

1 **OBJECTIVE**

2  
3 This chapter establishes guidelines for coordination responsibilities between the  
4 incident agency and the incident management team (IMT). Each  
5 agency/geographic area should supplement this chapter to meet specific needs.  
6

7 **RESPONSIBILITIES**

8  
9 Incident Agency responsibilities:

- 10  
11 • Establish business management requirements and monitor the quality  
12 and/or progress of incident business management throughout the  
13 incident.  
14

15 Incident Management Team (IMT) responsibilities:

- 16  
17 • Ensure all incident business management requirements are met prior to  
18 close-out with the incident agency or transfer of command to another  
19 IMT.  
20

21 **DEFINITIONS**

22  
23 Definitions used throughout this handbook are located in Appendix C -  
24 Glossary.  
25

26 **INCIDENT AGENCY COORDINATION**

27  
28 The incident agency should prepare an IMT briefing package addressing agency  
29 requirements in advance of the incident to facilitate the exchange of information  
30 during the initial briefing. The Agency Administrator may designate an  
31 Administrative Representative to monitor business management activities  
32 through visits to the incident site and support sites. Information on the Agency  
33 Administrators incident business management responsibilities can be found at:  
34 <http://www.nwcg.gov/teams/ibpwt/instructional.html>.  
35

36 Business Management Briefing Package. As part of the briefing package, the  
37 Agency Administrator should provide incident business management  
38 information and expectations to the IMT (Incident Business Operating  
39 Guidelines in Appendix B – Tool Kit). The information should contain:

- 1           • Identification of the Incident Business Advisor (IBA) or other agency  
2 personnel with administrative/fiscal oversight responsibilities. The  
3 IBA works under the direct supervision of the Agency Administrator  
4 and in coordination with the IMT. The primary duty of the IBA is to  
5 provide the Agency Administrator or their delegate with an overview  
6 of incident management business practices, make recommendations for  
7 improvements, and facilitate communication with the IMT and other  
8 resources assigned in support of the incident. An IBA Field Reference  
9 can be found on the NWCG Incident Business Committee web page  
10 found at: <http://www.nwcg.gov/branches/pre/ibc/index.htm>  
11
- 12           • Names with office and cell phone numbers of incident agency contacts  
13 for each function (Compensation/Claim, Time, Commissary,  
14 Procurement, Property, and Cost). These contacts should be prepared  
15 to meet with IMT members to discuss agency specific policies and  
16 procedures. Written policy and procedures should be made available  
17 to the IMT.  
18
- 19           • Availability of, or need for, acquisition and fiscal support, e.g., buying  
20 team, administrative payment team, and the requirements of each.  
21
- 22           • Written guidelines regarding final incident package requirements and  
23 performance standards. Incident Finance Package (IFP) requirements  
24 should be provided to the IMT at the initial briefing to establish the  
25 documentation process for the incident. IFP guidelines can be found in  
26 the exhibits at the end of the chapter. These guidelines should be  
27 supplemented to meet the specific needs of the incident agency.  
28

29 Incident management records policy and guidance can be found at  
30 [www.nwcg.gov/policies/records/index.html](http://www.nwcg.gov/policies/records/index.html).

- 31
- 32           • Any other agency specific issues, requirements, or information such as:  
33
- 34           ○ Potential claim areas
  - 35           ○ Cooperative and/or mutual aid agreements and contacts
  - 36           ○ Cost share criteria
  - 37           ○ Payment procedures
  - 38           ○ Military operations
  - 39           ○ Use of National Guard
  - 40           ○ Service and Supply Plan (Chapter 20)
  - 41           ○ Property Management Guidelines (Chapter 30)

- 1                    o Geographic Area Supplement, e.g., equipment rates, AD
- 2                    o exception positions
- 3                    o Recycling (Chapter 30)
- 4                    o Incident records documentation (Reference
- 5                    o [www.nwcg.gov/policies/records/index.html](http://www.nwcg.gov/policies/records/index.html) )
- 6                    o Local cache items available, e.g., fax machines, coolers,
- 7                    o chairs, phones
- 8                    o Procedures and requirements for uploading the I-Suite
- 9                    o database to the National Data Repository
- 10                   o (<http://isuite.nwcg.gov>)
- 11                   o Delegation of Administratively Determined (casual) hiring
- 12                   o authority, if appropriate.
- 13
- 14                   • Release of incident management team. The Agency Administrator
- 15                   o should consider the business management requirements of the incident
- 16                   o when determining the release of the IMT. The Administrative
- 17                   o Representative will coordinate a close-out session with the
- 18                   o Finance/Administration Section, at which time the IFP will be
- 19                   o reviewed.
- 20

**INCIDENT MANAGEMENT TEAM (IMT) COORDINATION**

23 The Finance/Administration Section Chief (FSC) facilitates initial and continued  
24 contact with the incident agency Administrative Representative regarding  
25 agency requirements and expectations, IFP and close-out requirements.

