Incident Command System

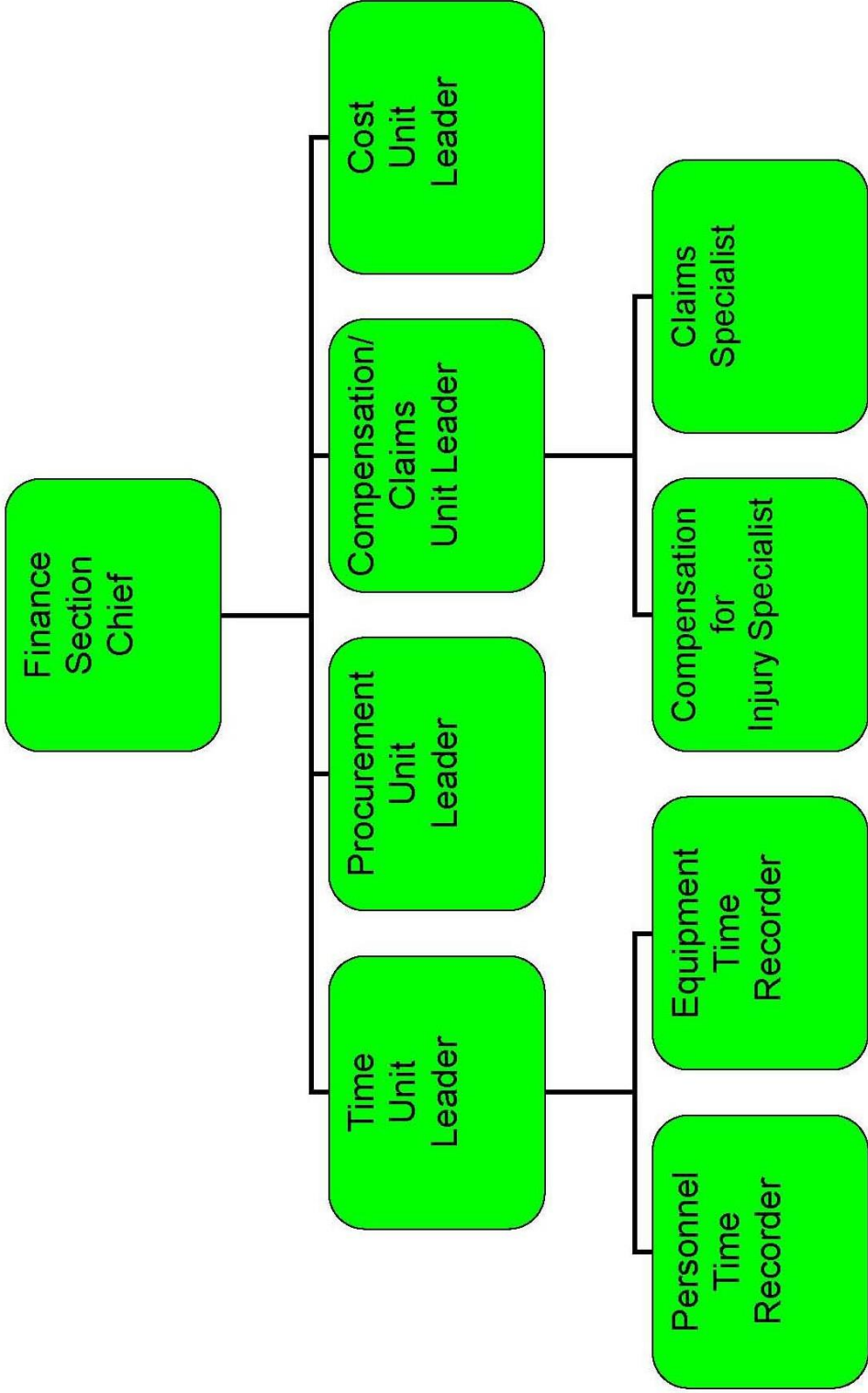# Finance/Admin. Section Chief

- FSC -
Job Aid

Revision 2
June 2014

Finance Section Chief

Cost Unit Leader

Compensation/Claims Unit Leader
- Claims Specialist
- Compensation for Injury Specialist

Procurement Unit Leader

Time Unit Leader
- Equipment Time Recorder
- Personnel Time Recorder

Table of Contents

THIS PAGE INTENTIONALLY LEFT BLANK

Overview

User

The user of this job aid will be anyone assigned as Finance Section Chief (FSC) within the National Incident Management System (NIMS) Incident Command System (ICS).

- Personnel assigned to this position should have a good Finance background and experience working with people in other organizations. Since this is a key position in the response organization, assignment should be based on experience level versus rank.

When to Use

This Job Aid can be used anytime as a supplement. Generally, the Job Aid covers "what" to do but not "how" to perform a particular function.

This Job Aid does not cover other important traits of an effective FSC, such as good leadership, interpersonal and communications skills, or experience in risk-based decision making
A good FSC exhibits these traits and many more in addition to properly executing the ICS.

Major Tasks

Below is a list of major accomplishments:
- Comprehensively understanding the incident/ situation from a financial perspective
- Establish and maintain overall finance requirements (e.g. source of funds, different agency spending authorities, documentation requirements, etc)
- Identify specific finance requirements of each operational period
- Maintain effective communications with key incident personnel
- Ensure effective demobilization and transfer

Reference

Below is a list of references that may be required while using this job aid:

- Interagency Incident Business Management Handbook (IMH) is located at http://www.nwcg.gov/pms/pubs/iibmh2/pms902_201208.pdf
- NWCG Finance Section Chief (FSC) Performance Qualification Standard (PQS)
- Business and Mobilization Procedures http://ticc.tamu.edu/Documents/IncidentResponse/AHIMT/AHIMT_Business_and_Mobilization_Procedures.pdf
- Principles of Federal Appropriation Law (Red Book)
- Financial Resource Management Manual (FRMM)
- NPFC User Reference Guide

Materials	Ensure you have these materials during an incident: • ICS 214 Unit Log • Notebook – recommend "Write-in-the-Rain
ICS Forms	ICS Forms can be found on the Texas Incident Management Team Toolbox at **http://tfsfrp.tamu.edu/toolbox/classic.html** Generally, the FSC will either work with or have responsibility for information on the following forms: • Incident Briefing (ICS 201) • Incident Objectives (ICS 202) • Organization Assignment List (ICS 203) • Assignment List (ICS 204) • Communications Plan (ICS 205) • Communications List (ICS 205a) • Medical Plan (ICS 206) • Incident Organization Chart (ICS 207) • Site Safety Plan (ICS 208) • Incident Summary Status (ICS 209) • Check-In List (ICS 211) • General Message (ICS 213) • Unit Log (ICS 214) • Support Vehicle Inventory (ICS-218) • Demobilization Check-Out (ICS 221)
Other Forms	• Crew Time Reports • OH-288 Time Reports

Checklists
Initial Actions

	Check-in
	Travel orders - Dispatch
	Lodging assignment - Logistics
	Meal schedule - Logistics
	Review & sign Site Safety Plan

Situation Assessment

	What kind of incident?
	Who are key players?
	When incident occurred?
	Where is incident location/AOR?
	Incident organization?
	Resources on-scene?
	Next meeting or briefing?

Initial Brief

	Your role
	Size and complexity of incident
	IC/UC expectations
	Limitations and constraints

Activate Finance Section

	Establish work location
	Organize and brief subordinates
	Acquire work materials

	Forecast requirements
	Funding
	   Processes
	   Communications
	   Facilities

Business Management Meeting

	Resource orders vs requests	
	Funds availability	
	Property tracking	
	Practicing good stewardship	

Command and General Staff Meeting

	Incident Situation
	IC/UC opening remarks
	Receive IC/UC direction Decisions – Priorities – Limitations & Constraints – Objectives – Procedures –
	Provide feedback to IC/UC on focus/direction
	Discuss interagency issues
	Discuss resource requesting, approval and ordering process
	Discuss Finance Section needs

Preparing for the Tactics Meeting

	Verify support requirements for the next meeting with PSC
	Conduct Family meeting
	Status/availability of financial picture
	Clarify processes

Tactics Meeting

	Review proposed tactics
	Identify resource needs & reporting locations
	Discuss availability of needed resources
	Identify resource shortfalls
	Identify resource support requirements
	Recommend reconvening before Planning meeting to validate plan

Preparing for the Planning Meeting

	Verify support requirements for the next meeting with PSC
	Confirm status and availability of resources – Finance units
	Order necessary resources
	Update OSC on non-availability ASAP
	Order support for resources
	Identify contingencies

Planning Meeting

	Validate resources available for next operational period
	Provide support for the proposed Incident Action Plan
	Provide update on burn rate if desired by Command

Post-Planning Meeting Actions

	Validate resource availability
	Ensure funding availability
	Critical Information Reporting

Operations Briefing

	FSC covers finance issues
	Claims
	Time Reports

Personnel Evaluation Criteria

	Crew morale? High Med Low
	Are assignments completed on time?
	Are injuries exceeding normal operating environment?
	Is team effectively interacting?
	Number of unresolved issues passed to Command?
	Any aggression or frustration by team members?
	Possible solutions to problems/issues?

Demobilization

	Key processes or documentation required in demobilization plan
	Resource accountability
	Brief replacement as necessary
	Replenish supplies (see detail on page 70)
	Provide documentation to Documentation Unit ☐ ICS-213RR(s) ☐ Contracts ☐ Reports of Survey ☐ ICS-214s ☐ Decision Memos
	Complete ICS 221

General Tasks

Initial Actions

The following tasks should be accomplished as soon as possible after arriving on-scene.

1. Check-in: Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS-211.

   If you are in the first group of personnel assigned and there is no check-in function set up, contact the RESOURCE UNIT LEADER (RESL) or PLANNING SECTION CHIEF (PSC) and discuss the need for a check-in process.

   a. Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:

      i. Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics).

   b. Additional information. The incident will want a phone number where you can be

reached, your home base, how you got to the incident, as well as any additional qualifications you may have.

    c. Receive assignment if available. Although you probably know why you are at the incident, Check-in may have a different assignment (e.g. DIV A Supervisor, Salvage Group Supervisor, Supply Unit Leader, etc).

    d. Incident credentials: On some incidents, credentials (badges) are created for all assigned personnel. If incident credentials are required you should receive them when you check-in.

2. Finance Check-in:

    a. Travel Orders: Provide a copy of your orders or other travel documents to the Admin Officer.

3. Logistics Check-in:

    a. Lodging assignment: The incident is responsible for ensuring you have adequate lodging unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel

for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are berthed.

b. Meal schedule: The size, complexity and location of an incident will impact the availability of meals. You should become familiar with this information since the FSC has the responsibility for ensuring personnel orders reflect the availability / non-availability of meals.

   i. On most responses, meals are the responsibility of the individual since they are on per diem, BAS or Separate Rations.

   ii. If meals are provided the incident FDUL generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim. The government is prohibited from providing a meal at no cost while paying the responder per diem for food.

