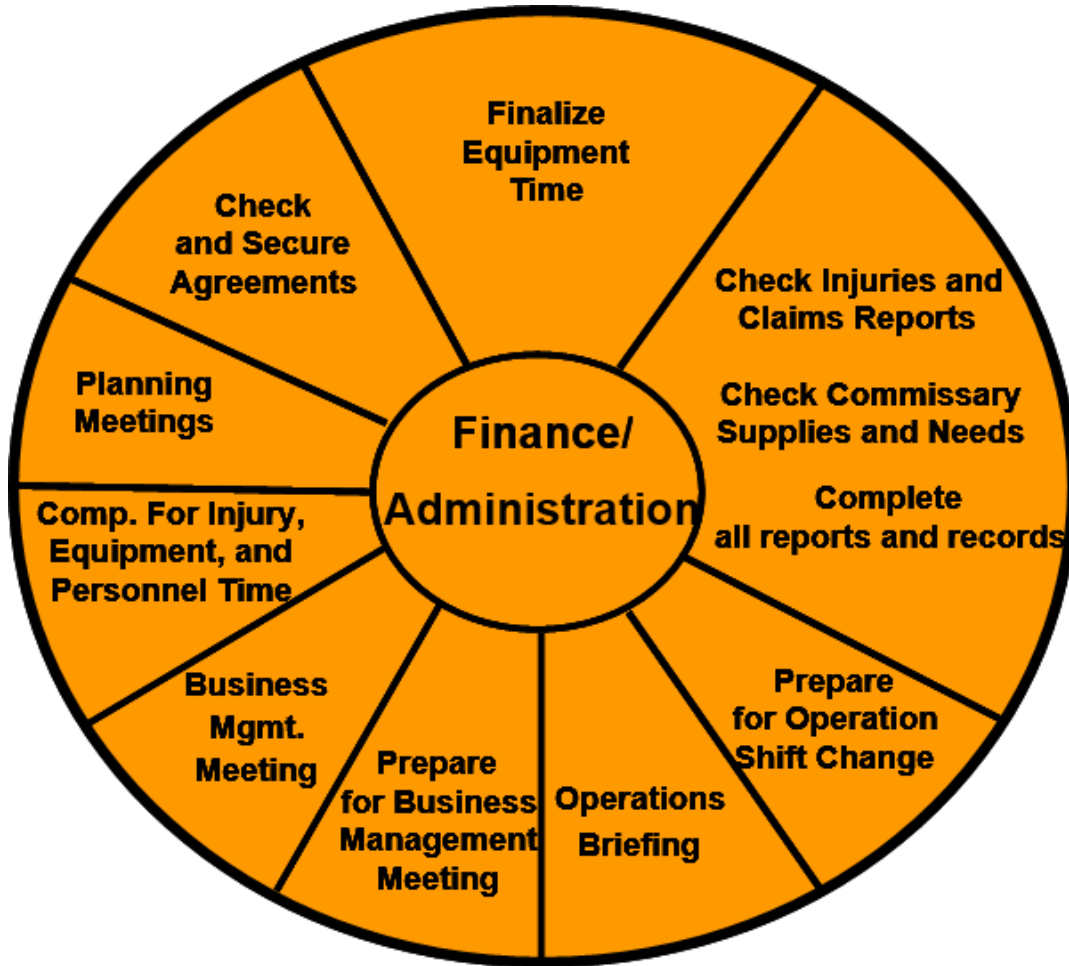
This page intentionally left blank.

## Handout 2-4: Operational Period Planning Cycle (Planning P)



This page intentionally left blank.

## Handout 2-5: Finance/Administration Planning Cycle Guide



This page intentionally left blank.

## 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:

Manpower (# and type) \_\_\_\_\_

Equipment \_\_\_\_\_

Local Private/Initial Attack/Coop \_\_\_\_\_

Aircraft \_\_\_\_\_

Resources Ordered:

Manpower \_\_\_\_\_

Finance \_\_\_\_\_

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 \_\_\_\_\_

\_\_\_\_\_

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 \_\_\_\_\_

## Handout 2-7: Sample Agency Administrator Briefing

Central City, Columbia  
Office of the Mayor

To:

Subject: Delegation of Authority

From: Mayor, Central City

You have been assigned as the Central City Incident Commander of the C&C Train Derailment Incident. The complexity of this incident requires duties and responsibilities that are not described in your normal position in Central City. Therefore, I am issuing this Delegation of Authority.

You are hereby delegated the authority to manage all aspects of this incident including establishing incident objectives, directing all resources assigned to the incident, obligating funds required to manage the incident, and making strategic decisions on behalf of Central City.

The following are my management objectives for this incident:

1. As always, the top priority is the safety and rescue of the public and safety of the responders.
2. Monitor responder work and rest guidance and ensure your team implements appropriate work and rest mitigation processes to avoid cumulative fatigue of all assigned personnel.
3. Identify the threat to the public and the environment presented by materials involved in the derailment.
4. Prevent further damage to property, public facilities, and the tourist economy by utilizing appropriate strategies to prevent the further release of materials from the rail cars.
5. Provide logistical support (food, water, and rest) for local resources assigned to your incident.
6. Complete a damage survey within 24 hours.
7. Obtain the necessary resources through the local EOC and return all public facilities you use to at least minimal operational condition within 48 hours.
8. Manage the Public Information process until the JIC is established, at which time, information releases will be generated by the IMT PIO and released by the JIC.
9. All city resources ordered and assigned to your incident will work for you as an assisting or cooperating agency.

10. This incident shall be managed under the ICS system.
11. Maintain a high level of cooperation between all responding agencies and elected officials.
12. Manage the human resources assigned to the incident in a manner that promotes a positive and harassment-free work environment.
13. Financial considerations:
  - A. After safety considerations, select the most cost-efficient alternatives for managing the incident.
  - B. Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process. When possible, select the least costly option. Provide cost analysis for activities with high costs.
  - C. All contract resources must be under a valid Federal or County contract. You are delegated authority to sign emergency contracts for this incident on behalf of the County. Blank contracts will be provided for this purpose.
  - D. Track and record all costs, claims, and potential claims in the final documentation package.
14. A standard final Incident Documentation package will be provided to the Mayor's Office prior to the team's release.

These Management Objectives are also included in the Agency Administrator's Briefing package.

Additional Emphasis Areas:

\* There is not a clear understanding of which jurisdictions have a responsibility for this incident. Identify all responding jurisdictions and make recommendations to me about the potential for Unified Command.

\* There will be long-term administrative actions as a result of this incident. I am designating the City Manager as my Incident Business Advisor to ensure all administrative issues are processed in accordance with City Policy.

---

Mayor, Central City

---

Incident Commander

This page intentionally left blank.

## Handout 2-8: Sample Delegation of Authority

Central City, Columbia  
Office of the Mayor

To:

Subject: Delegation of Authority

From: Mayor, Central City

You have been assigned as the Central City Incident Commander of the C&C Train Derailment Incident. The complexity of this incident requires duties and responsibilities that are not described in your normal position in Central City. Therefore, I am issuing this Delegation of Authority.

You are hereby delegated the authority to manage all aspects of this incident including establishing incident objectives, directing all resources assigned to the incident, obligating funds required to manage the incident, and making strategic decisions on behalf of Central City.

The following are my management objectives for this incident:

1. As always, the top priority is the safety and rescue of the public and safety of the responders.
2. Monitor responder work and rest guidance and insure your team implements appropriate work and rest mitigation processes to avoid cumulative fatigue of all assigned personnel.
3. Identify the threat to the public and the environment presented by materials involved in the derailment.
4. Prevent further damage to property, public facilities, and the tourist economy by utilizing appropriate strategies to prevent the further release of materials from the rail cars.
5. Provide logistical support (food, water, and rest) for local resources assigned to your incident.
6. Complete a damage survey within 24 hours.
7. Obtain the necessary resources through the local EOC and return all public facilities you use to at least minimal operational condition within 48 hours.
8. Manage the Public Information process until the JIC is established, at which time, information releases will be generated by the IMT PIO and released by the JIC.
9. All city resources ordered and assigned to your incident will work for you as an assisting or cooperating agency.

10. This incident shall be managed under the ICS system.
11. Maintain a high level of cooperation between all responding agencies and elected officials.
12. Manage the human resources assigned to the incident in a manner that promotes a positive and harassment-free work environment.
13. Financial considerations:
  - A. After safety considerations, select the most cost-efficient alternatives for managing the incident.
  - B. Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process. When possible, select the least costly option. Provide cost analysis for activities with high costs.
  - C. All contract resources must be under a valid Federal or County contract. You are delegated authority to sign emergency contracts for this incident on behalf of the County. Blank contracts will be provided for this purpose.
  - D. Track and record all costs, claims, and potential claims in the final documentation package.
14. A standard final Incident Documentation package will be provided to the Mayor's Office prior to the team's release.

These Management Objectives are also included in the Agency Administrator's Briefing package.

Additional Emphasis Areas:

\* There is not a clear understanding of which jurisdictions have a responsibility for this incident. Identify all responding jurisdictions and make recommendations to me about the potential for Unified Command.

\* There will be long-term administrative actions as a result of this incident. I am designating the City Manager as my Incident Business Advisor to ensure all administrative issues are processed in accordance with City Policy.

---

Mayor, Central City

---

Incident Commander

This page intentionally left blank.

## Activity 2.1: Mobilization and Situational Awareness

# Mobilization and Situational Awareness

## Activity 2.1 Overview—Unit 2

### Purpose

The purpose of this activity is to provide students with an opportunity to gather information necessary for assessing incident assignment and determining immediate needs and actions. Incident activities that utilize these skills include all of the following:

- Initial dispatch to incident
- Agency Administrator Briefing
- Incident Commander Briefing
- Collecting information from outgoing Incident Commander, Finance/Administration Section Chief, or other personnel responsible for incident prior to your arrival
- Evaluating and sharing pertinent information that may affect incident management with other members of the Incident Management Team

### Objectives

Students will:

- Review a sample Resource Order (ICS Form 260) and identify what additional information is necessary and where to obtain it. (Note, the ICS Form 260 is not included in the FEMA ICS Forms booklet. Copies are provided in the course materials.)
- Transfer pertinent information from an Agency Administrator Briefing and Delegation of Authority to an Information Gathering Checklist.

### Activity Structure

This scenario-based activity is scheduled to last approximately 1 hour, including small group discussions and presentations of each group's answers. Instructors will perform a role-play of an Agency Administrator Briefing while students take notes. Students will individually fill out their Information Gathering Checklists based on the Resource Order (ICS Form 260), Delegation of Authority, and Agency Administrator Briefing. In small groups, students will discuss their answers. Each group will present its findings to the rest of the group.

### Rules, Roles, and Responsibilities

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

1. Review the Resource Order. Identify what additional information you will need and sources from which that information can be obtained.
2. Use an Information Gathering Checklist to capture information from the Agency Administrator Briefing and Delegation of Authority.
3. Form small groups and compare answers.
4. Present your findings to the rest of the class.



## Handout 2-9: Transition Checklist

Team Section Chiefs should coordinate transition contacts and needs during Transition Plan development with an Incident Management Team or the Hosting Unit.

### **Logistics**

- Staffing
- Communications (Cache or local)
- Shower
- Food (Caterer or local)
- Transportation
  - Overhead?
  - Crews?
  - Supplies?
- Security (Base only and/or Road closures)
- Camp Management
- Procurement (Who, Where)
- Supply Cache
- Ordering (Expanded Dispatch or local)
- Medical emergency plans and EMTs

### **Safety**

- Staffing
- Accident Investigation
- Medical Facilities
- Communication of safety issues
- Medical emergency plans

### **Planning**

- Staffing
- WFSA
- 209 status
- Information gathering
- Operational Period planning
- 14 Days or 21 Days (R&R)
- Weather
- Briefings
- Planning Meetings
- Training
- Demobilization
- Documentation

### **Operations**

- Staffing
- Objectives were met
- Strategies and tactics employed
- Resource needs

- Coordination of resources
- Initial attack support
- Aviation operations

### **Finance**

- Staffing
- Personnel time
- Equipment time
- Contracts or Rental agreements
- Claims
- Equipment inspections documented
- Management of shift length
- Compensation for injury
- Accident investigation

### **Fire Information**

- Staffing
- Information number
- Information updates and releases
- Community contacts
- Media contacts
- Information for incident personnel
- Coordination with unit(s)

### **Incident Commander**

- Staffing
- Thirty-mile Abatement Plan
- Inter-agency coordination
- Human Resources
- Union
- Incident facilitator

### **Incident Transition**

- Shadow Date
- Transition Date and Time

This page intentionally left blank.

---

# Unit 3: Section Management

STUDENT MANUAL

---

---

---

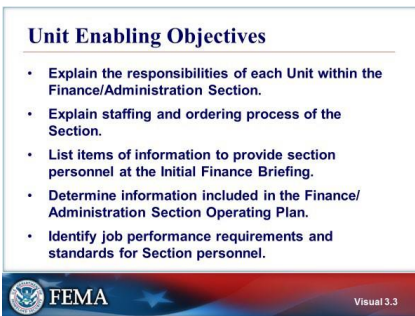
This page intentionally left blank.



Visual 3.1



Visual 3.2



Visual 3.3

## UNIT 3: SECTION MANAGEMENT

### UNIT TERMINAL OBJECTIVE

Upon completion of this unit, students will be able to explain the roles and responsibilities of a Finance/Administration Section Chief as they apply to planning, supervision, and coordination.


### UNIT ENABLING OBJECTIVES

- Explain the responsibilities of each Unit within the Finance Administration Section.
- Explain staffing and ordering process of the Section.
- List items of information to provide Section personnel at the Initial Finance Briefing.
- Determine information included in the Finance Administration Section Operating Plan.
- Identify job performance requirements and standards for Section personnel.

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

**Section Responsibilities**

- Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident.
- Section Chief must be familiar with Unit Leader duties and responsibilities.
- Section Chief fulfills responsibilities of Unit Leader if position not filled.



FEMA Visual 3.4


Visual 3.4

**SECTION RESPONSIBILITIES**

You may be in a challenging position when you are transitioning from the local agency’s first response to a Type III IMT. Even though you are part of a Type III Team, the incident will have a workload that demands various levels of staffing.

Until the Unit positions are filled, the Supervisor is responsible for fulfilling those duties. For example, there may not be a great enough need for a short-duration incident to call for a Time Unit Leader, so you may be responsible for his or her responsibilities as well as the Finance/Administration Section Chief responsibilities.

**Finance/Administration Units**



FEMA Visual 3.5


Visual 3.5

**FINANCE/ADMINISTRATION UNITS**

There are four primary Units in the Finance/Administration Section.

**Cost Unit Leader**

- Coordinate agency headquarters on cost reporting procedures.
- Prepare resource-use cost estimates for the Planning Section.
- Coordinate with incident agency to meet cost reporting requirements.
- Make cost-saving recommendations.



Handout 3-1: Cost Unit Leader Job Aid  
FEMA Visual 3.6

Visual 3.6

**COST UNIT LEADER**

Roles and responsibilities of the Cost Unit Leader.


Refer to Handout 3-1: Cost Unit Leader Job Aid and review.

The Cost Unit Leader is responsible for collecting all cost data, performing analyses on cost effectiveness, and providing cost estimates and cost-savings recommendations for the incident. Spend some time discussing each responsibility in detail.

**Estimation of Costs**

- Develop a methodical way of identifying costs.
- Provide the ICS Form 209 Incident Status Summary to the Planning Section Chief daily.

Handout 3-2: Incident Status Summary



FEMA Visual 3.7

Visual 3.7

**ESTIMATION OF COSTS**


Refer to Handout 3-2: ICS Form 209 Incident Status Summary.

IMTs must be aware of the costs incurred per mission assignment. Examples include:

- Direct resources involved by category (such as Type 1 and Type 2 engines)
- Average number of Operational Periods
- Daily estimate of costs per resource (FEMA requires direct costs for operational workers as well as overhead costs)
- Support costs such as the Incident Command Post (ICP), communication, and support personnel per Operational Period

**Reimbursement**

Collecting all necessary information is essential to ensure reimbursement is handled smoothly.




FEMA Visual 3.8

Visual 3.8

**REIMBURSEMENT**

Document and collect information for the purposes of reimbursement

**Ordering Process vs. Purchasing Process**



FEMA Visual 3.9


Visual 3.9

**ORDERING PROCESS VS. PURCHASING PROCESS**




**Procurement Unit Leader (1 of 3)**

- Obtain service and supply plan from incident agency.
- Coordinate with appropriate Unit Leaders on incident needs and special procedures.
- Coordinate with buying team and/or incident agency personnel.
- Know funding source, limits, and full accounting string established for incident charges.



Handout 3-5: Procurement Unit Leader Job Aid



Visual 3.13

**PROCUREMENT UNIT LEADER (1 OF 3)**



The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

The levels of authority for the Procurement Unit Leader may differ depending on the assignment and also if the Procurement Unit Leader has a contracting warrant or not. Some of these duties described may be handled by the Buying Team (if one is in place) or a Contracting Officer brought in specifically to handle agreements.

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

**Procurement Unit Leader (2 of 3)**

- Review established blanket purchase agreements.
- Have shipping points and billing address information readily available.
- Record purchases in established tracking system.
- Maintain appropriate documentation of all purchases.


Visual 3.14

**PROCUREMENT UNIT LEADER (2 OF 3)**

The general priorities covered so far in this unit are guidelines. You will need to work with the Agency Administrative Representative to make sure your system works with his or her system.

**Procurement Unit Leader (3 of 3)**

- Implement interagency agreement/emergency funding authorizations (as needed).
- Ensure invoices are received and payments are made to vendors or other support agencies.
- Follow/establish procedures for inventory and disposition of equipment.
- Close out all agreements, purchase orders, and delivery/task orders.




Visual 3.15

**PROCUREMENT UNIT LEADER (3 OF 3)**


Contract claims are the responsibility of the Procurement Unit Leader.

**Time Unit Leader**

- Ensure daily personnel and equipment time recording documents are in effect.
- Make recommendations and take corrective actions to address inaccuracies and systemic problems.
- Develop procedures to properly track personnel hours.



Handout 3-6: Time Unit Leader Job Aid



Visual 3.16

Visual 3.16

**TIME UNIT LEADER**


The Time Unit Leader is responsible for equipment and personnel time recording. Spend some time discussing each responsibility in detail. At the incident, the Time Unit is only concerned with accurately documenting real time worked. The payment function happens at the home units.

Get to know the time limitations surrounding equipment, personnel, and record-keeping cycles. The Finance/Administration Section Chief is responsible for setting up and monitoring time systems—this is very specific to the incident.


Refer to Handout 3-6: Time Unit Leader Job Aid.

**Compensation/Claims Unit Leader**

- Establish compensation processes for injuries and illnesses.
- Establish claims process for property damage and other claims.
- Provide technical guidance regarding all aspects of injury, illness, and property damage claims.



Handout 3-7: Compensation and Claims Unit Leader Job Aid



Visual 3.17

Visual 3.17



**COMPENSATION/CLAIMS UNIT LEADER**

The Compensation and Claims Unit Leader is responsible for overall management and direction of all administrative matters pertaining to compensation for injury- and claim-related activities (other than injury) for an incident.

Refer to Handout 3-7: Compensation and Claims Unit Leader Job Aid.

**Compensation/Claims Unit Leader (Cont.)**

- Coordinate with Medical Unit for incident reporting.
- Review medical plan for appropriate medical evacuation procedures and notifications.
- Maintain separate logs for claims and compensation.
- Gather info and prepare for hosting agency.

Visual 3.18

Visual 3.18

**COMPENSATION/CLAIMS UNIT LEADER (CONT.)**

Contract claims are the responsibility of the Procurement Unit Leader, not the Compensation and Claims Unit Leader.