26  
27 The IMT is responsible for adequate documentation of all actions taken in  
28 relation to business management, resolving problems and issues as they occur,  
29 and providing the incident agency with an IFP that will facilitate payments,  
30 processing of claims, and resolving outstanding problems. The IFP is a separate  
31 and distinct package from the incident records maintained by the Planning  
32 Section. The incident agency may require a close-out report be provided by  
33 functional area. This report usually provides summarized information by  
34 function, e.g., cost saving measures identified and/or implemented by the IMT  
35 for use by the incident agency after the IMT is released and the incident is  
36 completed.

37  
38 Submission of the IFP in accordance with established guidelines is required  
39 prior to release of the IMT.

1    The IMT provides the Administrative Representative with a list of  
2    Finance/Administration and Logistics Section members' home unit addresses  
3    and telephone numbers.  
4

5    The Finance/Administration Section attends a close-out session scheduled by the  
6    Administrative Representative to review the IFP. This meeting is in addition to  
7    the IMT close-out.  
8

9    If the IMT is being released prior to the end of the incident, the relief  
10    Finance/Administration Section, the Administrative Representative, and the  
11    departing Finance/Administration Section participate in a transition briefing.  
12    The outgoing IMT is responsible to ensure that all documentation, including  
13    payment packages, decision documents, and contractor performance evaluations,  
14    are complete prior to transfer of command per incident agency requirements.  
15

#### **BUYING TEAM COORDINATION**

17  
18    Buying teams are ordered by the incident agency and report to the Agency  
19    Administrator or other designated incident agency personnel. Buying teams  
20    work with the local administrative staff to support the incident acquisition effort.  
21

22    The geographic area determines the composition of buying teams used  
23    internally. Each geographic area shall train and provide a minimum of one  
24    buying team for national dispatch. (Reference the National Interagency  
25    Mobilization Guide)  
26

27    The buying team leader coordinates with the incident agency, expanded dispatch  
28    and the IMT, to ensure goods and services are purchased in accordance with  
29    incident agency policy and maintains proper documentation in accordance with  
30    the National Buying Team Guide (PMS 315) and incident agency requirements.  
31    Buying Teams maintain a log and report the purchase of accountable property to  
32    the incident agency.  
33

34    Buying teams should not be utilized as "de facto" payment teams. Incident  
35    agencies should order an Administrative Payment Team if the incident situation  
36    warrants.

**ADMINISTRATIVE PAYMENT TEAM (APT) COORDINATION**

1  
2  
3 APTs are ordered by the incident agency and report to the Agency Administrator  
4 or other designated incident agency personnel. APTs work with the local  
5 administrative staff to expedite incident payments. An APT should only be  
6 ordered when the length of the incident is of a long duration and/or the incident  
7 agency does not have the resources to process payments within prompt payment  
8 timeframes.

9 The APT is authorized to make payment for supplies, materials, services, and  
10 equipment rental utilized on an incident in accordance with APT guidelines and  
11 incident agency policy. The APT forwards the original payment documentation  
12 to the National Park Service Accounting Operations Center (AOC) for retention  
13 and provides the incident agency with copies of all documentation per incident  
14 agency direction.

15  
16 The APT communicates payment package, audit, and processing requirements  
17 to the FSC, buying team, and incident agency administrative staff.

18  
19 APTs utilize a Contracting Officer for interpreting contracts and agreements  
20 while processing incident payments. If the composition of the APT does not  
21 include a Contracting Officer, the incident agency may provide one if necessary.

**INCIDENT INFORMATION TECHNOLOGY COORDINATION**

22  
23  
24  
25 Computer systems include desktop computers, laptop computers, thin client  
26 computers, and peripherals used in either a network or standalone environment  
27 that supports an incident at the Incident Command Post (ICP) and the remote  
28 sites managed by the ICP.

29  
30 It is the responsibility of the Computer Technical Specialist (CTSP) or the  
31 person filling the incident information technology role to adhere to agency  
32 policy regarding incident security standards. Incident agencies may provide  
33 additional information technology (IT) direction in written form to IMTs to  
34 further define security policies and standards in order to maintain IT security  
35 controls at the incident site, meet operational requirements to support the  
36 incident, and protect the confidentiality, integrity and availability of electronic  
37 data. In addition to incident security standards, individuals will adhere to their  
38 home unit IT policies on equipment provided by their agency. Standard  
39 practices need to include, but are not limited to: prohibited password sharing,  
40 prohibiting unauthorized use of computer systems, adhering to the proper use of  
41 the internet. All users of the incident computer system will be held accountable

1 for any unauthorized or inappropriate activity that occurs on a computer under  
2 their login credentials.