4. Safety - Review and sign the Site Safety Plan: As a member of the command cadre, it is critical that you understand all of the incident hazards and mitigation strategies. Although you may only be impacted by a few of these hazards, knowledge can be the difference

between zero accidents and preventable injuries.

   a. Each incident should have a Site Safety Plan where the Safety Officer (SOFR) has elaborated on these hazards.

   b. These hazards should be factored into the design of incident facilities where you are working.

   c. Review and sign the Site Safety Plan indicating your awareness and understanding.

Situation Assessment

The purpose of this task is to acquire additional background on the incident prior to starting your assignment. As a member of the IMT leadership, you will share in the success or failure of commands objectives. Part of "starting right" is for each FSC to take responsibility for getting a handle on the situation so they have a better understanding of the big picture. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. The following tasks should be accomplished AFTER checking-in to the incident.

1. Review the current ICS 201 and/or IAP for an overview of current operations. You need to find out the Who, What, When, and Where related to the incident:

2. **What** is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? This gives the FSC an idea of the resources that Operations will probably be requesting.

3. **Who** are key players (Federal, State, local, industry)? This may give you some insight into why Command is setting particular objectives. One of the FSC's key functions is to ensure that the support you are requested to provide is aligned with Command's objectives.

4. **When** did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc. As the FSC you need to know if the incident is expanding, steady state, or contracting.

5. **Where** did the incident take place? Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit/agency AOR and the incident AOR? Generally, there should be a difference.

6. **What** is the **incident organization**? You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Operations Section Chief (OSC), Planning Section Chief (PSC), Finance Section Chief (FSC), and Safety Officer (SOFR).

7. What **resources** are on-scene and/or enroute? This is not about memorizing resources. However, each FSC should have a ballpark idea of what resources they are going to be funding to support the incident. In particular the FSC should have visibility on any high-cost and/or high-value resources.

8. **When** is the next scheduled meeting, which should be posted in various locations around the ICP but always on the Situation Status boards)?

Meetings and Briefings

Initial Brief

The initial briefing is the opportunity for the FSC to receive additional details about their incident assignment. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the Incident Commander and/or Deputy IC before you start working. If you are NOT able to attend this brief, your next and most important opportunity is the Command and General Staff meeting.

1. Your role
   a. How big a role are you playing? Are you playing the role of FSC <u>and </u>LSC?
   b. Do you have the experience for the role you are playing?
2. Size and complexity of incident:
   a. Is the incident expanding or contracting?
   b. Will the IC(s) give you the authority to order the resources you need to effectively manage your section?
3. Expectations of the IC: IC's come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident it is

possible and even probable that the IC(s) does not have expertise in Finance.

    a. Do you have expertise in Logistics for this type of incident?

    b. Does command want a briefing from you on the process and procedures you typically use?

    c. How often does command want to be updated? What are their trigger points?

4. Limitations and Constraints (e.g. are you the right FSC for the job?). While this may seem intuitive, you should always ask yourself this question. Even if you lack experience or expertise, can you bring on a Deputy and/or Unit leaders with the appropriate background?

    a. Special concerns (e.g. reporting criteria)

    b. Resource request process.

    c. Resource ordering process

    d. Critical information reporting expectations

Activate Finance Section

If you are reading this section you probably don't have a work location set up yet. Ideally, check-in and situation assessment shouldn't take you more than about 30 minutes. Add 30 minutes for a brief from your IC and you are now one hour into the incident. It's time to get to work!

1. Establish work location – Where Finance sets up shop during an incident can have a profound impact on their overall effectiveness. While your primary customer is Operations, you will interact the most with Planning, Logistics and Command.

   a. Do's

      i. Setup close to Logistics. You have a very close relationship with the LSC and your Procurement Unit Leader (PROC) has a very close relationship with the Supply Unit Leader (SPUL). Your Cost (COST) and Time (TIME) unit leaders work closely with the Resource Unit Leader (RESL).

      ii. Think about how big your organization (the Finance section) may get and plan accordingly. Moving once is disruptive but typical during the early stages of the

incident. Moving once the organization settles in can be very problematic.

    iii. Factor in flow of information to your design.

    iv. Ensure your space is a safe place to work.

  b. Don'ts

    i. Setup shop away from the ICP.

    ii. Forget to have the SOFR evaluate your facilities.

2. Organize and brief subordinates: If you have any staff working for you at this point, don't leave them hanging. Get together and assign position responsibilities if possible (see Staff Meeting on page 49). If your staff doesn't have ICS skills appropriate to the Finance section then tell them what you need done in the few hours while you are waiting for qualified unit leaders.

3. Acquire work materials:

  a. Equipment: Ideally, you should have a starting point with supplies that are already in your go-kit. See Appendix B – Go-kit Supply List on page 70). There are many boxes available; an example is the Pelican Case (model 1650) to get you started with the items identified in the Appendix.

b. Personnel: With the exception of simple Type 3 incidents you should get an initial order in ASAP for the following. You may very well need additional personnel but these are key to getting your world in order. This table does NOT consider shift work. Remember that it is a lot easier to demobilize personnel than to overwork your existing personnel to support your requirements.

Position	Quantity
PROC & staff	1+
COST	1
TIME & staff	3
COMP & staff	1+

4. Forecast requirements: This is one of the most critical points in the work that you (the FSC) do to help the Incident Management Team move from a crisis to managed phase.

a. Incident Funding – Does adequate funding exist for the next 72 hours? You should always project out at least this far.

i. Does existing funding match the incident type AND current operations?

    ii.   Is the current ceiling on a particular fund projected to pass a point requiring extra documentation?

b. Processes – How many processes does this incident require? Below are just some that you should be thinking about.

    i.   Resource request process

    ii.   Resource ordering process

    iii.   Agency cost sharing agreement (this is critical in a multi-agency response).

    iv.   Property management plan (coordinated with the LSC).

    v.   Internal Claims for responders.

Business Management Meeting

The purpose of this meeting is to ensure that there is an on-going dialogue regarding logistical and financial processes and activities for the incident and that they are communicated to key personnel. While the meeting can take place anytime, experience suggests that a quick daily meeting just prior to the Command and General Staff meeting works well. This enables the LSC and FSC to have the most up-to-date information just prior to the C&GS meeting. Items for discussion include but are not limited to the following:

1. Are resource orders keeping up with requests? If not, why not.

   a. Are all incident personnel using the request process? Including other shift personnel?

   b. Are specific agency procedures causing problems?

2. Is there an adequate incident cost sharing agreement between parties?

3. Funds availability: Generally the LSC and FSC should have a tree-top view of this issue.

   a. What is the ceiling for each funding stream? A rule-of-thumb is when costs have reached 80% of the current ceiling, the ceiling should be increased.

b. What is the burn rate? This is calculated by the FSC and staff and always includes direct costs but may include indirect costs.

4. Effective property tracking: This is a key indicator of a successful resource management system. An inadequate property tracking system, or not having a system at all, will likely result in unexplained losses, an increase in the time for responders to demobilize, and provides plenty of opportunity to come back after the incident to clean up loose ends. Get this started early!

5. Practicing good stewardship: You must strike a balance between providing timely support and doing so in the most cost effective way. During the early phase of an incident, it is harder to be cost effective due to the emergent nature of operations. However, as the incident progresses, the Business Management Team should be striving to improve this balance. This includes smart buying and recycling.

6. Attendees must include FSC and LSC. Others may include COST, PROC, SPUL, SITL, RESL, and DOCL.

Command and General Staff Meeting

The Command and General Staff meeting is the opportunity for all staff members to see command's assessment of the incident, how everyone will work together to achieve command's objectives, and specific priorities and assignments for each
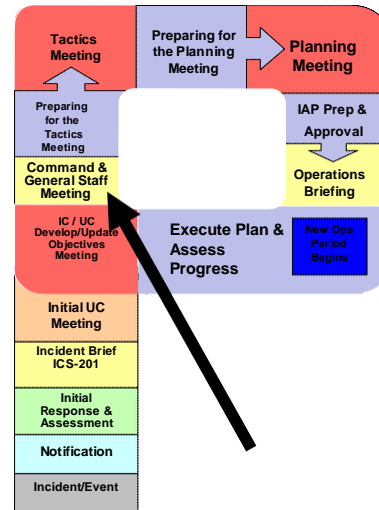
opportunity to have face time with the Incident Commander(s) and to clarify expectations (i.e. what they want and what you can provide).

1. Incident Situation: Generally the FSC should just listen to this briefing with the following in mind.

    a. Is there discussion of resource needs (either current or future) that may exceed the funding balance? If so, wait until the PSC opens up the meeting (see #5 below).

2. IC opening remarks: This is usually inspirational but the remarks can be indicative of how the UC is working and short-term versus long-term expectations.

3. Incident Decisions, Priorities, Limitations and Constraints, Objectives, and Procedures: These key documents are usually presented

by specific members of Command. You should keep the following in mind during this presentation.

a. Decisions – Has Command made any decisions that will impact your world of work (e.g. this member of command wants First Right of Refusal, all purchases/expenditures projected to be in excess of $xxxK must be cleared through UC, etc)?

b. Priorities – Usually this is more geared towards Operational activities IF resources are not available. In a perfect response, resources for all objectives are available when they are needed. If not all resources are available, the OSC can shift resources to the highest priority mission. For the FSC, the Priority may impact which resources get ordered ahead of others.

c. Limitations and Constraints – Examples of these that impact Finance might include;

   i.   No unit funding is available to support this incident,

   ii. The limitation of liability for the Involved Party is $xxx million,

   iii. State/local permits will be required to transport waste from the incident to an approved site.

d. Objectives – Generally, Logistics is the gatekeeper for validating that all resource requests can be linked to an objective (operational or management). Finance is the gatekeeper for validating that the correct fund is being used in accordance with the applicable agency/organization's financial procedures to pay for a request.

e. Procedures – Command will generally desire procedures specific to the incident (e.g. resource request process, resource ordering process, cost sharing agreement, property accountability procedures, etc). The larger the incident, the more important it is to have these procedures. If command does not articulate these requirements, ask Command or tell Command if you think they are necessary.

4. Feedback - When Command has finished briefing this material, the Planning Section Chief will open up the meeting to questions. If you think a procedure should be in place for this particular incident, this is the time to suggest it. If you have questions regarding clarification of responsibilities for the next operational period, ASK!

a. Standard report – have a standard report to deliver, preferably in writing. Include items such as: burn rate; ceiling (each source), projections, and room for other issues. One page is sufficient.

b. Interagency issues – It is highly like that you will be coordinating with other agencies (e.g. especially with orders on a Basic Ordering Agreement or other larger contracts, making decisions on which agency will fund certain items, sharing documentation, etc). Discuss with Command the issues for which they want visibility and those for which you have authority to proceed.

c. Incident processes – If Command has not made any decisions about incident processes, suggest those that you think are appropriate to the type and magnitude of the incident. See suggested processes on page 31.

d. Finance Section needs – Do you have authority to staff and manage your section? You don't want to go to Command every time you need a resource and Command is usually not interested in every single person or resource that you need. However, they

may place some broad constraints on you given the size of the incident.

e. EMPHASIZE: Cost effectiveness and fiscal accuracy. Are all assets being charged against the funds being utilized? Are all personnel fully employed? Can anything be demobilized?