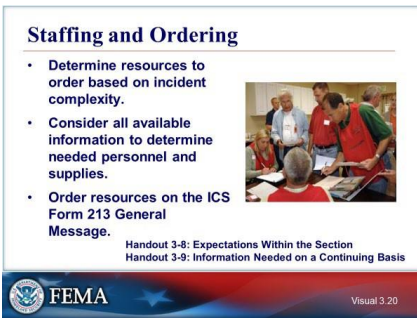


Visual 3.19

**ACTIVITY 3.1: FINANCE/ADMINISTRATION SECTION CHIEF PERFORMANCE**

The instructor will explain Activity 3.1.

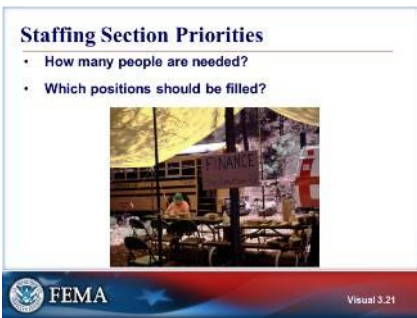
You will have 1 hour to complete the activity.



Visual 3.20

**STAFFING AND ORDERING**

Refer to Handout 3-8: Finance/Administration Section Chief's Expectations and Handout 3-9: Information Needed on a Continuing Basis.

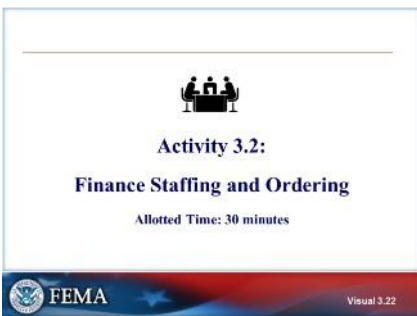


Visual 3.21

**STAFFING SECTION PRIORITIES**

The Finance/Administration Section Chief may turn to the local community, in the case that the Unit Leader positions are not staffed.

- Law enforcement can do claims investigation and documentation.
- The Personnel Time Recorder can assume some Time Unit Leader responsibilities.
- Use other incident personnel to fulfill some responsibilities.



Visual 3.22


**ACTIVITY 3.2: FINANCE STAFFING AND ORDERING**

The instructor will explain Activity 3.2.

You will have 30 minutes to complete the activity.

**Finance/Administration Section Briefing**

- Provide ground rules and working relationship with section personnel.
- Include Unit Leaders and section personnel as appropriate.



FEMA Visual 3.23

Visual 3.23


**FINANCE/ADMINISTRATION SECTION BRIEFING**

Purpose and personnel involved in the Finance/Administration section briefing

**Finance/Admin Section Briefing (2 of 4)**

Provide information regarding:

- Incident status
- Resources on-site and on order
- Cooperating and assisting agencies involved
- Incident Action Plan
- Briefing times and locations



FEMA Visual 3.24


Visual 3.24

**FINANCE/ADMIN SECTION BRIEFING (2 OF 4)**

Type of information exchanged at the Finance/Administration section briefing

**Finance/Admin Section Briefing (3 of 4)**

- Resource ordering procedures and supply ordering schedule
- Work priorities and performance expectations
- Chain of command
- Evacuation plans



FEMA Visual 3.25

Visual 3.25

**FINANCE/ADMIN SECTION BRIEFING (3 OF 4)**


Additional information that should be exchanged at the Finance/Administration Section Briefing.

- Services and supplies must be ordered on ICS Form 213 General Message through established procedures.
- The Finance/Administration Section Chief should delegate an Acting or Deputy Finance/Administration Section Chief to assume responsibilities in his or her absence. The Chief should consider qualifications and experience.
- It is essential for the Finance/Administration Section Chief to monitor staffing levels and work-rest ratios.

**Finance/Admin Section Briefing (4 of 4)**

Provide information regarding local incident Agency Administrative guidelines and contracts including:

- Incident finance package requirements.
- Special teams and other administrative personnel.
- Availability of local incident agency personnel.
- Incident agency contact for each unit.
- Incident accounting codes and other numbers.



Visual 3.26

**FINANCE/ADMIN SECTION BRIEFING (4 OF 4)**

It is the Finance/Administration Section Chief's responsibility to provide information regarding local Agency Administrative guidelines and contracts during the Finance/Administration Section Briefing.

- Give information from the Agency Administrative Representative to your staff, special teams, or other administrative personnel who support you or the incident.
- If you know you are going to have the National Guard or other resources from a Mutual Aid Agreement, let your people know those agreements exist and encourage them to become familiar with them.
- Know that whether your equipment is included in the specified scope of the Incident Action Plan will impact what is funded.

**Coordinate With Facilities Unit**




Visual 3.27

**COORDINATE WITH FACILITIES UNIT**


Maintain a positive working relationship with the Facilities Unit.

**Operating Plan**


Develop an operating plan.

Elements of an operating plan:

- Section organization
- Hours of operation
- Duties and responsibilities



Handout 3-10: Sample Operating Plan  
Handout 3-11: Blank Operating Plan

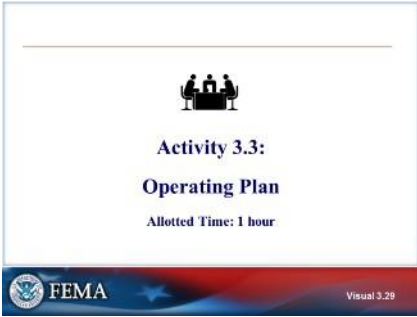


Visual 3.28

**OPERATING PLAN**

The Operating Plan is written by the Finance/Administration Section Chief, including operational information such as section operations, procedures, and personnel responsibilities.

Refer to Handout 3-10: Sample Finance Operating Plan and Handout 3-11: Blank Finance Operating Plan.



Visual 3.29

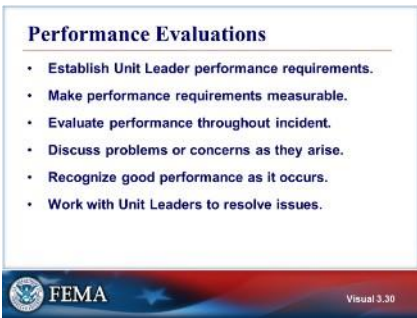
**ACTIVITY 3.3: OPERATING PLAN**

The Instructor will explain Activity 3.3.

You will have 1 hour to complete the activity.

Refer to the following handouts:

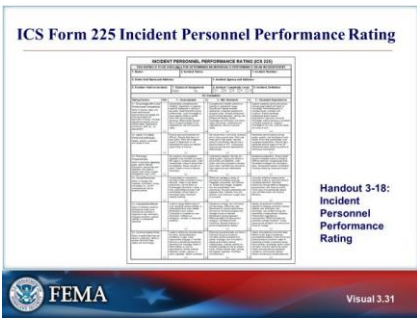
- 3-12: Incident Objectives
- 3-13: Columbia Emergency Services Act
- 3-14: Central City Ordinance
- 3-15: Liberty County Ordinance
- 3-16: Basic Emergency Plan



Visual 3.30

**PERFORMANCE EVALUATIONS**

Finance/administration section chief's role in conducting performance evaluations



Visual 3.31

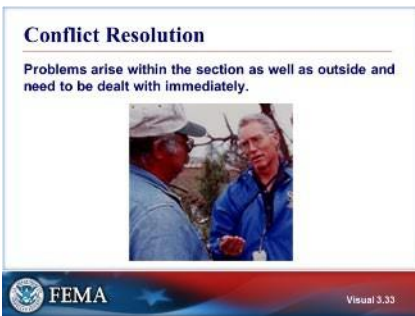
**ICS FORM 225 INCIDENT PERSONNEL PERFORMANCE RATING**

The Remarks section is where you list examples and concrete information to justify your ratings. Be sure to make it clear for whom the Finance/Administration Section Chief is creating these performance ratings.

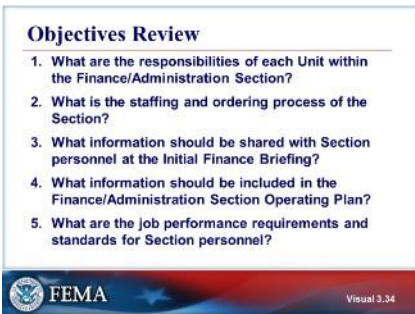
Refer to Handout 3-18: ICS Form 225 Incident Personnel Performance Rating.



Visual 3.32



Visual 3.33



Visual 3.34

## ACTIVITY 3.4: UNIT LEADER PERFORMANCE

The Instructor will explain Activity 3.4.

You will have 1 hour to complete the activity.

## CONFLICT RESOLUTION

Sources of conflict, and techniques for conflict resolution

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Explain the responsibilities of each Unit within the Finance Administration Section.
- Explain the staffing and ordering process of the Section.
- List items of information to provide Section personnel at the Initial Finance Briefing.
- Determine information included in the Finance Administration Section Operating Plan.
- Identify job performance requirements and standards for Section personnel.

This page intentionally left blank.

## **Supplemental Materials**

This page intentionally left blank.

## Handout 3-1: 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 unit log (ICS Form 214).
-

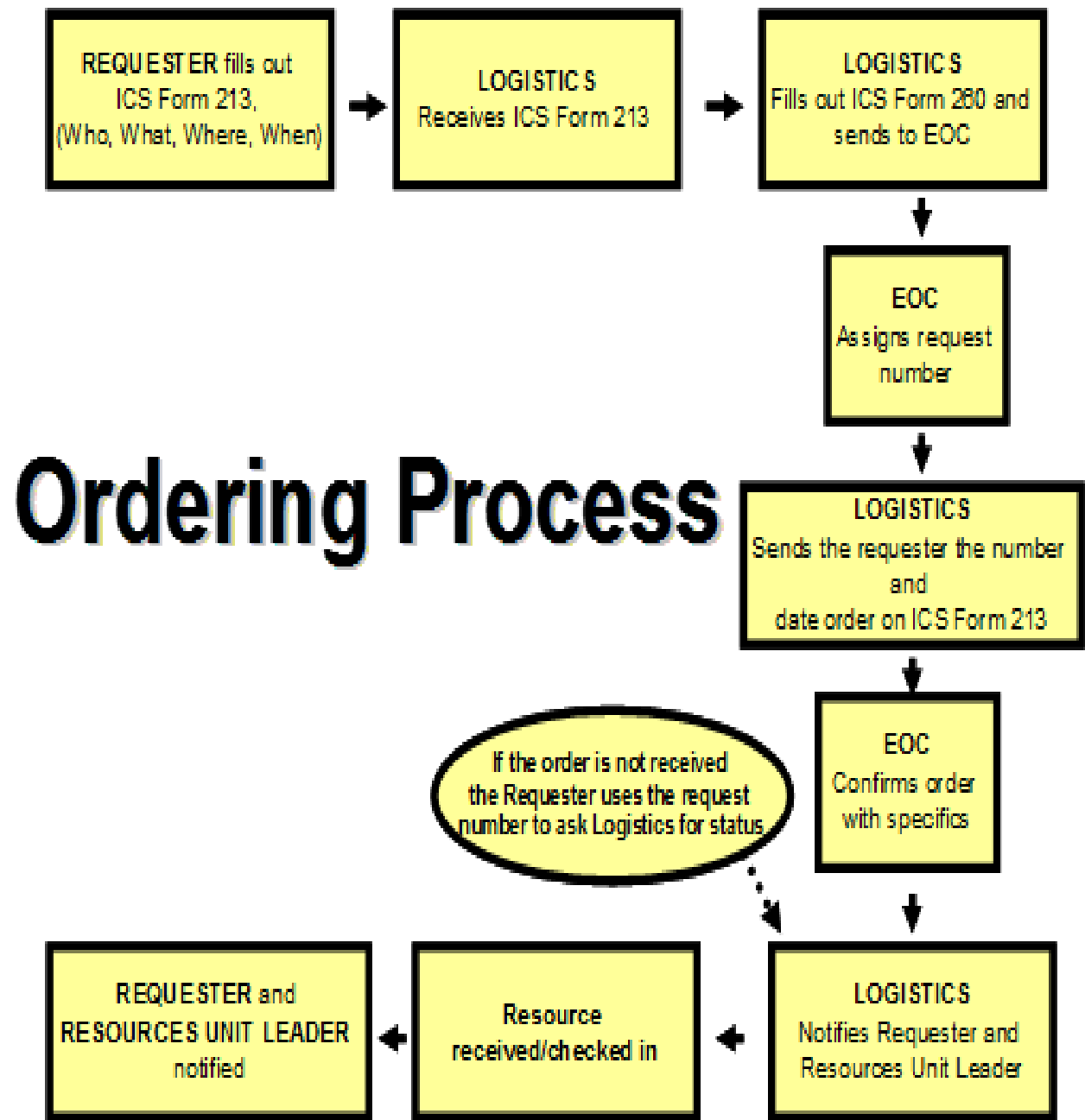
This page intentionally left blank.

## **Handout 3-2: Incident Status Summary**

Refer to EL\_973\_HO\_3-2\_ICs\_Form\_209.pdf

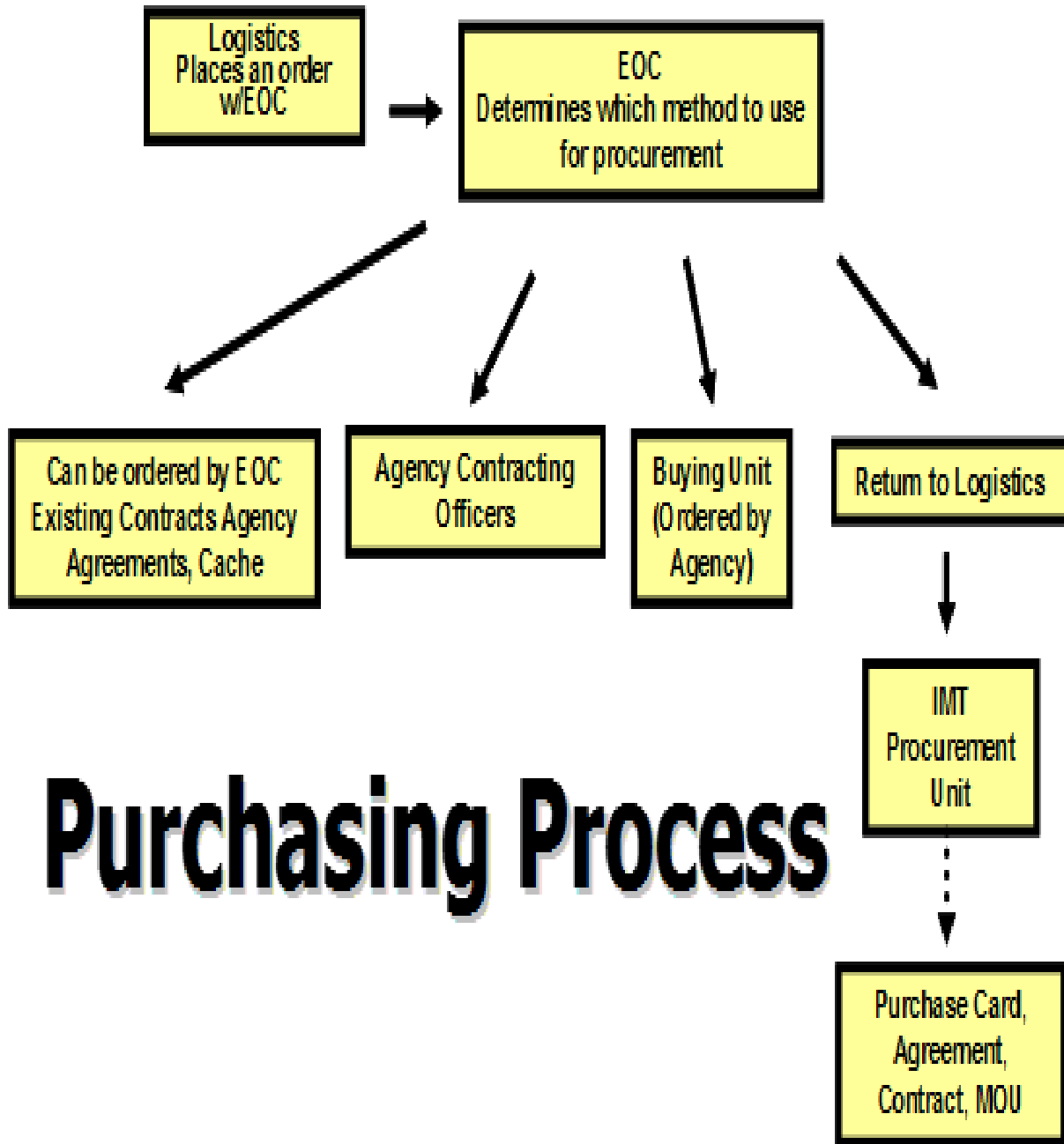
This page intentionally left blank.

### Handout 3-3: Ordering Process



This page intentionally left blank.

### Handout 3-4: Purchasing Process



# Purchasing Process

This page intentionally left blank.

## Handout 3-5: 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 unit logs (ICS Form 214).

This page intentionally left blank.

## Handout 3-6: 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 unit/activity log (ICS forms 214).
-

This page intentionally left blank.

## Handout 3-7: 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 Unit log (ICS Form 214).
-

This page intentionally left blank.

## Activity 3.1: Finance/Administration Section Chief's Expectations

### Finance/Administration Section Chief Performance Activity 3.1 Overview—Unit 3

#### Purpose

The purpose of this activity is to provide students with an opportunity to identify the Finance/Administration Section Chief's (FSC) responsibilities as well as understand how the FSC must organize his or her staff to help accomplish these responsibilities.

#### Objectives

Students will:

- Identify the responsibilities of the FSC.
- Describe how the FSC organizes his/her staff to accomplish the Section's responsibilities.

#### Activity Structure

This activity is scheduled to last approximately 1 hour, including small group discussions and presentations of each group's approach and answers. Instructors will assign a limited number of questions to each group. Students will discuss and answer the questions as a group and document their answers for each question on an easel pad. Groups will then present their approach to the full class and discuss.

#### Rules, Roles, and Responsibilities

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

1. Within your work group, select a group spokesperson.
2. Review the information provided and assigned by the Instructors. Given the information in the situation, answer the questions to the best of your ability.
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the full class.

**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	35 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

## Activity 3.1 Questions

At 1600, January 22<sup>nd</sup>, there is a Command and General Staff Meeting. The Incident Commander (IC) is concerned about certain items that are not being handled properly. There was some poor coordination on accidents and injuries and problems setting up the incident base facilities. Also, resources reporting into the incident were delayed at the incident base before going out to their assignments.

The following assumptions should be made when answering the questions:

- The FSC did not receive any information on the investigation of the two vehicle accidents and assumed that it would be available by the end of the incident.
- After the FSC left the Planning Meeting, the IC outlined some tasks he wanted done. The FSC did not brief the IC on any noteworthy items and didn't request clarification of the new assigned tasks from the IC.
- The FSC treated the three injuries that were coming off the line as informational and concluded they would be properly processed.
- In making the work assignments, the FSC decided to wait for the balance of the Unit Leaders to arrive before preparing the Operating Plan. The recorders commented that they did not know what their work schedules were.
- The newly arrived Procurement Unit Leader left the area without receiving any briefing concerning the hired equipment workload and decided to wait until later in the afternoon when Logistics would be settled down.
- The FSC has not recorded the significant events and directions occurring from the time of arrival to the present time in the Activity Log.

Given the preceding information, answer the following questions:

1. What does the FSC need to do to meet his or her responsibilities as an advisor and supervisor?
2. What should the FSC do to better perform his or her role as a team member?
3. How would you evaluate the FSC as a manager of the Finance Section to this point? Why?
4. What significant events should have been documented by the FSC?
  - a. On the FSC's Activity Log (ICS Form 214)?
  - b. Other items needing documentation?