3  
4 Only authorized computer systems should be taken to an incident. Computer  
5 systems may be connected to an incident agency in a controlled and negotiated  
6 manner. Once a computer system is released from the incident, it should only be  
7 reconnected to the home unit corporate network after meeting home unit agency  
8 security standard requirements. Leased or rented systems must have the hard  
9 drives completely sanitized of all data using write-over technology before it is  
10 returned to the vendor. It is the responsibility of the CTSP to determine what  
11 computers are added to the incident network.

12  
13 When I-Suite is used on an incident the IMT is required to upload the I-Suite  
14 database to the National Data Repository (Reference instructions at  
15 <http://isuite.nwcg.gov>) and provide an electronic version to the incident agency  
16 in the final incident package with the necessary passwords. The incident agency  
17 maintains this copy as the official database. IMT members and incident  
18 personnel will not take any database copies with them when leaving the  
19 incident. The Agency Administrator is responsible to ensure the IMT has  
20 complied with this requirement prior to release of the team.

## 21 22 **OTHER TEAM COORDINATION**

23  
24 During the course of the incident, the incident agency may utilize special teams,  
25 e.g., Burned Area Emergency Response (BAER), Prevention, Cost Review, Cost  
26 Apportionment Team, Fire and Aviation Safety (FAST), Investigation, etc. The  
27 Agency Administrator or their designee coordinates with the IMT and support  
28 units to assist in meeting the objectives of the special teams. Reference  
29 appropriate agency/interagency handbook for specific team responsibilities and  
30 expectations, e.g., BAER Handbook.

## 31 32 **EXHIBITS**

- 33  
34
- 35 • Exhibit 36 – Time Unit Incident Finance Package
  - 36 • Exhibit 37 – Commissary Unit Incident Finance Package Guidelines
  - 37 • Exhibit 38 – Compensation for Injury Unit Incident Finance Package  
38 Guidelines
  - 39 • Exhibit 39 – Claims Unit Incident Finance Package Guidelines
  - 40 • Exhibit 40 – Procurement Unit Incident Finance Package Guidelines
  - Exhibit 41 – Cost Unit Incident Finance Package Guidelines

EXHIBIT 36

TIME UNIT INCIDENT FINANCE PACKAGE GUIDELINES

This list may be used by the incident agency to identify the Time Unit requirements for the IFP and may be amended to meet agency specific requirements.

- Written narrative summarizing actions, and decisions of the Time Unit Leader including documentation of outstanding items, unresolved issues, and problems. Provide recommendations for resolution.
- Logs: Originals of all logs, e.g., excess hour log, operational period logs.
- Documentation of excess hours worked and approved by the Incident Commander.
- Emergency Firefighter Time Reports, OF-288.

Attach CTRs to OF-288s.

1. Crews:

- File copies are to be grouped by crew, alphabetized within the crew, and labeled with crew name.
- Copy of crew agreement if applicable.

2. Single Resource:

- Alphabetize file copies and label appropriately.

EXHIBIT 37

COMMISSARY UNIT INCIDENT FINANCE PACKAGE GUIDELINES

This list may be used by the incident agency to identify the Commissary requirements for the IFP and may be amended to meet agency specific requirements.

1. Written narrative documenting decisions and actions of commissary activities.
2. Written documentation on outstanding items, unresolved issues, and problems. Include recommendations for resolution.
3. Agency-Provided Commissary:
  - a. File the original Commissary Accountability Record, OF-284; receipts for purchases, transfer documents (waybill), and returns/credits; the original Commissary Issue Records, OF-287; written inventory; and other pertinent documentation by date/operational period.
  - b. All discrepancies (plus or minus) must be documented in writing (notation in the remarks column of the Commissary Accountability Record, OF-284, is sufficient).
  - c. Discrepancies, due to missing items, must be accounted for according to incident agency procedures.
  - d. Deliver remaining commissary stock to the incident agency (obtain signature on final Commissary Accountability Record in blocks 15-17 to document transfer).
4. Contractor-Provided Commissary:
  - a. File vendor invoices and supporting documentation, including commissary issue copies with posting verification, by date/operational period. Include a copy of the commissary operating plan. Complete all required invoices and payment documents according to the terms of the contract.
  - b. Written evaluation of contractor's performance as stated in the contract.