Preparing for the Tactics Meeting

This period of time after the Command and General Staff meeting should be used by the FSC to ensure his/her staff is fully employed and ready to meet the challenges of managing, acquiring and tracking resources for the
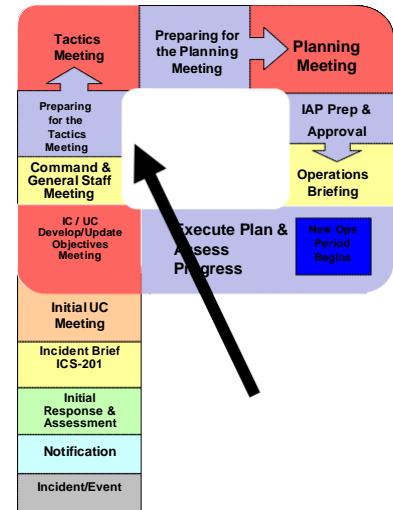
periods.

1. Conduct Staff meeting with Finance staff personnel. Ensure you connect the dots between Command's intent and what Finance must do to meet that intent. While this may seem extraneous (don't my people know what to do?) they are far more likely to meet your expectations in an emergent environment if you get into the habit of holding this meeting daily. (See Staff Meeting on page 49)

2. Status/availability of financial picture: Your COST and TIME units should have the detail on the resource utilization picture. You should have a broader view of the funding in place, burn rate, direct versus indirect costs, key stakeholders that will be seeking reimbursement, etc. Are there unfilled requests more than 72 hours old? If so, you

and the LSC should be aware of them. A gross rule of thumb is that an unfilled request more than 72 hours old may have lost its value to the incident. Some LSCs require that requests more than 72 hours old be resubmitted or the PROC may ask the SPUL to validate the original request.

3. Clarify effectiveness of processes:
    a. You should be asking if the processes currently in place are working well.
    b. If the processes are not in place, then the FSC develops or coordinates as appropriate:
        i. Resource Request Process – this process delineates how requesting of resources internal to the incident is accomplished. It can include items such as; who on the incident can submit a request, who has authority to approve requests, which form will be used (i.e. ICS-213, and any limitations on funding that may be imposed by Command.
        ii. Resource Order Process – this process delineates how ordering of resources external to the incident is accomplished. It can include how the Supply Unit and Procurement Unit will work together,

how the resource order number is developed and tracked, Right of First Refusal, etc.

iii.   Cost Sharing Agreement – this process delineates how funding from multiple agencies and organizations will be managed and/or shared.

Tactics Meeting

This 30-minute or less briefing is the opportunity for the OSC to present the proposed Plan.

1. PSC opens meeting, covers ground rules, and reviews objectives.

2. Proposed tactics - As the OSC presents the plan, listen for and make note of issues of concern. Generally, the PSC will ask that you allow the OSC to finish briefing before the questions start so as not to derail the presentation of the overall plan.

3. Identify resource needs –
   a. How long will more costly resources be needed on the incident?
   b. Which resource(s) does the OSC consider critical to the next operational period?
   c. Will any new resources exceed the current ceiling?
   d. Has the best deal (e.g. cost per day) been negotiated?

4. Discuss availability of needed resources – Quite often resources from a local area can be acquired for short periods of time to support an incident. This is especially true of
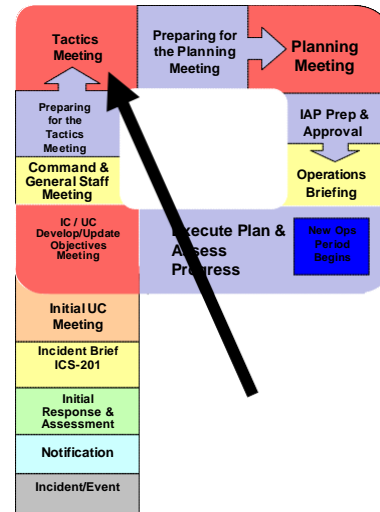
personnel. The operative word is "short". If you expect to use a resource in excess of a week, remember that you are impacting another agency's routine. Some resources are scarce by their nature (e.g. helicopters, salvage resources, dive teams, etc.). Query the OSC to see how non-availability will impact the objective. Sometimes the OSC can create work-arounds if there is time to do so.

5. Identify resource shortfalls – In theory, any resource requested by the OSC has some impact on the operation. It is critical that you play an active role in this discussion. It is much better to under promise and over deliver in the emergency response environment.

6. Agree on how and when to communicate any concerns or issues you may have post-Tactics meeting. Recommend to the OSC and PSC that you reconvene (along with the SOFR and LSC) for a few minutes just prior to the Planning Meeting. This will ensure you are all on the same page prior to presenting your plan.

Preparing for the Planning Meeting

This period of time is for the Finance Section staff to source and order resources for the next operational period that are beyond the capability of the Logistics Section. The most important question for the FSC, in preparing for the Planning
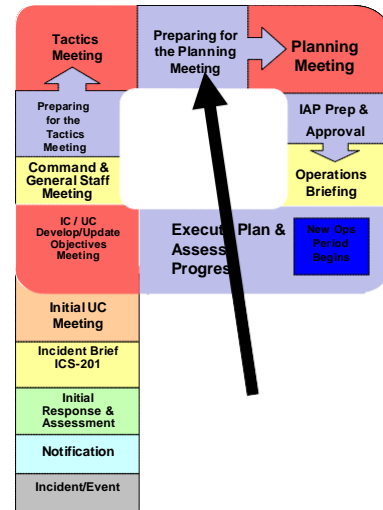
in the Tactics Meeting can be acquired in time for the next operational period. If the operational periods are 12 hours in length (typically during the early phase of an incident) it may be unrealistic to expect availability of contracts or large equipment unless they are on a pre-existing Basic Ordering Agreement (BOA).

1. Confirm status and availability of required resources – The ICS-215 identifies required resources. While Logistics and Finance are waiting for the RESL to complete the ICS-213RR(s) for identified resources, SPUL and PROC can be sourcing unusual resources.

2. Order necessary resources – By this time you should have approved 213RRs for the next operational period.

3. Update OSC on resource non-availability – This is critical to the success of the OSC's

operations AND your relationship with the OSC and PSC. As indicated on page 43 of the Tactics meeting, follow through with your agreement on how you will notify the OSC and PSC of any resources that cannot be acquired in time for the start of the next operational period.

4.   Order support for resources – Remember that fuel, food, transportation, communications, and a host of other items must all come together to make the next operational period work. Some of these resources may already exist within other contracts (e.g. fuel).

5.   Identify contingencies as needed – While you can't plan for everything, you should ensure that your staff is aware of and using local contingency plans, and that they develop a mindset which is always asking, "what if this resource breaks, runs out of fuel, parts, etc". Do you have other solutions to potential problems?

Planning Meeting

This 30-minute or less meeting presents the Incident Action Plan to Command for tentative approval.

1. PSC opens meeting, covers ground rules and reviews agenda (example agenda in IMH Chapter 3), and then covers objectives.

2. By the time this meeting takes place, the FSC should be ready to validate that resources identified during the Tactics meeting for the next operational period will be available.

3. Validate your support for the proposed Incident Action Plan as presented by the OSC. Even if there are resources that cannot be acquired (which becomes a limitation or constraint that you have communicated to the OSC and PSC), in all other respects you should be ready to support the plan.
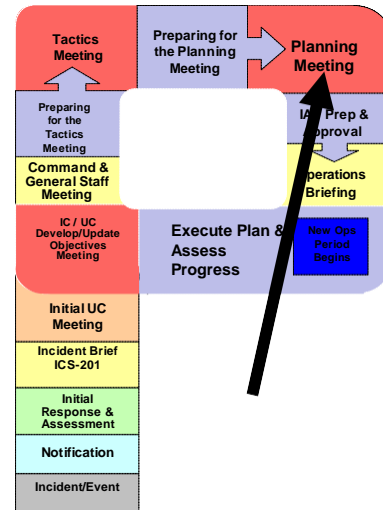
Post-Planning Meeting Actions

At the conclusion of the Planning Meeting the OSC, PSC, LSC and FSC have a lot of work to accomplish to ensure a quality IAP is delivered in time for the next operational period. Specifically, the FSC must:

1. Ensure that resources identified during the Tactics Meeting have been requested and ordered by the PROC as necessary.
2. Ensure funding sources cover all aspects of incident management through the next operational period.

Operations Briefing

This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Division and Group Supervisors.
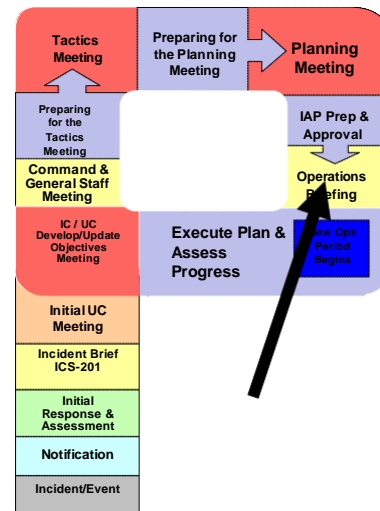
1. PSC opens briefing, covers ground rules and reviews agenda (example agenda in IMH Chapter 3).

2. PSC reviews IC/UC objectives and changes to IAP, i.e., pen and ink changes.

3. IC/UC provides opening remarks.

4. SITL conducts Situation Briefing.

5. OSC discusses current response actions and accomplishments.

6. FSC presents financial information of interest to field personnel. Make sure this as short as possible – preferably less than 1 minute.

   a. How to file claims – Responders may have their own claim as well as be questioned by the public about how to file a claim. Know the difference between the two!

   b. Time card issues – What do responders need to know about capturing their time?

7. PSC solicits final comments and adjourns briefing.

Staff Meeting

This purpose of this meeting is to keep your subordinates (at least down to the unit leader level) informed about Command's direction and how the role they play ties in to achieving that direction. This is just good leadership so it is imperative that you conduct this meeting – at least once a day!

1. If at all possible set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction.

2. Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and the will take care of you.

3. Situation update – while they probably don't need or even want detail, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.

4. Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.

5. Compliment – Praise their actions to date. Try to find something that each of your key staff or

other members of your team has done that is noteworthy.

6. Remind your staff to fill out the ICS-214 daily.

Debrief

Upon completion of the shift or operational period, the FSC should collect information from subordinates on lessons learned and be prepared to present this during the Command and General Staff meeting.

