

SOUTHERN AREA

INCIDENT BUSINESS

MANAGEMENT

GUIDELINES

For Federal Agencies



May 2022

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

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SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

INTRODUCTION

This document outlines standard federal incident business management guidelines for the Southern Area Geographic Area. These guidelines emphasize consistency in critical financial and administrative procedures and are intended to complement the NWCG Standards for Interagency Incident Business Management Handbook (SIIBMH), commonly called “the yellow book”. The most recent version of the SIIBMH (April 2022) is available at: <https://www.nwcg.gov/sites/default/files/publications/pms902.pdf>.

Information in this document, and in the SIIBMH, may reference or draw from information available on the Incident Business Practices (IBP) website. This site is available at: <https://www.fs.fed.us/managing-land/fire/ibp>.

These guidelines have been developed to assist the Agency Administrator (AADM), Unit Administrative or Budget Officer (AO or BO), Incident Business Advisor (INBA), and the Finance Section Chief (FSC) of Incident Management Teams (IMTs) operating in the Southern Area (SA) and can be used for reference on incidents of all complexity levels.

Incident agencies should supplement these guidelines as necessary to address issues specific to their locations while conforming to the SIIBMH. Refer to Appendix E (Local Unit Requirements).

The SA Interagency Incident Business Working Team (SA IIBWT) continues to assess the effectiveness of the SA incident business program, policy implementation, training needs, etc. Membership consists of USFS, DOI, and State incident business program coordinators. It is the responsibility of each participating agency to ensure there are consistent, updated incident business guidelines for implementation in the SA. The USFS representative on the SA IIBWT will lead the effort to update these guidelines on a yearly basis and obtain approval for publication through the Southern Area Coordinating Group (SACG). The Team's charter can be found at: <https://gacc.nifc.gov/sacc/saiibwt.php>

SA EXPECTATIONS FOR TRANSITIONS

Key priorities for finance/administration transitions between the incident host agency and IMTs in the SA are to meet with incident agency administrative personnel, Incident Commander (IC) and general staff, outgoing FSC, buying teams/units, Procurement Unit Leader (PROC), and Medical Unit Leader (MEDL) to assure compliance with legal requirements and efficient use of resources. It is also pertinent to ensure applicable records management and retention policies are followed.

Incoming teams should review proposed/existing agreements, contracts, incident agency administrative standard business procedures, service/supply plans, accruals, and payments; and request that the INBA provide a narrative report on incident administration performance, commendations, and improvements noted to date. Outgoing personnel should provide the narrative report for Cost Containment noted to date.

With this information in hand, the incoming FSC should apply local policy and specific information, interpretations, and resources to effectively accomplish incident administration duties and strategically manage the finance/administrative units by looking to the future in earmarking resources, forecasting costs, and planning for further transitions or fire containment.

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ROLES AND RESPONSIBILITIES

Agency Administrator (AADM)

The AADM is the official responsible for the management of an incident. The AADM may be the Forest Supervisor, Deputy Forest Supervisor or District Ranger in the USFS; Park Superintendent in NPS; Agency Superintendent in BIA; District Manager in BLM; Project Leader or Refuge Manager in FWS; State Forest Officer; Tribal Chairperson; or Fire Chief.

The AADM is responsible for assigning an individual to provide administrative and fiscal oversight to ongoing incidents. Persons assigned these duties will report directly to the AADM or his/her delegate and will receive a delegation of authority. The AADM will ensure the individual assigned has the knowledge and skill commensurate with the complexity of the incident(s). If a person with the required skill level is not available locally, an order for an INBA should be placed.

Incident Business Advisor (INBA)

The INBA is ordered and supervised by the AADM from the incident host agency. One or more fully qualified INBAs are normally brought in to assist the AADM on Type 1 or 2 incidents. Given the lack of qualified INBAs in the federal sector, it is highly encouraged that INBA trainees are brought in as well.

NOTE: For incidents managed by USFS units in the SA, coordinate INBA orders with the Regional Incident Business Coordinator. Other federal agencies may follow standard dispatch procedures to order an INBA or may choose to place a named request to meet agency needs.

Incident specific responsibilities of the INBA are defined in the letter of delegation issued by the AADM (template in Appendix I). The INBA serves as an advisor to the AADM, and as liaison between the AADM and the IMT. The INBA provides recommendations on incident business issues and works closely with the Finance & Logistics Section Chiefs. The INBA usually is delegated supervision of the BUYT by the AADM. The INBA provides advice and recommends alternatives with an emphasis on cost tracking, reporting and containment. The INBA should participate in the closeout/transition meeting and should be prepared to provide a verbal assessment of 1) commendable performance, 2) things that went well, and 3) things needing improvement.

Upon completion of an assignment, the INBA will complete an incident business narrative and submit it to the AADM, with a copy to the regional and incident host agency Incident Business Coordinator. The INBA also performs an evaluation of the BUYT, if delegated the responsibility for supervision of the BUYT, or, if requested to do so by the AADM. The performance evaluations for the BUYL and the BUYMs are provided to the Regional BUYT Coordinator. This information will be utilized to assess the regional capabilities, training needs, and for inclusion on post-incident "After Action Reviews" (AARs).

Lessons learned will be shared with those actively working in finance/incident business in the SA, to include BUYLs and FSCs.

Buying Team (BUYT)

BUYTs are ordered by the AADM to support the incident acquisition effort. The BUYT Leader (BUYL) reports to the AADM or his/her delegate, which is often the INBA. The BUYL maintains and applies thorough knowledge of federal acquisition policy and is knowledgeable of national, regional, local, and agency incident business policies. The BUYL ensures the team maintains an updated purchase log and proper documentation of purchases. The BUYL establishes expectations for team members and does performance evaluations for team members.

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PERSONNEL

It is important for the administrative support staff and/or FSC/TIME to understand each employment type (i.e., FED, AD, OTH) and to apply these appropriately in e-ISuite. In the case of cooperator resources (OTH), the terms of the applicable agreement should be reviewed to determine the documentation requirements for each. In the case of FED or AD resources, the SIIBMH, and if applicable, the USFS or DOI AD pay plan provide this information. The FSC is responsible to communicate information to all incident personnel regarding general and specific policies related to personnel time and to ensure that appropriate data collection and record keeping standards are in place. The Interagency Time Unit Field Guide can be a useful tool, and is posted on the NWCG website:

<https://www.nwcg.gov/OF-286v/sites/default/files/committee/docs/ibc-time-unit-field-guide.pdf>

All personnel assigned to an incident that require an OF-288 or OF-286 (i.e., contract crews), including those assigned to initial or extended attack incidents at the home unit, will complete a CrewTime Report (CTR) as outlined in Chapter 10 of the SIIBMH. The incident supervisor is responsible for signing all CTRs, including travel time. CTRs for crews are to be signed by the TFLD, DIVS, or IC supervising the crew, not the crew boss, crew captain, or hotshot superintendent, unless that person is not listed on the CTR **AND** is the assigned incident supervisor. CTRs must be turned into the Time Unit, preferably at the end of each operational period to facilitate prompt recording to the OF-288/OF-286 and correct tracking of hours worked.

Fatigue Management. Shifts in Excess of 16 Hours. and Work/Rest Ratio

Fatigue management is the responsibility of all incident personnel. Incident supervisors must continually monitor shift length, evaluate personnel for signs of excessive fatigue, and ensure that fatigue management measures are implemented appropriately. The Finance section supports this effort by communicating concerns, providing policy interpretation as necessary, ensuring hours are recorded accurately, and that appropriate documentation is on file.

To maintain safe and productive incident activities, incident management personnel must appropriately manage work and rest periods, assignment duration and shift length for all resources as stated in Chapter 10 of the SIIBMH. The following bullets are included for emphasis:

- Shifts in excess of 16 hours must be documented, justified, and mitigated. Documentation will be included in the incident finance package (IFP).
- In instances where excessive shifts are required due to incident operations, personnel will resume the 2:1 work/rest ratio as quickly as possible.
- To facilitate the management of work/rest for contract resource personnel, all cooperators will be listed, and clock hours will be recorded on shift tickets, regardless of whether the equipment itself is hired at a daily rate.

AD Pay Plan for Emergency Workers

Both the USFS and the DOI annually publish an Administratively Determined (AD) Pay Plan to guide agencies in the appropriate use of AD employees. Many of the requirements are consistent between agencies; however, there are some differences which are addressed separately in this section.

All single resource ADs require the Single Resource Casual Hire (SRCH) form. This form can be found on the NWCG website:

<https://www.nwcg.gov/publications/934>.

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Hiring of crews may be documented on a manifest, which is also available on the NWCG site: <https://www.nwcg.gov/publications/245>.

These forms are submitted with payment packages. The incident host agency may delegate authority for hiring casuals to the IMT. If the incident host agency chooses to delegate the authority to the IMT, Appendix J must be completed and given to the FSC.

Pay Rate Determination for Emergency Incident Training - When ADs attend or instruct emergency incident training, the AD shall be hired at the lowest qualification and AD rate associated with the training. Additional qualifications are not to be used to determine the pay rate. For IMT meetings, the AD shall be hired in the position that is listed on the IMT's current roster. When ADs attend emergency incident training to qualify for another position, the AD shall be paid at one AD rate lower than the full performance rate.

Pay Rate Changes at the Incident – Field promotions occur when an AD is directed to work in a position at a higher rate than initially ordered. The AD must meet the qualifications of the position to which he/she is being reassigned. Upon approval of the position change, the incident supervisor will record the pay rate/position change/effective date on the CTR, or a General Message form (ICS 213), and the Finance section will document the change in the Remarks block of the OF-288 and on the SRCH form. Occasional or infrequent duties at a higher level do not justify a change in the pay rate.

ADs who are reassigned from one incident to another do not need a new SRCH form. The reassignment should be documented on the original form and the form sent with the AD to the new incident. Any notation on the SRCH form is to be made without obliterating (i.e., "whiting out") the original information provided by the hiring official. Notations should include the initials of the person making the change. An example documenting the reassignment of an AD to a new incident with a change in position and pay rate is shown below:

POSITION INFORMATION			
Job title:	Division/Group Supervisor (DIVS)	AD class:	AD-J
		AD rate:	\$36.56
		Request #:	O-99
		Fire code:	ABCD
Incident order # (example: ID-BOF-000423):	KY-DBF-180001		
	Incident location (city/state): London, KY		
Hiring of emergency personnel may be made according to the provisions of the current <i>Administratively Determined Pay Plan for Emergency Workers</i> when any of the following conditions exist. Reference the Pay Plan for specific determinations.			
<input checked="" type="checkbox"/>	1. To fight an ongoing fire.	→	Reassigned to KY-CGP-180002 O-1.5 as AD-K SOF2 @ \$40.16 effective 1/5/2018. tul
<input type="checkbox"/>	2. Unusually dry period or fire danger is high to extreme.		

See also "Payment Direction" for additional information regarding AD payments on page 19.

Forest Service

The current Forest Service Pay Plan is posted on the IBP website: <https://www.fs.fed.us/managing-land/fire/ibp/personnel>

For positions not listed in the Incident Position Matrix of the AD Pay Plan, and when the scope of the emergency warrants, the hiring official may request to establish an Excepted Position. Currently approved excepted positions are available at: <https://www.fs.usda.gov/managing-land/fire/ibp/materials>

Per agency policy, travel for casual hires will be processed in accordance with the Federal Travel Regulations. Under certain circumstances, IMTs or hiring units have the option to process casual travel FOR INCIDENT ASSIGNMENTS ONLY utilizing the OF-288. Travel reimbursements may be paid on an OF-288, or through ETS2, but cannot be split between systems. Direction on this process is posted on the IBP website: <https://www.fs.usda.gov/managing-land/fire/ibp/personnel>

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Salary payments, including travel reimbursement as appropriate, should be submitted directly from the incident to the Albuquerque Service Center (ASC). Information on the payment process for ADs can be found in the current ASC Payment Procedures posted on the IBP website: <https://www.fs.usda.gov/managing-land/fire/ibp/payments>. Following these procedures ensures accurate and timely payments.

Department of the Interior

The current DOI pay plan is posted on the NWCG site:

<https://www.nwcg.gov/committees/incident-business-committee/resources/incident-business-committee-ad-positions>

Policy for the DOI requires that the original OF-288 and other supporting documentation be given to the employee upon demobilization for submission through his/her home unit. DOI policy allows some travel costs to be reimbursed on the OF-288, but this will be completed by the home unit and not at the incident.

