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INCIDENT COMMANDER (IC) POSITION CHECKLIST

Responsible for the overall management of the incident. Develops and implements the strategic objectives, and approves the ordering and release of resources. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

- Ensure Welfare and safety of incident personnel.
- Supervise Command and General Staff.
- Obtain initial briefing from current Incident Commander and agency administrator.
- Assess incident situation:
  - Review the current situation status and initial incident objectives. Ensure that all local, State, and Federal agencies impacted by the incident have been notified.
- Determine need for, establish, and participate in Unified Command.
- Authorize protective action statements as necessary.
- Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents:
  - Confirm dispatch and arrival times of activated resources.
  - Confirm work assignments.
- Brief staff using ICS Form 201 (Incident Briefing):
  - Identify incident objectives and any policy directives for the management of the incident.
  - Provide a summary of current organization.
  - Provide a review of current incident activities.
  - Determine the time and location of first Planning Meeting.
- Determine information needs and inform staff of requirements.
- Determine status of disaster declaration and delegation of authority.
- Establish parameters for resource requests and releases:
  - Review requests for critical resources.
  - Confirm who has ordering authority within the organization.
  - Confirm those orders that require Command authorization.
- Authorize release of information to the media:
  - If operating within a Unified Command, ensure all Incident Commanders approve release.
Establish level of planning to be accomplished:
- Written Incident Action Plan (IAP) including operational period.
- Contingency planning.
- Formal planning meeting.

Ensure planning meetings are conducted as indicated below:

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<td>Finalize/approve/implement plan.</td>
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Approve and authorize implementation of the IAP:
- Review IAP for completeness and accuracy.
- Verify that objectives are incorporated and prioritized.
- Sign ICS Form 202.

Ensure Command and General Staff coordination:
- Periodically check progress on assigned tasks.
- Approve necessary changes to strategic goals and IAP.
- Ensure that Liaison Officer is making periodic contact with participating agencies.

Work with agency staff to declare state of emergency according to agency protocol.

Keep agency administrator informed on incident-related problems and progress.

Document all activity on ICS Form 214 (Activity Log).
PUBLIC INFORMATION OFFICER (PIO) POSITION CHECKLIST

Responsible for the formulation and release of information about the incident, as well as the point of contact for news media. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

- Obtain briefing from Incident Commander:
  - Determine current status of incident (ICS Form 209 or equivalent).
  - Identify current organization (ICS Form 201, 203, 204, 207, etc.).
  - Determine point of contact for media.
  - Determine current media presence.

- Participate in Administrative Officers’ briefing.
  - Determine constraints on information process.
  - Determine pre-existing agreements for information centers, JIC, etc.

- Obtain prior approval for release of all information from IC:
  - Confirm details to ensure no conflicting information is released.
  - Identify site and time for press briefings.

- Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant PIOs to:
  - Joint Information Center (JIC).
  - Field Information (at the scene).
  - Internal Information.

- Observe constraints on the release of information imposed by the IC, Policy Group, and according to agency guidance.

- Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.

- Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of a general statement (like the example below this checklist).

- Establish location of JIC for media and public away from Incident Command Post (ICP).

- Establish contact with local and national media representatives as appropriate.

- Establish schedule for news briefings.

- Coordinate the development of door-to-door protective action statements with Operations.
Coordinate with Planning and Logistics, for the activation and staffing of a phone bank to hand “rumor control”, receive requests, and answer questions from the public. Provide IC approved statements for the operators to use.

Obtain current incident status reports from Planning; coordinate a schedule for release of IC approved updates.

Release news to media and post information in ICP and other appropriate locations for Command and General Staff.

Record, monitor, and review all interviews and copy all news releases:
- Contact media to correct erroneous or misleading information being provided to the public via the media.

Update off-site (EOC, etc.) agency personnel on a regular basis.

Coordinate information releases with information staff from other impacted agencies and jurisdictions:
- Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

Attend planning meetings and be prepared to discuss information issues.

Respond to special requests for information.

Provide all news releases, bulletins, and summaries to Planning (Documentation Unit) to be included in the final incident package.

Confirm the process for the release of information concerning incident-related injuries or deaths.

Document all activity on ICS Form 214 (Activity Log).