## Handout 3-8: Finance/Administration Section Chief's Expectations

### FSC'S EXPECTATIONS WITHIN THE SECTION

1. Cost Unit Leader
  - A. Complete daily and cumulative incident cost estimate prior to daily submissions of the Incident Status Summary (ICS Form 209); coordinate with Situation Unit Leader.
  - B. Make recommendations to the Finance Section Chief for cost savings.
  - C. Maintain an Activity Log (ICS Form 214).
2. Compensation/Claims Unit Leader
  - A. Accidents – Collect and process all documents dealing with accidents
    - a. Maintain a log.
    - b. Coordinate with Safety Officer.
  - B. Claims – Work with Law Enforcement and/or appropriate groups to Initiate investigations; collect and process data dealing with possible claims; document everything.
    - a. Maintain a log.
    - b. Coordinate with Operations Section and Logistics Section (Security/Investigators).
  - C. Injuries – Collect and process all documents dealing with injuries.
    - a. Maintain a log.
    - b. Coordinate with Safety Officer, Medical Unit, Operations Section, and Hospital.
    - c. Keep in touch with injured and ill personnel.
    - d. In case of serious injury or death, immediate direction comes from Incident Commander and agency.
  - D. Staffing needs.
  - E. Maintain an Activity Log (ICS Form 214).
3. Procurement Unit Leader
  - A. Assist in finalizing agreements and contracts, if have contracting authority.
  - B. Obtain copy of local agreements and contracts (service and supply plan).
  - C. Process all payment documents and maintain a current file.
  - D. Coordinate with Logistics and other Sections on incident needs.

- E. Coordinate with buying team or incident agency personnel.
  - F. Know funding source, limits, and regulations for purchasing.
  - G. Document all purchases.
  - H. Close out all agreements and payment documents.
  - I. Staffing needs.
  - J. Maintain an Activity Log (ICS Form 214).
4. Time Unit Leader
- A. Organize and supervise a Time Recording Unit including Personnel and Equipment Time Recorders.
  - B. Ensure that daily time recording documents are complete, timely, and accurate.
  - C. Staffing needs.
  - D. Complete all records before demobilization.
  - E. Maintain an Activity Log (ICS Form 214).

#### **UNIT LEADERS' EXPECTATIONS OF THE FINANCE SECTION CHIEF**

1. An Operating Plan for the Section with guidelines and constraints established by the IC and incident agency.
2. Continual briefing on incident status changes.
3. Feedback on work objectives from continuous evaluation of the Unit's performance.
4. On-the-job training and direction.
5. Prompt response to requests for necessary staff, material, and equipment.
6. Fair and objective performance evaluations.
7. Care for staff of the Finance Section including, equipment needed, sleeping facilities, and scheduling.

## **Handout 3-9: Information Needed on a Continuing Basis**

### **Information Needed on a Continuing Basis**

Not enough can be stated on the need to maintain good relationships and coordination with the other Section Chiefs and their staffs. The payoff occurs when they voluntarily share information that improves your "data" to anticipate and correct problems. Following are some items of information needed on a continuing basis:

1. Equipment Time—from Ground Support Unit Leader and Operations Section
2. Personnel Time—from Crew Leaders, Unit Leaders, and individual personnel
3. Accident reports—from Safety Officer, Ground Support Unit Leader, and Operations Section
4. Potential and existing claims—from Operations Section, Safety Officer, equipment contractors, Agency Representative, and Compensation and Claims Unit Leader
5. Arrival and demobilization of personnel and equipment—from Planning Section
6. Daily Incident Status—from Planning Section Chief
7. Injury reports—from Safety Officer, Medical Unit Leader, and Compensation and Claims Unit Leader
8. Status of supplies—from Supply Unit Leader and Procurement Unit Leader
9. Guidelines of responsible agency—from Incident Business Advisor and local administrative personnel
10. Use agreements—from Procurement Unit Leader and local administrative personnel
11. What has been ordered—from Supply Unit Leader
12. Unassigned resources—from Resource Unit Leader and Cost Unit Leader

This page intentionally left blank.

## Activity 3.2: Finance Staffing and Ordering

### Finance Staffing and Ordering Activity 3.2 Overview—Unit 3

#### Purpose

The purpose of this activity is to provide students with an opportunity to become more familiar with the duties and responsibilities of the Finance/Administration Section Chief (FSC) and each of the Finance Unit Leaders.

#### Objectives

Students will:

- Be able to identify situations in which the FSC would fulfill Unit Leader responsibilities.
- Identify what options the FSC may use to accomplish the duties of other Unit Leaders.

#### Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussions and presentations of each group's approach and answers. Students will discuss and answer the questions as a group and document their answers on an easel pad. Groups will then present to the full class.

#### Rules, Roles, and Responsibilities

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

- a. Within your work group, select a group spokesperson.
- b. Review the information provided, make a list of staff, equipment, and supplies that need to be ordered, and identify resources which could be used in the interim period.
- c. Write your answers to the questions on easel pad paper.
- d. Present your group's approach to the full class.

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

### Activity 3.2 Schedule

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



## Handout 3-10: Sample Finance Operating Plan

### SAMPLE FINANCE 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 per day ensuring compliance with the 2/1 work and rest cycles.
- Provide for a safe and positive work environment, and ensure communication is clear and continual to minimize any misunderstandings. Establish contacts and 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 (CTRs) and Shift Tickets** – Ensure that each record is being ***turned in daily*** and reviewed for completeness **before acceptance**. Set up an area outside of the 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 a 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.
- CTRs are collected for ALL RESOURCES assigned to an incident. Serves as documentation only for agencies not being paid on an FTR to ensure adherence to work and rest cycles and shift lengths.
- Maintain a log of all crews and equipment and have it posted for everyone's access in the work area.
- Maintain a log for work and rest cycle tracking on crews and engines **when using 24-hour management cycles**.
- Ensure fuel issue records are being recorded correctly and turned in daily by the fuel contractor. Review them for accuracy and ensure fuel issues are posted as a deduction on the contractor's invoices.
- Ensure that all equipment has been inspected and documentation is on file along with a copy of the agreement.
- Keep a 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 reports.
- Ensure all documentation files are complete. Prepare a Medical Operating Plan outlining process and payment method.

## COSTS

- Costs are gathered and reported daily in coordination with ICS Form 209 requirements and obligation of accruals.
- Develop a system to track accumulated costs based on incident requirement.
- Identify high-cost areas and make a recommendation to the FSC.
- Coordinate with the Cost Apportionment Group if assigned.

## DEMOBILIZATION

- Ensure all time records are accurate and complete and signed by both the Contractor and Government Representatives.
- Ensure all injury and claims documentation is attached to time records and commissary posted.
- Keep one copy of complete finance package for incident package.
- Set up area and file system to allow for a smooth demobilization and filing of documents.

## Handout 3-11: Blank Finance Operating Plan

### BLANK FINANCE OPERATING PLAN

Incident Name and 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 (209 Input) \_\_\_\_\_

5. WORK PRIORITIES

Time Unit

---

---

Procurement Unit

---

---

Compensation and Claims Unit

---

---

Cost Unit

---

---

## Activity 3.3: Operating Plan

# Operating Plan

## Activity 3.3 Overview—Unit 3

### Purpose

The purpose of this activity is to provide students with an opportunity to develop a Finance Operating Plan.

### Objectives

Students will:

- Identify key components of an Operating Plan.
- Develop a Finance Operating Plan for the C&C Train Derailment Incident.

### Activity Structure

This activity is scheduled to last approximately 1 hour. Students will develop a Finance Operating Plan in small groups. Groups will then present their plan to the full class and discuss.

### 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 a sample Finance Operating Plan—Handout 3-10: Sample Finance Operating Plan.
3. In small groups, develop a Finance Operating Plan for the C&C Train Derailment Incident, using resources such as:
  - a. Handout 2-7: Agency Administrator Briefing Checklist
  - b. Handout 2-8: Delegation of Authority
  - c. Handout 3-12: Incident Objectives
  - d. Handout 3-13: Columbia Emergency Services Act
  - e. Handout 3-14: Central City Ordinance
  - f. Handout 3-15: Liberty County Ordinance
  - g. Handout 3-16: Basic Emergency Plan
4. Present your group's approach to the full class.

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

## Activity 3.3 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	40 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

## Handout 3-12: Incident Objectives

### INCIDENT OBJECTIVES (First Operational Period)

1. Provide for the safety of the public and a safe work environment for responders.
  - a. Search, rescue, protect life, and prevent further exposures to the public.
  - b. Account for all train crew members and the public in the affected area.
  - c. Prepare and follow an incident Safety Hazard Analysis/Mitigation plan and Site Safety Plans before committing resources into hazardous areas.
  - d. Immediately initiate a 2 to 1 work-rest ratio to manage responder fatigue.
2. By 1200 hours today, identify current and potential hazardous materials releases and potential impacts to the public and environment including, but not limited to:
  - a. Human exposure
  - b. Municipal water supplies
  - c. Air quality
  - d. Flora and fauna
3. Establish safety mitigations for firefighters and extinguish fires as soon as the mitigation can be implemented.
4. Prepare and initiate a plan to contain and prevent further release of hazardous materials by 1200 hours tomorrow.
5. Complete a damage survey within 24 hours.
6. Establish HAZMAT clean-up activities with a target completion time of 72 hours.
7. Initiate actions to return all public facilities used for this response to at least minimal operational condition within 48 hours.
8. Identify all agencies and jurisdictions with responsibility for this incident and prepare an assessment for the Agency Administrator on the need for Unified Command.
9. Manage the human resources assigned to the incident in a manner that promotes a positive and harassment-free work environment.
10. After safety considerations, select the most cost-efficient strategies and tactics to control this incident. If there are compelling reasons to select other options, consult the IC.

This page intentionally left blank.

## Handout 3-13: Columbia Emergency Services Act

### Chapter 7

#### Columbia Disaster and Emergency Services Act

#### Section 1 Title

This Act shall be cited as the Columbia Disaster and Emergency Services Act.

#### Section 2 Purpose

- 1) The State of Columbia has long recognized its responsibility to mitigate the effects of natural and technological/manmade emergencies which result in conditions of disaster or peril to life, property and the resources of the State. The State further recognizes its responsibility to ensure that appropriate preparations are made within the State to deal adequately with such emergencies and disasters.
  
- 2) It is, therefore, necessary to declare and enact the authority as follows:
  - a) To confer upon the Governor and upon the chief executives and governing bodies of the political subdivisions of Columbia the emergency powers provided herein, and to provide for State assistance in the organization and maintenance of the emergency programs of such political subdivisions;
  
  - b) To provide for a State agency to be known and referred to as the Division of Disaster and Emergency Services, which will operate within the Governor's office, and to prescribe the powers and duties of the director of that office;
  
  - c) To provide for the assignment of functions to State agencies to be performed during a disaster emergency and for the coordination and direction of the emergency actions of such agencies;
  
  - d) To provide for the rendering of mutual aid by State government departments and agencies and by the political subdivisions of the State in carrying out the purposes of this Act;
  
  - e) To authorize the establishment of such organizations and the taking of such actions as are necessary and appropriate to carry out the provisions of this Act;

- f) To reduce the vulnerability of the people and communities of the State to damage, injury, and loss of life and property resulting from natural or manmade catastrophes, riots, terrorism or hostile military or paramilitary action;
  - g) To prepare for prompt and efficient rescue, care, and treatment of persons victimized or threatened by disaster emergency;
  - h) To provide conditions conducive to the rapid and orderly restoration and rehabilitation of persons and property affected by disasters emergencies;
  - i) To clarify and strengthen the roles of the Governor, State agencies and departments and local governments in the prevention of, preparation for, response to, and recovery from disaster emergencies.;
  - j) To authorize and provide for cooperation in disaster prevention, protection, response, recovery, and mitigation;
  - k) To authorize and provide for coordination of activities relating to disaster prevention, protection, response, recovery, and mitigation by agencies, departments and officers of the State and similar state-local, interstate, Federal-state and foreign activities in which the State and its political subdivisions may participate;
  - l) To provide a disaster management system embodying all aspects of pre-disaster preparedness (protection, prevention, and mitigation) and disaster response and post-disaster recovery;
  - m) To assist in prevention of disasters which might be caused or aggravated by inadequate planning for and regulation of public and private facilities and land use;
  - n) To supplement, without in any way limiting, the authority conferred by previous statutes and increase the capability of the State and local agencies which have responsibilities for emergency management;
- 3) It is further declared to be the purpose of this Act and the policy of the State that all State emergency services functions be coordinated as far as possible with the appropriate, comparable agencies and departments of the State's political subdivisions well as the various departments and agencies of the Federal government, and other states and private agencies so that the most effective use may be made of all personnel, resources and facilities for dealing with any disaster or emergency.

### **Section 3 Limitations**

Nothing in this Act shall be construed to:

- 1) Interfere with any actions authorized by other laws, but all actions authorized by this Act may be taken when necessary to forestall or mitigate imminent danger to the public health or safety.
- 2) Interfere with the dissemination of news or commentary, but any communications facility or organization (including but not limited to radio, television, wire services and newspapers) may be required to transmit or print public service messages, furnishing information or instructions in connection with a disaster or emergency; and such actions may be taken during an emergency or disaster to restrict the intrusion of media representatives in disaster-affected areas for the purpose of preserving life and property.
- 3) Affect the jurisdiction or responsibilities of police forces, firefighting forces, units of the Armed Forces of the United States, or of any personnel thereof, when on active duty, but State, local and interjurisdictional disaster or emergency plans shall place reliance upon all forces available for performance of appropriate functions related to disasters and emergencies.
- 4) Limit, modify, or abridge the authority of the Governor to proclaim martial law or exercise any other powers vested in him or her under the constitution, statutes or common law of this State, independent of, or in conjunction with, any provisions of this Act.

### **Section 4 Definitions**

- 1) Unless the provision or context otherwise requires, the definitions contained in this section govern the construction of the terms used in this Act.
  - a) "Disaster" means occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or manmade cause, including, but not limited to, fire, flood, earthquake, wind, storm, wave action, oil spill or other water contamination which requires emergency action to avert danger or damage, volcanic activity, epidemic, air contamination, blight, drought, infestation, energy shortage, explosion, riot, terrorism, or hostile military or paramilitary action.
  - b) "Local disaster" means the duly proclaimed existence of conditions of disaster or extreme peril to the safety of persons and property within the territorial limits of a political subdivisions caused by any of the conditions enumerated in Paragraph (2a), supra, which are or are likely to be beyond the control of services, personnel, equipment, and facilities or that political subdivision; or with respect to regulated energy utilities, a sudden and severe

energy shortage requires extraordinary measures beyond the authority vested in the Columbia Public Utilities Commission.

- c) "State of war emergency" means the condition which exists immediately, with or without a proclamation thereof by the Governor, whenever this State or nation is attacked by an enemy of the United States, or upon receipt by the State of a warning from the federal government indicating that such an enemy attack is probable or imminent.
- d) "Public Health emergency" means the duly proclaimed existence of conditions or imminent threat of illness or health condition that:
- I. is believed to be caused by any of the following:
    - i. bioterrorism;
    - ii. the appearance of a novel or previously controlled or eradicated infectious agent or biological toxin;
  - II. poses a high probability of any of the following harms:
    - i. a large number of deaths in the affected population;
    - ii. a large number of serious or long-term disabilities in the affected population; or
    - iii. widespread exposure to infectious or toxic agent that poses a significant risk of substantial future harm to a large number of people in the affected population.

*Reference: Model State Emergency Health Powers Act, Article I, Section 104*

- e) "State disaster" means the duly proclaimed existence of conditions of disaster or extreme peril to the safety of persons and property within the State caused by such conditions as are enumerated in Paragraph 2a) supra or other conditions, causing a state of emergency, which conditions by reason of their magnitude, are or are likely to be beyond the control of the services, personnel equipment, and facilities of any single local jurisdiction, and require the combined forces of a mutual aid region or regions to combat.
- 2) "Political subdivision" means any county, city, town, village, township, district, or other unit of local government authorized by law.
- 3) "Governor" means the chief executive of the State of Columbia or the person upon whom the powers and duties of the office of Governor have devolved pursuant to the Columbia Constitution.
- 4) "State agency" means any department, division, commission, independent establishment, or branch of the executive branch of the State government.
- 5) "Governing body" means the Board of County Commissioners, County Executive and County Council, Boards of trustees, alderman or directors or other administrative managing entity of a political subdivision.

- 6) "Chief Executive" means that person authorized by law to act in an administrative and executive capacity for the governing body of a political subdivision.
- 7) "Public facility" means any facility of the State or a political subdivision, which is owned, operated, or maintained by any combination thereof, through money derived by taxation or assessment.
- 8) "Sudden and severe energy shortage" means a rapid, unforeseen shortage of energy, resulting from, but not limited to, events such as an embargo, sabotage, or natural disaster, and which has statewide, regional, or local impact.
- 9) "A mutual aid region" is a subdivision of the state emergency services organization established to facilitate the coordination of mutual aid and other emergency operations within an area of the State consisting of two or more county operational areas.
- 10) "Master Mutual Aid Agreement" means the Columbia Disaster Master Mutual Aid Agreement, made and entered into by and between the State of Columbia, its various departments and agencies, and the various political subdivisions of the State to facilitate implementation of the purposes of this Act.
- 11) An "operational area" is a level of the State emergency services organization, consisting of a county and all political subdivisions within that county.

- 12) "Emergency plans" means those official and approved documents which describe the principles, policies, procedures, activities and methods to be followed in carrying out emergency operations or rendering mutual aid during emergencies and disasters. These plans include such matters as continuity of government, the emergency services of governmental agencies, mobilization of resources, mutual aid and public information.
- 13) "State emergency plan" means the State of Columbia Emergency Plan as approved by the Governor.

### **Section 5 Powers of the Governor**

- 1) The Governor is responsible for responding appropriately to the dangers to the State and its people presented by disasters.
- 2) The Governor shall have the powers granted by this act which powers shall be in addition to any other powers granted to him by law.
- 3) The Governor may issue, amend, and rescind executive orders, proclamations, and regulations, which shall have the force and effect of law, to carry out the provisions of this Act, but in so doing he should give due consideration to the plans and actions of the Federal government.
- 4) The Governor is empowered to expend any appropriation for support of the Columbia Disaster and Emergency Services Act to carry out the provisions of this Act.
- 5) The Governor is authorized to establish a Disaster Emergency Council to advise him on matters relating to disasters.
- 6) A disaster emergency shall be declared by executive order or proclamation of the Governor if he finds a disaster has occurred or that this occurrence or the threat thereof is imminent. The state of disaster emergency shall continue until the Governor finds that the threat or danger has passed, or the disaster has been dealt with to the extent that emergency conditions no longer exist and terminates the state of disaster emergency by executive order or proclamation. All executive orders or proclamations issued under this subsection shall indicate the nature of the disaster, the area or areas affected or threatened, and the conditions which have brought it about or which justify the state of disaster emergency. An executive order or proclamation shall be disseminated promptly by the best means for bringing its contents to the attention of the general public and, unless the circumstances attendant upon the disaster prevent or impede doing so, the executive order or proclamation shall be promptly filed with the state office of Disaster and Emergency Services, the Columbia State Archives and the local records-keeping agency in the area or areas to which it applies.
- 7) An executive order or proclamation of a state of disaster emergency shall activate the disaster response and recovery aspects of the State, local, and interjurisdictional disaster emergency plans applicable to the political subdivision or area in question and shall be

authority for the deployment and use of any forces to which the plan or plans apply and for the use or distribution of any supplies, equipment, and materials and facilities assembled, stockpiled to be made available pursuant to this Act or any other provisions of law relating to disaster emergencies.