1. Debrief all subordinates on progress.
   a. Note percent of work completed.
   b. Note resource utilization and effectiveness (e.g. are these assets the right tools for the job and were there enough, too many or too few?).
2. Note any safety concerns (slips, trips falls, etc.).
3. Ensure all pilferable resources are either transferred to oncoming shift, or secured.
4. Secure all forms of documentation (e.g. ICS-213RRs, ICS-214, logs, etc).
5. Ensure ICS 214, Unit Log, is complete (all key events), accurate and signed (See example on page 90). Provide original ICS 214 to Documentation Unit. Keep a copy for yourself.
6. Ensure logistical issues discussed prior to releasing subordinates (refuel, replenish, secure gear, food and lodging, etc).

Other Meetings

Depending on the incident, there are many meetings and briefings that can and do take place. Some are ad hoc and some are scheduled. Those listed below are just some that a FSC may be involved in.

- Demobilization – Depending on the volume of resources scheduled for demob, the Demobilization Unit Leader may schedule a briefing to go over important points.

- Town Hall meeting – This meeting enables Command to address specific issues in a community.

Resource Management

General - The primary role of the Finance Section Chief is to oversee the financial aspects of the resource management process for the incident. Your goal, along with the LSC, is to ensure the resource management process is easy for your customers. Whether you are the first FSC or the last, you must have the global view including funds availability, requesting, approval, ordering, receipt and distribution, accountable property utilization and tracking, and demobilization. The Resource Management "R" shows this process (see Appendix N – Resource Management "R" on page 97). Below are some of the processes that support the business of managing resources.

Fund(s) Management – Every incident has the potential for multiple sources of funding. As the FSC you are responsible for ensuring good stewardship of ALL incident funding. See Appendix C – Incident Funding on page 71 for a short primer on special incident funds typically used by the federal government.

Resource Request Process – This process is internal to the incident. It defines flow, including who on the IMT can request resources, how

requests are made, who must approve each request, and what the requestor can expect from the process (see example on page 84). Establishing this process is Job One for the LSC and FSC. It should stop "initial" ordering (i.e. where incident management team personnel are ordering without a request and approval process and actually acquiring resources that may or may not be tied to incident objectives). This process should always be posted for incident personnel to use.

Resource Order Process – This process is the companion to the Resource Request Process. It defines for Logistics and Finance Section personnel how an internal request is turned into an <u>external</u> order. It includes important nuances like: which funding stream (OSLTF, CERCLA, state, Involved Party, etc) may be used to pay for a specific request, which unit (SPUL or PROC) orders and pays for specific requests, and Command guidance to be followed (see example on page 87). The order process is generally not posted.

Cost Sharing Agreement – This guidance document is generally created if more than one fund is being used to support the incident. It helps

the SPUL and/or PROC decide which fund is the most appropriate for a given request. For instance, sometimes it is easier to have the federal government use an established funding instrument like a PRFA to pay for another federal, state or local agency than to have an Involved Party do the same thing. The cost sharing agreement is not posted.

Other Incident Command Post Activities

Lead Personnel

Below is a general task checklist that should be completed as soon as possible after arriving at an incident.   A Personnel Evaluation Criteria check list is included on page 17.

1. On-scene leadership is primarily a function of will and skill. You <u>may </u>have subordinates who routinely report to you in your regular job. More likely, however, is that you will have a mix of subordinates (federal, state, local, contractor, volunteer, etc). You may only see them as a group once, or you may be together for an extended period.

2. You are faced with deciding, amongst many other things, whether they have the skill to do the job as well as the will. For instance, volunteers are often short on skill but long on will.   Sometimes you have personnel who have the skill but not the will to do the job.

3. Dealing with problems: Generally, you don't have a lot of time to get people to work together nicely. If they do, great. If they don't, you need to figure out how to get through the shift (operational period) if you can or replace the trouble spot if you can't. You need to deal

with problem personnel at the lowest level. Document performance issues so they can be dealt with post-incident as necessary and so they don't impact the next incident.

4. Communicate expectations: What are the key accomplishments that you expect to meet during the current operational period and/or future operational periods? Make sure you communicate them clearly. In an emergent environment keeping your expectations clear and simple is the path to success. If you have recurring expectations, write them down and post them (e.g. During the daily Family Meeting, all Finance Section Unit Leaders will provide a written summary of support provided and issues of concern in the past 24 hours and resources / issues expected in the next 24 to 48 hours).

5. When are you no longer responsible for the subordinates assigned to you? Generally when you have ensured that they have food, berthing and transportation until they report to work again.

6. Foster Teamwork: There are many issues you will face in directing your section. Many are related to how well you can work as a team.

Safety

Below is a general task checklist regarding risk management. As a member of the leadership cadre of the Incident Management Team (IMT) you are responsible for the safety of your personnel while they are assigned to you. You accomplish this by:

1. Providing your subordinates with Personal Protective Equipment (PPE) appropriate to the task(s).

2. Organizing your subordinates, equipment and tactics to minimize risk. As the Subject Matter Expert (SME), it is up to you to decide how to manage your assigned resources to safely and effectively accomplish the task.

3. Adapting to changing conditions including:

   a. Weather

   b. Fatigue

   c. Unexpected hazards

4. Stopping unsafe actions

5. Reporting mishaps if they occur (see example on page 92, ICS-237-CG MISHAP Reporting Record).

6. Providing feedback – Make sure that everyone has an opportunity to learn about mishaps or

near-mishaps. It is good leadership and may avert accidents later.

Documentation

Below is a general task checklist of activities that should be documented for each work assignment on the ICS 214 (See Appendix I – ICS 214, Unit Log on page 90).

1. List all personnel in attendance
2. Document key activities including:
   a. Attendance at key meetings.
   b. Key decisions – also complete decision memo if necessary.
   c. Personnel injuries.
   d. Completion or percent completion of work assignment.
   e. Secure from ICP.
3. Copy for yourself – While this is not mandatory, it is highly recommended. You should get in the habit of keeping copies of all ICS-214(s) you generate for every incident you are on. DON'T count on the DOCL keeping track of your specific work product. If it is important to you, keep a copy for yourself.
4. Turn the original of the ICS-214 into the Documentation Unit daily.

Demobilization

Below are responsibilities applicable to the FSC's input to the Demobilization Plan.

1. What are the key processes and/or documentation that must be completed before a responder departs the incident? Think about the units that make up Finance?

   a. Admin: What process do you want followed by all (or just some) responders before they are allowed to depart the incident. Have travel orders been reviewed and modified as necessary to reflect actual arrival and departure times, incident tonos, any special instructions, etc. Do you want responders to pick up their orders just before they depart? Do you want to give the orders to the Demob Unit?

   b. COST/TIME: Do these two units have all the data they need?

2. Resources: What resources have been signed out to response personnel (e.g. radios, GPS units, special clothing, etc). Even though the Logistics Section may have signed out equipment, the Finance Section is responsible for all accountable property (see example on page 94).

3. What role do you want Finance to play in validating that resources have been returned to pre-incident condition (e.g. facilities, vehicles, boom, etc). The incident may have to pay on a claim if a resource is damaged and/or not returned to pre-incident condition.

4. Brief replacement as necessary.
   a. Section resources (personnel, equipment)
   b. Section processes (Business Management Meeting, Order Process, Cost sharing agreement, etc)
   c. Current assignments of note (ICS-233)
   d. Fund ceilings, costs-to-date and burn rate
   e. Key relationships with other IMT members

5. Replenish supplies.

6. Forward all appropriate documentation to Documentation Unit.

7. Complete ICS 221, Demobilization Check-out sheet.

Notes

Appendices

Appendix A – Functional interactions
Appendix B – Go-kit supply list
Appendix C – Incident Funding
Appendix D – Meeting setup and layouts
Appendix E – Crew Time Report Example
Appendix F – Extended Work Shift Authorization
Appendix G – STAR Request Example
Appendix H – Decision Memo Example
Appendix I – ICS-214, Unit Log Example
Appendix J – Resource Extention Request Form
Appendix K – Excess Hours Worked Log
Appendix L – Conversions and Equivalents
Appendix M – Map Display Symbology
Appendix N – Resource Management "R"
Appendix O – Logistics "P"

Appendix A – Functional Interactions

Inputs/ Outputs	Below is an information exchange matrix/functional interactions to assist the Finance Section Chief with obtaining information from other ICS positions and providing information to ICS positions.

MEET With	WHEN	FSC OBTAINS	FSC PROVIDES
IC	Initial brief	Incident status	N/A
	Cmd & General Staff mtg	Command's direction (e.g. IC priorities, objectives, and work assignment)	Status on FSC support to incident
	Planning mtg	Validation of command direction for IAP	Ability of FSC to support next IAP
	Ops briefing	Concerns from field supervisors	Finance update
PSC Staff	Upon arrival at incident	Assignment (if available) Status of current	Home base contact info Other quals

		situation Work assignments Resources in play	
	Daily	Up to date info from SITL and RESL as appropriate to COST and TIME	Feedback on resource use summary
LSC	Ops briefing	Briefing on logistical issues Food, fuel, etc Resource request process Medical plan Comms plan Transportation plan	Feedback on resource use summary
SOF	Ops briefing	Safety information	Feedback on safety issues
	As needed	Safety information	Feedback on safety issues

LNO	Ops briefing	Agency concerns regarding use of resources	Feedback on previous encounters with other agencies
PIO	Ops briefing	Incident policy on press corps encounters	Feedback on previous encounters with press corps
THSP	As needed	Technical information to help conduct assignment	Feedback on assignment

Appendix B – Go-kit Supply List

Item Name	Quantity	Unit	Description
Incident Management Handbook	2	Ea	
ICS Forms Catalog	1	Ea	
ICS Forms	20	Ea	Forms: 214, 261
Financial Calculator	1	Ea	
Masking Tape	1	Rl	
Tape Dispensers	4	Ea	
Stapler	1	Ea	
Staples	2	Bx	
Small Binder Clips	2	Dz	
8 ½" x 11" Notepads	9	Ea	
6 Part Folders	12	Ea	
Mechanical Pens	2	Dz	
Blue Pens	2	Dz	
Red Pens	1	Bx	
Highlighters	18	Ea	
White-out Correction Pen	3	Ea	
Mechanical Pencil Leads	5	Dz	
Paper Clips	2	Bg	100 per Bag
Trombone Clamps	1	Bx	50 per Box
Post-it Flags	2	Ea	
Laser pointer	1	Ea	
Post-it Notes	1	Pk	3 x 3
Post-it Notes	1	Pk	3 x 5
Small Binder Clips	3	Dz	
Large Binder Clips	2	Dz	
Highlighters	2	Pk	
Writable Tabs	2	Pk	
"Sign Here" Arrows	1	Pk	

Appendix C – Incident Funding
C1 – Oil Spill Liability Trust Fund

AKA: Oil funds, OPA funds, Clean Water Act funds

Source in Law
Oil Pollution Act of 1990 (33 USC 2701)

Clean Water Act (33 USC 1321)

National Oil and Hazardous Substance Contingency Plan (40 CFR 300)

Used For

a.   Paying for government cost in overseeing the removal of an oil spill conducted by the spiller.

b.   Paying for the removal of an oil spill if the spiller is unwilling or unable to fund the operation.

c.   Similar costs for a substantial threat of an oil spill

Restrictions (NOT used for)
a. Responding to releases of hazardous substances, pollutants or contaminants

b. Pollution response if Stafford Act (ESF-10) funds are available – contact NPFC before opening a case

Managed by
a. Manager for all federal agencies

> USCG National Pollution Funds Center
> 4200 Wilson Boulevard
> Arlington, Virginia 22203-1804

b. Assigned only to (Federal) On-Scene Coordinators, who are by definition the Commanding Officers of Sectors and some other marine safety units.