Home units for DOI ADs should follow the procedures located at the following website:

<https://www.nifc.gov/programs/casual-payment-center/procedures> when submitting payment packages.

Lodging/Meals When on Incident

Many incidents in the SA utilize hotels/motels for lodging; however, resources may also be provided other sleeping arrangements, or may be expected to camp. National caterers are rarely used in the SA, so incidents may allow resources to provide their own meals and claim per diem or may provide meals through local restaurants or other food providers. All resources assigned to an incident will follow incident host agency requirements when staying at the incident base or other location. **Individuals are not automatically entitled to stay in a hotel/motel, eat meals at restaurants, or claim per diem.**

When an AD is not able to be self-sufficient, then PPS-AIMS needs to be contacted for lodging reservations. Refer to the following NWCG memo for guidance and utilize the attached Casual Hire Lodging Subsistence Authorization form:

<https://www.nwcg.gov/sites/default/files/committee-correspondence/ibc-m-21-02.pdf>

<https://www.nwcg.gov/sites/default/files/committee-correspondence/ibc-m-21-02-attachment.pdf>

For incidents, where the USFS is the jurisdictional unit, PPS-AIMS needs to be contacted to arrange for lodging accommodations **for crews** (i.e., severity, pre-position, or if there is no camp at the incident), if the projected daily cost for supporting the incident is expected to be above the \$2500 micro-purchase threshold. Due to HIPPA privacy laws, even with the ongoing Covid-19 pandemic, AIMS is not able to ask about the vaccination status of crew members to determine double occupancy in one room. The IC and others, including the crew leader, will need to follow NWCG, or other agency, COVID-19 protocols to determine the number of rooms needed, and to convey that information (along with a manifest/list of folks staying at the hotel) to the government purchase cardholder (GPC-holder) from AIMS. At no time can the number of rooms per night exceed the number of people staying at the hotel. If there are changes necessitating the reduction of rooms during the crew's stay, timely convey that information to the hotel and AIMS so that the incident is not charged for unused rooms. Also, the crew leader is to advise AIMS and the hotel point of contact (POC) as soon as they know they need to leave the hotel, due to being relocated or released from the incident to return to their Home Unit or point of hire, if that is to occur prior to the date the hotel has on record as the crew's departing date to avoid charges and/or penalties.

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The incident is to avoid subjecting any GPC-holder to “ratification” for meal-piecing and paying lodging daily, day after day for a prolonged period. If the incident is expected to go for days, a projection needs to be completed to include: the size of the crew, the number of meals and rooms needed per day with the daily cost calculated using the GSA Per Diem rate for that location. If the projected cost exceeds the \$2500 micro-purchase threshold, notify the hosting dispatch to submit a Resource Order to AIMS requesting assistance to reserve and pay for the crew’s lodging. A crew leader should not pay in such a scenario; they can only pay if the projected cost for the entire time they are expected to be assisting the incident is below \$2500. This is probably a change for some geographical areas, including in the SA. To save time, and if known, units are encouraged to provide AIMS with a list of adequate or preferred lodging within approved lodging rates close to the incident. It is important to be sure that the lodging information provided as acceptable facilities meet the required safety standards as well as other criteria required by the hosting agency or incident.

The process to request the assistance from AIMS for crew lodging, for USFS jurisdictional incidents is:

- Dispatch (preferably), call the Duty Phone (720-473-4105) - during regular & after hours - to identify need & location
- AIMS regular staffing/hours are 0700-1900
- Send resource order and general message to AIMS inbox: sm.fs.woaims@usda.gov (warranted CO’s monitor the inbox)
- **Note:** No work will be assigned for action until a resource order is received by AIMS via inbox

Individuals who deviate from the incident host agency provided accommodations or meal arrangements will not be reimbursed for unauthorized expenses. If a specific need to deviate from the incident host agency requirements is identified, the incident will coordinate the authorization for the affected individual(s) through the INBA that has the necessary delegation to authorize the deviation, or through the appropriate paying agency representative, to ensure that reimbursement is authorized. The supporting documentation, clearly defining that the authorization was appropriately obtained, will be included in the IFP. IMTs are **not authorized** to make this determination independently.

When lodging/meals are provided by the incident host agency, the FSC/INBA will provide an approved tracking method (electronic spreadsheet, lodging/meal log with receipts, etc.) which will contain the resource order number, room number, resource name, etc. The Logistics Section Chief (LCS) or Facilities Unit Leader (FACL) will be responsible for documenting and tracking the provided lodging/meals daily.

Reasonable Accommodation Requests: Follow direction in Chapter 10 of the SIIBMH.

Drivers Licensing Requirements

The SA follows national direction for federal agencies regarding drivers licensing requirements. This document provides some key information drawn from agency requirements; however, it does not and is not intended to include entire agency policies.

All drivers, including ADs, of government or state-owned, rented, or leased vehicles, must meet the requirements of the hiring host agency. The AD is responsible to know and observe all State and local traffic regulations. Agencies are expected to communicate requirements to their employees; employees are expected to meet or exceed those requirements. All agencies require a valid state driver’s license and current defensive driving training as a minimum. Additional information is available in Appendix G.

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Note: The USFS requires drivers to have specific authorization to operate its owned or leased vehicles and equipment and has now issued guidance that authorizes CDL qualified AD drivers to drive agency owned or leased equipment requiring a CDL if the driver is qualified and properly licensed. This authorization is addressed via interagency agreements for other federal agency employees and cooperators; however, AD employees of the Forest Service must be issued an annual individual driver authorization for this purpose (see example in Appendix H). This letter or other approved document (such as the OF-346) must be carried whenever operating the vehicle or equipment.

Incident Driving

Driving policy for personnel actively engaged in wildland fire or all-hazard response activities, including driving while in support of, mobilizing to, and demobilizing from, a specific incident or during initial attack fire response (includes time required to control the fire and travel to a rest location) is addressed in the Interagency Standards for Fire and Fire Aviation Operations (RedBook), Chapter 7 (<https://www.nifc.gov/standards/guides/red-book>) and in Chapter 10 of the SIIBMH. This policy applies to all incident personnel, including employees of contractors, in the absence of more restrictive agency policy.

INJURY/ILLNESS

For specific guidance on Compensation for Injury/Illness, please refer to Chapter 10 of the SIIBMH. **Note:** The CA-16 has changed. The current version expires 06/30/2024.

All injuries and illnesses (including contractors and cooperators though incident agencies may not be responsible for payment) must be reported to the Compensation/Claims unit to facilitate proper documentation and assistance.

If air and/or ground ambulance is used in a medical evacuation, the IMT should provide documentation of the rationale used in making that decision to the injured/ill employee or his/her representative to support medical claims processing. The SA tool developed to assist in this process is posted here: <https://gacc.nifc.gov/sacc/resources/forms/medical-evacuation-rationale-1.pdf>

Forest Service

If a USFS employee is injured or ill, incident processing guidelines are available at: <http://fsweb.wo.fs.fed.us/hrm/workers-compensation/documents/ProcessTraumaticInjuries.pdf>

Department of the Interior

If a DOI employee is injured or ill, contact the home unit for guidance and ensure all documentation is provided within the home agency timeframes.

State Agency/Cooperator Personnel

If a state agency or other Cooperator employee is injured or ill, contact the home unit for guidance and ensure all documentation is provided within the home agency timeframes. Additionally, review the applicable agreement to ensure all provisions are met.

Note: Notify the INBA, or incident agency administrative contact, of all incident personnel that require a hospital visit or stay, including contracted resources.

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Agency Provided Medical Care (APMC)

It is the incident host agency's choice whether to offer APMC. In the SA, the USFS does not recommend use of APMC. The decision to not use APMC is in line with a national trend that addresses a suite of concerns with long-term injuries/illnesses, including the inability to show a record in the event a claim is needed should further treatment be necessary upon return to the home unit. Prior to offering APMC, SA USFS units need approval from the Regional Incident Business Coordinator.

If APMC is offered, federal employees may choose to use APMC (if appropriate to the condition being treated) or to follow FECA/OWCP procedures. For federal employees, ensure that home agency procedures (i.e., eSafety) are followed and that associated paperwork is submitted timely regardless of whether APMC or FECA/OWCP is used.

For State and other non-federal employees, contact the employee's state or federal incident business management coordinator for guidance. The agreement and/or state authorities covering the employee may not allow for use of APMC.

Contract personnel may not utilize APMC services.

Incident Tracking of COVID-19 Testing and Infections

The Incident COVID-19 Tracker (ICT) will be the standard COVID-19 tracking system used on all large incidents (300-acres brush or 100-acre timber and submitting a 209). Incidents meeting the criteria are required to report any COVID-19 related activity and health outcomes including COVID related death into the ICT. MPHAT will be evaluating the ICT and making improvements immediately for 2022. Appropriate users from any agency may request access to the ICT by emailing: Incident_COVID19_Tracker@doi.gov.

CLAIMS

Tort/Non-Tort and Employee Claims

The Comp/Claims Unit Leader (COMP) will verify and implement the incident host agency's expectations for claims processing. General guidance can be found in Chapter 70 of the SIIBMH. It is appropriate that incident personnel be reminded of their responsibilities relative to claims, including: 1) reporting accidents, injuries, or property damage that have or may result in a claim for or against the government; and 2) not commenting on the merits of, or encouraging/discouraging filing of, any claim.

Contract Claims

Chapter 20 of the SIIBMH includes additional guidance specific to contract claims. When contract equipment is released, it is important that the Finance section ensure that documentation of no damage or claims is complete. This can be accomplished by having the contractor/representative complete block 11 of the Vehicle/Heavy Equipment Pre-Use Inspection Checklist, OF-296, including the "No Damage/No Claim" checkbox. If the OF-296 is not available, the documentation may be gathered using an appropriate alternative form/format.

If the contractor/representative alleges damage and/or indicates that a claim will be filed, follow the guidance in Chapter 20, coordinating with the PROC and/or FSC as appropriate to ensure that the claim is submitted to the appropriate official (i.e., original contracting officer or designated successor) for settlement. Completed documentation for all actual claims submitted and any potential claims identified will be included in the IFP, and submitted to, and reviewed with, the appropriate incident agency representative (i.e., INBA, procurement official, or AADM).

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ACQUISITION

General guidance regarding acquisition may be found in Chapter 20 of the SIIBMH. Acquisition personnel must be provided an appropriate delegation of authority from the incident host agency and must adhere to both their own agency and incident host agency policy in procuring supplies and services. Cost efficiencies, specific incident needs, time criticality, and records of past performance for vendors are to be considered when obtaining requested services and supplies. To facilitate efficiency in acquisition during an incident, both the FSC and the BUYL (if a BUYT is assigned) should request and be provided a copy of the incident host agency's Service and Supply Plan. As described in the SIIBMH, units should have these plans in place prior to the beginning of their fire season and should review/update them annually.

National Contracts

The USFS Incident Contracting Support Branch is responsible for multiple national contracts. The contracts and related documents listed below are available for download; however, care must be taken to ensure that the documents are protected from unauthorized disclosure. Additional information is available with the documents posted on the USFS Intranet here:

<https://fsweb.wo.fs.fed.us/aqm3/pages/nifc/index.php>

- Airtankers
- Helicopters (Large Fire Support, Initial Attack, Call-When-Needed)
- Smokejumper Aircraft
- Mobile Food Services
- Mobile Shower Facilities
- Type 2-IA & Type 2 Firefighter Crews
- Retardant Programs

Southern Geographic Area Agreements (VIPR)

Most dispatch centers in the SA have VIPR equipment on a Dispatch Priority List (DPL), as shown in the included chart, which was most recently updated in September 2021. During initial attack, the "closest forces" concept is used and may result in a non-VIPR or lower-ranked VIPR resource being assigned; however, as an incident transitions to extended attack, orders should be placed for needed resources following VIPR DPL protocols.

Prior to being dispatched to an incident, the VIPR resource should be inspected by the hosting unit. When resources arrive, the IMT should verify the pre-use inspection or ensure that it is performed at the incident prior to allowing the resource to check-in and begin work.