- 8) During the continuance of any state of disaster emergency, the Governor is commander-in-chief of the National Guard and of all other forces available for emergency duty. To the greatest extent practicable, the Governor shall delegate or assign command authority by prior arrangement in appropriate executive orders or regulations, but nothing herein is intended to restrict his authority to do so by orders issued at the time of the disaster emergency.
- 9) In addition to any other powers conferred upon the Governor by law, he may:
  - a) Suspend the provision of any regulatory statute prescribing the procedures for conduct of State business, or the orders, rules, or regulations of any State agency if strict compliance with the provisions of said statute, order, rule, or regulations would in any way prevent, hinder, or delay necessary action in coping with the emergency.
  - b) Utilize all available resources of the State government and of each political subdivision of the State as is reasonably necessary to cope with the disaster emergency.
  - c) Transfer the direction, personnel, or functions of State departments and agencies or units thereof for the purpose of performing or facilitating emergency services.
  - d) Subject to any applicable requirements for compensation required by law, commandeer or utilize any private property if it is necessary for coping with the disaster emergency.
  - e) Direct and compel the evacuation of all or part of the population from any stricken or threatened area within the State if it is deemed necessary for the preservation of life or for disaster mitigation, response, or recovery.
  - f) Prescribe routes, modes of transportation and destinations in connection with an evacuation.
  - g) Control ingress and egress to and from a disaster area, the movement of persons within the area and the occupancy of premises therein.

- h) Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives, and combustibles.
- i) Make provisions for the availability and use of temporary emergency housing.

### **Section 6 State Division of Disaster and Emergency Services**

- 1) A Division of Disaster and Emergency Services is hereby established in the office of the Governor. The Division shall have a director appointed by the Governor with the consent of the State Senate and shall serve at the pleasure of the Governor. The Division shall have a planning officer and such other professional, technical, secretarial, and clerical employees as is necessary for the performance of its functions. The Division Director shall have all the rights and powers of a department head as provided by the Columbia Government Code.
- 2) The Division of Disaster and Emergency Services shall prepare and maintain a State disaster plan and keep it current. This plan may include:
  - a) Prevention and minimization of injury and damage caused by disaster.
  - b) Prompt and effective response to disasters.
  - c) Emergency relief.
  - d) Conducting a hazard vulnerability analysis, identifying areas which are particularly vulnerable to disasters and identify those disasters to which the State is most susceptible.
  - e) Recommending zoning, building, floodplain, and other land-use controls, safety measures for securing mobile homes or for non-permanent or semi-permanent structures, and other prevention, protection, and mitigation measures designed to eliminate or reduce disasters or their impact.
  - f) Assistance to local officials in designing local emergency action plans.
  - g) Authorization and procedures for the erection or other construction of temporary works designed to protect against or mitigate danger, damage, or loss from flood, conflagration, or other disaster.

- h) Preparation and distribution to the appropriate State and local officials of catalogues of Federal, State and private assistance programs.
  - i) Organization of manpower and chains of command.
  - j) Coordination of Federal, State, and local disaster activities.
  - k) Coordination of the State disaster plan with the disaster plans of the Federal government and the State's political subdivisions.
  - l) Other activities which might be necessary and appropriate.
- 3) The Division shall take an integral part in the development and revision of local and interjurisdictional disaster plans prepared under provisions of this Act. To this end, it shall employ or otherwise secure the services of professional and technical personnel or consultants who can provide expert assistance to political subdivisions, their emergency agencies, and interjurisdictional planning and emergency agencies. These personnel or consultants shall work with subdivisions and agencies on a regularly scheduled basis and shall make field examinations of the areas, circumstances, and conditions to which local and interjurisdictional disaster preparedness plans are intended to apply and may suggest revisions.
- 4) In preparing and revising the State disaster preparedness plan, the Division shall seek the advice and assistance of local subdivisions elected and appointed officials, as well as business, labor, industry, agricultural, civic, volunteer, and community organizations. In advising local and interjurisdictional agencies, the Division shall encourage them also to seek advice from these representative sources.
- 5) Subject to statutory authority, the State disaster preparedness plan or any part thereof may be incorporated in regulations of the Division which shall have the force and effect of law.
- 6) The Division shall:
- a) Determine the requirements of the State and its political subdivisions for food, clothing, and other necessities in the event of an emergency.
  - b) Procure and pre-position supplies medicines, materials, and equipment which might be required in the emergency.
  - c) Promulgate standards and requirements for local and interjurisdictional disaster preparedness plans.

- d) Periodically review local and interjurisdictional disaster preparedness plans and make recommendations for revision where appropriate.
- e) Provide for mobile support units.
- f) Establish and operate or assist political subdivisions, their disaster agencies and interjurisdictional disaster agencies to establish and operate training programs, including practice exercises, and programs of public information and education.
- g) Conduct surveys of industries, resources, and facilities within the State both public and private, as are necessary to carry out the purposes of this Act.
- h) Plan and make arrangements for the availability and use of any private facilities, services, and property and if, in fact, used provide for payment for such use under terms and conditions agreed upon or according to existing law.
- i) Establish a register of persons with types of specialized training and skills which might be useful in emergency prevention, protection, response, recovery, and mitigation.
- j) Establish a register of mobile and construction equipment and temporary housing for possible use in a disaster emergency.
- k) Prepare, for issuance by the governor, executive orders, proclamations, and regulations which are necessary and appropriate for implementation of this Act.
- l) Cooperate with the Federal government and any public or private agency or entity in achieving the purposes of this Act and in implementing programs for disaster prevention, preparation, response, and recovery.
- m) Engage in other activities which are necessary and appropriate for the implementation of this Act.
- 7) The Governor may assign all or part of his powers and duties under this Act to the Director of the Division of Disaster and Emergency Services.
- 8) During a state of emergency, the Division Director shall coordinate the emergency activities of all State agencies in connection with such emergency and every State agency and officer shall cooperate with the Division Director in rendering all possible assistance in carrying out the provisions of this Act.

**Section 7 Financing**

- 1) It is the intent of the Legislature and declared to be the policy of the State that funds to meet disaster emergencies shall always be available.
- 2) A Disaster Contingency Fund is hereby established which shall receive monies appropriated therefor by the Legislature and these monies shall not be expended for any purpose other than to cope with a disaster emergency.
- 3) It is the legislative intent that the first recourse shall be to funds which are regularly appropriated for State and local agencies. If the Governor finds that the demands for funds in coping with a particular disaster emergency exhaust or unreasonably reduce these appropriated funds, the Governor may make funds available from the Disaster Contingency Fund. If monies available from this fund are inadequate, and if the Governor finds that other sources of money to cope with the disaster are not available or are insufficient, the Governor may transfer and expend monies appropriated for other purposes or borrow for a term not to exceed 2 years from the United States Government or any other private or public source.
- 4) Nothing contained in this section shall be construed to limit the Governor's authority to apply for, receive, administer, and expend grants, gifts, or payments in aid of disaster prevention, protection, response, recovery, or mitigation.

**Section 8 Disaster Agencies and Services**

- 1) Each political subdivision within this State shall be within the jurisdiction of, and be served by, the Columbia Division of Disaster and Emergency Services and by a local or interjurisdictional agency responsible for disaster prevention, protection, response, recovery, and mitigation.
- 2) Each county and city within the State of Colombia shall maintain a disaster agency or participate in a local or interjurisdictional disaster agency.
- 3) Notwithstanding any provision of this Act or other law to the contrary, the Governor may require a political subdivision to establish and maintain a disaster agency jointly with one or more contiguous political subdivisions if he finds that the establishment and maintenance of such an agency or participation therein is made necessary by circumstances or conditions that make it unusually difficult to provide for disaster prevention, protection, response, recovery, and mitigation under the provisions of this Act.
- 4) The mayor, County Executive, chairperson of a board of supervisors, commissioners or aldermen, or other principal executive officer of each political subdivision in the State shall

notify the Division of Disaster and Emergency Services regarding the manner in which the particular political subdivision is providing or securing disaster planning and emergency services, identify the person who heads the agency from which the service is obtained and furnish additional information relating thereto as the Division requires.

- 5) It is mandated by this Act that each local and interjurisdictional agency shall prepare and keep current a local or interjurisdictional disaster emergency plan for its area.
- 6) The Governor may enter into a compact or compacts with other states if he finds that joint action with other state or states is desirable in meeting common intergovernmental problems of emergency disaster planning, prevention, protection, response, recovery, and mitigation.

### **Section 9 Local Disaster Emergencies**

- 1) A local disaster emergency may be declared only by the principal executive officer of a political subdivision or the executive head of a multijurisdictional entity created among or between political subdivisions pursuant to the authority granted by this Act.
- 2) A locally declared disaster emergency shall not be continued or renewed for a period in excess of 7 days except by or with the consent of the governing board of the political subdivision or joint multijurisdictional entity. Any order or proclamation declaring, continuing or terminating a local disaster emergency shall be given prompt and general publicity and shall be filed promptly with the principal records-keeping agency.
- 3) The effect of a declaration of a local disaster emergency is to activate the response and recovery aspects of any and all applicable local or interjurisdictional disaster emergency plans and to authorize the furnishing and receiving of aid and assistance thereunder.
- 4) An interjurisdictional agency or official thereof may declare a local disaster and provide aid and services in accordance with the authority pursuant to which it functions.

### **Section 10 Disaster Prevention**

- 1) In addition to disaster prevention measures as included in the State, local and interjurisdictional disaster plans, the Governor shall consider on a continuing basis steps that could be taken to mitigate, prevent or reduce the harmful consequences of disasters. At the Governor's direction, and pursuant to any other authority and competence they have, State agencies including, but not limited to, those charged with responsibilities in connection with flood plain management, stream encroachment and flow regulation, weather modification, fire prevention and control, air quality, public works, land use and land use planning and

construction standards, public health, and information and intelligence<sup>1</sup> gathering shall make studies of disaster prevention-related matters. The Governor from time to time shall make recommendations to the Legislature, local governments, multijurisdictional entities and other appropriate public and private entities as may facilitate measures for mitigation, prevention, or reduction of the harmful consequences of disasters.

- 2) The appropriate State agency, in cooperation with the Division of Disasters and Emergency Services, shall continually study land uses and construction of structures and other facilities to identify areas which are particularly vulnerable to severe land shifting, subsidence, flood or other catastrophic occurrences. The studies under this subsection shall concentrate on means for reducing or avoiding the dangers caused by the occurrence or the consequences of these events.

### **Section 11 Compensation**

- 1) No personal services may be compensated by the State or any subdivision or agency thereof except pursuant to statute, or local law or ordinance.
- 2) If the property was commandeered or otherwise used in coping with a disaster emergency and its use or destruction was ordered by an authorized individual or agency, appropriate compensation shall be paid.
- 3) Any person claiming compensation for the use, damage, loss, or destruction of property under this Act shall file a claim therefor with the appropriate agency and in the form and manner prescribed.
- 4) Unless the amount of compensation for property damaged, lost, or destroyed is agreed to between the claimant and the appropriate state agency, the amount of compensation shall be calculated in the same manner as compensation due for a taking of property pursuant to the condemnation laws of the State.

### **Section 12 Mutual Aid**

- 1) It is the purpose of the Columbia Legislature in enacting this Act to facilitate the rendering of aid to areas stricken by an emergency.
- 2) Nothing in this Act should be construed as discouraging political subdivisions from entering into mutual aid agreements with each other. However, emergency plans duly adopted and approved by the Governor shall have the effect of satisfying the requirements for mutual aid

---

<sup>1</sup> In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations

operations provided for in the Master Mutual Aid Agreement, notwithstanding the absence of a formal mutual aid agreement.

- 3) During any state of emergency when the need arises for outside aid in any political subdivision such aid shall be rendered in accordance with approved emergency plans. It shall be the duty of public officials to cooperate to the fullest extent possible in carrying out such plans.
- 4) In periods, other than a state or local emergency, State agencies and political subdivisions have the authority to exercise mutual aid powers in accordance with the Master Mutual Aid Agreements and local ordinances, resolutions, agreements, or plans therefor.
- 5) Political subdivisions not participating in interjurisdictional arrangements pursuant to this Act nevertheless shall be encouraged and assisted by the Division of Disaster and Emergency Services to conclude suitable arrangements for furnishing mutual aid in coping with disasters. The arrangements shall include provision of equipment, aid by persons and units in public employ or in volunteer organizations, including but not limited to, police, fire, public works, public information, building inspection and other such services as might be needed in responding to and recovery from a disaster emergency.
- 6) The Governor, with the advice of the Division of Disaster and Emergency Services, is hereby authorized and empowered to divide the State into mutual aid regions for the more effective application, administration, and coordination of mutual aid and other emergency-related activities.

### **Section 12 Operational Areas**

- 1) Each county is designated as an operational area. In a state of emergency, each operational area shall serve as a link in the system of communications and coordination with the State's emergency operating centers.

### **Section 13 State of War Emergency**

- 1) During a state of war emergency, the Governor shall have complete authority over all agencies of the State government and the right to exercise within the area or regions designated all police power vested in the State of Columbia in order to effectuate the purposes of this Act. In the exercise thereof, the Governor shall promulgate and enforce such orders and regulations as he or she deems necessary for the protection of life and property in accordance with the provisions of this Act.

**Section 14 Local Emergency**

- 1) A local emergency may be proclaimed by the governing body of the political subdivision or by an official so designated and authorized by ordinance or resolution adopted by such governing body.
- 2) Whenever a local emergency is proclaimed by an official designated and authorized by ordinance or resolution, the local emergency shall not remain in effect for more than 7 days unless it has been ratified by the governing body. The governing body shall review at least every 14 days until such local emergency is terminated, the need for continuing the local emergency and shall proclaim the termination of such local emergency at the earliest possible date that conditions warrant.
- 3) When two or more political subdivisions have created an interjurisdictional entity or Policy Group to jointly administer and coordinate the emergency response and recovery activities of the participating jurisdictions, the official selected by members of said Policy Group shall have the authority to proclaim a local emergency.
- 4) In periods of local emergency, political subdivisions have the full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements therefor.
- 5) State agencies may provide mutual aid, including personnel, equipment, and other available resources, to assist political subdivisions during a local emergency or in accordance with mutual aid agreements or at the direction of the Governor.
- 6) In an appropriately proclaimed State or local emergency, the cost of extraordinary services incurred by political subdivisions in executing mutual aid agreements shall constitute a legal charge against the State when approved by the Governor in accordance with orders and regulations promulgated as prescribed in this Act. The Governor may delegate this power of approval.
- 7) During a local emergency, the governing body of a political subdivision or officials designated thereby, may promulgate orders and regulations necessary to provide for the protection of life and property, including orders or regulations imposing a curfew within designated boundaries where necessary to preserve the public order and safety. Such orders, regulations, amendments and recessions thereof shall be in writing and shall be given widespread public and public notice.

**Section 15 Preservation of Local Government**

- 1) The Legislature recognizes that, if this State or Nation were attacked by an enemy of the United States, many areas in Columbia might be subjected to the effects of said enemy attack and some or all of these areas could be severely damaged. During such attacks and in the reconstruction period following such attacks, law and order must be preserved and, so far as possible, governmental services must be continued or restored. To help preserve law and order and to continue or restore local governmental services, it is essential that the local units of government continue to function.

*Reference: The Emergency Interim Executive and Judicial Succession Act which provides for the continuity of the executive and judicial functions of the State by providing for additional officers who can act as Governor, by providing for emergency interim succession to other executive offices of the State; by providing for special emergency judges and by authorizing political subdivisions to enact resolutions and ordinances relating to this subject.*

**Section 16 Columbia Emergency Council**

- 1) There is hereby created a Columbia Emergency Council to consist of individuals representing State and local agencies and private organizations, all of whom possess expertise or responsibilities with respect to preventing, preparing for, responding to or recovering from disaster emergencies.
- 2) Members of this Council shall be appointed by the Governor and shall serve at the Governor's pleasure.

**Section 17 Local Emergency Councils**

- 1) Political subdivisions may create emergency councils to develop plans for meeting any condition constituting a local emergency, State emergency or state of war emergency. Such plans shall provide for the effective mobilization of all the resources within the political subdivision, both public and private.
- 2) The governing body of the political subdivision may in any ordinance or resolution adopted pursuant to this section provide for the organization, powers and duties, services and staff of the emergency organization.
- 3) Political subdivisions may enact ordinances and resolutions and establish rules and regulations or authorize emergency councils to recommend to the director of the local emergency organization rules and regulations for dealing with local emergencies and may voluntarily act to carry out mutual aid and may enter into mutual aid agreements with other jurisdictions.

### **Section 18 Effective Date**

This Act shall take effect immediately.

This page intentionally left blank.

## Handout 3-14: Central City Ordinance

### Central City Disaster and Emergency Service Ordinance 92-468

Reference: The Columbia Disaster and Emergency Services Act, Section 14 and 15, which are incorporated herein by reference state to wit:

"Section 14 Local Emergency

- "1) A local emergency may be proclaimed by the governing body of the political subdivision or by an official so designated and authorized by ordinance or resolution adopted by such governing body.
- "2) Whenever a local emergency is proclaimed by an official designated and authorized by ordinance or resolution, the local emergency shall not remain in effect for more than 7 days unless it has been ratified by the governing body. The governing body shall review at least every 14 days until such local emergency is terminated, the need for continuing the local emergency and shall proclaim the termination of such local emergency at the earliest possible date that conditions warrant.
- "3) When two or more political subdivisions have created an interjurisdictional entity or Policy Group to jointly administer and coordinate the emergency response and recovery activities of the participating jurisdictions, the official selected by members of said Policy Group shall have the authority to proclaim a local emergency.
- "4) In periods of local emergency, political subdivisions have the full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements therefor.
- "5) State agencies may provide mutual aid, including personnel, equipment, and other available resources, to assist political subdivisions during a local emergency or in accordance with mutual aid agreements or at the direction of the Governor.
- "6) In an appropriately proclaimed State or local emergency, the cost of extraordinary services incurred by political subdivisions in executing mutual aid agreements shall constitute a legal charge against the State when approved by the Governor in accordance with orders and regulations promulgated as prescribed in this Act. The Governor may delegate this power of approval.
- "7) During a local emergency, the governing body of a political subdivision or officials designated thereby, may promulgate orders and regulations necessary to provide for the protection of life and property, including orders or regulations imposing a curfew within designated

boundaries where necessary to preserve the public order and safety. Such orders, regulations, amendments, and recessions thereof shall be in writing and shall be given widespread public and public notice.

#### "Section 15 Preservation of Local Government

"1) The Legislature recognizes that, if this State or Nation were attacked by an enemy of the United States, many areas in Columbia might be subjected to the effects of said enemy attack and some or all of these areas could be severely damaged. During such attacks and in the reconstruction period following such attacks, law and order must be preserved and, so far as possible, governmental services must be continued or restored. To help preserve law and order and to continue or restore local governmental services, it is essential that the local units of government continue to function."

### **Section 1) Title**

This Ordinance shall be referred to as the "Central City Disaster and Emergency Service Ordinance Act."

### **Section 2) Definitions**

- 1) Unless otherwise clearly required by the context, as used in this act:
  - a) "Unavailable" means either that a vacancy in an office exists and there is no deputy authorized to exercise the powers and discharge the duties of the office; or that the lawful incumbent of the office and the deputy are absent, deceased, or otherwise unable to exercise the powers and discharge the duties of the office.
  - b) "Emergency interim successor" means a person designated in the event an officer is unavailable, to discharge the duties of an office until a successor is appointed or elected and qualified as provided by the constitution, statutes, charters, and ordinances or until the lawful incumbent is able to resume the duties of the office.
  - c) "Office" includes all Central City offices, the powers and duties of which are defined in the Charter, laws, and regulations of Central City.