Sample Initial Information Summary:

*We are aware that an [incident] involving [type of incident] occurred at approximately [time], in the vicinity of [general location]. [Agency personnel] are responding and we will have additional information available as we are able to confirm it. We will hold a briefing at [location] and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.*
SAFETY OFFICER (SO) POSITION CHECKLIST

Identifies and anticipates hazards or unsafe conditions. Develops and recommends measures to ensure personnel safety. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

- Obtain briefing from Incident Commander and from initial on-scene Safety Officer (if applicable).
- Participate in the development of ICS Form 202 (Incident Action Plan):
  - Review and approve ICS Form 206 (Medical Plan).
  - Prepare ICS Form 208 (Safety Message/Plan).
  - Prepare ICS Form 215A (Incident Action Plan Safety and Risk Analysis).
  - Assist in the development of the Special Instructions block of the ICS Form 204 (Assignment List).
- Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available and being used.
- Identify potentially unsafe acts.
- Consider assigning Assistant Safety Officers as appropriate:
  - Request additional staff through incident chain-of-command.
  - In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
  - Multiple high-risk incident operations may require an Assistant Safety Officer at each site.
- Identify corrective actions and ensure implementation. Coordinate corrective action with Command and General Staff.
- Provide updated ICS Forms 208 and 215A as needed.
- Debrief Assistant Safety Officers prior to planning meetings.
- Participate in tactics meetings:
  - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
- Attend planning meetings and be prepared to discuss:
  - Safety issues.
  - Accidents/injuries to date.
  - Make recommendations on preventative or corrective actions.
- Investigate accidents that have occurred within incident areas:

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• Ensure accident scene is preserved for investigation and have law enforcement dispatched to the scene when appropriate.
• Ensure accident is properly documented, including photos when appropriate.
• Coordinate with FSC, agency Risk Manager, and OSHA.
• Prepare accident report as per agency policy, procedures, and direction.
• Recommend corrective actions to IC and agency.

☐ Ensure adequate rest and meal breaks for responders.

☐ Document all activity on ICS Form 214 (Activity Log).
LIAISON OFFICER (LNO) POSITION CHECKLIST

Acts as the point of contact for assisting or cooperating agencies at the local, state, and federal levels. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

☐ Obtain briefing from IC:
  • Obtain summary of ICS Forms 201 and 203 (Incident Briefing and Organization Assignment List).
  • Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (operating in a support mode “outside” the organization).

☐ Obtain cooperating and assisting agency information, including:
  • Contact person(s).
  • Radio frequencies.
  • Phone numbers.
  • Cooperative agreements.
  • Resource type.
  • Number of personnel.
  • Condition of personnel and equipment.
  • Agency constraints/limitations.

☐ Establish workspace for Liaison function and notify agency representatives of location.

☐ Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

☐ Interview agency representatives concerning resources, capabilities, and restrictions on use. Provide this information at planning meetings.

☐ Work with the IC and PIO to coordinate media releases associated with inter-governmental cooperation issues.

☐ Monitor incident operations to identify problems, inadequate communications, and strategic and tactical direction to the attention of the IMT.

☐ Attend planning meetings and be prepared to discuss interagency liaison issues.

☐ Document all activity on ICS Form 214 (Activity Log).
OPERATIONS SECTION CHIEF (OSC) POSITION CHECKLIST

Develops and implements the tactics to achieve strategic objectives for the operational period. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

☐ Obtain briefing from IC:
  • Determine incident objectives and recommended strategies.
  • Determine status of current tactical assignments.
  • Identify current organization. Location of resources, and assignments.
  • Confirm resource ordering process.
  • Determine location of current Staging Area(s) and resources assigned there.

☐ Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the IC:
  • Identify assignments by Division or Group.
  • Identify specific tactical assignments.
  • Identify resources needed to accomplish assignments.

☐ Conduct Operations Briefing and assign Operations personnel in accordance with IAP:
  • Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
  • Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

☐ Organize Operations Section to ensure operational efficiency, personnel safety, and adequate span of control.

☐ Establish staging area(s) and Staging Area Manager(s).

☐ Develop and manage tactical operations to meet incident objectives.

☐ Assess life safety:
  • Adjust perimeters, as necessary, to ensure scene security.
  • Evaluate and enforce use of appropriate protective clothing and equipment.
  • Implement and enforce appropriate safety precautions.