How to Obtain
NPFC's CANAPS tool available on the Internet can be accessed 24-7 from any Internet connected computer. It requires the keyword assigned to the unit.

http://www.npfc.gov/canaps/

If CANAPS is not available or to obtain funding amounts in excess of the limit in CANAPS ($500,000), contact the appropriate case officer at NPFC.

The NPFC is available during business hours at 1-800-358-2897.

The NPFC Command Duty Officer can be reached at
Pager Number 1-800-759-7243, PIN 2073906

Documentation Requirements
Complete documentation of every transaction plus documentation of the response itself is required to support recovery of funds from the involved party (vessel or facility owner or operator). See NPFC User Reference Guide for details.

C2 – CERCLA Funding (Reimbursable)

AKA: Superfund, chemical funds, Hazchem or HAZMAT funds

Source in Law
Comprehensive Response, Compensation and Liability Act of 1980
(42 USC 9601)

National Oil and Hazardous Substance Contingency Plan (40 CFR 300)

Used For
Response to a release or substantial threat of release of a hazardous substance, pollutant or contaminant. These definitions are very far reaching and can apply to chemical, biological and radiological weapons (terrorism and overt illegal acts intended to harm). Good judgment is required for use of these funds for terrorism – contact NPFC.

Restrictions (NOT used for)
There is an explicit prohibition against the use of CERCLA funds for responding to petroleum.

Managed by
EPA is the manager for all federal agencies. NPFC is the manager for the Coast Guard.

How to Obtain
NPFC's CANAPS tool available on the Internet can be accessed 24-7 from any Internet connected computer. It requires the keyword assigned to the unit.

http://www.npfc.gov/canaps/

If CANAPS is not available or to obtain funding amounts in excess of the limit in CANAPS ($249,999), contact the appropriate case officer at NPFC.

NOTE; To obtain a ceiling of $250,000 or higher, an Action Memorandum is required. Contact NPFC.

The NPFC is available during business hours at 1-800-358-2897.

The NPFC Command Duty Officer can be reached at
Pager Number 1-800-759-7243, PIN 2073906

Documentation Requirements
Same as OSLTF -- Complete documentation of every transaction plus
documentation of the response itself is required to support recovery of
funds from the involved party (vessel or facility owner or operator). See
NPFC User Reference Guide for details.

C3 – Stafford Act Funding

AKA: FEMA, Disaster, ESF

Source in Law
Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 USC 5121)

The National Response Plan, which is required by Homeland Security Presidential Directive 5 (HSPD-5) but is not a law

The National Response Plan incorporates the National Contingency Plan which is law (40 CFR 300) and the NCP applies to ESF-10 pollution operations.

Used For
Federal support for state emergency operations following a disaster declaration by the President for an Incident of National Significance. There are 15 Emergency Support Functions (ESFs) and this reference is for ESF-10, Oil and Hazardous Materials

These funds may only be used for the specific actions identified in the Mission Assignment(s) issued to the primary agency receiving the funds. Task Orders are sometimes used to further specify Mission Assignments. EPA is the most often the primary agency for ESF-10, and the Coast Guard receives ESF-10 funds via an IAG from EPA. EPA may subdivide a mission and assign only part of it to the Coast Guard. EPA cannot authorize more actions for the Coast Guard than are specified in the Mission Assignment. Under limited conditions the Coast Guard may be the primary agency for ESF-10.

Restrictions (NOT used for)
Anything not specified in the Mission Assignment, and Task Order if there is one. Also note that Stafford Act funds are used for marginal costs, i.e., only out of pocket costs. Funded costs such as regular time salary for a federal employee are not covered. Overtime for that same employee can be covered.

Managed by
FEMA

How to Obtain

In the early stages of a disaster response, Mission Assignments may be issued from the Regional Response Coordination Center. As a response operation matures, A Joint Field Office will be established and the JFO will issue Mission Assignments. The Coast Guard should have a liaison officer or POC in both the RRCC and the JFO. Requests for assignment of a mission or mission funding go through this person and are approved by the Coast Guard District Office.

Documentation Requirements

Similar to documentation for use of the pollution trust funds -- complete documentation of every transaction plus documentation of the response itself.

Note that Mission Assignment Funds must be documented separately for each Mission Assignment in each state, and then billed to FEMA by Mission Assignment. Essentially, this requires a separate account line for each Mission Assignment in each state.

C4 – AFC-30 Funding

AKA: Special funding, supplemental funding

Source in Law: Same laws that apply to regular Coast Guard OE funds (AFC-30).

Used For
Legal use is the same as for regular budgeted funds. The chain of command may limit use for specific incident or event needs.

Restrictions (NOT used for)
Anything normally off limits plus any additional restrictions from the chain of command.

Managed by
- CG-8 in Headquarters for the whole Coast Guard.
- MLC OE fund managers
- District may get involved

How to Obtain
The unit Commanding Officer may request addition Coast Guard funding through the chain of command. The Coast Guard does not have large "slush" funds in reserve, and a plus-up in one place may have to be taken from a pocket somewhere else. If you think you need additional funds, you must present a compelling reason for it, and do it in writing unless there is fire all around you. Your CO will not forward a weak request because it will not work, and the CO and the unit will not look good. If such funds are provided,

Documentation Requirements
Documentation requirements depend on the particular event or incident. Even if there is no mention of documentation, assume that questions will follow. An event or incident that requires additional funding will probably attract attention and senior people somewhere, perhaps in the Congress, will want to know the size and or impact. One standard measure is "How much did it cost." You are well advised to have an answer.

C5 – Other Funding

AKA: Other Federal agency, State, local, Involved Party, etc.

Source in Law: Depends on what it is

Used For
Various things: Presidential and VIP protection, international affairs, training of personnel from other agencies or other nations, science missions, etc. Don't guess or assume. Do your homework – ask. KNOW what the funds can and cannot be used for.

Restrictions (NOT used for)
Depends on what it is. Do your homework and keep yourself and your team out of trouble – KNOW where the boundaries are.

Managed by
The source is probably outside the Coast Guard. While usually a government source, it may be a foreign government or an organization. They are the source managers.

The managers for the Coast Guard are probably the OE managers, CG-8 and CGMS.

How to Obtain
That will probably be handled by HQ or other senior elements in the Coast Guard

Documentation Requirements
Depends on the nature of the funds and how they are used. If they are reimbursable, full documentation should be required to support billing. There may be special requirements. If so, someone should inform you. Do your homework to the best of your ability and KNOW what you are tracking or managing. If in doubt, you are always safer with more records rather than less. It is usually impossible to create records after the fact.

An event or incident that requires additional funding will probably attract attention and senior people somewhere, perhaps in the Congress, will want to know the size and or impact. One standard measure is "How much did it cost." You are well advised to have an answer.

Appendix D – Meeting setup and layouts

1. Verify support requirements for meeting with PSC: Meeting spaces and support (Audio Visual, lights, heat, etc) are provided by Logistics. Planning will usually setup the space, and Logistics will usually ensure that the PSC has everything they need.

2. Services for this space may exceed the LSC / SPUL spending authority.

3. Common meeting space general requirements.

    a.   Size: At least 500 square feet – preferably more square than rectangular

    b.   Wall space - At least one wall devoted to charts, posters, etc

    c.   Seats – at least 15

4. The attached diagrams are representative of meeting space layout and setup. While there is some logic behind the seating arrangement, it is not imperative that all attendees have assigned seats.