### **Section 3) Liberty County/Central City Disaster Emergency Policy Group**

The Mayor and City Council of Central City find that the people of this City would be more effectively served by an interjurisdictional arrangement than by maintaining separate disaster agencies and services. In furtherance of this finding, there is hereby created by this ordinance, and by a similar ordinance which has been enacted by the Board of County Commissioners of Liberty County, the Liberty County Central City Disaster Emergency Policy Group. (The Policy Group).

**Section 4) Delegated Authority**

Authority is hereby delegated to the Liberty County Central City Disaster Emergency Policy Group for conducting all activities relating to the prevention of, preparation for, response to and recovery from disaster emergencies, including, but not limited to, creation of a disaster and emergency services interjurisdictional entity as authorized by the Columbia Disaster and Emergency Services Act, to prepare a joint disaster emergency plan, mutual aid agreements, and such other activities as shall be necessary and appropriate for carrying out the intent of this ordinance.

**Section 5) Composition of Liberty County/Central City Policy Group**

- 1) Each jurisdiction shall determine which agencies and personnel shall serve on the Liberty County Central City Disaster Emergency Policy Group, and each jurisdiction is authorized to make such changes, deletions, or additions as may be appropriate and necessary from time to time.
- 2) Other political subdivisions may be admitted in the interjurisdictional disaster emergency Policy Group when duly authorized by the governing body of the jurisdiction seeking admission and by the existing members of the Policy Group.

**Section 6) Executive Head of the Liberty County Central City Disaster Emergency Policy Group**

- 1) The Policy Group itself shall choose its presiding officer from the members of the Policy Group and shall establish and define the presiding officer's powers and authority.
- 2) The Policy Group, on behalf of the respective jurisdictions, shall prepare and distribute to all appropriate officials in writing a clear and complete statement of the emergency responsibilities of all local agencies and officials and set forth the disaster emergency chain of command within the Policy Group. When a disaster is occurring or is imminent the Policy Group shall issue a Policy Statement for the guidance of the departments and agencies of the respective jurisdictions.

**Section 7) Continuity of Government**

To assure continuity of government through legally constituted leadership, authority and responsibility in offices of the Central City government, pursuant to the Columbia "Emergency Interim Executive and Judicial Succession Act;" to provide for the effective operation of the Central City government during an emergency; and to facilitate the early resumption of functions temporarily suspended, it is found and declared to be necessary to provide for additional officers who can exercise the powers and discharge the duties of the head of government; to provide for emergency interim succession to governmental offices of Central

City in the event the incumbents thereof and their duly authorized deputies, assistants, or other subordinate officers are unavailable to perform the duties and functions of such offices.

### **Section 8) Emergency Interim Successors – Central City**

- 1) Pursuant to the provisions of the Columbia "Emergency Interim Successors Act," all department and agency heads of Central City and all school, fire, power, and drainage districts shall designate by title, if feasible, or by named person, emergency interim successors and specify their order of succession. Such designations shall be reviewed and revised as necessary to insure their current status. The officer will designate a sufficient number of persons so that there will be not less than 3, nor more than 7 deputies or emergency interim successors or any combination thereof at any time. If the event that any officer of any political subdivision (or his or her deputy) is unavailable, the duties shall be discharged by the designated emergency interim successors in the order specified. The emergency interim successor shall discharge the duties of the office to which he or she is designated until such time as the vacancy is filled; or until the officer or his deputy becomes available to discharge the duties of the office.
- 2) The office of Mayor shall devolve to the Vice Mayor and thereafter to the member or members of the City Council in order of their succession to office. If two or more shall have the same seniority date, then lots shall be drawn by the highest-ranking judicial officer available to fill the office of Mayor on a temporary basis.
- 3) The powers of other elective officers shall devolve to their Chief Deputy and thereafter to other persons on the basis of rank. If more than one person shares the same rank, then succession shall be by seniority in entering on duty in the service of Central City. If two or more have equal entitlement to the office on the basis of these criteria, then the vacancy shall be filled by the City Council.

### **Section 9) Formalities of Taking Office**

- 1) At the time of their designation, emergency interim successors shall take such oath as may be required for them to exercise the powers and discharge the duties of the office to which they are succeeding. Notwithstanding any other provision of law, no person shall be required to comply with any other provisions of law relative to taking office as a prerequisite for assuming such temporary office.

### **Section 10) Period in Which Authority May be Exercised**

- 1) Officials authorized to act pursuant to this ordinance, are empowered to exercise the powers and discharge the duties of an office as herein authorized only after the disaster has created the vacancy of the office. Emergency interim successors in non-elective offices shall serve at the pleasure of the Mayor and may be removed or replaced by the Mayor with or without cause.

- 2) When the disaster or emergency which created the vacancy abates and an elective office is still vacant, then a special election shall be held at the earliest time feasible to fill such vacant elective office.
- 3) The persons designated as emergency interim successors are authorized to exercise the powers and discharge the duties of an office in accordance with this ordinance until such time as they are removed by appropriate authority.
- 4) Any disputes concerning a question of fact arising under this ordinance with respect to an office shall be adjudicated and resolved by the City Council.

### **Section 11) Financing**

- 1) It is the intent of the City Council and declared to be the policy of Central City that funds to meet disaster emergencies shall always be available.
- 2) A Disaster Contingency Fund is hereby established which shall receive monies appropriated therefor by the City Council and these monies shall not be expended for any purpose other than to cope with a disaster emergency.
- 3) It is the City Council's legislative intent that the first recourse shall be to funds which are regularly appropriated for City agencies. If the Mayor finds that the demands for funds in coping with a particular disaster emergency exhaust or unreasonably reduce these appropriated funds, the Mayor may make funds available from the Disaster Contingency Fund. If monies available from this fund are inadequate, and if the Mayor finds that other sources of money to cope with the disaster are not available or are insufficient, the Mayor may transfer and expend monies appropriated for other purposes or borrow for a term not to exceed 2 years from any private or public source.
- 4) Nothing contained in this section shall be construed to limit the Mayor's authority to apply for, receive, administer, and expend grants, gifts, or payments in furtherance of disaster prevention, protection, response, recovery, or mitigation.

### **Section 12) Emergency Purchasing**

- 1) When an official disaster emergency has been declared in Central City, the laws, regulations, and procedures relating to the purchase or procurement of goods, equipment, or services may be waived if said expenditures are necessary for coping with the emergency.

- 2) Department and agency heads and incident commanders shall be authorized to purchase or procure goods, equipment and services as required to respond to the emergency up to a limit of \$10,000. Such authority shall exist so long as the declared emergency condition exists. For any purchase or procurement above \$10,000, the approval of the Mayor or the City Manager shall be required.
  
- 3) Individuals purchasing or procuring goods and services pursuant to this section shall maintain a record of said transaction and execute such forms as may be prescribed by the Central City Finance Office.

### **Section 13) Effective Date**

This ordinance shall take effect immediately.

## Handout 3-15: Liberty County Ordinance

### Liberty County Disaster and Emergency Service Ordinance 92-651

Reference: The Columbia Disaster and Emergency Services Act, Section 14 and 15, which are incorporated by reference in this ordinance state to wit:

#### **"Section 14 Local Emergency"**

- "1) A local emergency may be proclaimed by the governing body of the political subdivision or by an official so designated and authorized by ordinance or resolution adopted by such governing body.
- "2) Whenever a local emergency is proclaimed by an official designated and authorized by ordinance or resolution, the local emergency shall not remain in effect for more than 7 days unless it has been ratified by the governing body. The governing body shall review at least every 14 days until such local emergency is terminated, the need for continuing the local emergency and shall proclaim the termination of such local emergency at the earliest possible date that conditions warrant.
- "3) When two or more political subdivisions have created an interjurisdictional entity or Policy Group to jointly administer and coordinate the emergency response and recovery activities of the participating jurisdictions, the official selected by members of said Policy Group shall have the authority to proclaim a local emergency.
- "4) In periods of local emergency, political subdivisions have the full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements therefor.
- "5) State agencies may provide mutual aid, including personnel, equipment, and other available resources, to assist political subdivisions during a local emergency or in accordance with mutual aid agreements or at the direction of the Governor.
- "6) In an appropriately proclaimed State or local emergency, the cost of extraordinary services incurred by political subdivisions in executing mutual aid agreements shall constitute a legal charge against the State when approved by the Governor in accordance with orders and regulations promulgated as prescribed in this Act. The Governor may delegate this power of approval.
- "7) During a local emergency, the governing body of a political subdivision or officials designated thereby, may promulgate orders and regulations necessary to provide for the protection of life and property, including orders or regulations imposing a curfew within designated boundaries where necessary to preserve the public order and safety. Such orders,

regulations, amendments, and recessions thereof shall be in writing and shall be given widespread public and public notice.

### **"Section 15 Preservation of Local Government"**

"1) The Legislature recognizes that, if this State or Nation were attacked by an enemy of the United States, many areas in Columbia might be subjected to the effects of said enemy attack and some or all of these areas could be severely damaged. During such attacks and in the reconstruction period following such attacks, law and order must be preserved and, so far as possible, governmental services must be continued or restored. To help preserve law and order and to continue or restore local governmental services, it is essential that the local units of government continue to function."

### **Section 1) Title**

This Ordinance shall be referred to as the "Liberty County Disaster and Emergency Services Ordinance Act."

### **Section 2) Definitions**

- 1) Unless otherwise clearly required by the context, as used in this act:
  - a) "Unavailable" means either that a vacancy in an office exists and there is no deputy authorized to exercise the powers and discharge the duties of the office; or that the lawful incumbent of the office and the deputy are absent, deceased, or otherwise unable to discharge the duties of the office.
  - b) "Emergency interim successor" means a person designated pursuant to the law, in the event the officer is unavailable, to exercise the powers and discharge the duties of an office until a successor is appointed or elected and qualified as may be provided by the constitution, statutes, charters, and ordinances or until the lawful incumbent is able to resume the exercise of the powers and discharge the duties of the office.
  - c) "Office" includes all County offices, the powers and duties of which are defined in the Charter, laws, and regulations of Liberty County.
  - d) "Political subdivision" includes counties, cities, towns, townships, villages, districts, authorities and other public corporations and entities whether organized and existing under charter or general laws of Liberty County.

### **Section 3) Liberty County/Central City Disaster Emergency Policy Group**

The Board of County Commissioners of Liberty County finds that the people of this County would be more effectively served by an interjurisdictional arrangement than by maintaining separate disaster agencies and services. In furtherance of this finding, there is hereby created

by this ordinance and by an ordinance enacted by the City Council of Central City, the Liberty County Central City Disaster Emergency Policy Group. (The Policy Group.)

#### **Section 4) Delegated Authority**

Authority is hereby delegated to the Liberty County/Central City Disaster Emergency Policy Group for conducting all activities relating to the prevention of, preparation for, response to and recovery from disaster emergencies, including, but not limited to, creation of a disaster and Emergency Services interjurisdictional entity as authorized by the Columbia Disaster and Emergency Services Act, to prepare a joint disaster emergency plan, mutual aid agreements, and such other activities as shall be necessary and appropriate for carrying out the intent of this ordinance.

#### **Section 5) Composition of Liberty County Central City Policy Group**

- 1) Each jurisdiction shall determine which agencies and personnel shall serve on the Liberty County Central City Disaster Emergency Policy Group, and each jurisdiction is authorized to make such changes, deletions or additions as may be appropriate and necessary from time to time.
- 2) Other political subdivisions may be admitted in the interjurisdictional Policy Group when duly authorized by the governing body of the jurisdiction seeking admission and by the existing members of the Policy Group.

#### **Section 6) Executive Head of the Liberty County/Central City Policy Group**

- 1) The Policy Group itself shall choose its presiding officer from the members of the Policy Group and shall establish the presiding officer's powers and authority.
- 2) The Policy Group on behalf of the respective jurisdictions shall prepare and distribute to all appropriate officials in writing a clear and complete statement of the emergency responsibilities of all local agencies and officials and of set forth the disaster emergency chain of command. When a disaster emergency is occurring or is imminent, the Policy Group shall issue a Policy Statement for the guidance of the departments and agencies of the respective jurisdictions.

#### **Section 7) Continuity of Government**

- 1) To assure continuity of government through legally constituted leadership, authority and responsibility in offices of the government of Liberty County, pursuant to the Columbia "Emergency Interim Executive and Judicial Succession Act," to provide for the effective operation of the Liberty County government during an emergency; and to facilitate the early resumption of functions temporarily suspended, it is declared to be necessary to provide for additional officers who can discharge the duties of the head of government; to provide for emergency interim succession to governmental offices of Liberty County in the event the incumbents thereof and their duly authorized deputies, assistants or other subordinate officers unavailable to perform the duties and functions of such offices.

**Section 8) Emergency Interim Successors – Liberty County**

- 1) Pursuant to the provisions of the Columbia Emergency Interim Successors Act, all department and agency heads of Liberty County and all school, fire, power, and drainage districts shall designate by title, if feasible, or by named person, emergency interim successors and specify their order of succession. Such designations shall be reviewed and revised as necessary to insure their current status. The officer will designate a sufficient number of persons so that there will be not less than 3, nor more than 7 deputies or emergency interim successors or any combination thereof at any time. If the event that any officer of any political subdivision (or his or her deputy) is unavailable, the powers of the office shall be exercised and duties shall be discharged by the designated emergency interim successors in the order specified. The emergency interim successor shall discharge the duties of the office to which he or she is designated until such time as the vacancy is filled; or until the officer or his deputy becomes available to discharge the duties of the office.
- 2) The Chairmanship of the Board of County Commissioners shall devolve to the Vice Chairman and thereafter to the member or members in order of their succession to office. If two or more shall have the same seniority date, then lots shall be drawn by the highest-ranking judicial officer available to determine the chairmanship.
- 3) The powers of the Sheriff and other elective officers shall devolve to his or her Chief Deputy and thereafter to the person of the next highest rank. If more than one person shares the same rank, then succession shall be by seniority in entering on duty in the service of Liberty County. If two or more have equal entitlement to the office on the basis of these criteria, then the vacancy shall be filled by the Board of County Commissioners.

**Section 9) Formalities of Taking Office**

At the time of their designation, emergency interim successors shall take such oath as may be required for them to exercise the powers and discharge the duties of the office to which they are succeeding. Notwithstanding any other provision of law, no person shall be required to comply with any other provisions of law relative to taking office as a prerequisite for assuming such temporary office.

**Section 10) Period in Which Authority May be Exercised**

- 1) Officials authorized to act pursuant to this ordinance, are empowered to exercise the powers and discharge the duties of an office as herein authorized only after the disaster has created a vacancy in the office. The Board of County Commissioners by ordinance or resolution may at any time terminate the authority of said emergency interim successors or appoint different persons to serve in the appointive offices.
- 2) When the disaster or emergency which created a vacancy in an elective office abates and the office is still vacant, then a special election shall be held at the earliest time feasible to fill such vacant elective office.

- 3) The persons designated as emergency interim successors in appointive offices are authorized to exercise the powers and discharge the duties of an office until the vacancy no longer exists or until they are removed by the appropriate authority. All such emergency interim successors shall serve at the pleasure of the County Commissioners and may be removed or replaced by the County Commissioners with or without cause.
- 4) Any disputes concerning a question of fact arising under this ordinance with respect to an office, shall be adjudicated and resolved by the County Commissioners.

### **Section 11) Financing**

- 1) It is the intent of the Board of County Commissioners and declared to be the policy of Liberty County that funds to meet disaster emergencies shall always be available.
- 2) A Disaster Contingency Fund is hereby established which shall receive monies appropriated therefor by the Board of County Commissioners and these monies shall not be expended for any purpose other than to cope with a disaster emergency.
- 3) It is the Board of County Commissioners' legislative intent that the first recourse shall be to funds which are regularly appropriated for County agencies. If the Board finds that the demands for funds in coping with a particular disaster emergency exhaust or unreasonably reduce these appropriated funds, the Board may make funds available from the Disaster Contingency Fund. If monies available from this fund are inadequate, and if the Board finds that other sources of money to cope with the disaster are not available or are insufficient, the Board may transfer and expend monies appropriated for other purposes or borrow for a term not to exceed 2 years from any private or public source.
- 4) Nothing contained in this section shall be construed to limit the Board's authority to apply for, receive, administer, and expend grants, gifts, or payments in furtherance of disaster prevention, protection, response, recovery, or mitigation.

### **Section 12) Emergency Purchasing**

- 1) When an official disaster emergency has been declared in Liberty County, the laws, regulations, and procedures relating to the purchase or procurement of goods, equipment or services may be waived.
- 2) Department and agency heads and incident commanders shall be authorized to purchase or procure goods, equipment and services as required to respond to the emergency up to a limit of \$10,000. Such authority shall exist so long as the declared emergency exists. For any purchase or procurement above \$10,000, the approval of the Chairman of the Board of County Commissioners or the Chief Administrative Officer shall be required.

- 3) Individuals purchasing or procuring goods and services pursuant to this section shall maintain a record of said transactions and execute such forms as may be prescribed by the Liberty County Finance Office.

**Section 13) Effective Date**

This ordinance shall take effect immediately.

## Handout 3-16: Basic Emergency 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, prevent and protect against, 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. National Preparedness System Mission Areas

**Prevention:** Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Unlike other mission areas, which are all-hazards by design, prevention core capabilities are focused specifically on imminent terrorist threats, including on-going attacks or stopping imminent follow-on attacks.

**Protection:** Protection includes the capabilities to safeguard the homeland against acts of terrorism and manmade or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life.

**Mitigation:** Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private and nonprofit sectors, communities, critical infrastructure, and the Nation as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

**Response:** Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal disability access, establishing a safe and secure environment, and supporting the transition to recovery.

**Recovery:** Recovery includes those capabilities necessary to assist communities affected by an incident to recover effectively. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence and livelihoods, especially those who experience financial, emotional, and physical hardships. Successful recovery ensures that we emerge from any threat or hazard stronger and positioned to meet the needs of the future. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historic, and environmental fabric.

## 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**

- n. City Manager
- o. Chairperson of City Council (Mayor)
- p. Board of City Council Members
- q. City Attorney
- r. Fire Chief
- s. Police Chief
- t. City Public Works Director
- u. 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**

- o. Assistant City Manager
- p. Assistant Fire Chief
- q. Assistant Police Chief
- r. City Finance Director
- s. Central City Hospital Liaison
- t. Information Technology/GIS Manager

The members of the Emergency Management Coordination Group also include:

- u. Water Manager
  - v. Gas Company Manager
  - w. Telephone Company Manager
  - x. County Highway Superintendent
  - y. Red Cross Representative
  - z. Director, Local Housing Authority
  - aa. Director, Local Public Assistance Office
  - bb. Transit Authority Representative
  - cc. Community Info/Hotline Coordinator
  - dd. Purchasing Manager
  - ee. 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, 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, and coordinate communications planning activities with the EOC
- e. Assess damage to cellular telecommunications infrastructure and communicate findings to EOC and 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**

**1. Emergency Authority**

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

**2. 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.

**3. 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.

**4. 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 threat intelligence and 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](http://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 is 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. Multi-Agency coordination may involve one or more EOC, Department Operation Centers (DOCs) and a multi-agency coordination entity such as a MAC Group or a Policy Group.

MAC Groups, sometimes called Policy Groups, are part of the off-site incident management structure of NIMS. MAC Groups consist of representatives from stakeholder agencies or organizations. They are established and organized to make cooperative multiagency decisions. MAC Groups act as policy-level bodies during incidents, supporting resource prioritization and allocation, and enabling decision making among elected and appointed officials and those responsible for managing the incident (e.g., the Incident Commander).

MAC Groups are primarily responsible for resource prioritization and allocation. Unlike Unified Command, they do not perform incident command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations. When competition for resources is significant, MAC Groups may relieve the coordination and dispatch organizations of some prioritization and allocation responsibilities.