- VIPR Finance Copies of Preseason Agreements:
https://www.fs.fed.us/business/incident/viprfinance.php?tab=tab_d
- VIPR Dispatch Priority List (DPL):
https://www.fs.fed.us/business/incident/dispatch.php?tab=tab_d

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Refer to Appendix A or to the VIPR agreement for CO/COR contact information.

VIPR Resource	Type	Host State(s)
Dozer	1	FL, KY, NC
	2	AR, FL, GA, KY, NC, VA
	3	AR, FL, GA, NC
	4	AR, FL, NC
Engine	3	FL
	4	FL
	5	FL, TX
	6	AL, FL, GA, NC, TX, VA
Excavator	1	FL, NC
	2	FL, GA, NC, SC
	3	AR, FL, GA
	4	FL, GA
Feller Buncher	1	FL, MS
	2	FL, KY
Mulchers/Masticators (Boom Mounted)	1	AR, FL, KY, MS
	2	AR, FL
	3	AR
	4	FL
Road Grader	1	AR, FL, GA, KY, NC
	2	AR, FL, MS
Skidder	1	FL, NC, MS, TX
	2	FL, KY
Strip Mulchers/Masticators	1	FL
	2	FL, VA, KY, NC
	3	FL, MS, TX
Tractor Plow	2	FL, GA, NC
	3	FL, GA, NC
Transport	1	FL, GA, NC, SC
	2	FL, NC, SC
	3	AL, FL
Water Tender (Support)	1	FL
	2	FL
	3	FL

SA All-Hazard Federal Jurisdiction Incident Guidance

All-hazard incidents on federal jurisdiction are not covered by the Stafford Act and do not receive FEMA funding for response or recovery. Resource availability is more limited and additional financial constraints exist in these circumstances. For example, State employees cannot be made available to respond because there is no mechanism in place for financial reimbursement. The USFS has developed a document to address general standard operating procedures applicable to both the response and recovery phases of these incidents on SA forests, available at this link:

<https://gacc.nifc.gov/sacc/resources/hazard/standard-operating-procedures.pdf>

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Emergency Equipment Rental Agreement (EERA)

An EERA may be established and awarded by a designated procurement official if competitive agreements are exhausted or cannot meet incident needs. These agreements are valid only for the duration of a specific incident and therefore, cannot be used as a Lend/Lease resource. Volunteer fire department resources hired under an EERA are not considered cooperator resources. EERAs require the same documentation and follow the same payment process as VIPR agreements.

Fire chasing: If equipment appears at the fire camp/ICP without a resource order (aka "fire chasing") and the IMT has identified a need for it, coordinate with the AADM/INBA for approval prior to the PROC or other procurement official writing an EERA.

Complexes/Merges/Splits: If the incident for which an EERA was written is later included in a complex, merge, or split incident, resources assigned may continue working under the original EERA. If resources are needed on an incident that is not included in the same complex/merge/split as the one for which the EERA is written, a new agreement will be required. See Chapter 20 of the SIIBMH.

Release of Contract Resources

Incident resources will be released based on sound business practices at the discretion of the IMT with approval from the local AADM.

When contracted tactical equipment is to be demobilized, contractors awarded Incident Blanket Purchase Agreements (IBPAs) because of competitive solicitations will be given priority to remain on the incident over tactical equipment with incident only EERAs unless the IC determines it is necessary to deviate based on a specific incident need or objective. This applies to contracted tactical equipment only, and not all contracted resources (https://www.nifc.gov/nicc/mobguide/Chapter_40.pdf). Rationale for deviations should be documented.

Administrative Office for Payment in e-ISuite

When the Administrative Office for Payment information is entered in e-ISuite, include a contact name with the office address and telephone number if available. This contact should be a designated point of contact at the initial payment agency to answer contractor questions regarding status of payments. During the demobilization process, ensure that contractors are aware of how to inquire about payments if issues arise. Appendix B includes federal and some state incident business contacts from the SA. A complete listing of state incident business contacts is available on the NWCG website: <https://www.nwcg.gov/committees/incident-business-committee>. These individuals may be able to provide the contact information if it is not otherwise readily available.

Incident Fuel Purchases

Resources are encouraged to be self-sufficient and purchase fuel individually at local private fueling stations. If this preferred option is not feasible for all resources, the use of agency tanks, a fuel tender, and/or contracting with a local station to provide fuel may be considered. Any option that is implemented **must** have appropriate tracking mechanisms in place and must be closely monitored by Logistics and Finance to ensure that fuel is dispensed only to authorized resources and charged back to those resources when appropriate.

Recycling

Follow incident host agency policies for recycling water bottles and other recyclable materials. Additional guidance can be found in Chapter 30 of the SIIBMH. Information can also be found here: [Incident Recycling | US Forest Service \(usda.gov\)](#)

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Land Use and Facility Agreements (LUAs)

LUAs for the use of property or facilities are to be in place, and pre-use inspections are to be performed, prior to use by incident personnel. If no agreement exists, the IMT will coordinate with the AADM/INBA to ensure incident host agency policy is followed. Once authorization has been received, the PROC, a member of the BUYT, or other designated procurement official may establish an agreement using the standard Emergency Facilities and Land Use Agreement Form which is available at:

https://www.fs.fed.us/business/incident/buyingteam.php?tab=tab_b

A LUA Checklist and General Guidance to consider can be found at the same link.

Complexes/Merges/Splits: If the incident for which a LUA was written is later included in a complex/merge/split incident; use may continue under the original LUA, and a contracting officer (CO) may add language to allow use on the subsequent incident. If the LUA is needed for an incident that is not included in the same complex/merge/split as the one for which the LUA was written, a new agreement will be required. (See Chapter 20 of the SIIBMH.)

At-Incident Management Support (AIMS)

At-Incident management Support staff only support USFS incidents at this time. The intent of AIMS is to procure resources that are not currently on an existing contract or I-BPA, e.g., laptops, internet services, commodities (water/ice), and routine commercial services and supplies.

AIMS personnel are not responsible for all incident support purchasing nor act as a micro-purchaser; however, they will be the initial point of contact for new, emerging, and initial attack incidents when Buying Teams are not assigned or available for items that exceed the micro-purchase threshold of the micro-purchaser, e.g., a supply order exceeding \$10K. Host units must provide all micro-purchase support for their incidents. AIMS personnel, in coordination with the IMT/host unit, will decide to order a BUYT or additional procurement resources.

If AIMS support is needed during normal business hours, then a Resource Order and supporting documentation needs to be sent to the following email: sm.fs.woaims@usda.gov. For support after normal business hours, call the duty phone (720-473-4105) to let the on-duty Contracting Officer know that a Resource Order and supporting documentation is being emailed to the shared inbox (address listed previously). If multiple orders will be coming in after hours, only one phone call needs to be made.

The AIMS Process Flow Chart can be found at:

https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd910610.pdf

Prohibited, Restricted, and Specialty Items

Normal purchasing restrictions apply to emergency incident operations. Purchasers will coordinate with the AADM/INBA either individually or through the BUYL, if working with a BUYT, to ensure that incident host agency approval is in place for requested items considered to be unique, questionable, unusual, and/or expensive prior to purchase. The incident host agency's procurement approval for any purchase does not exempt any cardholder from operating within the cardholder's home agency policy. Refer to Appendix F for a list of prohibited, restricted, and specialty items.

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Supplemental Foods & Bottled Water

The IMT and BUYT will follow the Supplemental Food Policy in Chapter 20 of the SIIBMH. Supplemental foods provided must be justified by the IC **AND** have concurrence from the AADM prior to purchase. The only acceptable justification is to meet the expanded nutritional needs of firefighters performing prolonged or arduous work. Supplemental foods are not to be provided to personnel in settings such as expanded dispatch, mobilization centers, fire caches, tanker bases, or staging areas, where personnel are not engaged in work on the incident. Any exceptions to this standard policy must be justified in writing by the IC, reviewed by the INBA and approved by the AADM. The justification must be maintained in the IFP. In the case of a FEMA All-Hazards incident, any deviations are to be justified in writing by the IC, concurred on by the team's ESF liaison, reviewed by the INBA working for the RRCC team and final approval received from the ESF Leader at RRCC.

As stated in Chapter 20 of the SIIBMH, bottled water is not a supplemental food and may be provided in accordance with incident agency policy (e.g., where sufficient potable water is not available to accommodate the number of personnel on site).

Note for USFS: USDA Purchase Card Guidance states: "The purchase of bottled drinking water is only authorized for emergency incidents (wildfires/funded with P-codes, FEMA All-Hazard incidents/funded with F codes) or for non-emergency incidents (local all-hazard incident, funded with program dollars) when the available drinking water is documented by the appropriate authorities to be unwholesome and found to pose a health risk. Documentation must accompany purchase. A Resource Order is sufficient documentation for emergency incidents. A Job Hazard Analysis (JHA) or Risk Assessment is required for non-emergency incident purchases. It would have to be funded using project dollars and the proper documentation and approvals must be completed prior to the purchase. It is strongly recommended to work with the local procurement office and a warranted cardholder. Purchase card authorities and thresholds still apply (FSM 6511.41f; Comp. Gen. B-303920 dated March 21, 2006).

Rental vs. Purchase of Equipment

Rental: As a rule, renting or leasing equipment is preferred to purchase. Use the following strategies to manage costs:

- Establish rates following standard commercial practices. Consider factors such as the duration of incident and type of equipment and utilize daily, weekly, or monthly rates that most benefit the incident host agency.
- Consider the purchase factors below and include a provision for conversion to incident host agency ownership after a specified period of rental/lease if appropriate.
- Characterization as a service contract is recommended for lease/rental of equipment.

Purchase: When advantageous to the incident host agency, purchase rather than lease equipment. Consider and document all the following factors:

- Total cost of purchase vs. rental/lease
- Cost of handling, storage, and disposal
- Potential for use on future incidents
- Capability and availability of storage (i.e., fire cache)
- Maintenance and other service costs
- Technical or other approvals needed
- Home and incident host agency policy and/or funding restrictions

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Coordinate the decision process with the AADM (through the INBA, if assigned) and local fire cache manager (if storage at the cache will be needed). Items purchased are subject to property accountability controls of the incident host agency, and receipt/transfer of these items will be documented on appropriate forms such as an AD-107 and/or Incident Waybill and included in the IFP.

Rental Vehicles

Rental vehicles for incident use within the SA may be procured by individual travelers via agency travel programs (i.e., TCM or ETS2), by procurement officials via programs such as the Rental Supplemental Vehicle Program (RSVP link:) <https://www.gsa.gov/buying-selling/products-services/transportation-logistics-services/transportation-and-logistics-services-schedule/rental-supplemental-vehicles-program-rsvp>, or via the National Emergency Rental Vehicle Agreement (NERV). In the SA, arrangements for NERV vehicles must be made through a dispatch office. Information regarding NERV availability and procedures for obtaining and managing NERV vehicles and associated documentation are posted at: <https://nerv.firenet.gov/>

The NERV BPA is available for use nationwide by all USDA and NWCG agencies. Vehicles obtained through this BPA are paid by the NERV program using documentation provided by the vehicle user(s). As a reminder, obtaining vehicles using NERV is limited in scope and may not be used to circumvent use of agency travel programs or to simply avoid a traveler (including AD employees) having to use a personal credit card for payment. NERV program update information including Standard Operating Procedure, Traveler Rental Vehicle Checklist and Payment Cover Sheet can be found at the following link under 2021 Correspondence:

<https://www.nwcg.gov/committees/incident-business-committee/correspondence>

Vehicles procured using agency travel programs are to be covered by the US Government Rental Car Agreement (GRCA), available at this link: <https://www.defensetravel.dod.mil/Docs/CarRentalAgreement.pdf>, and is most easily identified by the Government Administrative Rate Supplement (GARS) charge on the rental agreement. Failure to ensure that a rental is covered on the contract could result in the employee being held personally liable for damages. Using GRCA to obtain vehicles is appropriate when the vehicles can meet the needs of the incident while being operated within the scope of the contract. The most common reason to replace GRCA with RSVP or NERV vehicles is to allow operation off professionally maintained roads (often called “off-road use”).