D1 – Command & General Staff meeting

Command and General Staff Meeting Layout

Agenda	Ground Rules	Incident Chart	Incident Objectives	Decisions/ Directives

PSC

OSC
FSC
LSC

IOFR
LOFR
SOFR

UC UC UC Guest

COMMAND

Open Actions

SITL
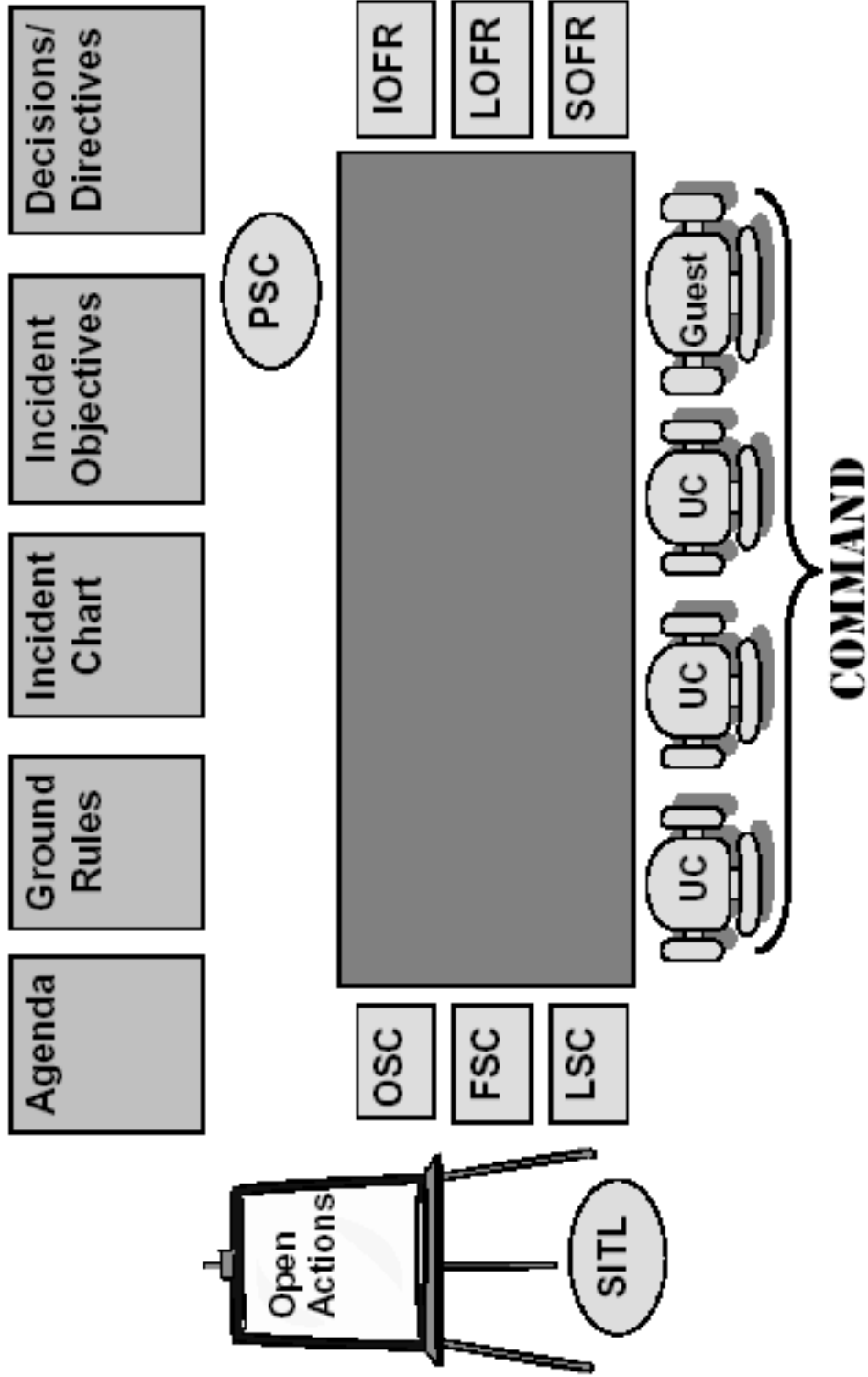
D2 – Tactics meeting

Tactics Meeting Layout

D3 – Planning meeting
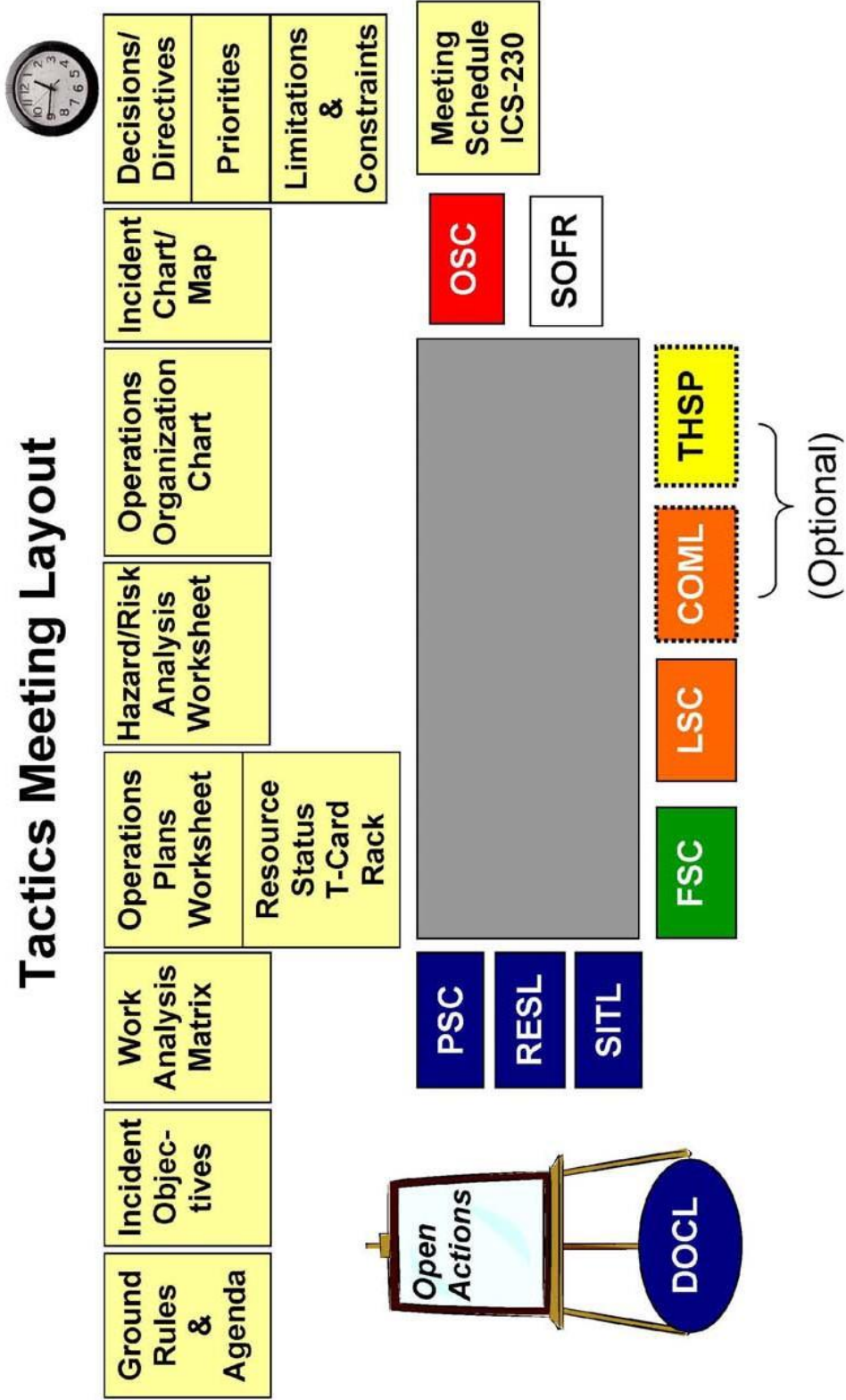
Planning Meeting Layout

| Agenda | Ground Rules | Incident Chart | Operations Plans Sheet ICS-215 | Incident Objectives | Decisions/ Directives |

SITL — Leaves after briefing

PSC

OSC
FSC
THSP — If Required

Open Actions

RESL

UC UC UC Guests

LSC
IOFR
SOFR
LOFR

COMMAND

OBSERVERS

D4 – Operations briefing
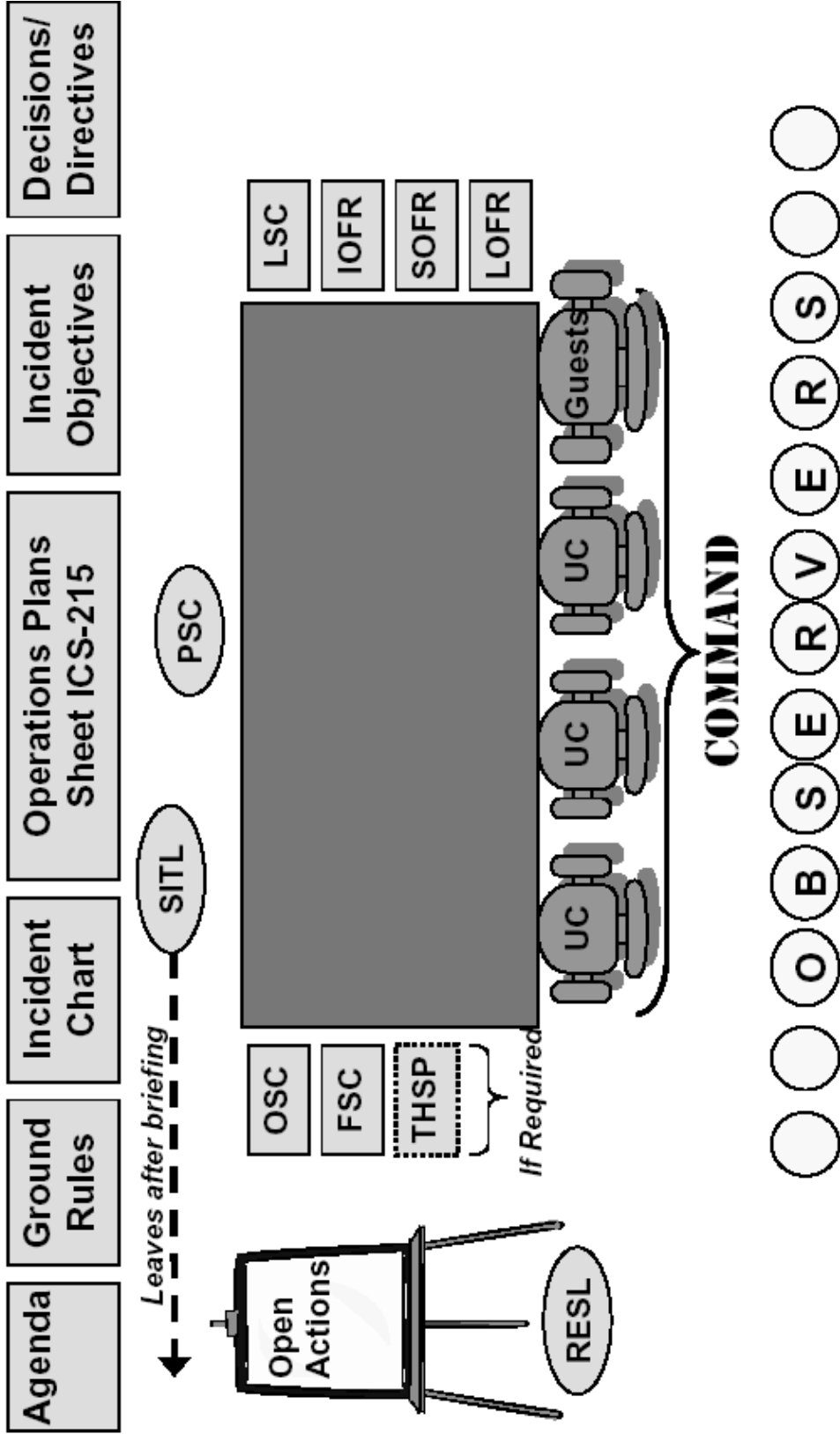
Operations Briefing Layout
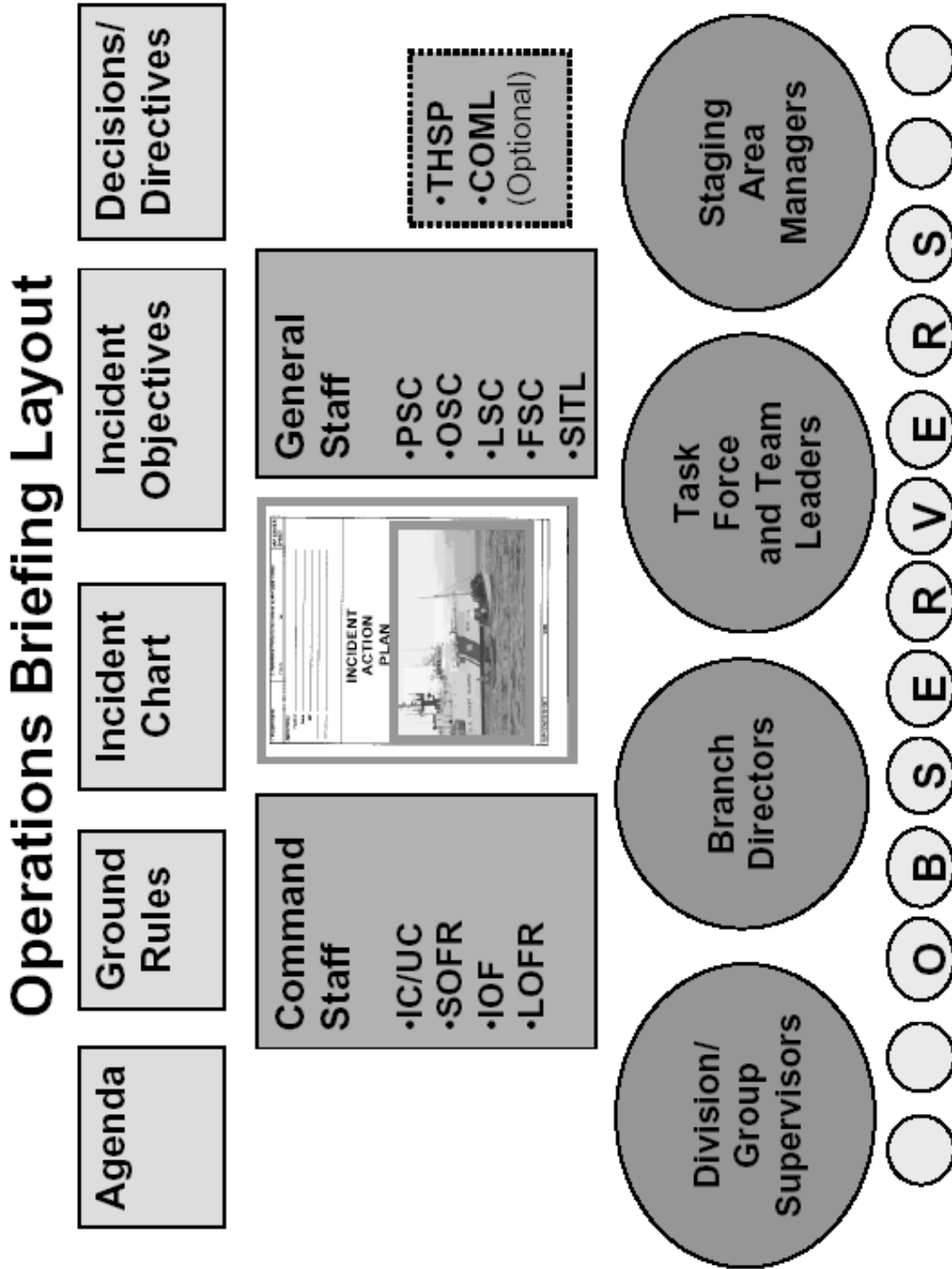
Appendix E