**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.

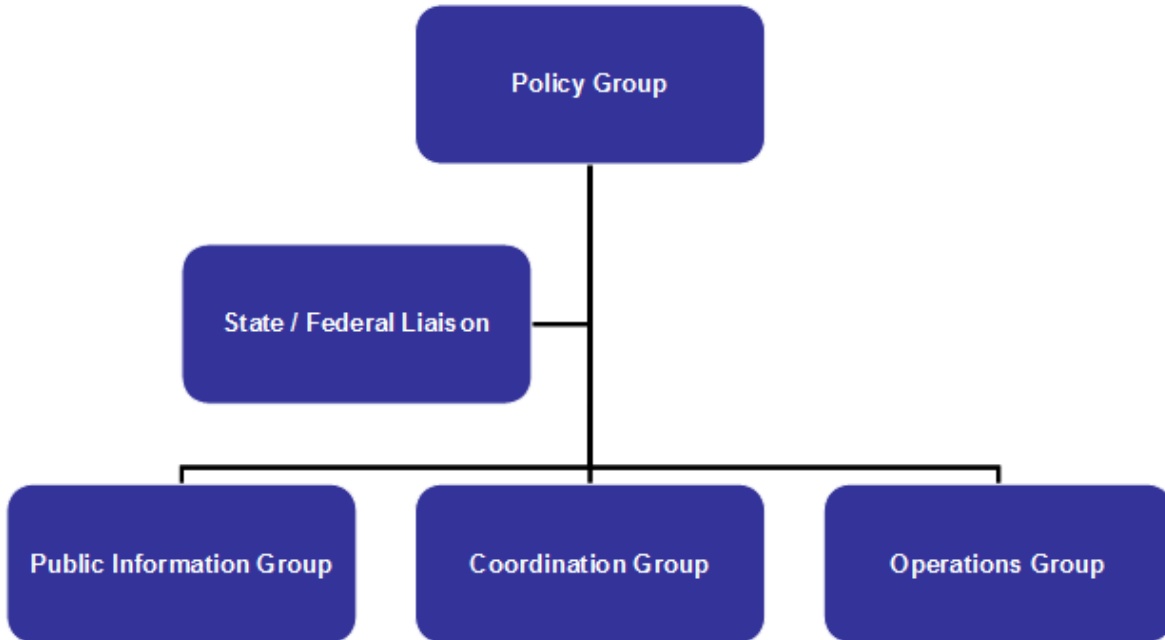
Departments will be assigned prime responsibility for their component of the plan. Telephone and contact lists are to be updated every 3 months with a full plan review every year.

**XIV. Authorities and References**

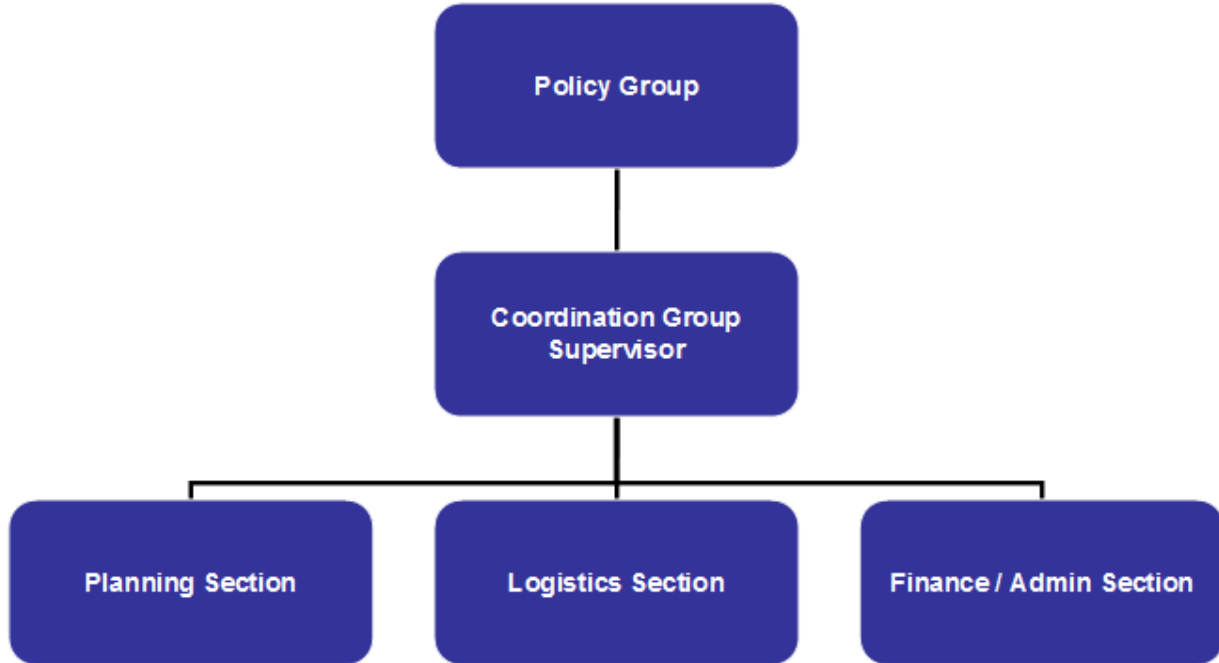
- A. Federal Civil Defense Act of 1950, Public Law 81-920, as amended
- B. The Disaster Relief Act of 1974, Public Law 93-288, as amended
- C. Columbia Emergency Services Act, 1970, as amended
- D. FEMA CPG 1-8 Guide for the Development of State and Local Emergency Operations Plans
- E. FEMA CPG 1-8 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 Emergency Assistance Act, Public Law 93-288, as amended



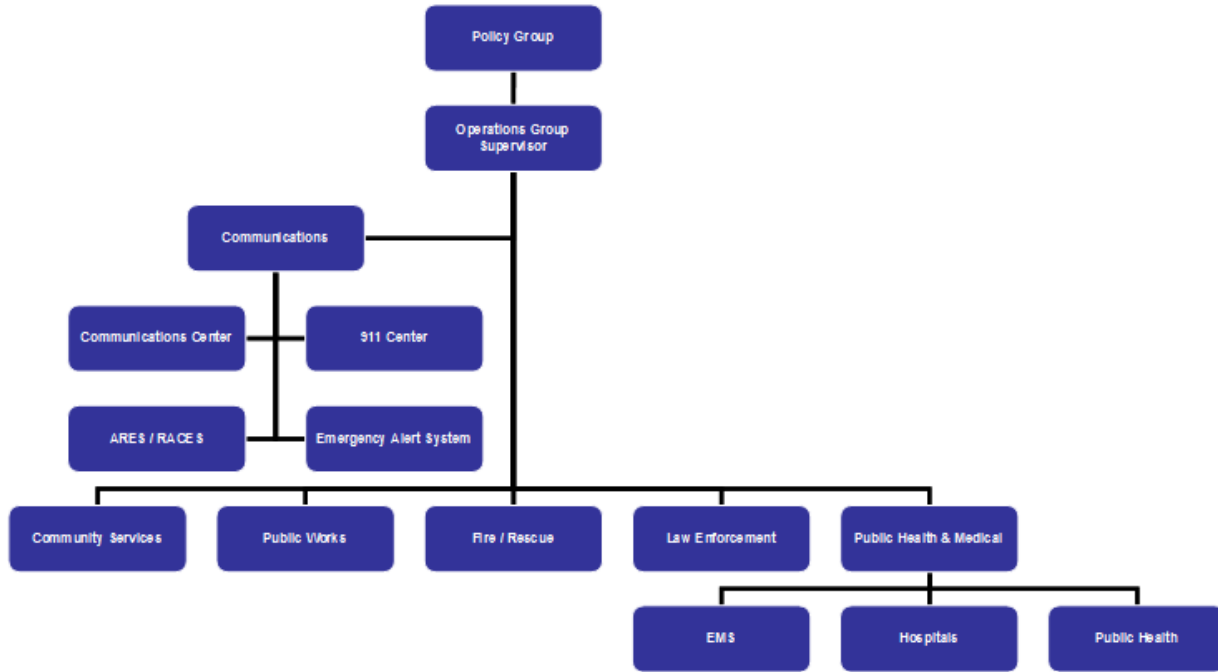
**Liberty County / Central City  
EOC Organization**



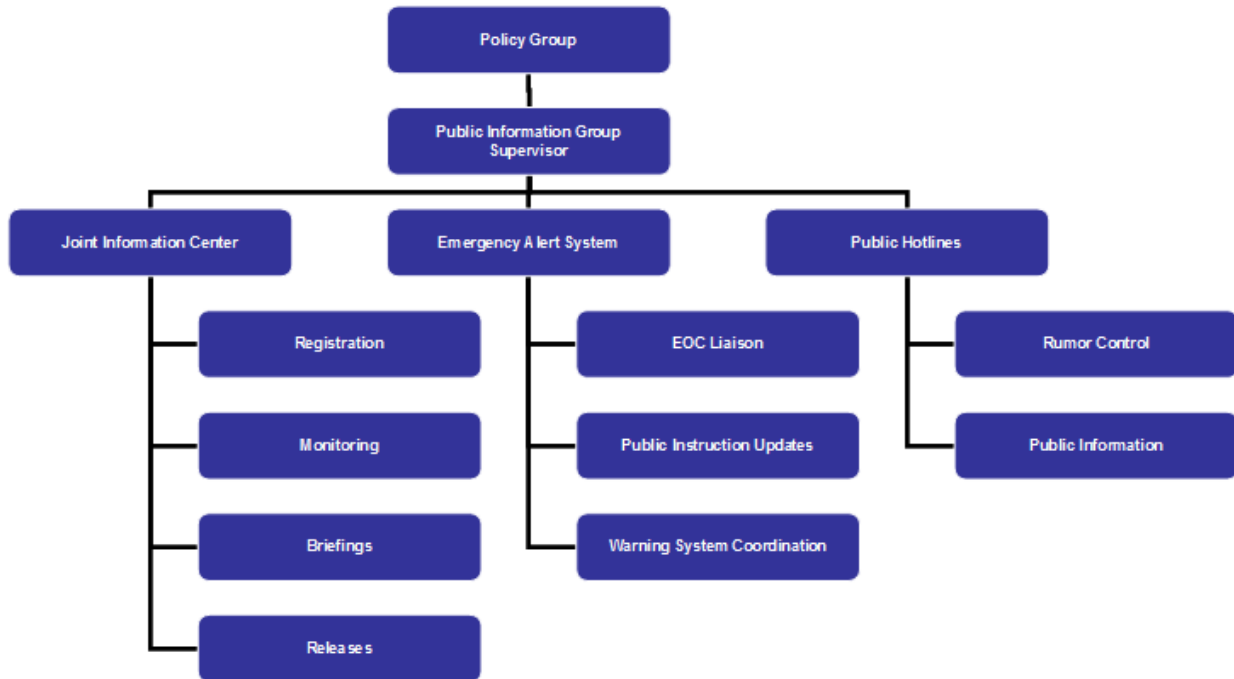
**Liberty County / Central City  
EOC Organization – Coordination Group**



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



**Liberty County / Central City  
EOC Organization – Public Information Group**



This page intentionally left blank.

## **Handout 3-17: Finance Operating Plan**

Handout 3-17 is not in the Student Manual because it is the answer key for Activity 3.3.

This page intentionally left blank.

## **Handout 3-18: ICS Form 225 - Incident Personnel Performance Rating**

Refer to EL\_973\_HO\_3-18\_ICs\_Form\_225.pdf

This page intentionally left blank.

## Activity 3.4: Unit Leader Performance

### Unit Leader Performance Activity 3.4 Overview—Unit 3

#### Purpose

The purpose of this activity is to provide students with an opportunity to become more familiar with the duties of the Unit Leaders and understand the importance of appropriate supervision.

#### Objectives

Students will:

- Be able to identify the duties of the Unit Leaders within the Finance Section.
- Identify the Unit Leader who must take action when specific issues arise.
- Describe potential management solutions.

#### Activity Structure

This activity is scheduled to last approximately 1 hour, including small group discussions and presentations of each group's approach and answers. Students will read the situation, discuss and answer the questions as a group, and document on an easel pad their answers to the questions for each situation. Groups will then present their approach to the full class and discuss.

#### Rules, Roles, and Responsibilities

Students will be divided into small groups. Each group will assume the role of Finance/Administration Section Chief. Players respond to the situation based on their knowledge of Incident Command System and Finance/Administration Section Chief's 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 information provided and assigned by the Instructor(s). Given the information in the situation, answer the questions to the best of your ability.
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the class.

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

### Activity 3.4 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	45 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

## Activity 3.4 Questions

At 2000 hours, January 22, you are holding a meeting with the Finance Section Unit Leaders. After a thorough briefing of the incident status, you take this time to critique job performance. You ordinarily evaluate performance individually; however, since it is only a few days into the incident, this is just a constructive hint session with input from everyone.

There are now 100 personnel assigned to the C&C Train Derailment Incident. You and your staff still have several days to go on your assignment. Your present Finance/Administration organization is as follows:

- 1 Finance Section Chief
- 1 Time Unit Leader
- 1 Procurement Unit Leader
- 1 Cost Unit Leader
- 1 Personnel Time Recorder
- 1 Equipment Time Recorder

Ordered, but with no ETA are the following:

- 1 Compensation and Claims Unit Leader
- 1 Claims Specialist

You identified the following concerns. Address each point by identifying the Unit Leader who must take action and how the problem should be handled. Should you absorb any duties? What can your Unit Leaders ask you to do? What immediate training is essential?

1. Although there are approximately 10 pieces of rental equipment on the incident, very few equipment rental agreement forms have been submitted. The Procurement Unit Leader has been busy signing up equipment and completing negotiations that took him away from base for 7–8 hours.
  
2. Some of the equipment time reports indicate improper preparation.
  
3. The Finance Unit still does not have any documents on the injuries responders have incurred.

4. The irate property owner has contacted Central City Mayor's office because he has not heard from anyone concerning the accident. The Mayor's Office has called the IC to see what is being done.
  
5. The Safety Officer has not shared any information regarding the property damage or the two vehicle accidents.
  
6. The Cost Unit Leader's preliminary cost report is missing the cost for supplies.
  
7. You notice that there are a lot of time reports that have not been recorded. What are some solutions for this problem?

This page intentionally left blank.

---

# Unit 4: Interaction and Coordination

STUDENT MANUAL

---

---

---

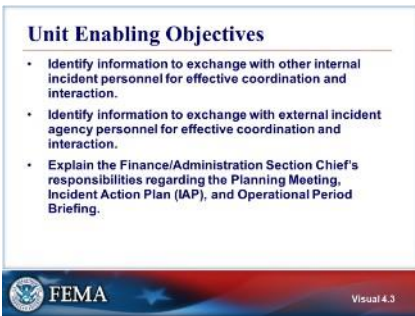
This page intentionally left blank.



Visual 4.1



Visual 4.2



Visual 4.3

## UNIT 4: INTERACTION AND COORDINATION

This unit is specifically about communication. The first half of the unit relates to communication with members of the IMT. The second half relates to communication and coordination with people outside the IMT and the incident.

### UNIT TERMINAL OBJECTIVE

Upon completion of this unit, students will be able to identify key strategies for interacting with personnel internal and external to the Incident Management Team.

### UNIT ENABLING OBJECTIVES

- Identify information to exchange with other internal incident personnel for effective coordination and interaction.
- Identify information to exchange with external incident agency personnel for effective coordination and interaction.
- Explain the Finance/Administration Section Chief's responsibilities regarding the Planning Meeting, Incident Action Plan (IAP), and Operational Period Briefing.

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

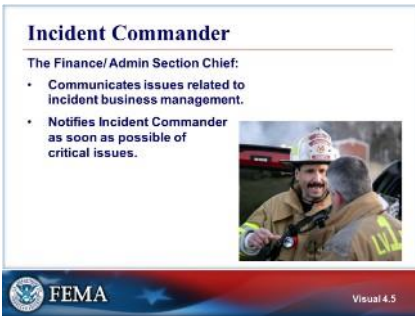


Visual 4.4

## INTERACTION AND COORDINATION WITH PERSONNEL

Coordination, cooperation, and communication are critical to successful management of an incident. Establishment and maintenance of the communication flow is critical for successful interaction and coordination.

Refer to Handout 4-1: Expectations of the Incident Management Team.



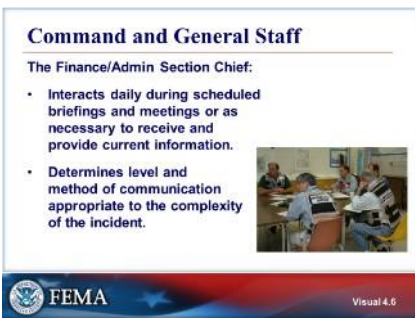
Visual 4.5

## INCIDENT COMMANDER

The ceiling cost, to the extent it is known, is important and should be shared with the IMT, specifically the Incident Commander and Planning Section Chief. The Planning Section Chief is involved in reporting the costs (ICS Form 209) and discussing raising the debt ceiling for the incident with the Incident Commander.

Before the ceiling is reached, the Finance/Administration Section Chief must provide basic cost information to the Incident Commander and Planning Section Chief. You should provide the information to the Commander and Section Chief so they can meet with the Agency Administrator/Executive to examine options.

The Operations Section Chief and Logistics Section Chief would be involved to manage the resources based on the mission.



Visual 4.6

## COMMAND AND GENERAL STAFF


Interaction and coordination occurs between the Finance/Administration Section Chief and the Command and General Staff

**Planning Section**

The Finance/Admin Section Chief:

- Provides cost information for ICS Form 209 Incident Status Summary
- Obtains resource status information
- Provides review and updates cost alternative information for incident planning and analysis

Handout 4-2: Incident Status Summary



FEMA Visual 4.7

Visual 4.7


**PLANNING SECTION**

Refer to Handout 4-2: Incident Status Summary.

**Operations Section**

The Finance/Admin Section Chief:

- Provides information on expensive or under-used equipment.
- Exchanges information regarding appropriate expenditures of funds.
- Obtains cost information and projections.
- Explains spending ceilings.



FEMA Visual 4.8

Visual 4.8

**OPERATIONS SECTION**

Your job as the Finance/Administration Section Chief is to support the Operations Section. You are there to relay information and possibly provide more cost-effective solutions. Cost-effective management does not necessarily equal inefficient operations.

**Logistics Section**

The Finance/Admin Section Chief:

- Obtains information on facility, support, and property costs.
- Provides information on contract costs.



FEMA Visual 4.9

Visual 4.9


**LOGISTICS SECTION**

Interaction and coordination occurs between the Finance/ Administration Section Chief and the Logistics Section.

**Public Information Officer**

The Finance/Admin Section Chief:

- Provides information on incident cost estimates and projections on the ICS Form 209 Incident Status Summary.



FEMA Visual 4.10

Visual 4.10

**PUBLIC INFORMATION OFFICER**


Interaction and coordination occurs between the Finance/ Administration Section Chief and the PIO.

**Pay and Time**

The incident agency advises the Incident Commander of work-rest policies and the Incident Commander implements those policies.

The Finance/Admin Section Chief:

- Establishes time submission requirements and procedures.
- Advises other section chiefs as well as the Incident Commander of personnel exceeding work-shift requirements established by the incident agency.
- Provides information and answers questions relating to incident time.



Visual 4.11

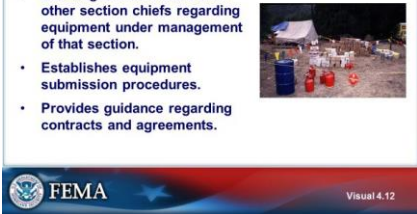
**PAY AND TIME**

Pay, work, and rest policies are key to estimating personnel costs, as these drive both the number of people needed for an incident and the cost per unit of labor. To be able to provide guidance, the Finance/Administration Section Chief must be familiar with contracts.