When obtaining rental vehicles, ensure that both the driver(s) and the rental company understand which method of procurement is being used. Regardless of the procurement method used, rental vehicles must be both authorized by the incident host agency and documented on a resource order and should be shared when possible. SA IMTs will follow guidance in the Operations Handbook:

<https://gacc.nifc.gov/sacc/resources/logistics/2021-sa-imt-ops-handbook.pdf>

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Rental vehicles are to be tracked as accountable property:

- Vehicles assigned to IMTs, transportation units, dispatch centers, etc., will be tracked by the group to which the vehicles are assigned.
- Vehicles will be inspected prior to incident use. In the case of NERV vehicles, the “walk-around” inspection conducted when the vehicle is obtained at the vendor location is acceptable. When transferring vehicles between responsible parties (i.e., between teams, or from an individual to a team), interim inspections are recommended.
- The individual operating a vehicle is responsible to report any damage that may occur to the individual’s incident supervisor, who will ensure that the Finance section and Safety Officer are notified. Damage to rental vehicles will be investigated and documented. Documentation will be provided to the CO if the vehicle has been procured using RSVP or NERV and shall be maintained in the IFP for transfer to the incident host agency as evidence of a potential contract claim.
- The IMT or other group to which vehicles are assigned will ensure vehicles are inspected and that any previously unreported damage is documented prior to the vehicle being returned to the rental company. The documentation will be provided to the CO (if applicable) and included in the IFP for transfer to the incident host agency.

Rental vehicle costs should not be accrued by the Cost Unit Leader (COST) in e-ISuite when the costs are being paid by credit card. Rentals procured through NERV and RSVP, in addition to individual rentals, are paid by credit card. These costs should be tracked using a manual method or spreadsheet like that used for other credit card expenditures (i.e., portable toilets). The method used must be clearly documented in the COST notes.

Cell Phones/Tablets/Laptops

Cell phones/tablets/laptops, if required by the position on the incident, should be provided by the incident host agency. Government cell phones/tablets brought to an incident will not charge usage back to the incident. Reimbursement for use of non-government cell phones should be extremely rare and must be approved by the incident host agency and documented on a resource order prior to use. A generic statement such as “cell phone authorized” on the resource order is not sufficient documentation to approve reimbursement. Each request for reimbursement requires specific approval from the incident host agency. Dispatchers are generally not authorized to approve cell phone reimbursements.

Cell on Wheels (COWs)

For incidents that need additional cell or network coverage and/or the need to enhance the capacity of existing cell sites, a COW provided by the Verizon Crisis Response Team (CST) can be ordered at no cost. The CST can provide cell phones, towers, and satellite phones. A Resource Order will need to be generated and the order can be placed by a micro-purchaser. In the unlikely event that anything occur that would result in a cost to the Government (i.e., damage claim) above the micro-purchaser threshold, the micro-purchaser’s documentation can be forwarded to AIMS to take over the processing.

To contact the Verizon Crisis Response Team, call 800-981-9558 or 800-922-0204. Additional information for CST can be found at <https://www.verizon.com/business/solutions/public-sector/public-safety/programs/verizon-response-team/>

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

PAYMENT DIRECTION

Note: Payment package documentation requirements may be different depending on the jurisdictional agency of the incident. It is critical that requirements are verified with the incident host agency.

All payment documents generated by the incident (OF-286 and OF-288) will be supported with shift tickets or CTRs documenting use and receipt of services/supplies. For resources paid by commercial invoice, the IMT must provide adequate documentation to support payments made, which may be by use of an initial and final shift ticket or other appropriate method. In all cases, supporting documentation must be included in the final IFP. Follow incident host agency guidelines to determine which supporting documents are to be included in payment packages.

Payment Packages (Also see Appendix C Incident Agency Business Matrix)

USFS jurisdiction: All payment packages (i.e., ADs and contractors) should be submitted directly to the ASC from the incident.

Other jurisdiction: Payment packages for national contracts and USFS ADs should be submitted directly to ASC from the incident. EERA/I-BPA payments are processed according to incident host agency guidelines.

Preferred method – electronic submission to:

sm.fs.asc_ipc@usda.gov – for ADs

sm.fs.asc_eera@usda.gov – for national contracts, I-BPAs and EERAs

OR (*do not do both*)

Hardcopy mail to:

Albuquerque Service Center Incident Finance
5141 Masthead NE
Albuquerque, NM 87109

To facilitate tracking of payments, the naming convention for each transmittal shall be the incident number, IMT Name, followed by a sequential numbering system.

Incident Number-IMT Name & Unique Number

Example: GA-CHF-00346-SA Red Team 001

In those instances where an incident is large enough to require zones, coordination between the FSCs is required to determine a unique alpha identifier for each zone to be used as part of the sequential numbering system.

Example: GA-CHF-00211-SA Red Team A001 (zone A of incident)

GA-CHF-00211-SA Red Team B001 (zone B of incident)

USFS payment information for ADs and contracts:

<https://www.fs.fed.us/managing-land/fire/ibp/payments>

DOI Payment Packages: Regardless of incident jurisdiction, DOI hired ADs must return to the home unit with original payment documentation for processing. Agency specific information regarding payment processes and documentation requirements for ADs and contracts can be found at the locations listed below:

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

BLM payment information for ADs and contracts:

https://www.blm.gov/sites/blm.gov/files/2021%20BLM_OB_Final.pdf (Chapter 2 Casual Hires)

NPS payment information for ADs and contracts: (Note: URL provided, will not link correctly in the document):

<https://www.nps.gov/subjects/fire/upload/nps-reference-manual-18.pdf> (Chapter 15 Incident Business Management)

FWS payment information for ADs and contracts:

<https://gacc.nifc.gov/gbcc/admin/IBCdocs/2021%20Fire%20Business%20Guide.pdf>

(All payments for ADs will be routed through the home unit. Contracts are routed through the incident host agency.)

PROPERTY MANAGEMENT

IMTs will emphasize good property management and will implement property checkout and return procedures to ensure appropriate control and tracking mechanisms are in place. A list of accountable and sensitive property must be maintained. Standards for property management are included in Chapter 30 of the SIIBMH and may be supplemented by incident host agency policy or direction.

Agency Property

Accountable, trackable, durable, and unused consumable cache items will be returned according to cache procedures. All non-cache property will be returned to the incident host agency, or if procured during the incident, transferred to the incident host agency using the appropriate incident host agency form. The IMT will work with the identified incident host agency property management contact for disposition of all non-standard cache items.

The individual responsible for lost, damaged, or destroyed property will submit written documentation on an appropriate agency form (e.g., Property Loss or Damage Report-Fire Suppression, OF-289) signed by the employee's incident supervisor and supported by witness statements as appropriate/available. The documentation will be processed in accordance with the incident host agency and IMT procedures to determine whether repair/replacement with incident funds will be authorized. To justify repair/replacement with incident funds, the item must have been clearly damaged or destroyed while in use on the incident. The use must have been approved by the IMT and appropriate to the incident position (e.g., specialized equipment brought from the resource's home unit and documented on a resource order). The incident host agency is responsible for approving non-NFES and non-standard cache property repairs and/or replacements; however, approval authority may be delegated by the AADM to the INBA, FSC, LSC, or other appropriate incident personnel. A copy of all documentation related to government property damage/loss should be retained in the IFP.

If replacement is approved, non-standard items with equivalent available through the cache (e.g., Kevlar pants and sleeping bags) will be replaced with cache items or an S# may be issued with a dollar limit equivalent to the cost of the cache item. For non-cache items, an S# will be issued, and should indicate the associated authorized dollar amount derived from the documentation gathered. If replacement is not approved with incident funds (e.g., for normal wear and tear or negligence), the resource's home unit project funds may be used at that unit's discretion.

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Agency Fleet – Repair and Maintenance

Each agency is responsible to maintain its fleet vehicles in safe operating condition. While assigned to an incident, repairs and/or maintenance to a vehicle may be necessary to maintain its safe operating condition. Repairs and maintenance that are required because of normal incident operations, often called “normal wear and tear”, should not be charged to incident funds. In these cases, the incident personnel responsible for the vehicle should work through their home unit Fleet Manager or other designated official to obtain funding authorization/direction.

If damage occurs to a fleet vehicle while assigned to an incident, the damage must be documented and reported, following both home and incident host agency policies. The incident personnel responsible for the vehicle should work with the Finance section, incident Safety Officer and home unit Fleet Manager to ensure that the accident and/or property damage is investigated promptly, and that incident host agency policy is followed.

Property Issued to Contractors

Property and/or supply items issued to contractors/vendors must be returned to the incident, unless otherwise specified in the contract. For example, contractors may be provided some consumable items such as plastic canteens without charge (refer to contract for current/complete information). For other items, IMTs will track issues using an agency specific property transfer form that lists the value of each and ensure all are returned. If items are not returned, the loss will be documented on the transfer form and an appropriate amount will be deducted from the contractor’s invoice.

Contractor equipment will not be replaced through the incident supply unit. Contractors must go through the contract claim process for replacement of lost or damaged items. An Incident Replacement Requisition, OF-315, is **not** to be issued to a contractor.

FEMA Accountable Property

Purchase and property transfer documentation must follow the tasking agency’s procedures, as noted in Chapter 90 of the SIIBMH. Additional references for IMTs include the FEMA/USFS and DOI/USFS ESF #4 MOUs and an ESF #4 Reference Guide, which are available at this link:

<https://www.fs.usda.gov/managing-land/fire/ibp/all-hazard/esf4>.

COOPERATIVE AGREEMENTS

Master Agreement

The incident host agency will provide the incoming IMT with a copy of its current Master Cooperative Wildland Fire Management and Stafford Act Response Agreement along with any current local operating plans or supplements. The IMT will follow procedures included in the agreement for suppression operations, use of cooperator resources, and finance documentation as applicable to the incident assignment. These agreements are located on the SA Incident Business website under Cooperative Agreements: https://gacc.nifc.gov/sacc/cooperative_agreements.php

INBAs and finance specialists (i.e., representatives of ASC-Incident Finance) will be directed to this site when copies of the agreements are requested. Any issues with outdated agreements, should be directed to the Regional Incident Business Coordinator.

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Cooperative Fire Protection Agreements

Fire District equipment and personnel should be signed up through a Cooperative Fire Protection Agreement. Fire District resources will provide a copy of their agreement to Finance at check-in. The IMT will enter all Fire District resources into e-ISuite to ensure costs are captured and invoices can be generated as appropriate.

LAW ENFORCEMENT

An incident host agency local Law Enforcement Liaison will be identified to the IMT and will contact the IMT as needed during its assignment. Reference Appendix A.

Sheriff's Office personnel used on the incident should be covered under the Cooperative Law Enforcement Agreements that are in place with each county and coordinated with agency law enforcement personnel.

Reimbursement to local law enforcement agencies should be limited to activities/services that are beyond the established responsibilities of the law enforcement agency. The Law Enforcement Liaison can assist IMTs in determining responsibilities.

Incident security activities such as traffic control, camp security, etc., may be handled by the law enforcement personnel assigned to the incident. Use unarmed security personnel when cost effective and appropriate to the security activities needed. Coordinate the decision to use contract security personnel with the incident Law Enforcement Liaison identified in Appendix A.

RESOURCE ALLOCATION

Resource Allocation Strategies have been developed to define guidance for the allocation of wildland fire resources in the SA when resource shortages or extraordinary situations exist. Appendix D describes the financial implementation for each strategy. The five strategies include:

- Lend/Lease – Agreement between IMTs to share assigned resources for a limited period.
- Pre-Position – Mobilization of resources to a defined location in advance of anticipated need.
- Resource Reallocation – During periods of resource scarcity, this strategy will transfer resources between ongoing or emerging incidents to meet the current needs.
- IMT Reserve – Resources identified (if currently on an incident) or assembled (if not currently on an incident) and mobilized to support emerging new large incidents. IMT reserve is mobilized at the same time as the IMT.
- Surge Task Force – Pre-identified suppression resources with overhead that can effectively and efficiently implement special mission operations in a short period of time (one to four days).

It is critical when sharing resources that they are tracked appropriately in e-ISuite. This is especially critical when a Cost Share Agreement is involved.

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

COST SHARE AGREEMENTS AND COST ACCOUNTING

Cost Share Agreements

Cost share agreements are necessary for multi-jurisdictional incidents where costs will be shared between agencies operating under an existing cooperative fire management agreement (reference Chapter 80 of the SIIBMH). Jurisdictional agencies are responsible for developing and signing these agreements following guidelines in the applicable agreement. Cost share agreements must consider the needs and capabilities of the affected agencies' accounting systems and must be written in such a way as to be understood and implemented by an IMT. Cost share criteria should be provided to an IMT at the initial briefing; however, if an agreement has not been completed, the IMT may be asked to assist with its development. An incoming IMT must review cost share agreements to ensure that these are understood and followed and must coordinate with the incident host agency representative(s) and outgoing IMT (if applicable) to ensure that all necessary data is collected consistently and delivered timely.