EXHIBIT 38

COMPENSATION FOR INJURY UNIT INCIDENT FINANCE  
PACKAGE GUIDELINES

This list may be used by the incident agency to identify the Compensation for Injury requirements for the IFP and may be amended to meet agency specific requirements.

1. Written general narrative documenting actions and decisions of the Injury Compensation Specialist or Compensation Claims Unit Leader without including any Privacy Act protected information. Examples of information for the narrative include: statistical information re: number of claims filed, number of medical authorizations issued, medical facilities utilized and outstanding cases.
2. Injury Compensation Documents.
  - a. No injury/illness claim documentation shall be kept in the IFP.
  - b. Remaining incident personnel hospitalized and follow-up needed.
  - c. Submit original Injury/Illness Log.
  - d. APMC log, if APMC was utilized.

EXHIBIT 39

CLAIMS UNIT INCIDENT FINANCE PACKAGE GUIDELINES

This list may be used by the incident agency to identify the Claims requirements for the IFP and may be amended to meet agency specific requirements.

1. Written narrative documenting actions and decisions of the Claims Specialist or Compensation/Claims Unit Leader.
2. Written documentation on all outstanding items, unresolved issues, problems, etc. Include recommendations for resolution.
3. Claim Documents.
  - a. Submit original Claims Log.
  - b. Personal Property Loss/Damage Claims: Utilize the Incident Claims Case File Envelope. Provide original documentation including written claim, supervisor statement, investigation report, etc. Include incident recommendations as appropriate.
  - c. Potential Claims: Utilize the Incident Claims Case File Envelope. Provide documentation (pictures, statements, written reports, maps, etc.) on all potential claims.

EXHIBIT 40

PROCUREMENT UNIT INCIDENT FINANCE PACKAGE GUIDELINES

The incident agency may add to the following guidelines with agency specific requirements.

1. Written narrative documenting actions and decisions of the Procurement Unit Leader, Contracting Officer, and/or Procurement Officer.
2. Equipment Files – Utilize the Emergency Equipment Rental-Use Envelope, OF-305; file alphabetically into 2 groups: ready for payment and follow-up required. Identify follow-up needed and provide recommendations for solutions. Identify partial payments made on the equipment envelope. Individual Emergency Equipment Rental-Use envelopes shall include:
  - a. Applicable Agreement,
  - b. Vehicle/Heavy Equipment Checklist (Pre- and Post-use Inspections), OF-296
  - c. Emergency Equipment Shift Tickets, OF-297 (in chronological order)
  - d. Emergency Equipment Use Invoice, OF-286, completed and signed
  - e. Emergency Equipment Fuel and Oil Issues, OF-304
  - f. Resource Order
  - g. Commissary Issue Records, OF-287
  - h. Other deduction/credit documentation, e.g., agency-provided repair/parts invoices
  - i. Documentation of existing or potential contract claims
  - j. Follow-up required
  - k. Copy of contractor performance evaluations

EXHIBIT 40 – Continued

- 1  
2  
3        Original documentation is submitted to the payment office designated on  
4        the contract/agreement. If a payment office is not designated on the  
5        contract/agreement, the jurisdictional agency is responsible for processing  
6        payment. Retain a complete copy of all documentation for the IFP.  
7  
8        3.    Documentation of all Land-Use and other agreements has been entered  
9        into by the IMT. Documentation shall include:  
10  
11        a.    Original agreement  
12  
13        b.    Pre-use and final inspection  
14  
15        c.    Release from Liability, if applicable  
16  
17        d.    Pictures, statements, etc.  
18  
19        e.    Identify follow-up needed and provide recommendation for resolution  
20  
21        4.    Documentation of all purchases made by the incident personnel, e.g.,  
22        agency charge card or convenience check purchases.

EXHIBIT 41

COST UNIT INCIDENT FINANCE PACKAGE GUIDELINES

This list may be used by the incident agency to identify the Cost Unit requirements for the IFP and may be amended to meet agency specific requirements.

1. Written narrative documenting actions and decisions of the Cost Unit Leader.
2. Written documentation on all outstanding items, unresolved issues, problems, etc. Include recommendations for resolution.
3. Original Cost Log showing daily cost estimate by major categories (Personnel, Equipment, Aircraft, etc.).
4. Original Daily Cost Estimates with supporting documentation. Sort chronologically.
5. Originals of cost analysis/projections and cost savings measures.
6. Copies of accrual reports submitted to the incident agency, if applicable.
7. Other documentation including computer-generated reports, graphs, and printouts.
8. Copies of cost share agreements.
9. Cost projections as appropriate.

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