**Contracts and Equipment**

The Finance/Admin Section Chief:

- Exchanges information with other section chiefs regarding equipment under management of that section.
- Establishes equipment submission procedures.
- Provides guidance regarding contracts and agreements.



Visual 4.12

**CONTRACTS AND EQUIPMENT**

The type of contractual issues that the Finance/Administration Section Chief needs to be familiar with include delegating authorities and sensitive property.

**Compensation and Claims**

The Finance/Administration Section Chief exchanges information with other Section Chiefs regarding injury compensation claims, employee claims, tort claims, and government property claims.



Visual 4.13

**COMPENSATION AND CLAIMS**

Gather claims information as soon as possible—timing is everything.

**Demobilization**

The Finance/Administration Section Chief:

- Assists in development and approval of Demobilization Plan.
- Identifies section resources that are available for release and provides information to Planning Section.
- Identifies under-used equipment for release or reassignment and notifies appropriate section managing equipment.



Visual 4.14

**DEMOBILIZATION**

The Finance/Administration Section Chief works with the Logistics, Planning, and Operations Sections to put together a schedule for demobilization. This is so you can develop a sense of staging and timing.

Team dynamics are a critical part of demobilization. As things start to wind down in the Operations Section, the Finance/Administration Section might be able to pick up some of those personnel. The strength of a team is not that everyone is Type II or III qualified - it's that everyone is there to support each other.

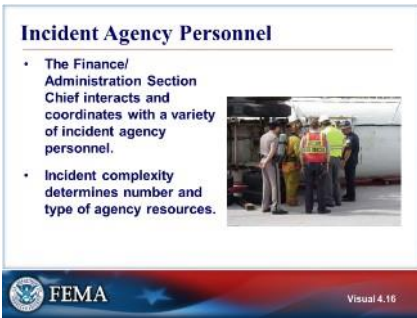


Visual 4.15

**ACTIVITY 4.1: TEAMING AND COMMUNICATING WITH IMT MEMBERS**

The instructor will explain Activity 4.1.

You will have 45 minutes to complete the activity.



Visual 4.16

**INCIDENT AGENCY PERSONNEL**

External communication will occur in numerous ways.



Visual 4.17

**AGENCY ADMINISTRATIVE REPRESENTATIVE**

The Agency Administrative Representative serves as the final reviewer of the Incident Finance Package.



Visual 4.18

**BUYING TEAM**

Interaction and coordination occurs between the Finance/ Administration Section Chief and the Buying Team

**Meetings and Briefings**

- Information exchanged at these meetings is invaluable to the Finance/Admin Section.
- Participates in Planning Meetings and Operational Briefings and plays an active role in development of the Incident Action Plan.



Handout 4-3: Operational Planning Worksheet (ICS Form 215)

FEMA Visual 4.19


Visual 4.19

**MEETINGS AND BRIEFINGS**

The Finance/Administration Section Chief has responsibilities related to meetings and briefings during the Operational Period Planning Cycle.

**Planning Meeting**

- Planning Meeting held to present Incident Action Plan for next operational period.
- Incident Action Plan identifies incident objectives, strategy, and tactics, and designates resource assignments.



Handout 4-4: Sample Incident Action Plan

FEMA Visual 4.20

Visual 4.20


**PLANNING MEETING**

The Finance/Administration Section Chief should not experience any surprises during the Planning Meeting.

Refer to Handout 4-5: Sample Incident Action Plan.

**Activity 4.2:**  
The Finance/Administration Section and the Planning Cycle

Allotted Time: 30 minutes



FEMA Visual 4.21

Visual 4.21

**ACTIVITY 4.2: THE FINANCE/ADMINISTRATION SECTION AND THE PLANNING CYCLE**


Activity 4.2 is optional; In the event Activity 4.2 is part of the instruction, the Instructor will explain the activity and then give students 30 minutes to complete it.

**Operational Period Briefing**

Operational Period Briefing held at beginning of each operational period to brief incident personnel.

IMT members:

- Review the IAP.
- Discuss safety concerns and weather predictions.
- Discuss section-specific information.



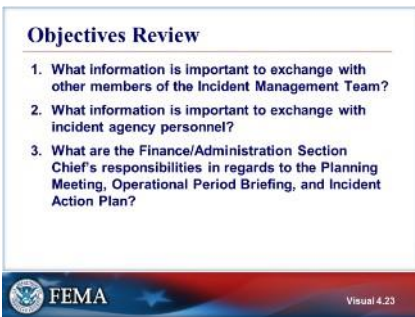
FEMA Visual 4.22

Visual 4.22

**OPERATIONAL PERIOD BRIEFING**

Briefings are meant to be brief. It is okay to not present at every Operational Period briefing.

Make sure when you do present information is clear and concise.



Visual 4.23

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Identify information to exchange with other internal incident personnel for effective coordination and interaction.
- Identify information to exchange with external incident agency personnel for effective coordination and interaction.
- Explain the Finance/Administration Section Chief's responsibilities regarding the Planning Meeting, Incident Action Plan (IAP), and Operational Period Briefing.

This page intentionally left blank.

# Supplemental Materials

This page intentionally left blank.

## Handout 4-1: Expectations of the Incident Management Team

### EXPECTATIONS

- A. Finance Section Chief's expectations of Incident Commander
  - 1. General advice and counsel
  - 2. Financial and political constraints
  - 3. Feedback on performance and evaluation
  - 4. Approval of excess duty time
  
- B. Incident Commander's expectations of Finance Section Chief
  - 1. Advice and counsel about fiscal and contract matters
  - 2. Cost-benefit analysis
  - 3. Attend all briefing and strategy sessions; provide input
  - 4. Coordinate with all staff members and cooperating agency representatives
  - 5. Possess good knowledge and ability to operate Finance Section effectively
  
- C. Finance Section Chief's expectations of Safety Officer
  - 1. Advisor
  - 2. Provide information on accidents or injuries
  - 3. Coordinate with Compensation/Claims Unit Leader
  - 4. Assure that all accident or injury reports are submitted to Finance in a timely manner
  
- D. Safety Officer's expectations of Finance Section Chief
  - 1. Timely processing of accident reports
  - 2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations
  - 3. Coordinate accident and injury information from Compensation/Claims Unit
  
- E. Finance Section Chief's expectations of Information Officer
  - 1. Prepare initial information summary as soon as possible after arrival
  - 2. Ensure incident personnel are kept up to date on news and incident information
  - 3. Coordination in event of injury or death on incident
  
- F. Information Officer's expectations of Finance Section Chief
  - 1. Current incident costs
  - 2. Press-worthy items
  
- G. Finance Section Chief's expectations of Liaison Officer
  - 1. Provide a contact for assisting and cooperating agency representatives
  - 2. Provide a single contact for private organizations
  - 3. Coordinate meetings to facilitate information exchange

- H. Liaison Officer's expectations of Finance Section Chief
  - 1. Report excessive hours
  - 2. Report injuries and accidents to non-agency personnel
  - 3. Information on agency specific pay-offs
  
- I. Finance Section Chief's expectations of Planning Section Chief
  - 1. Up-to-date information on resources assigned to the incident
  - 2. Daily or shift copies of the Incident Action Plan
  - 3. Current information on the incident particularly including any planned releases
  - 4. Estimated containment and control times
  
- J. Planning Section Chief's expectation of Finance Section Chief
  - 1. Fiscal input to the Incident Action Plan
  - 2. Daily cost estimates
  - 3. Financial and cost-benefit analysis information
  
- K. Finance Section Chief's expectations of Logistics Section Chief
  - 1. Keep hired equipment time records up to date
  - 2. Provide facilities for Finance Section
  - 3. Coordination between Supply Unit and Procurement Unit
  - 4. Coordination between Ground Support Unit and Procurement Unit
  - 5. Coordination between Medical Unit and Compensation/Claims Unit Leader
  - 6. Property accountability
  
- L. Logistics Section Chief's expectations of Finance Section Chief
  - 1. Provide written orders for resources or supplies
  - 2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit
  - 3. Provide information of time and procurement problems
  - 4. Provide cost saving information
  
- M. Finance Section Chief's expectations of Operations Section Chief
  - 1. Verification of time worked by crews and equipment on incident
  - 2. Conformance to required work-rest cycles
  - 3. Information on property damage or equipment loss or damage in order to start a potential claims file
  - 4. Information on equipment on the incident, especially for the initial operational periods.
  
- N. Operations Section Chief's expectations of Finance Section Chief
  - 1. Provide efficient processing of time and pay documents so there is no interference with the IAP or demobilization process
  - 2. Report excessive work hours
  - 3. Provide adequate commissary as necessary

## **Handout 4-2: Incident Status Summary**

Refer to EL\_973\_HO\_4-2\_ICs\_Form\_209.pdf

This page intentionally left blank.

## Activity 4.1: Teaming and Communicating with IMT Members

### Teaming and Communicating with IMT Members Activity 4.1 Overview—Unit 4

#### Purpose

The purpose of this activity is to provide students with an opportunity to become more familiar with the Finance Section's coordination and interaction with the Command and General Staff.

#### Objectives

Students will:

- Identify which members of the Incident Management Team (IMT) the Finance Section works most closely with and why.
- Be able to identify the types of coordination that might occur with the Logistics Section.

#### Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussions and presentations of each group's answers. Students will discuss and answer the questions as a group and document their answers for each question on an easel pad. Groups will then present their approach to the full class and discuss.

#### 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 information provided and assigned by the instructors. Answer the questions to the best of your ability.
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the full 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
Discussion/Documentation	25 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

## Activity 4.1 Questions

1. Review Handout: 4-1 Expectations. Break into groups and discuss which members of the IMT the Finance Section works most closely with and why; which members the Finance Section will likely work with the least and why. List the top positions in priority rank, and be prepared to explain.
  
2. Close communication with the Logistics Section is essential. For every finance problem faced by the Finance/Administration Section Chief, Logistics has many more to resolve. Identify the types of coordination that might occur in each of the following areas:

Ground Support Unit

Medical Unit

Facilities Unit

Supply Unit

## Optional Activity: Demonstrate a Planning Meeting

### Planning Meeting Demonstration Role-Player Script

*(This is the 1600 Planning Meeting.)*

**Planning Section Chief:** We are having the Planning Meeting for the first Operational Period beginning at 1200 today. I would ask everyone to put your cell phones and pagers on vibrate and have someone outside monitor your radios to eliminate interruptions, so we can get through this meeting rapidly. Thank you. First OSC will give us a brief overview of the incident.

**Operations Section Chief:** In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. The train consisted of:

- 4 diesel locomotives,
- 23 tank cars (pressurized and non-pressurized),
- 12 hopper cars, and
- 2 cryogenic liquid tank cars containing liquid oxygen (LOX).

Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river. There are numerous water intakes along this stretch of the Roaring River.

There is an unconfirmed report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. The mayor has issued an evacuation order for residents in the surrounding area and is requesting assistance from the state. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The Red Cross is establishing an evacuation center at North High Schools in Central City.

Central City Police Department cars are deployed on both sides of the river at the derailment. The area about 200 yards from the derailment has been cordoned off.

Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars.

There are rumors that hundreds of Coho salmon, a federally listed threatened species have been killed. The Parks Department, County, and State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses for 25 miles down river from the rail bridge site.

Next, we have posted the incident's objectives. I'll ask our IC, *(use the role player's name)*, to very quickly review them with you. *(point to IC role player)*

**IC:** The current incident objectives are:

1. Provide for the safety of the public and a safe work environment for all responders.
2. Identify current and potential hazardous materials releases and potential impacts to the public and environment, including: Human Exposure, Municipal Water Supplies, Air Quality, Flora & Fauna
3. Establish safety mitigations for firefighters and extinguish fires as soon as possible.
4. Prepare and initiate a plan to contain and prevent further release of hazardous materials by 1200 hours tomorrow.
5. Complete a damage survey within 24 hours.
6. Establish HAZMAT clean-up activities with a target completion time of 72 hours.
7. Return all public facilities used for the response to at least minimal operational condition within 48 hours.

We have been delegated authority from the Mayor's office. Finance needs to determine the spending limits under the delegation of authority.

**Planning Section Chief:** Thanks, *(use the IC role player's name)*

Next, as you can see, the sketch map has the incident and surrounding area plotted. Ops

*(look at Ops)*, any changes or additions? (The answer is "no.") Thanks.

Next, I'll ask Operations to go over the tactics and the resource commitment for his plan. Ops?

**Operations Section Chief:**

We will deploy 5 groups to respond to this incident. All groups and resources will report to DP-1 at 1245 hours.

1. **Fire and Rescue Group** will continue containment and extinguishment of LPG cars and other fires, eliminate any potential ignition sources, and search

for injured where safe to do so.

2. **Haz Mat Group** will complete the identification of train contents, coordinate with Fire/Rescue Group, contain spills around train and down river, and provide decontamination for all personnel.
3. **Law Enforcement Group** will maintain perimeter and restrict access to authorized personnel along the perimeter: N (17<sup>th</sup> St), E (Z St), S (29<sup>th</sup> St), W (L St). Law Enforcement will also complete any evacuation within the perimeter and continue river closure to all river traffic in the immediate incident area. One boat will patrol upstream from the incident and one boat will patrol downstream from the incident.
4. **EMS Group** will continue treatment of injured; support Fire, Haz Mat and Law Enforcement Groups with EMS needs; and coordinate EMS Needs with Red Cross Evacuation Center. EMS will provide air support as needed for evacuation of injured personnel or residents.
5. **Damage Assessment Group** will coordinate with all Groups to assess damage throughout the incident area; assess public facilities for use within 48 hours and assess impacts to threatened and endangered species.

**Planning Section Chief:** Safety, would you please go over the ICS-215A for the designated groups?

**Safety Officer:** Yes, as you know we have an extremely hazardous situation given the hazards presented by the involved materials and we want to keep ourselves and citizens safe as we work to respond to this situation. Situational awareness will be critical for safe activities. First, because of the danger of chlorine gas and shifting winds, post look-outs to ensure no surprises from the damaged rail cars and be continually aware of our escape routes. In addition, we need to ensure that our escape routes are effective, so we need to mark the escape routes and control traffic access to these routes.

Personnel engaged in direct response activities (Fire & Rescue, EMS, and HazMat Crews) need to maintain situational awareness, post lookouts and ensure you have the proper PPE for this effort. HazMat Crews will manage and staff temporary decon facilities if you get exposed or if anyone else gets exposed. Those managing the decon sites will need to manage runoff so be sure you have set up using best practices and comply with local and state requirements.

Damage Assessment Teams will need to maintain situational awareness, post look-outs, and ensure you have the proper PPE for this effort.

Communications will be essential to ensure we all remain safe. No unnecessary chatter on your radios, and be sure you have the correct frequencies from our Communications Plan.

We'll be moving in heavy equipment to handle the rail cars and clean up the contaminated soil. Maintain your situational awareness and where the equipment is and will be moving to.

**Planning Section Chief:** Thanks, Safety. Okay, Logistics can we get an update from you?

**Logistics Section Chief:** We have placed all the orders for resources that operations has requested. We have received confirmed ETAs for the Group Supervisors, all of the Assistant Safety Officers, and all should be here in time for the 1900-hour Operations Briefing.

The C&C railroad HazMat Specialist is en route and should be here by 0700. Do you want him to come into the ICP or go directly to the tactical assignment with the on-scene Hazmat Strike Team?

**Operations Section Chief:** I would like him to report to me at the ICP for briefing.

**Logistics Section Chief:** It appears that two of the Type-2 crews may not be here until 2300; all other crews will be here for the Operations Briefing. What do you want to do with the crews coming in later?

**Operations Section Chief:** Report to me for assignment on arrival for briefing.

**Logistics Section Chief:** We have no information on the other additional resources as yet. It appears that there may be resources coming from the local jurisdictions, but I can't confirm as of now. I will let you know as soon as we hear anything on their ETAs.

We have recommended that we use the Central City Fairgrounds as our ICP site and have passed it on to Finance for a land-use agreement.

We have the needed flagging tape and traffic cones on hand. We also are bringing a truck load of bottled drinking water for incident personnel. As soon as it arrives, we will get it to you. My folks will contact Operations for delivery points.

We will have our feeding up and available by 1800 hours and should be able to get the responders fed before the Operations Briefing.

**Planning Section Chief:** Okay, thanks, Logistics.

**Planning Section Chief:** Moving right along, Logistics has developed a Communication Plan that will provide a Tac channel for each Group and separate dedicated channels for Air to Ground communication, Logistics, and Command. It appears this will work in our area and not have any outside interference. Logistics, I will need your Medical Plan and Communications Plan by 1800 hours for admittance in the IAP. *(The role player for LSC will confirm he/she can produce them within the timeframe.)* Also, I will need a Traffic Plan by the same time. *(No problem.)* Okay, we have a plan. Can I get your support for this plan? *(Go around the group, one at a time, and get confirmation of their support for the plan.)*

**Planning Section Chief:** PIO?

**Public Information Officer:** I can support the plan. We are formulating a media release for 0400 hours. *(Look at the role player for IC.)* I will bring it by for your approval. After approval, I'll send it to the mayor's office for release. *(Look at the role player for IC.)* We rescheduled the public meeting for 0800 tomorrow.

**Planning Section Chief:** LSC?

**Logistics Section Chief:** I can support the plan.

**Planning Section Chief:** *(Look at the role player for Liaison.)* Liaison Officer?

**Liaison Officer:** I can support the plan. If you get notified that the other additional resources do come from local jurisdictions, could you let me know so I can make contact with the agencies?

**Planning Section Chief:** Safety Officer?

**Safety Officer:** I feel we have addressed all of the safety concerns. In the safety message I will emphasize that the Search and Rescue Group will need to maintain communications with Operations as they may be in danger if heavy equipment working in the area of their operations causes debris to shift. Yes, I can support the plan.

**Planning Section Chief:** Finance?

**Finance Section Chief:** Yes, I can support the plan. However *(look at the role player for Operations)*, we have not gotten anyone from Operations coming by reporting time to us yet. Can you mention this requirement during the Ops Briefing?

*(Operations will acknowledge this request.)* Also, we are working on a land-use agreement for the area for the ICP and evacuee shelter. *(Look at the role player for Operations.)* Once you determine where the Helibase will be, could you let me know so we can negotiate an agreement for that location? *(Operations will acknowledge this request.)* Thank you.

**Planning Section Chief:** Very good. IC, are we cleared to go with this?

**Incident Commander:** I think this plan will work; however, we don't have much of a plan if we don't get confirmation on those additional resources soon. *(Look at the role player for the OSC.)* We will need to have an alternative plan available if we don't have a confirmed fill on those engine orders by 2130 hours. *(Give the role player for the OSC a chance to respond to your statement.)*

**Operations Section Chief:** We have a Contingency Plan in the works.

*(Look at the role player for the PSC.)* I would like to have the plan to me by 1830 hours for my review and signature.

**Planning Section Chief:** Okay, thank you for your participation. Our Operational Briefing will be right outside at 1900 hours.

**Optional Activity -  
Handout 4-3: Action Plan Safety Analysis**

Refer to EL\_973\_HO\_4-3\_ICS\_Form\_215a.pdf

**Optional Activity -  
Handout 4-4: Sample Operational Period Planning Worksheet**

Refer to EL\_973\_HO\_4-4\_ICS\_Form\_215\_1\_of\_2.pdf

Refer to EL\_973\_HO\_4-4\_ICS\_Form\_215\_2\_of\_2.pdf

This page intentionally left blank

## Handout 4-5: Sample IAP

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_202.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_203.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_204\_1\_of\_5.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_204\_2\_of\_5.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_204\_3\_of\_5.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_204\_4\_of\_5.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_204\_5\_of\_5.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_205.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_206.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_208\_1\_of\_3.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_208\_2\_of\_3.pdf

Refer to EL\_973\_HO\_4-5\_ICS\_Form\_208\_3\_of\_3.pdf

This page intentionally left blank.