The incident agencies, in coordination with the IMT, are encouraged to order additional personnel as necessary to implement a complex cost share agreement. The USFS Regional Incident Business Coordinator may be contacted to obtain names of qualified personnel and will coordinate with other agencies' Incident Business Coordinators as necessary to locate appropriate resources.

Copies of cost share agreements will be provided to Geographic Area Incident Business Coordinator(s) for affected federal agencies and to the State Incident Business Contact for the affected state(s). Incident business contact information for federal agencies in the SA is listed in Appendix B. A state incident business contact list is available at:

<https://www.fs.usda.gov/managing-land/fire/ibp/materials>.

Please refer to USFS policy released in May 2021, relevant to Cost Share Agreements:

[FSH 6509.11g 50-Wildland Fire Mgmt.](#) (5/12/2021): Prohibits Regions from creating supplemental policies and procedures so that national procedures are followed consistently. A requirement that all Cost Share Agreements undergo a second level regional review through a standardized process, has also been incorporated (see below).

- **53 - Requirements for Cost Share Agreement Negotiation and Approval**

Cost share agreements must be negotiated and approved at the Forest Supervisor level or above. All cost share agreements will require a second-level review and approval at the regional level to ensure the agreement complies with agreed upon methodologies outlined in the pertinent approved Cooperative Fire Protection Agreement. The second-level review will occur by the Regional Forester or their delegate. See Cost Share Agreement Second Level Review Checklist (FS-6500-0030) in exhibit 01 and available at the eForms location:

[https://usdagcc.sharepoint.com/sites/fs-orms/orms-forms/Forms/FS-6500-](https://usdagcc.sharepoint.com/sites/fs-orms/orms-forms/Forms/FS-6500-0030_Final_CSA_Review_Checklist_V3-RE.pdf)

[0030 Final CSA Review Checklist V3-RE.pdf](https://usdagcc.sharepoint.com/sites/fs-orms/orms-forms/Forms/FS-6500-0030_Final_CSA_Review_Checklist_V3-RE.pdf). Approved Cost Share Methodologies are listed in the Cooperative Fire Protection Agreement(s).

USFS Cost Shares: Estimates will not be used to **settle** a cost share. Estimates may be used in developing methodology and/or to provide initial reports to agencies for planning purposes; however, when the cost share is settled, records of actual expenditures will be required.

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Cost Accounting

Documentation of Cost Saving Measures: IMTs are responsible to track and report costs as required by incident host agencies and/or as outlined in a cost share agreement. To meet documentation requirements for a cost share agreement, Finance, Operations, and Air Operations will likely have added responsibilities relative to cost tracking and reporting and must coordinate closely to ensure data is collected consistently and correctly. In addition to tracking costs, IMTs are expected to regularly review cost data and to evaluate operations to identify inefficiencies and/or opportunities for cost savings. Specific cost saving measures identified and/or implemented will be documented and provided to the incident host agency. (See Chapters 40 and 80 of the SIIBMH).

Incident Support Cost: When a Type 1 or Type 2 IMT is assigned to an incident, it is expected that the COST will use appropriate methodology to track support costs for incident personnel rather than using a flat personnel support surcharge. Two examples of situations in which use of a personnel support surcharge may be appropriate include:

- On Type 3 or Type 4 incidents, where there is no COST assigned and there is not a need for more detailed cost information, it may be appropriate to use a personnel support surcharge similar to the \$150/person that is recommended on the 2020 Standard Rates spreadsheet available through this link (under Associated Forms and Publications):
<https://www.nwcg.gov/publications/902>.
- On some incidents, financial responsibility for supporting some of the resources lies with an agency other than the incident host agency, or one of the agencies included in the costshare. In this situation, a support cost rate could be used in settling the bill between the paying agency and the hosted agency (i.e., State Forestry and Fire Marshal). An analysis of 2018 incidents in the Pacific Northwest resulted in a recommended rate of \$272 per person per day in 2020 for direct line personnel supported in a typical camp setting. This rate is negotiable and should be based on the complexity of the incident and associated support requirements.

Requirements for e-ISuite: When a Type 1 or 2 IMT is assigned to an incident, use of e-ISuite is required. Use is recommended when a Type 3 IMT is assigned, when accruals will be needed, and/or when a cost share is anticipated and no Type 1 or 2 IMT is assigned. For cost share incidents, the “Paying Agency” field must be completed, and for all incidents, ensure that standard data management protocols meet the needs of the incident agency. If additional requirements are identified, ensure that those are documented, including the protocols established to meet those needs.

Incident Accruals: Accrual data for the USFS is no longer captured in the e-ISuite application. The Financial Export still needs to be completed and uploaded each day to the Data Repository to capture invoice data. It is very important to continue the financial export process to avoid potential delays in the payment process for ADs and contractors. Although accruals are no longer exported it is a valuable tool to ensure resources such as IMETs from the NWS, national non-aviation contract; and depending on the paying agency, EERA/IBPA resources, OAS aircraft, and state, county, city, and rural resources are coded correctly in the e-ISuite application (see below).

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

To facilitate accurate accrual coding, the COST should:

- Ensure that the **Agency** field is accurately entered based on the home agency:

Paid By	Agency
I-BPA, EERA, or other contract	PVT
State Government	Two letter state identifiers
Local Government	CITY, CNTY or RUR
Federal Government Agency	BIA, BLM, NPS, FWS, FS
Aircraft used under OAS Contract	OAS
Meteorological support from NWS	NOAA
Casuals	Hiring Agency

- Ensure that the Payment Agency field indicates the agency that will make the **initial** payment to the resource, and for resources that will in turn be billed to the USFS by the initial payment agency, that the costs for those resources are included in accruals.
- Ensure that no resource is coded with FED in either the Agency or Payment Agency fields.
- Monitor actual postings from the Time Unit, and request that postings be entered within 24 hours of the completion of a shift.
- Review check-in and release dates for timely and accurate completion, and coordinate with Plans as needed to request completion, updates, and/or corrections.
- Review information on the incident information screen and ensure that it is entered correctly, including the state in which the incident is located and the incident jurisdiction. This may require coordination with the ITSS.
- Review rates for reasonableness and accuracy and adjust as appropriate, especially rates that are based on system-generated defaults. For example, default rates for resources paid by a state may be too high and/or based on incorrect units of measure.

FEMA Assignments

There may be one or more INBAs and/or COSTs assigned to assist the Regional ESF4 Coordinator, or at field units reporting to the Regional ESF Coordinator. If dispatched, they will work under the supervision of the Regional Incident Business Coordinator for the USFS, Southern Region (R8), who will establish the necessary processes to effectively manage any ongoing FEMA all-hazard incidents. Guidance will come from documents found on the USFS Washington Office ESF4 website: <https://www.fs.usda.gov/managing-land/fire/ibp/all-hazard/esf4>, and other local SOPs developed and provided by the Regional Incident Business Coordinator.

The IBP website contains important documents to be used by INBAs and/or Finance staff on all-hazard incidents. For example, the “2020 Supplement to Chapter 80 – Standard Cost Spreadsheet”, which provides information on calculating costs for the various resources to be ordered; and can be found at (under Associated Forms and Publications): <https://www.nwcg.gov/publications/902>

The designated INBA at SACC will obtain instructions for creating accounting codes (F codes) that are unique to the SA from the Regional Incident Business Coordinator. A mission assignment (MA) log is used and should be updated daily. An F code is assigned to each MA authorizing use of appropriated funds for dispatching resources, making purchases, etc. This code is entered into the USFS financial system for activation by the ASC-Incident Finance staff, and may take 24 hours before it can be used in Paycheck8, IAS, ETS2, etc. If requested late on Friday, it will take longer (by Tuesday). IMTs/others will be notified of the F code approved to support their mission.

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IMTs need to check with the INBA assigned to the incident, or in SACC, to ensure they know which e-Suite report to submit. Normally, "Daily Cost Summary Reports" are due (via e-Suite for those with that capability, or via an R8 developed cost spreadsheet that is provided by the Regional Incident Business Coordinator to teams without e-Suite capabilities). Send daily reports and/or spreadsheets to ASC-Incident Finance, and copies of all these reports also go to the Regional Incident Business Coordinator for the USFS.

The Finance team at SACC is responsible to consolidate the daily cost information reported via "spreadsheets", as well as via e-Suite, and come up with the total daily cost for each MA. This information is given to the SA ESF4 lead, INBA, Washington Office ESF coordinator, and others in the NRCC (national desk) and RRCC (regional desk). This is necessary to keep track of the balance of each MA, and when expenses reach 75% of dollars approved, will notify the ESF leader so, if needed, the ESF leader can negotiate with FEMA to get additional dollars to support the mission. It takes at least 2-3 days for the requests for additional funding to be approved. This is a key function of the INBA/Finance Team at SACC.

The Regional Incident Business Coordinator or their designee, and the Finance lead will attend daily conference calls hosted by the SACC ESF4 Coordinator. In addition, will set up daily conference calls with IMT/FSCs and BUYTs assigned to the FEMA all-hazard incidents, to ensure they have access to SOPs and policy to allow them to be successful on their incident assignments, that purchases are necessary for the specific mission as stated in the MA's "statement of work" and that such purchases will be approved/reimbursed by FEMA. Also, to ensure consistency and accountability. The designated INBA will create a directory, with primary points of contacts' email addresses, cell phone numbers, and alternates. This will facilitate communication among SACC and field dispatched finance teams and BUYTs. IMTs and BUYTs are encouraged to participate on such calls and bring their issues for discussion/resolution. To the extent possible, a Regional CO will be on the calls as well.

General messages requesting "S" and "E" orders/numbers need to be submitted in advance of any purchase, and ideally this will be coordinated through the ESF4 liaison assigned to the IMT, or via the designated SACC INBA.

State specific policies, guidelines, and resource ordering processes may also be established and must be followed. An example is the "STAR" process in the state of Texas. Ensure that IMTs and BUYTs coordinate closely with the appropriate state agency representative for complete guidance regarding procedures and to ensure that all documentation needs are met prior to incurring costs.

INCIDENT COMPUTER SYSTEM

Prior to and during transitions between IMTs, ensure that the IMTs communicate and coordinate ordering necessary replacements for computers, printers, or other peripherals that will not be available to the incoming IMT. This effort will prevent duplication and ensure that the incoming IMT will have full functionality at transfer of command. Remember to check if there were any virtual resources assigned as well so no resource/equipment is missed.

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CLOSEOUT

e-ISuite Close-Out Requirements

When e-ISuite is used on an incident, the IMT is required to upload the e-ISuite database to the National Data Repository (reference instructions at <https://famit.nwcg.gov/applications/eisuite>) and provide an electronic version to the incident host agency in the IFP with the necessary passwords. The incident host agency maintains this copy as the official database. IMT members and incident personnel will not take any database copies with them when leaving the incident. The AADM is responsible to ensure the IMT has complied with this requirement prior to release of the IMT. (See Chapter 40 of the SIIBMH).

Incident Electronic File Management and IFP Requirements

With the recent transition from hard copy to electronic formats on emergency incidents, the NWCG IBC developed recommendations for file naming conventions, file structures, workflow processes, and inbox management. The intent is to provide a standard and consistent approach across incidents to improve transitions between IMTs and to provide a standard product for host units. Here is a link to the standard procedures for incident-wide electronic finances files and folders (under the 2021 tab):

<https://www.nwcg.gov/committees/incident-business-committee/correspondence>

The IFP should, at a minimum, meet the requirements outlined in Exhibits 37 through 41 in Chapter 40 of the SIIBMH. The IMT should clarify with the incident host agency at the initial briefing whether supplemental IFP requirements exist, and if so, ensure a written copy is available/requested. Coordinate with the assigned INBA or other appropriate incident host agency representative to ensure the IMT understands and complies with the incident host agency requirements.

At the end of the incident, the IFP will be transferred to the incident host agency. Although the observed performance of the Finance section will be considered in the initial IMT performance rating received at demobilization, the incident host agency will also provide a supplemental financial performance rating to the IC approximately 60-120 days after demobilization.