CREW TIME REPORT, SF-261

(1) Crew Name				(2) Crew Number	
Engine 124				**E-02**	
(3) Office Responsible for Fire		(4) Fire Name		(5) Fire Number	
TFS Merkel		Cooper Ridge		TX-TXS-1501	
(6)	(7)	(8)	(9)		(10)	
Re-Marks No	Name of Employee	Classifica-tion	Date **8/8/15**		Date _____	
			Miltiary Time		Military Time	
			On	Off	On	Off
H	S. Burns	GS	0600	1900		
H	A. Brown	GS	0630	1900		
1	R. Wyatt	WG	0700	0930	T	
E			1000	1900		

(11) Remarks
H – Hazard for uncontrolled fireline duty
Unable to take meal break due to blow up on Division D.
1 – Wyatt traveled to incident to replace
F. Johnson who was injured on 8/6.
E – Env. Diff 25% for uncontrolled fireline
Duty; unable to take meal break

(12) Officer-in-Charge (Signature)	(13) Title (Officer-in-Charge)
C. Walker	*Div. Supv.*

(14) Name (Person posting to Emergency Time Report)	(15) Date
Michael Bell	**8/8/XX**

261-101   Standard Form 261

Appendix F

EXTENDED WORK SHIFT AUTHORIZATION FORM
OFFICIAL DOCUMENT FOR EXTENDED WORK SHIFT AND/OR DEVIATION FROM 2:1 WORK REST POLICY

Date:	Incident Number:	Incident Name:	Unit:
Incident Type:	Operational Period:	Incident commander:	IC Type (1-5)

JUSTIFICATION

Name of Individual(s) or Crew:

Describe the situation(s) that caused the work shift(s) to exceed 16 hours and provide justification(s). (See reverse for examples):

Date   Hours in excess of 16

MITIGATION MEASURES

1. Describe what you did to mitigate the excess hours above (see Interagency Incident Business Management Handbook work/rest policy on the reverse):

2. Date standard 2:1 work/rest restored:

SIGNATURE OF INCIDENT SUPERVISOR

NAME: TITLE: DATE:

SIGNATURE OF AGENCY ADMINISTRATOR, INCIDENT COMMANDER

NAME: TITLE: DATE:

EXTENDED WORK SHIFT AUTHORIZATION FORM – Continued

OFFICIAL DOCUMENT FOR EXTENDED WORK SHIFT AND/OR DEVIATION FROM 2:1 WORK REST POLICY

JUSTIFICATION - EXAMPLES OF SITUATIONS CAUSING EXTENDED SHIFTS

Travel time not administratively controllable.

Mobilization and travel of resources to incident location or relocation to incident facilities. Establishing and maintaining administrative, planning, logistical support for incident.

Evacuation, triage, structure protection, or emergency rescue. Establishing initial control lines of the fire

Extended attack efforts to control potentially devastating incident activity. Incident unable to provide personnel with adequate food and lodging.

Other/ Additional.

MITIGATION MEASURES

INTERAGENCY INCIDENT BUSINESS MANAGEMENT HANDBOOK 12.7-1 - Work/Rest Guidelines: Work/rest guidelines should be met on all incidents. Plan for and ensure that all personnel are provided a minimum 2:1 work to rest ratio (for every 2 hour of work or travel, provide 1 hour of sleep and/or rest).

Work shifts that exceed l6 hours and/or consecutive days that do not meet the 2:1 work/rest ratio should be the exception, and no work shift should exceed 24 hours. However, in situations where this does occur (for example, initial attack), incident management personnel will resume 2:1 work/rest ratio as quickly as possible.

Appendix G – STAR Resource Order Example

State of Texas Assistance Request (STAR)   Req#: 04-20459-FTW

Incident Name: 2014-01-29 Comanche Peak NPP Exercise **TRAINING**	Initial Request Date / Time: 1/29/2014 10:21:29	Requesting Entity: SOMERVELL
Is this RR Tied to Another Request? (provide other Request Number)	Other Tracking Numbers:	

Requested Item Description

Qty	Unit	Item Name	Detailed Item Description: (kind, type, characteristics, brand, specs, size, etc.)	Cost	Demob Item?
1	Each	INcident management team	One incident management team to assist Fire Department...DRILL	0	No

Justification / Purpose for Request: DRILL""RAD release at CPNPP	
When is this Resource Needed? 1/30/2014	Estimated Timeframe of Need (how long will you need this resource?) Consumable Item

Delivery Information
Final Destination

Point of Contact (POC) Name: Chief Mark Crawford	POC Telephone Number: 254-897-2213	Facility Name: Somervell CO EOC	Facility Zip: 76043
Facility Address: 750 Bo Gibbs		Facility City: Glen Rose	Facility State: TX

Additional Instructions: Report to EOC for further instructions

Requestor Information

Requested by Position (Name): Somervell County - Emergency Management Coordinator (GriffinDwayne6385)	Requestor Email: emc@co.somervell.tx.us	Requestor Phone Number: 254-897-2213
Requestor Signature: dg	Date / Time: 1/29/2014 10:21:26	

Appendix H – Decision Memo Example

MEMORANDUM

From: M. J. Huebschman, CDR
        CG Sector Seattle, Acting FOSC

To: File

Subj: EMERGENCY ENVIRONMENTAL RESPONSE DECISION MEMO,
        HARBORVIEW MARINA FIRE

Ref: (a) FPN S05049; MISLE # 156353

1. This decision memorandum has been developed in response to the Harborview Marina fire in Gig Harbor, WA (FPN S05049) which occurred on 31 August 2005 and is being used to document a decision to issue a Basic Ordering Agreement #S050049 to Global Diving and Salvage.

2. During the subject incident, the roof of the affected pier section collapsed onto most of the moored vessels affected during the fire and hinders emergency environmental response actions. The crane barge needs to be moved and repositioned closer to the pier roof for complete removal of debris covering the sunken vessels for further mitigation. Therefore, vessels in the path of the crane barge need to be removed. I, as the Acting FOSC, have elected to utilize the Oil Spill Liability Trust Fund to remove only the vessels in the path of the crane barge in an effort to mitigate the continuing pollution.

3. Once vessels are lifted by the crane, they will be photographed, the owner and vessel name identified, and a determination will be made as to whether or not the vessel is leaking oil. All of the above listed information will be documented.

4. Each owner of the affected vessels removed will be contacted and issued an Administrative Order and Notice of Federal Interest. The Administrative Order will explain that the removal of their vessel from the water was due to the emergency response. Each individual owner will be required to develop a comprehensive plan that outlines the removal from the barge or temporary storage location for final disposition of their vessel to the satisfaction of the cognizant Captain of the Port.

5. The above points were discussed and agreed upon by Mr. Pat Ryan and Mr. Robert Hildebrand of the National Pollution Funds Center and a variety of members of the Thirteenth District staff on this date.

#

[JA-8-3-1]

U.S. Department of
Homeland Security

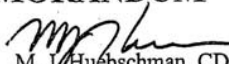**United States**
Coast Guard

Commander
United States Coast Guard
Sector Seattle

1519 Alaskan Way South
Seattle, WA 98134-1192
Staff Symbol: lmd
Phone: (206) 217-6066
FAX: (206) 217-6187

16480
08 Sep 2005

MEMORANDUM

From: S. P. METRUCK, CAPT
        CG Sector Seattle, FOSC

To: File

Subj: EMERGENCY RESPONSE DECISION MEMO #2, HARBORVIEW MARINA FIRE

Ref: (a) FPN S05049; MISLE # 156353
        (b) Emergency Response Decision Memo, Harbor View Marina Fire, dtd 01 Sept 2005
        (c) National Contingency Plan, 40 CFR Part 300.322

1. In response to the Harborview Marina fire (FPN S05049) which occurred on 31 August 2005, this decision memorandum has been developed.

2. As per ref (b), approximately 30 vessels have been removed to date. As per ref (c), I have determined that the discharge from the remaining vessels continues to pose a substantial threat to public health or welfare of the United States. Plugging vents or other openings will not be effective due to the condition of these vessels. Accordingly, as the FOSC, I have decided to utilize the trust fund to expedite removal of the remaining vessels using one contractor, vice allowing the opportunity for individual owners/insurance companies to delay the process and result in further damage to the environment.