## Activity 4.2: The Finance/Administration Section and the Planning Cycle

### The Finance/Administration Section and the Planning Cycle Activity 4.2 Overview Unit 4

#### Purpose

The purpose of this activity is to provide students with an opportunity to understand the Finance/Administration Section Chief's responsibilities within the Operational Period Planning Cycle.

#### Objective

Students will draft the Finance/Administration Section Chief's schedule for one 24-hour period.

#### Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings.

#### 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. The Incident Command is operating in 24-hour operational periods. Using Handout 2-4: Operational Period Planning Cycle (Planning P), Handout 2-5: Finance/Administration Planning Cycle Guide and what you have learned in the previous units, develop the Finance/Administration Section Chief's schedule for the next 24 hours (one operational period).
3. Present your list to the rest of the class.

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

### Activity 4.2 Schedule

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

This page intentionally left blank.

---

# Unit 5: Demobilization and Closeout

STUDENT MANUAL

---

---

---

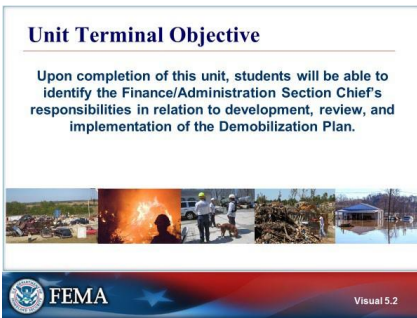
This page intentionally left blank.



Visual 5.1

**UNIT 5: DEMOBILIZATION AND CLOSEOUT**

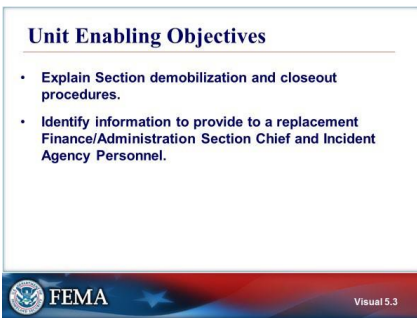
This unit outlines the responsibilities of the Finance/Administration Section Chief during demobilization.



Visual 5.2

**UNIT TERMINAL OBJECTIVE**

Upon completion of this unit, students will be able to identify the Finance/Administration Section Chief's responsibilities in relation to development, review, and implementation of the Demobilization Plan.



Visual 5.3

**UNIT ENABLING OBJECTIVES**

- Explain Section demobilization and closeout procedures.
- Identify information to provide to a replacement Finance/Administration Section Chief and Incident Agency Personnel.

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



Visual 5.4

**DEMOBILIZATION PLAN**

Refer to Handout 5-1: Sample Demobilization Plan.

**Demobilization Schedule**

- Demobilization Unit develops schedule.
- Identifies data and time of release, travel methods, home base, etc., of released sources.
- Posted for incident personnel information.



FEMA Visual 5.5

Visual 5.5

**DEMOBILIZATION SCHEDULE**

The Agency Administrative Representative and his or her staff might be willing to assist with demobilization.

It is important that the Finance/Administration Section Chief works closely with the people creating the demobilization schedule. It does not do any good to demobilize 10 crews in 1 hour because the Finance/Administration Section might only be able to do 1 every 20 minutes. There will just be a bottleneck.

Typically, traveling should not begin before 5:00 AM or after 10:00 PM. Also, do not let someone drive more than 10 consecutive hours.

**Demobilization Plan Implementation**

- Finance/Admin Section Chief and Unit Leaders establish staff work schedules to cover timeframes established in plan.
- Work hours may be extended.
- Finance/Admin Section Chief ensures adequate staffing.
- Finance/Admin Section Chief discusses contingency plans with Unit Leaders.



FEMA Visual 5.6

Visual 5.6

**DEMOBILIZATION PLAN IMPLEMENTATION**

The Finance/Administration Section Chief has responsibilities related to implementation of the Demobilization Plan.



**Activity 5.1:**  
**Demobilization**  
Allotted Time: 30 minutes

FEMA Visual 5.7

Visual 5.7


**ACTIVITY 5.1: DEMOBILIZATION**

The Instructor will explain Activity 5.1.

You will have 30 minutes to complete the activity.

**Finance/Admin Section Closeout**

- Incident Finance Package completion
- Release of personnel
- Performance appraisals



Handout 5-2: ICS Form 221 Demobilization Check-Out

FEMA Visual 5.8

Visual 5.8

**Agency Administrative Representative Closeout**

- Finance/Admin Section Chief facilitates closeout session with Agency Administrative Representative.
- Each Unit Leader meets with agency counterpart(s) to discuss Incident Finance Package.



FEMA Visual 5.9

Visual 5.9

**Finance Narrative**

- Identify the major issues.
- Identify problems and corrective measures.
- Communicate those things to people that influence changes.
- Remain professional and objective.

FEMA Visual 5.10

Visual 5.10

## FINANCE/ADMIN SECTION CLOSEOUT

All personnel must be officially released from the incident, even if traveling with the IMT.

Refer to Handout 5-2: ICS Form 221 Demobilization Check-Out.

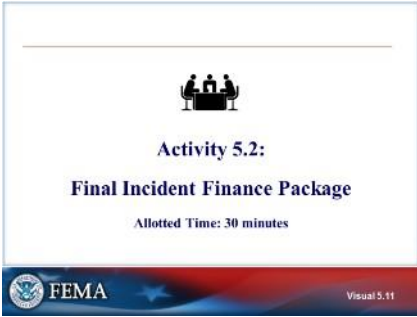
## AGENCY ADMINISTRATIVE REPRESENTATIVE CLOSEOUT

The Finance/Administration Section Chief has responsibilities related to implementation of the Agency Administrative closeout.

## FINANCE NARRATIVE

The Finance Narrative requires both technical and creative writing, such as:

- Identifying the major issues—the things that went extremely poorly or extremely well.
- Identifying problems and corrective measures that can be put in place.
- Spending time identifying solutions, not harping on problems.
- Communicating those things to people that influence changes.
- Keeping the process professional and objective.
- Noting things that could be done better in the future.



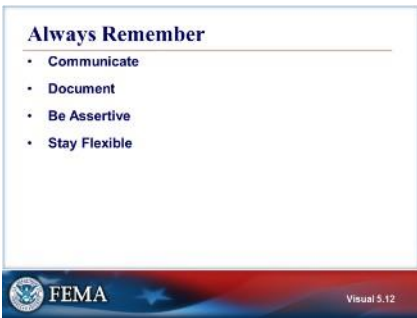
Visual 5.11

**ACTIVITY 5.2: FINAL INCIDENT FINANCE PACKAGE**

The instructor will explain Activity 5.2.

You will have 30 minutes to complete the activity.

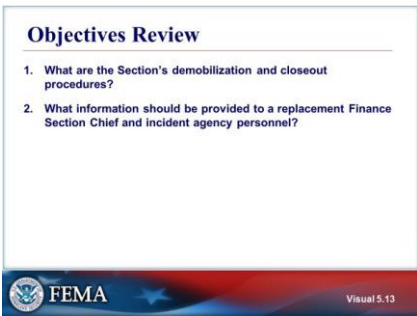
Refer to Handout 5-3: Hurricane Frances Finance Narrative and Handout 5-4: Space Shuttle Finance Narrative.



Visual 5.12

**ALWAYS REMEMBER**

Traits of a successful Finance/Administration Section Chief.



Visual 5.13

**OBJECTIVES REVIEW**

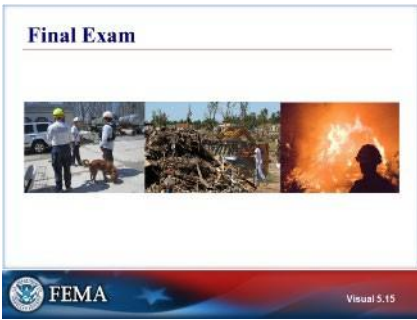
**Unit Enabling Objectives**

- Explain Section demobilization and closeout procedures.
- Identify information to provide to a replacement Finance/Administration Section Chief and Incident Agency Personnel.



Visual 5.14

**REVIEW COURSE EXPECTATIONS**



**FINAL EXAM**

**END OF COURSE**

Visual 5.15

This page intentionally left blank.

## **Supplemental Materials**

This page intentionally left blank.

## Handout 5-1: Sample Demobilization Plan

### Gap Fire Incident Demobilization Plan

#### GENERAL INFORMATION

All functional units (Operations, Logistics, Finance, Command & General Staff) will advise the Planning Section of resources that are surplus to their Sections/Units. The Planning Section will identify resources surplus to the incident's needs and obtain approval from the Incident Commander for release. The Demobilization Unit will manage the release, return, or reassignment of all surplus resources. The demobilization process requires close coordination between the Incident Demobilization Unit Leader and (Incident Dispatch Center(s) Location).

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel while in the demobilization process.

#### GENERAL GUIDELINES

- A NO resources will leave the Incident until authorized to do so by the Incident Commander facilitated through the Demobilization Unit.
- B All releases and travel home or to a reassignment will be in compliance with the National Work/Rest Guidelines. Emphasis will be placed to ensure that all released personnel arrive home no later than 2200 hours local time or as authorized by the Incident Commander. Resources will have a minimum of at least 8 consecutive hours off duty before beginning a shift or demobilization (re: Sec 23. 1.1 R5 Mob Guide).
- C All vehicles leaving the incident will have a safety inspection and deficiencies will be corrected prior to departure for home or reassignment. In addition, all vehicles will be washed to prevent the spread of noxious weeds.
- D All Party Chiefs, Crew Supervisors, and Strike Team/Resource Team Leaders will be briefed by the Demobilization Unit prior to leaving the incident. The briefing will include: 1) method of travel; 2) itinerary; and 3) manifests with destinations.
- E All personnel flying commercial airlines will be given time to shower and dress in clean clothes prior to departure. A photo I.D. and travel authorization number (if necessary) is required by all personnel. The Demobilization Unit and/or Expanded Dispatch will make all flight arrangements unless another process is agreed upon.
- F Notification of incident personnel will be by posting of "Tentative Releases" in advance. Crew supervisors will be paged when the demobilization process is to begin.
- G Resources that have been reassigned within Geographic Areas will always be released on the original order and request number.

- H Contractors/Operators of oversize vehicles (e.g., transports) are responsible for obtaining required permits for the return trip back to their point of hire.
- I Actual departure times and estimated time of arrival (ETA) at final destination will be relayed to Expanded Dispatch upon departure of all resources from the incident base. This includes all contract equipment and services.
- J Performance Ratings are required for:
  - a. Trainees
  - b. Outstanding performance
  - c. Deficient performance
  - d. By personal request

## **RESPONSIBILITIES**

Section Chiefs are responsible for determining resources surplus to their needs and submitting a written list to the Planning Section with destination, travel needs, and Request Numbers.

### **The Demobilization Unit Leader is responsible for:**

Preparing the Demobilization Plan with input from the TNF Center Manager or Expanded Dispatch.

Providing Expanded Dispatch with “Tentative” releases.

Providing Expanded Dispatch with confirmation of departing resources (including contract equipment) with their departure time and ETD at their final destination (if they have their own transportation).

Making advance notification to incident personnel regarding tentative and final releases.

Ensuring that all signatures are obtained on the Demobilization Check-Out Form (ICS-221).

Monitoring the demobilization process and making necessary adjustments in the process to maintain an orderly and safe release of all resources and ensure accurate and timely flow of release information.

### **The Incident Commander is responsible for:**

Establishing Incident release priorities in concert with the Geographic Area Coordinator.

Review and approval of the Demobilization Plan.

Review and approval of tentative release lists.

**The Safety Officer is responsible for:**

Identifying any special safety considerations for the Demobilization Plan.

Approval of tentative surplus resources.

**The Planning Section Chief is responsible for:**

Review and approval of the Demobilization Plan.

Review and approval of the tentative release lists.

**The Logistics Section Chief is responsible for:**

Ensuring through the Facilities Unit, that all sleeping and work areas are cleaned up prior to release.

Ensuring, through the Supply Unit, that all non-expendable property items are returned or accounted for prior to release.

Ensuring, through Ground Support, that there will be adequate ground transportation during the release process and that all vehicles receive a safety inspection prior to leaving the incident. Any deficiencies must be corrected. Prevention of the spread of Noxious Weeds, by vehicles, will be followed as per (Location).

Ensuring through the Communications Unit that all communications equipment has been returned or accounted for.

Ensuring, through the Food Unit, that there will be adequate meals for those being released and for those remaining in camp.

Follow the Hazardous Material Haulback Guide (R-5 letter dated 5/24/2000)

Review and approval of the Demobilization Plan.

Approval of tentative surplus (Logistics) resources.

**The Finance Section Chief is responsible for:**

Completion of all time and equipment reports for released resources.

Coordination for any ADO payoff(s).

Contract equipment payments.

Reviewing and providing excessive shift length justification with IC's signature.

Approval of tentative surplus (Finance) personnel.

Review of the Demobilization Plan.

**The Operations Section Chief is responsible for:**

Review of the Demobilization Plan.

Approval of the tentative surplus (Operations) personnel.

**The Liaison Officer is responsible for:**

Providing any agency-specific requirements for the Demobilization Plan.

#### **IV. RELEASE PRIORITIES**

The following release priorities have been established by the IC in concert with TNF (Tahoe National Forest) Expanded Dispatch and the GACC (Northern California Redding):

1. Local Government and OES Engines (Type 1, 2, & 3) (Priorities coordinated with OES Agency Representative)
2. CDF Engines (Priorities coordinated with CDF Agency Representative)
3. CDF Crews (Priorities coordinated with CDF Agency Representative)
4. State and Local Government Overhead
5. Forest Service Engines
6. Forest Service Type 2 crews
7. Federal Overhead

#### **V. RELEASE PROCEDURES**

Section Chiefs and Command & General Staff will identify surpluses within their units and submit a list (or lists) to the Demobilization Unit Leader in the Planning Section.

The Demobilization Unit will combine lists and form a “Tentative Release” list to be submitted to the Planning Section Chief and Incident Commander for review and approval. The Demobilization Unit will coordinate with the Resources Unit so that the resource status board(s) can be kept current. All incident formed Strike Teams, Resource Teams, and/or Task Forces must be disbanded before IC approval and release from the incident.

After IC approval, the Demobilization Unit Leader will notify Expanded Dispatch of the tentative releases and obtain approval. **Demobilization Unit Leader will provide a minimum of 24 hours’ notice for all resources.** Demobilization Unit Leader will also give Ground Support sufficient time to arrange for ground transportation for crews and overhead from the incident base to the departure point.

The Demobilization Unit will advise Expanded Dispatch of all surplus resources available for release, specifying those needing air transportation, identifying the nearest commercial airport to their home unit.

Expanded Dispatch will notify the appropriate GACC (Redding or Riverside) of all State and Federal surplus resources.

Expanded Dispatch will notify GVECC/OES R-4 Dispatch (Grass Valley) of all surplus/released OES 5 Party resources.

If the resource is to be reassigned, Expanded Dispatch will so advise the Demobilization Unit. The resource will be released to the new assignment and Expanded Dispatch advised of the ETD & ETA.

If there is no reassignment for the resources and the resource has transportation, Expanded Dispatch will advise the Demobilization Unit to release the resource back to the home unit. If the resource requires ground transportation, the Ground Support Unit will arrange transportation and coordinate with the Demobilization Unit.

When the Demobilization Unit receives confirmation of the release from Expanded Dispatch, notification will be as follows:

Identify personnel to be released and prepare transportation manifests.

Provide the crew leader or individual the Demobilization Check-Out form (ICS-221).

Crew leader or individual will take the Demobilization Check-Out form (ICS-221) to the destinations checked off to:

Communications Unit Leader (if communications equipment has been issued);

Ground Support Unit Leader (for vehicle safety inspection as needed);

Facilities Unit Leader (to be sure all sleeping areas are clean);

Supply Unit Leader (to return all non-expendable property);

Finance Unit (to close our time and obtain Fire Time Report);

Documentation Unit (i.e., Activity Logs, performance ratings); and

Demobilization Unit Leader (WITH ALL SIGNATURES).

Demobilization Unit will be last stop in the release process. Demobilization Unit will:

Collect and sign-off the Demobilization Check-Out Form (ICS-221).

Brief the released personnel on method of travel, schedule, and time frames.

Release the resource from the incident base.

Advise Expanded Dispatch of ETD & ETA to the home base or transportation point.

Coordinate with the Resources Unit so that resource status is kept current.

Coordinate with Security for inspection, if required by the Incident Commander.

**VI. TRAVEL INFORMATION- Incident Directory**

INCIDENT BASE PHONE NUMBERS

COMMUNICATIONS \_\_\_\_\_

DEMOB- \_\_\_\_\_

PLANS- \_\_\_\_\_

SUPPLY- \_\_\_\_\_

FINANCE- \_\_\_\_\_

PIO- \_\_\_\_\_

GROUND SUPPORT- \_\_\_\_\_

EXPANDED DISPATCH - \_\_\_\_\_

RADIO FREQUENCIES:

AGENCY DISPATCH:

FOREST NET:           RX \_\_\_\_\_

                                  TX \_\_\_\_\_

## **Handout 5-2: Demobilization Check-Out, ICS Form 221**

Refer to EL\_973\_HO\_5-2\_ICs\_Form\_221.pdf

This page intentionally left blank.

## Activity 5.1: Demobilization

# Demobilization Activity 5.1 Overview Unit 5

### Purpose

The purpose of this activity is to provide visuals with an opportunity to identify the FSC's roles and responsibilities in planning, developing, and implementing the Demobilization Plan.

### Objectives

Students will:

- Write the Finance Section of the Demobilization Plan for the C&C Train Derailment Incident.

### Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings.

### 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. Using Handout 5-1: Sample Demobilization Plan and what you have learned in the previous Units, write the Finance Section of the Demobilization Plan.
3. Present your list to the rest of the class.

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

## Activity 5.1 Schedule

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

This page intentionally left blank.

## Activity 5.2: Final Incident Finance Package

# Final Incident Finance Package

## Activity 5.2 Overview

### Unit 5

#### Purpose

The purpose of this activity is to provide visuals with an opportunity to understand the FSC's responsibility for completing an accurate Incident Finance Package.

#### Objectives

Students will:

- Write a finance narrative to include in the Final Incident Finance Package.

#### Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings.

#### 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. Using what you have learned in the previous Units, Handout 5-3: Hurricane Frances Finance Narrative and Handout 5-4: Space Shuttle Finance Narrative, write a narrative of major highlights for the C&C Train Derailment Incident.
3. Present your narrative to the rest of the class.

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

## Activity 5.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

This page intentionally left blank.

## Handout 5-3: Hurricane Frances Finance Narrative

### Finance Narrative Hurricane Frances FL-FEM-004042

**Prepositioning** – CA IIMT 2 and five other National IMTs were prepositioned 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 (IBA) 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 that were different than was communicated to the ICs by Area Command. A preferred structure would have the lead IBA assigned to Area Command so that the staff function business would be better coordinated with operational direction.

While there was some benefit of an IBA, 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 prepositioning 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 Procurement Unit Leaders 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 status tracking (IRSS), personnel and equipment timekeeping (ITS), and costs (ICARS). The upgrade to ISuite provided many improvements in the stability of the program and helping speed up finance 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 and obligations for two State teams that 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, Florida, and managed the distribution of commodities. Support was also provided the Florida State Blue Team who managed an R&D facility in Orlando, Florida. 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 Operations** – Finance workload was extremely light for all finance units. Team 2 Finance has nine members which includes four trainees. Seven 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 four EERAs which covered a CWN caterer, a refrigeration van, a hand washing 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 Crew Time Reports for documentation only.

Compensation and Claims – There was only one compensation case and no claims.

## Handout 5-4: Space Shuttle Finance Narrative

### Finance 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. 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.

This page intentionally left blank.