MISCELLANEOUS

Guide to Service Animals on Incidents

The following is a link to the NWCG Incident Business Committee's "Guide to Service Animals on Incidents":

<https://www.nwcg.gov/sites/default/files/committee/docs/ibc-guide-to-service-animals-on-incidents.pdf>

NWCG Infectious Disease Guidance for Wildland Fire Incidents

The following is a link to the NWCG Emergency Medical Committee's "NWCG Infectious Disease Guidance for Wildland Fire Incidents":

<https://www.nwcg.gov/committees/emergency-medical-committee/infectious-disease-guidance.pdf>

A Preparedness Guide for Firefighter and Their Families

The following are links to the NWCG's "A Preparedness Guide for Firefighter and Their Families":

<https://www.nwcg.gov/sites/default/files/docs/eb-preparedness-guide-for-firefighters-and-their-families.pdf>

and US Forest Service's Supplement to this guide, dated April 2020:

https://www.fs.usda.gov/sites/default/files/2020-04/preparedness_guide_for_firefighters_and_their_families_supplement.pdf

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

COVID-19 INFORMATION FOR ALL-HAZARD INCIDENTS

Below are links to the various documents/guidelines/policy that have been developed and issued as they relate to COVID-19 and All Hazard Incidents:

- US Dept of Labor, Office of Workers' Compensation Programs, Division of Federal Employees' Compensation "Claims under the Federal Employees' Compensation Act due to COVID-19", updated February 15, 2022:
<https://www.dol.gov/agencies/owcp/FECA/InfoFECACoverageCoronavirus>
- HRM Presentation on Flexibilities for COVID-19, dated March 25, 2020:
<http://fsweb.wo.fs.fed.us/hrm/COVID-19/index.php#three>
- Cache Support to Federal Agencies: <https://www.nifc.gov/nicc/administrative/nmac/NMAC2020-07.pdf>
- Standards for Aviation Operations in Response to Coronavirus Disease (COVID-19):
<https://www.nwcg.gov/committees/national-interagency-aviation-committee/niac-standards>
- COVID-19 Screening Interim Standard Operating Procedures (SOPs) memo and Screening Protocol and Tool guidance:
<https://www.nwcg.gov/partners/fmb/covid-19>
- SA COVID-19 Pandemic Response Plan, dated July 9, 2020:
<https://gacc.nifc.gov/sacc/resources/SAWFRP.pdf>

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**Appendix A
INCIDENT BUSINESS AND AGENCY CONTACTS**

Authority/responsibility for Incident Business Administration practices is delegated to the following agency personnel: (If none are assigned to the Incident, leave block blank.)

Title	Name	Office Phone	Cellular Phone
Incident Business Advisor			
Agency Administrative Representative			
Regional VIPR Contracting Officer (USFS, SA/R8)	Kimberly Luft USFS, Supervisory CO, East Zone		720-467-8317
Regional VIPR Contracting Officer Representative (USFS, SA/R8)	Terry Eller USFS, R8-NC Southern Area	828-479-6431	828-779-2081
Regional Incident Business Coordinator and SA Buying Team Coordinator (USFS, SA/R8)	Maria Laboy USFS, R8-Atlanta Southern Area		404-309-5286

Local Agency Contacts

Title	Name	Office Phone	Cellular Phone
Human Resources			
AD Hiring Contact			
Financial Management			
Acquisition/Contracting & Contract Claims			
Information Resources (Computers)			
Telecommunications (Voice/Data Lines, Radios)			
Agreements			
Compensation/OWCP (HIPPA)			
Claims (Non-contract)			
Law Enforcement			
Fleet			
Safety			
Property Management			
HR-OWCP ASC			
http://fsweb.wo.fs.fed.us/hrm/			

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Appendix B INCIDENT BUSINESS MANAGEMENT COORDINATORS

Forest Service

Maria Laboy*
SA Incident Business Coordinator
(404) 347-3042 (office)
maria.laboy@usda.gov

Bonita "Bonny" Johnson
FSC/Emergency Mgmt Spclst
Nat'l Incident Mgmt Org/NIMO
(859) 556-1572
bonita.johnson@usda.gov

Kimberly Luft
USFS, Supervisory CO East Zone
(303) 275-5405 (office)
(720) 467-8317 (cell)
kimberly.luft@usda.gov

Fish & Wildlife Service

Rick Struhar*
Regional Fire Management Specialist
USFWS Interior Regions 2/4
(404) 353-2004 (office)
rick_struhar@fws.gov

Southern Group of State Foresters

Kelly Reeves*
Business Coordinator, Texas A&M FS
(936) 639-8183 (office)
(936) 676-6387 (cell)
kreeves@tfs.tamu.edu

Susan Beasley
Government Analysis I
Florida Forest Service
(850) 681-5817
susan.beasley@freshfromflorida.com

Bureau of Indian Affairs

Tracy Robinson, Chairperson*
Assistant Area Coordinator
SA Coordination Center (SACC)
(678) 320-3002 (office)
tracy.robinson@usda.gov

National Park Service

Sandra Mallard, Vice-Chair*
Budget Analyst, SE RO
(404) 507-5627 (office)
sandra_mallard@nps.gov

Bureau of Land Management

Christina Phillips*
Mgmt. & Program Analyst
Division of Fire & Aviation
Eastern States Office
(775) 621-6629 (cell)
cspillips@blm.gov

*Voting Member of the SA IIBWT

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**Appendix C
Incident Agency Business Matrix**

AGENCY	ADs	PAYMENT PROCESS	TRAVEL	EQUIPMENT	COMP FOR INJURY
<p>Bureau of Indian Affairs For e-ISuite set up of "Admin Office for Payment" use: BIA Reston Fiscal Services Attn: EERA Payments 12220 Sunrise Valley Drive Reston, VA 20191 DO NOT SEND PACKAGES TO THIS ADDRESS FROM ICP.</p>	<p>Send original OF-288s back to the home unit with the demobing personnel. Electronic Signatures: Employee – all types or "Individual Not Available for Signature". Government – Prefer 2-Factor Authenticated PDF or hard copy signature. Date/Time Stamped emails provide good backup documentation.</p>	<p>All vendor payments should be sent from the IMT/ICP to the incident host agency local office. Contact information for incident business specialist will be provided. Electronic Signatures: Contractors – flexible on all types of signatures and date/time stamped emails of approval. Government – Prefer 2-Factor Authenticated PDF or hard copy signature. Date/Time Stamped emails provide good backup documentation.</p>	<p>Home unit processed for agency personnel and ADs. Do not post travel to the OF-288 at the incident.</p>	<p>Original paperwork for Tribal-owned or Agency-owned (BIA) equipment should be sent with the demobing equipment. (If a piece of Tribal-owned equipment is signed up on an incident only EERA, an OF-286 should be created by the IMT and submitted through the standard payment process). <i>All electronic financial package documentation will need to be printed; however, work with the local INBA to determine if it is best for the Finance Section to print the documents themselves (best for a few miscellaneous documents here or there) or if it is more appropriate for an S# to be issued for a commercial reproduction service through GPO (full electronic packages provided on a separate, open hard drive).</i></p>	<p>Original CA-1, CA-2 and/or CA-16 paperwork gets sent to the home unit immediately via fax, then followed by a guaranteed mail source. (USPS Priority or FedEx, etc.).</p>
<p>Bureau of Land Management For e-ISuite set up of "Admin Office for Payment" use: The local district/field office address as provided by local business contact personnel. Do not use the e-ISuite address for the BLM's National Operations Center. DO NOT SEND PACKAGES TO THE NOC ADDRESS FROM ICP.</p>	<p>Send original OF-288s back to the home unit with the demobing personnel. Demob travel time can be left open with a start time posted. Electronic Signatures: Employee – all types or "Individual Not Available for Signature". Government – Must have electronic or hard copy signature.</p>	<p>All vendor payments should be sent from the IMT/ICP to the incident host agency's local incident business specialist or procurement office. Only authorized home unit individuals may perform the final audit and certify for payment. IMTs cannot send payments directly to the BLM's Payment Center (NOC). The equipment envelope with all supporting documentation (including original shift tickets taped to letter sized paper) is required for audit prior to payment. Electronic Signatures: Contractors – flexible on all types of signatures and date/time stamped emails of approval. Government – Require electronic or hard copy signature.</p>	<p>Home unit processes for agency personnel and ADs. Do not post travel to the OF-288 at the incident. Demob travel time can be posted with start time and completed at the home unit.</p>	<p>The host unit may request that you include the full BLM accounting code and BOC in the remarks block of the OF-286. The INBA or BLM Administrative Representative will determine if the incident requires hard copy or electronic records and payment packages based on incident and agency-specific needs. All hard copy documents produced or turned into the Finance Section must be retained, even when using electronic records.</p>	<p>Original CA-1, CA-2 and/or CA-16 paperwork gets sent to the home unit immediately via fax, then followed by a guaranteed/tracked mail source (USPS Priority, FedEx, etc.) unless being taken home by the employee in a timely manner. POC: Employee's home unit compensation coordinator (Human Resources). Contact the BLM State Fire Business Lead if you need assistance finding contact information for the home unit compensation coordinator.</p>
<p>National Park Service For e-ISuite set up of "Admin Office for Payment" use: National Park Service Accounting Operations Center PO Box 100000 13461 Sunrise Valley Drive Herndon, VA 21071 DO NOT SEND PACKAGES TO THIS ADDRESS FROM ICP.</p>	<p>Send original OF-288s back to the home unit with the demobing personnel.</p>	<p>Vendor packages may be returned to the host unit fire office or sent directly to an NPS RAP Team (Review, Audit, Process). An incident business contact person will provide instructions for payment package contents and delivery.</p>	<p>Home unit processes for agency personnel and ADs.</p>	<p>The host unit may request that you include the full NPS accounting code in the remarks block of the OF-286. An incident business contact will provide instructions and the account code.</p>	<p>Original CA-1, CA-2 and/or CA-16 paperwork gets sent to the home unit immediately via fax, then followed by a guaranteed mail source. (USPS Priority or FedEx, etc.) POC: Employee's home unit compensation coordinator (Human Resources).</p>
<p>US Fish and Wildlife Service For e-ISuite set up of "Admin Office for Payment" use: the host refuge address.</p>	<p>Send original OF-288s back to the home unit with the demobing personnel.</p>	<p>All vendor packages should be returned to the individual refuge from the IMT/ICP. Financial transactions are handled by the individual stations rather than a central payment office. An incident business contact person will provide instructions for payment package contents and delivery.</p>	<p>Home unit processes for agency personnel and ADs. Do not post travel to the OF-288 at the incident.</p>	<p>N/A</p>	<p>Original CA-1, CA-2, and/or CA-16 paperwork gets sent to the home unit immediately via fax, then followed by a guaranteed mail source. (USPS Priority or FedEx, etc.) POC: Employee's home unit compensation coordinator (Human Resources).</p>
<p>US Forest Service For e-ISuite set up of "Admin Office for Payment" use: USDA Forest Service Albuquerque Service Center Incident Finance 5141 Masthead NE Albuquerque, NM 87109</p>	<p>Uploaded to ASC via e-ISuite. Original OF-288 with signatures are sent to ASC by email to SM.FS.asc_ipc@usda.gov as a scanned document (preferred), or via a guaranteed mail source. Electronic Signatures: Prefer 2-Factor Authenticated PDF or .jpg inserted of hardcopy signature of timekeeper.</p>	<p>Original invoice with deductions/or additions (include supporting documentation for the deductions and/or additions), agreement, and appropriate transmittal cover sheet are sent to ASC by email to SM.FS.asc_eera@usda.gov as a scanned document (preferred), or via a guaranteed mail source from the incident. Follow the current year ASC-IF instruction document. Electronic Signatures: Contractors – flexible on all types of signatures and date/time stamped emails of approval. Government – Prefer 2-Factor Authenticated PDF or .jpg inserted of hard copy signature.</p>	<p>AD travel is processed on the OF-288 via e-ISuite and the USFS instructions (https://www.fs.usda.gov/sites/default/files/2021-03/2021usfscasualtravelpolicy-FINAL.pdf). Agency employee travel is processed by the home unit.</p>	<p>N/A</p>	<p>Original CA-1 or CA-2 is required to be uploaded to e-Safety. Copy to the employee. Follow current USFS guidance here: https://www.fs.usda.gov/managing-land/fire/lbp/comp Qualified FSC or COMP may issue CA-16 if ASC staff is unavailable.</p>

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Appendix D RESOURCE ALLOCATION

Financial Implementation

Lend/Lease

Temporary loan of resources from one incident to another. This **cannot** include those resources hired under an Incident Only EERA. If the resource is needed on an incident **outside** the responsible area of the IMT(s), a new EERA or LUA shall be written.