3. Each of the affected owners has been issued an Administrative Order explaining that the removal of their vessel from the water was due to the emergency response. Each individual owner will be required to develop a comprehensive plan that outlines the removal of their vessel from the barge or temporary storage location for final disposition to the satisfaction of the cognizant Captain of the Port.

4. The above points were discussed and agreed upon by Mr. Greg Buie and Mr. Robert Hildebrand of the National Pollution Funds Center on this date.

#

[JA-8-3-2]

Appendix I – ICS 214, Unit Log Example

1. Incident Name HIATUSPORT INCIDENT	2. Operational Period (Date/Time) XX-XXX-09 From: 0600 To: 0600 XX-XXX-09	UNIT LOG ICS 214-CG
3. Unit Name/Designators LOGISTICS SECTION	4. Unit Leader (Name and ICS Position) FRANK BUY (LSC)	

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE
JEFF SMITH	SPUL	STATEN ISLAND, NY
RANDY BITNER	COML	WILLIAMSBURG, VA
KATIE WAGNER	VSUL	SAN FRANCISCO, CA
GEORGE TAKAGI	GSUL	CHICAGO, IL
MELISSA REED	FACL	LA/LB, CA

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS
0600	ATTENDED OPERATIONS BRIEFING - NO ISSUES OF NOTE
0730-0745	CONDUCTED BUSINESS MANAGEMENT MTG W/FSC. BURN RATE + CEILINGS BELOW 70%. REQUEST + ORDER PROCESSES FINALIZED + POSTED.
0800	ATTENDED CMD + GEN'L STAFF MTG
0900	CONDUCTED LOGS FAMILY MTG. PASSED UC KEY ISSUES INCLUDING UC REQUEST TO WORK W/ PSC STAFF TO FORECAST RESOURCE RQMNTS OUT 72 HOURS + ORDER WHERE POSSIBLE.
1130	DURING ROUTINE SAFETY INSPECTION, SOFR IDENTIFIED POTENTIAL WATER CONTAMINATION. OTHER WATER SOURCES CHECKED AND FSC CONSULTED RE PURCHASING WATER UNTIL PROBLEM RESOLVED.
1400	ATTENDED TACTICS MTG - ID'D POTENTIAL PROBLEM NEXT OP PERIOD DUE TO NON-AVAILABILITY OF LOW-COST CRANE BARGES.
1454	BRIEFED COMMAND W/ OSC, PSC + FSC AND GOT APPROVAL TO HIRE HIGH COST CRANE BARGE FOR 72 HRS MAX.
1700	ATTENDED PLANNING MTG - NO RESOURCE ISSUES ATT. SUPPORTED PLAN.

7. Prepared by: F. Buy	Date/Time 2130 XX-XXX-09

ICS 214 Instructions

UNIT LOG (ICS FORM 214-CG)

Purpose. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

Preparation. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Unit Name/Designators	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4.	Unit Leader	Enter the name and ICS Position of the individual in charge of the Unit.
5.	Personnel Assigned	List the name, position, and home base of each member assigned to the unit during the operational period.
6.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
7.	Prepared By	Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

Appendix J

Resource Extension Request Form

RESOURCE and INCIDENT INFORMATION:

Resource Name: _____

Incident Name: _____ Incident #: _____ Request #: _____

Position on Incident: _____

EXTENSION INFORMATION:

Prior to any extension consider the health, readiness and capability of the resource. The health and safety of incident personnel and resources will not be compromised under any circumstances.

> Length of Extension and last work day:
>
>
>
> Justification (Select from the list below):
>
> ☐ Life and property are imminently threatened,
>
> ☐ Suppression objectives are close to being met, or
>
> ☐ Replacement resources are unavailable or have not yet arrived.

REQUESTED BY* :

Incident Supervisor: _____ Incident Position: _____

1) Resource or Resource Supervisor: _____

2) Incident Commander or Deputy: _____

3) Host GACC Coordinator on Duty: _____

4) Home Unit Supervisor: _____

5) Sending GACC Coordinator on Duty: _____

6) NICC (only if National Resource): _____

Appendix K

EXCESS HOURS LOG

EXCESS HOURS LOG INCIDENT

NAME/CREW	SUPERVISOR	POSITION	SHIFT		JUSTIFICATION / MITIGATION	IC INITIALS
			DATE	HRS		

Appendix L

LAND USE AGREEMENTS

CHECKLISTS AND GENERAL GUIDANCE

SCHOOLS, FAIRGROUNDS OR OTHER RELATED FACILITY CHECKLIST

Number of Classrooms
Gym/ Athletic Fields
Cleaning/Janitorial/Custodial Services
Use of Showers
Government furnished supplies vs. Contractor furnished supplies.
Phones
Copiers/ Computers
Kitchen
Keys, Access
Security
Sleeping Areas
Noxious Weeds
Availability

AC/Heater operational or available
Sprinkler System
Reduce / increase costs when camp changes
(i.e. from Type 1, 2, and 3) (reduce number of
classrooms needed, area needed, buildings
needed, etc.)
Other prescheduled / concurrent uses of the
facilities by owner

DIPPING SITES/PONDS CHECKLIST

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

ICP CAMP/HELIBASE CHECKLIST

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

AIRPORTS CHECKLIST

Facilities Usage (except for federally funded runways, towers)
- o Check other FAA restrictions

Landing Fee
Fuel Fee (If Contractor provided)
Security
Flight Path
Hazmat/Spillage
Parking
Availability
Water/Electricity/Phones
Portable Retardant Base
Hours of Operation
Access
Check with Air Ops for further concerns

SITUATIONS *NOT* REQUIRING A LAND USE AGREEMENT

- Federal Government land/facilities run by concessionaire

- Land/Facilities of other Federal agencies (would fall under Economy Act agreements)

- Land/Facilities of state and local governments (usually cooperative agreement)

- Non Wildland fire incidents, i.e. FEMA

- Direct fire suppression activity (fire line construction, back-burn, access to fire)

- Federally funded runways and towers (county/state/local)

LAND/FACILITY RESTORATION CONSIDERATIONS

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

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

Appendix M

Cost Unit Log Sheet

PERSONNEL	AIRCRAFT	RETARDANT	EQUIPMENT/ AGREEMENTS	DAILY SUBTOTAL	SUPPORT COSTS	SUPPLY COSTS	DAILY COST	ADJUSTED COST

ALL HAZARD CHECKLIST

PRE-INCIDENT

[ ] Ensure access to Reference Library – Wildland Fire and All Hazard.*

[ ] Copies of Agreements (interagency, joint powers, cost share, cooperative, local, etc.)

[ ] Copies of Emergency Planning Documents (Pandemic, Hurricane. All Hazard Response Guides, etc.) that are applicable, if any.

[ ] Geographic Area Supplements

ARRIVAL AT INCIDENT

[ ] Participate in any in-briefings regarding the incident response.

[ ] Contact Numbers of Key Agency Fiscal Personnel/Assigned Liaison, if one assigned. [ ] Incident Agency Business Operating Guidelines.

[ ] Copy of Incident Agency organization chart, telephone list. [ ] Copy Incident Action Plan.

[ ] Copy Wildland Fire Situation Analysis (WFSA). [ ] Copy of Delegation of Authority.

[ ] Determine how medical care being handled. [ ] Procedures for hiring and paying casuals.

[ ] Determine ordering processes in place or anticipated (EMAC, FEMA.) [ ] Determine who and how incident procurements are being handled.

[ ] Understand expenditure, purchasing and property restrictions.

[ ] Determine Incident Agency Finance Package Guidelines.

[ ] Determine the need to establish agreements with other Federal partners (i.e., incidents on Federal lands where another federal agency comes to assist.)

[ ] Local area and state maps.

[ ] Copy of Emergency Support Function, Regional Operations Center, Area Command, Incident Management Team (IMT) and Incident Agency Briefing schedules and conference call times.

ALL-HAZARDS CHECKLIST – Continued

DURING INCIDENT

[ ] Incident periods, FEMA declaration time frames.**
[ ] Copies of any FEMA Mission Assignment(s) (MA).**
[ ] Meet with Key Agency Personnel to discuss financial guidelines, issues and concerns. [ ] All Accounting Codes applicable to the incident response.**
[ ] Initiate incident cost accounting to meet agency reimbursement needs. [ ] ESF 4 – Organization Chart for the Incident, if applicable.
[ ] ESF, Regional Coordinator Center or Joint Field Office Organization Chart with contact names and numbers, as needed.
[ ] On-scene FEMA contact name(s) and numbers.

POST INCIDENT

[ ] Participate in transition meeting with incoming/outgoing financial staff advisors. [ ] Close-out with Agency Administrator or designee.

* Found in the Tool Kit of Interagency Incident Business Management Handbook or on-line at www nwcg.gov
** May also be obtained at incident arrival and/or need to check on an on-going basis for additions.

Appendix O – Finance "P"

Finance "P"

Review resources assigned/ordered to determine proper use depending on funding source restrictions/regulations
Provide input on resource availability due to contracting/procurement issues
Procure necessary resources
Meet with Unit leaders to determine briefing topics

Verify support for upcoming plan
Brief on
- funding source(s)
- ceilings
- burn rate
- contract issues
- admin services
- claims & claims procedures
Provide estimates of future finance-admin requirements

As Necessary:
- Clarify resource requesting, approval & ordering process, as needed
- Identify contracting / procurement issues to be resolved
- Implement/Review Cost doc process

Receive IC/UC direction
- Priorities, limitations & constraints
- Objectives
- Key decisions
Provide feedback to IC/UC on focus/direction
Discuss interagency issues
Discuss resource requesting, approval, and ordering process
Discuss funding source & ceilings
Discuss Finance Section needs

Attend ICS-201 brief
-Current overview
-Anticipated Fin Section activities
-Indication of required support
Determine if funding is required based upon incident/event
Determine funding source (FPN, CPN, DPN, AFC-30) & estimate initial ceiling

Arrive & Check-in
Assess situation
Receive IC/UC briefing
Activate Finance Section
Organize & brief subordinates
Acquire work materials
Forecast Requirements

Tactics Meeting
Preparing for the Planning Meeting
Planning Meeting
Preparing for the Tactics Meeting
IAP Prep & Approval
Command & General Staff Meeting / Briefing
Operations Briefing
IC / UC Develop/ Update Objectives Meeting
Execute Plan & Assess Progress
New Ops Period
Initial UC Meeting
Incident Brief ICS-201
Initial Response
Notification
Incident/Event

Initial Response

Brief on funding issues as appropriate

Monitor finance-admin section performance
Monitor on-going finance-admin support & processes & make adjustments as necessary
Maintain interaction with Command & General Staff & external financial contacts