Definition

An agreement between IMTs to allow for the use of assigned resources **from one incident to another incident** for a short-term mission (**generally not to exceed one to three operational periods; validated each day by Operations**).

Description

The lend/lease of resources fill a critical short-term operational need between large incidents. This allows ICs to share resources, to increase efficiencies, and to simplify the process. The process defined below is not intended for use on small incidents or initial attack where e-ISuite is not utilized, however, there are exceptions. For small incidents, if a tracking mechanism is in place, and the lending of resources are contained within the SA GACC, and both the sending and receiving units are agreeable, lend/lease can be implemented on any size incident without an IMT assigned or without e-ISuite utilized.

Implementation Procedures

- IROC - Resources are **not** reassigned in IROC. Resource remains assigned to the initial incident. (No resource order will be generated so no new resource number). Incident Dispatch/Expanded Dispatch is not required to make edits on the initial resource order to track lend/lease resources.
- If an incident is within 2 – 3 days of demobilizing; resources from that incident should be reassigned and not use the lend/lease strategy.
- Inspections - Lend/lease contract resources previously inspected by sending incident should **not** be re-inspected by receiving incident.
- e-ISuite – Resource will **not** be moved in e-ISuite.
- **Sending Incident** will continue to post time in their database. A new incident will be added to the database so that costs are accurately captured for both incidents. In the Remarks block of the OF-288 or OF-286, note that the resource was lend/lease. This will serve as the documentation for use of multiple incident codes on the invoice.

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- **Receiving Incident** will add an e-ISuite COST entry: "Resource on loan from XX Incident." If there is a need to have individual lend/lease resources listed in the database so they can be assigned on the IAP the COST has the option to enter each resource separately.
- Capturing Costs - FSCs will coordinate to ensure costs are included in the receiving incident data base as a line item, **not actual posted time**. The estimated system rates can be used if actuals are not available.
- Length of assignment - Will not be affected by lend/lease – all day's count toward the original assignment length.
- Demobilization – The Sending Incident is responsible to collect all documentation and process the final invoice to demob the resource.
- Hard Copy Documents - All original documents (shift tickets, CTRs, etc.) will be sent to the Sending Incident.

Lend/Lease File – Both the Sending and Receiving Incidents will set up a file for the lend/lease resource(s). At a minimum it should contain the following:

- A list of the resources (***Resource Order#; vendor name; dates of use; etc.***)
- Aircraft Use Summary sheets (***if used***)
- Copy of the OF-286/OF-288 (***optional; this would be provided to the Receiving Incident at the end of the lend/lease period. Although it would be very beneficial for documentation purposes it may not always be possible to accomplish.***)
- Aviation – The Aircraft summary reports will document all lend/lease activities and will include a cost breakdown by incident code. A copy of these summary reports can be provided to the State to support any bills associated with the lend/lease resource. COST should make a duplicate copy of any lend/lease summary reports and keep them in a separate file in the COST documentation section of the final IFP.
- Communication between IMTs is key!
- The IC makes the final decision on whether to participate in a lend/lease strategy. It is their responsibility to ensure that the information is shared with their Command and General staff.
- FSCs must coordinate with each other and with their team to ensure costs are accurately captured; time is posted, and all documentation is provided to the Sending Incident.
- Operations need to ensure that Finance is informed when the lend/lease ends so that all the documentation can be forwarded to the Sending Incident in a timely manner.

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Examples

FS incident loans 3 crews to State incident

Application	FS incident (sending)	State incident (receiving)
IROC	Crews stay assigned to FS incident	
e-ISuite – DATA ADMIN	Add State Incident to database	
e-ISuite – RESOURCES		If resources check in, do not add resource to database. Resources are added to the database by Finance (COST), see instructions below.
e-ISuite – TIME	Post time to State incident added to database upon crews return. In remarks of OF-286 or OF-288 note that this is a Lend/Lease resource	Do not post any time and have crews take back CTRs or shift tickets to FS incident.
e-ISuite – COST		<p>Coordinate with FSC/COST of FS Incident</p> <p>Option 1: Add a single line item “Resource loan from XX Incident” Enter a total daily cost for all the resources which can be obtained from the FS incident.</p> <p>Option 2: Add a line for each resource. Example for name could be ABC dozer and “Resource loan from XX Incident” should be added in Remarks. Enter daily cost for each resource which can be obtained from the FS incident.</p>
Injuries	Assist as needed to make sure documentation is forwarded and completed.	Fill out appropriate forms to capture event, ask FS incident for assistance for federal resources, if needed.

Note: When the Sending Incident enters the accounting code for the Receiving Incident into e-ISuite, the system will generate two OF-286 invoices and another column of time on the OF-288. The Sending Incident will submit **ALL** pay documents through their payment system. The Sending Incident is responsible for any payments made to the vendors. If necessary, the Sending Incident agency will submit a bill to the Receiving Incident agency through standard billing processes.

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FS incident loans 2 Helicopters to State incident

Application	FS incident (sending)	State incident (receiving)
IROC	Aircraft stay assigned to FS incident	
e-ISuite – COST	<p><i>Coordinate with FSC/COST of State Incident</i></p> <p>Aircraft summary reports will identify the resource as lend/lease and include a breakdown of the costs by incident.</p> <p>Provide State incident with a copy of the Daily Summaries of Aircraft flown on State Incident.</p> <p>To facilitate documentation, make a copy of all Aircraft summary reports for lend/lease resources and file them separately in the COST documentation box.</p>	<p><i>Coordinate with FSC/COST of FS Incident</i></p> <p>Add aircraft to database.</p> <p>Enter COST information from the Daily Summaries provided by the FS Incident.</p>

These examples would also apply if resources were loaned from:

- State Incident to Federal Incident
- State Incident to State Incident
- Federal Incident to Federal Incident

The only criteria are that e-ISuite must be used by both incidents.

Pre-Position

Mobilization of resources to a defined location in advance of anticipated need.

- Pre-positioned resources are “staged” and compensated when the criteria of the SIIBMH is met. This means being held at a specific location and not at their home.
- An agency representative must be available to certify and sign for time worked.
- Cost for pre-positioned resources will be borne by the benefitting agencies according to SACG agreement as part of the SA Annual Operating Plan.

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Resource Reallocation

During periods of resource scarcity, this strategy will transfer resources between ongoing or merging incidents to meet the current need.

- Resources will be issued new Resource Order numbers in IROC. Their records should be closed out in e-ISuite by the sending incident and re-entered into e-ISuite at the receiving incident with their new numbers.
- The receiving incident pays reallocated resource travel to that incident. The sending incident pays for any mandatory days off taken before the new assignment starts.

IMT Reserve

Resources identified (if currently on an incident) or assembled (if not currently on an incident) and mobilized to support emerging new large incidents. IMT reserve is mobilized at the same time as the IMT.

- Resources should have at least six days remaining before they “timeout”.
- Resources currently assigned to an incident will continue to charge to that fire code until reassigned to an emerging incident.
- Resources will be assigned to their new assignment in IROC, and travel will be paid by the receiving incident.
- Once assigned, the IMT Reserve resources are entered in e-ISuite and will remain on that incident until released.
- This will not be considered a “new assignment” for determining length of assignment. All days in staging or travel between incidents will count as days worked.

Surge Task Force

Surge Task Forces are pre-identified suppression resources with overhead that can effectively and efficiently implement special mission operations in a short period of time (one to four days).

Appendix E
LOCAL UNIT REQUIREMENTS

Considerations for local supplements:

- Final incident packages
- Issuance of block of S-numbers
- Issuance of block of EERA numbers
- Determination of approval levels for specialty items
- Local recycling requirements

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Appendix F PROHIBITED, RESTRICTED, AND SPECIALTY ITEMS

The following items are either restricted from purchasing or limited in some manner.

Prohibited Items

- Orders for specific magazines, newspapers, or other literature
- Pillows, sleeping bags, and sleeping pads (other than regular GSA or fire cache type)
- Clothing, buttons, stickers, hats, etc., with special or specific printing, coloring, or logos
- Plants & flowers
- Fees for the use of recreational facilities (i.e., hot springs)
- Massage or other therapist services
- Vitamins and mineral supplements (Emergen-C, Airborne, essential oils, etc.)
- Awards and/or gifts of appreciation
- Any service/supply not necessary to meet incident objectives. If it is not clear, consult the AADM or INBA.

Restricted Items

- Epi-Pens are personal items and are to be handled as any other prescription.
- Trailers and motor homes will be for office use only. These will not be used for sleeping quarters.
- Cots, other than those ordered through the Cache system, will be justified (i.e., health and safety reasons) and approved in writing by the IC and INBA.
- Purchase of local newspapers for the incident is limited to 5 per day per incident up to 250 personnel. Limit newspapers to 1 for every 50 personnel per day on incidents with over 250 assigned personnel.
- WCF and GSA vehicle modifications/repairs will be coordinated through the local fleet manager.
- Agency policy will be followed for approval on purchase of all telecommunications equipment.

Specialty Items/Services

The AADM has the authority to establish additional purchasing restrictions or limitations on specialty items. This authority may be delegated to the FSC or INBA in writing.

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Appendix G DRIVER LICENSING REQUIREMENTS

All employees, including ADs, who need to drive Agency- or State-owned or leased vehicles must be authorized to do so. Personally owned or rented vehicles reimbursed under the Federal Travel Regulations are exempt from the requirement for agency authorization; a valid state driver's license is sufficient.

The current Master Cooperative Wildland Fire Management and Stafford Ace Response Agreement provides authorization for employees of NWCG partner agencies, including each agency's AD employees, to operate another NWCG agency's vehicles and/or equipment by including this language:

"Drivers and equipment operators will hold appropriate operating licenses to meet state and federal laws. Employees of the Parties to this Agreement may operate each other's vehicles provided the operator meets the current operating guidelines and training requirements of his/her own Party."

USFS: AD employees that have completed defensive driving (required quadrennially) and any applicable equipment training/testing may be issued a letter of authorization in lieu of form OF-346, also known as the AD Driving Letter (Letter). The Letter is valid for one (1) year from the authorization date and states the type of vehicle or equipment the AD employee may operate and any restricted driving conditions. Along with the Letter, the individual is required to have a valid state license in their possession. Only those specifically hired as drivers, or any ADs expected to drive agency-owned or rented vehicles (including equipment requiring a CDL) should be issued an authorization. Related manual direction may be referenced in FSM 7130, FSH 6709.11 and FSH 7109.19, Chapter 60.

https://www.fs.fed.us/dirindexhome/fsh/7109.19/wo_7109.19_60_Amend-2018-3.docx .

BIA and NPS: Regulations can be found in Chapter 7 of the Red Book.

BLM: Defensive driving every four (4) years.

FWS: All AD drivers must complete the FWS Driver Authorization Form (3-2267). For FWS policy see FWS manual 321 FW1. <http://www.fws.gov/policy/manuals/>

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**Appendix H
AUTHORIZATION TO OPERATE USFS VEHICLES**

File Code: 7130/5100

Date:

Subject: Authorization to Operate USFS Vehicles

To: (Name of AD employee)

In accordance with the FSH 7109.19, WO Amendment 7109.19-2018-3, this authorization is issued in lieu of an OF-346 to allow you to operate Forest Service-owned, rented, or leased vehicles and/or equipment. AD hires may operate Forest Service-owned or leased equipment requiring a CDL if they meet all requirements referenced in the CMV Operator Definition under section 60.5, Driver Operator Types of the above FSH. This authorization applies only to the conduct of official business and is valid only when you are under hire as an AD employee of the Forest Service.

You are authorized to operate the following: List vehicle(s) and/or equipment type(s) (Include capacity or other descriptor(s) as applicable)

- 1.
- 2.
- 3.

Restrictions: (Examples: None beyond state-issued license, paved roads only, and automatic transmissions only)

Date of expiration of this authorization: (Cannot exceed 1 year)

This letter, along with your valid State Driver's License, must be in your possession when operating any authorized type of government-owned, rented, or leased vehicle or equipment to be in effect.

Signature

Printed name and title of Issuing Official

cc: Hiring Unit Driver Operator Examiner and Dispatch

SA INCIDENT BUSINESS MANAGEMENT GUIDELINES

Appendix I INCIDENT BUSINESS ADVISOR DELEGATION OF AUTHORITY

File Code: 1230/5100

Date:

Route To:

Subject: Delegation of Authority, Incident Business Advisor

To: Incident Business Advisor

This letter authorizes _____ to act as an Incident Business Advisor (INBA) for the _____. The INBA works as a liaison and advisor between the _____ and the Incident Management Team (IMT) for all issues related to incident business management.

Specific responsibilities include:

- Maintains close communication with the Incident Commander, Finance Section Chief, and other members of the IMT, Area Command Team, and other administrative sections within the incident agency.
- Coordinates with the Finance Section Chief for a daily flow of information. This includes a report of current progress of incident business administration operations and copies of the current cost projections and obligations.
- Attends incident planning meetings. Represents the incident host agency and assists the IMT in strategic planning, transitions, or significant changes in status.
- Provides guidance to the Agency Administrator for the need to assign a Liaison to ensure all payment packages are complete prior to transmittal to a Payment Center.
- Represents the incident host agency in cost management activities and works with the Team to ensure cost control measures and other fiscal controls are in place. Specifically, the INBA monitors, tracks, and documents their involvement in cost containment items such as WFDSS, Cost Share Agreements, and daily costs/obligations COST reports. Special emphasis will be placed on reviewing large cost centers.
- Reviews questionable orders as requested by the Buying Team or Expanded Dispatch and holds until clarification is made with the IMT. Questionable items, which cannot be resolved between the IMT and the INBA, will be discussed with the Agency Administrator for resolution.
- Provides advice to the incident host agency and the IMT concerning local, regional, and national incident business management policies. The INBA provides communication links, guidance, and advice to facilitate efficiency in business management practices.
- Reviews incident business administration practices to ensure compliance with approved practices and obtains necessary information or interpretations of laws, regulations, and agreements as needed to accomplish administrative practices efficiently and effectively.
- Specifically monitors business administration activities at Expanded Dispatch, Buying Teams, ICP, or any other sites that may support the incident. The INBA has full access to all administrative functions of the incident and is expected to make frequent site visits to all support locations.

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- Verifies the IMT has an established process to ensure that property is tracked, recovered, and/or disposed of properly on the incident.
- Advises the Incident Commander, Agency Administrator, and/or interagency coordinating groups such as MAC and Area Command Teams of the need for special support units such as Buying Teams, Payment Teams, Claims Teams, or other support as needed.
- Participates in the IMT initial briefing and closeout meeting and provides a critique of team incident business activities to both the Agency Administrator and the Team.
- Represents the agency in other related activities as needed and identified by the Agency Administrator or as requested by the Incident Commander or Area Commander.
- May serve in the same role as identified above in Burned Area Emergency Response (BAER) and post fire activities.
- Provides briefings to the Agency Administrator, MAC, Area Command and Administrative Representative, as needed.
- Provides a final written narrative that includes the following:
 - Procedures and processes that worked well
 - Areas that need improvement and recommendations
 - Documentation of decisions, policy established or changed
 - Incident Agency follow-up needed

The Agency Administrator is the primary point of contact, but coordination will be maintained with

/s/

Agency Administrator

cc: Unit Managers
Incident Management Team

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**Appendix J
DELEGATION OF AD HIRING AUTHORITY**

File Code: 1230/5100

Date:

Route To:

Subject: Delegation of AD Hiring Authority

To: Incident Commander

I am delegating the authority to hire casual employees to the Incident Management Team, specifically to the Finance Section Chief, Time Unit Leader, and/or Procurement Unit Leader.

All hiring of casual employees will be in accordance with the NWCG Standards for Interagency Incident Business Management (SIIBMH) and its SACG supplements. The parties agree that persons hired under this provision must be trained, certified, and "redcarded" by the appropriate state official to meet national qualification standards set forth by the National Wildfire Coordinating Group Wildland Fire Qualification System Guide (Publication Management System PMS-310-1).

Responsibilities of the hiring official are:

- Ensure the proper paperwork is obtained and filled out completely
- Validate that the person is qualified for the position
- Provide the casual employee with all the information related to direct deposit, tax withholdings and health insurance
- Be knowledgeable of the SIIBMH as it relates to the AD Pay Plan and the incident host agency's AD pay plan and their use

For positions not listed in the Incident Position Matrix of the AD Pay Plan, the Hiring Official must submit a position description to the Regional/State level (regional incident business coordinator) for approval to establish an Excepted Position.

The agency contact for questions related to AD hiring is: _____.

/s/ _____

Agency Administrator

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Appendix K Buying Team Delegation of Authority Template

File Code: 1230/5100

Date:

Route To:

Subject: Delegation of Authority – Buying Team

To: _____, Buying Team Leader

You are hereby delegated authority to procure for the _____ incident(s), on behalf of the _____ until released from this incident, and/or all procurements are reconciled.

All purchases are expected to be done within Federal Acquisition Regulations; 2021 NWCG Standards for Interagency Incident Business Management Handbook (SIIBMH) and supplements; the National Interagency Buying Team Guide; and the Southern Area Geographic Area, and local incident host unit Incident Business Operating Guidelines.

The following are the Agency Administrators expectations of your team:

- Maintain a positive work attitude.
- Ensure your unit is working safely and maintains work/rest guidelines and driving standards.
- Coordinate with the Incident Business Advisor (INBA) and Incident Management Team (IMT) on orders received when necessary.
- Provide daily costs to the IMT.
- All purchases must have a valid resource order.
- Decision on whether to rent or purchase property should be made on a case-by-case basis through evaluation of comparative costs and other factors.
- Maintain communications with the IMT, Expanded Dispatch, INBA, and transportation.
- Coordinate with transportation to establish a schedule for delivery of items to the incident.
- Identify issues that need resolved and provide recommendations to correct the issue.
- Questionable orders should be discussed with the INBA (in the absence of an INBA the Agency Administrator (AADM) or his/her designee).
- Provide a transition report including what items are still left open for payment and copies of all purchases made to include supplies, materials, equipment, property, and all agreements to the local incident host unit.

By the end of your first shift, you will need to provide the INBA and Dispatch (both local unit and expanded) with your team operating plan, including work hours and team contact information. Upon completion of your work assignment, you are to meet with the current INBA and designated incident host agency representative to discuss what was accomplished and to report total dollars expended by the team. An electronic log of expenditures will be provided to the incident host agency. This log should include fire code, vendor name, dates of work period, total expended, and transaction number.

/s/ _____
Agency Administrator

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Appendix L
BUYING TEAM PERFORMANCE EVALUATION TEMPLATE

NATIONAL BUYING TEAM PERFORMANCE EVALUATION

Instruction: The Line Officer or Designated Agency Representative completes the performance evaluation prior to release of the Buying Team. The Buying Team Leader shall forward a copy of the performance evaluation to the incident agency incident business representative.

Incident Name: _____ Date: _____

Incident Agency: _____

Evaluators Name & Position: _____

Evaluators Phone Number: _____

- 1) Was the Leader an effective manager of the Buying Team and its activities?
Above Satisfactory Satisfactory Below Satisfactory
- 2) Was it obvious that the Leader was in charge?
Above Satisfactory Satisfactory Below Satisfactory
- 3) Did the Buying Team adhere to the Incident Business Management Handbook rules and policy?
Above Satisfactory Satisfactory Below Satisfactory
- 4) Did the Buying Team evaluate the availability of goods and services, prices, and delivery costs, and did the team select the source best meeting incident needs?
Above Satisfactory Satisfactory Below Satisfactory
- 5) Did the Buying Team make sound cost management decisions and provide documentation to support their decisions?
Above Satisfactory Satisfactory Below Satisfactory
- 6) Was the Buying Team prompt in supplying goods and services for the incident?
Above Satisfactory Satisfactory Below Satisfactory
- 7) Was the Buying Team sensitive to local community issues, local business, local contractors, and local landowners?
Above Satisfactory Satisfactory Below Satisfactory
- 8) Was the Buying Team effective in negotiating and issuing EERA's and Emergency Facilities and Land Use Agreements?
Above Satisfactory Satisfactory Below Satisfactory
- 9) How well did the Buying Team manage accountable property?
Above Satisfactory Satisfactory Below Satisfactory

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- 10) How was the Buying Team’s performance in settling claims (if applicable)?
Above Satisfactory *Satisfactory* *Below Satisfactory* *Not applicable*

- 11) How was the Buying Team’s ability to anticipate and respond to changing conditions, such as additional incidents and/or workloads?
Above Satisfactory *Satisfactory* *Below Satisfactory*

- 12) How was the Buying Team’s coordination and cooperation with the incident agency?
Above Satisfactory *Satisfactory* *Below Satisfactory*

- 13) How was the Buying Team’s coordination and cooperation with expanded dispatch?
Above Satisfactory *Satisfactory* *Below Satisfactory*

- 14) How was the Buying Team’s coordination and cooperation with the IMT?
Above Satisfactory *Satisfactory* *Below Satisfactory*

- 15) How was the Buying Team’s coordination and cooperation with the Agency Representative or INBA?
Above Satisfactory *Satisfactory* *Below Satisfactory*

- 16) Was the Buying Team’s documentation package complete and submitted appropriately?
Above Satisfactory *Satisfactory* *Below Satisfactory*

- 17) Did the Buying Team present a positive attitude and work in a professional manner?
Above Satisfactory *Satisfactory* *Below Satisfactory*

This evaluation has been discussed by and between the following Line Officer or Designated Agency Representative and the Buying Team Leader.

Agency Representative Signature: _____

Date: _____

Buying Team Leader Signature: _____

Date: _____

For any Below Satisfactory rating, please include an explanation.

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**Appendix M
2022 IBOG SUMMARY OF CHANGES**

Section Referenced	Changes	Page #
Roles and Responsibilities	Clarified the responsible official for the FWS AADM	4
Personnel	Added Pay Rate Determination for Emergency Incident Training information	6
Personnel	Updated link for DOI AD Pay Plan	7
Personnel	Rewrite of section information on AD self-sufficiency and PPS-AIMS assistance	7
Injury/Illness	Updated CA-16 reference to current version expiration date	9
Injury/Illness	Added information related to Incident Tracking of COVID-19 Testing and Infections	10
Acquisition	Host States updated in the SO VIPR Agreements table	12
Acquisition	Clarified that an EERA is to be established by a procurement official	13
Acquisition	Updated link to 2022 version of Chapter 40 of the Mob Guide	13
Acquisition	Provided link to USFS Incident Recycling information	13
Acquisition	Added clarification that AIMS support is currently for USFS incidents only and added a reference and link for the AIMS Process Flow Chart	14
Acquisition	Updated link for RSVP	16
Acquisition	Added information on Cell on Wheels (COWs)	17
Payment Direction	Added reference to new Appendix C, Incident Agency Business Matrix	18
Payment Direction	Updated link to BLM Payment Information for ADs and contracts	19
Property Management	Under FEMA Accountable Property, Updated form name and provided link to document	20
Cooperative Agreements	Updated name of Master Cooperative Wildland Fire Management and Stafford Ace Response Agreement	20
Cost Share Agreements and Cost Accounting	Updated Checklist document name and provided link to the form	22
Cost Share Agreements and Cost Accounting	Updated Incident Accruals guidance	23
FEMA Assignments	Deleted 2 nd paragraph regarding USFS ESF4 incident website	24
Closeout	Rewrite of e-ISuite Close-Out Requirements and addition of NWCG recommendations for standard incident finance electronic file management and link to file structure/naming convention documents	26

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COVID-19 Information	Updated DOL URL with correct name and date	27
Appendix A	Updated phone number information for Maria Laboy and added new designation as SA BUYT Coordinator for USFS/R8	28
Appendix B	Updated contact information for Rick Struhar	29
Appendix C	Added new Incident Agency Business Matrix	30
Appendix G	Updated USFS AD driver licensing requirements	38
Entire Document	Corrected all grammatical and punctuation errors found throughout the entire document.	