☐ Evaluate situation and provide update to Planning Section:
  • Location, status, and assignment of resources.
  • Effectiveness of tactics.
  • Desired contingency plans.

☐ Determine need and request additional resources.
Notify Planning Section (Resources Unit) of Branches, Divisions/Groups, Task Forces/Strike Team Leaders, and single resources which are staffed. Include location of resources and names of leaders. Use ICS Form 204 (Assignment List).

Maintain Planning Section (Resources Unit) up to date on changes in resource status.

Ensure coordination of the Operations Section with other Command and General Staff:
- Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections as appropriate.
- Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion and enforce ordering process.
- Notify logistics of communications problems.
- Keep Planning up-to-date on resource and situation status.
- Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
- Keep Safety Officer involved in tactical decision-making.
- Keep Incident Commander apprised of status of operational efforts.
- Coordinate media field visits with the Public Information Officer.

Attend the Tactics Meeting with PSC, SO, and IC prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

Attend planning meetings and be prepared to discuss:
- Situation/resource status.
- Plot control lines & Division boundaries.
- Tactics for each Division/Group.
- Resources needed for each Division/Group.
- Facilities and reporting locations.

Hold Section meetings as necessary to ensure communication and coordination among Branches, Divisions, and Groups.

Document all activity on ICS Form 214 (Activity Log).
PLANNING SECTION CHIEF (PSC) POSITION CHECKLIST

Responsible for the collection, evaluation, dissemination and use of information about the incident. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

☐ Obtain briefing form Incident Commander:
  • Determine current resource status (ICS Form 201).
  • Determine current situation status/intelligence (ICS Form 202).
  • Determine current incident objectives and strategy.
  • Determine whether the IC requires a written ICS Form 202 (Incident Action Plan).
  • Determine time and location of first planning meeting.
  • Determine desired contingency plans.

☐ Activate Planning Section positions as necessary and notify Resource Unit of positions activated.

☐ Establish and maintain resource tracking system.

☐ Ensure ICS Form 201 has been distributed to Command and General Staff.

☐ Compile, display, and distribute incident status summary information to the Command and General Staff, IC/UC, and Policy Group using ICS Form 209 (Incident Status Summary).
  • Provide updates once per operational period or as directed by the IC.

☐ Advise the Incident Command Post (ICP) staff of any significant changes in incident status.

☐ Obtain/develop incident maps.

☐ Establish information requirements and reporting schedules for ICP and field staff.

☐ Prepare contingency plans:
  • Review current and projected incident and resource status.
  • Develop alternative strategies.
  • Identify resources required to implement contingency plan.
  • Document alternatives for presentation to the IC and OSC, and for inclusion in the written IAP.

☐ Meet with OSC and/or IC prior to planning meetings, to discuss proposed strategy and tactics, diagram incident organization, and resource location.
Conduct planning meetings according to the following agenda:

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Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel down to the Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
- Coordinate IAP changes with General Staff personnel and distribute written changes as appropriate.

Coordinate development of Incident Traffic Plan with Operations and Logistics/Ground Support Unit Leader.

Coordinate preparation of the Safety Message with Safety Officer.

Coordinate preparation of the Communications and Medical plans with Logistics.

Instruct Planning Section Unit in distribution of incident information.

Provide periodic predictions on incident potential.

Establish a weather data collection system, when necessary.

Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

Ensure Planning Section has adequate coverage and relief.
☐ Hold Planning Section meetings as necessary to ensure communication and coordination among Planning Section Units.

☐ Ensure preparation of demobilization plan, if appropriate.

☐ Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after IMT demobilization.

☐ Provide briefing to relief on current and unusual situations.

☐ Ensure that all staff observes established level of operational security.

☐ Ensure all Sections’ documentation is submitted to Documentation Unit.

☐ Document all activity on ICS Form 214 (Activity Log).
LOGISTICS SECTION CHIEF (LSC) POSITION CHECKLIST

Responsible for all the services and support needs of the incident. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

☐ Obtain briefing from Incident Commander:
  • Review situation and resource status for number of personnel assigned to incident.
  • Review current organization.
  • Determine which incident facilities have been/should be activated.

☐ Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.

☐ Confirm resource ordering process.

☐ Assess adequacy of current ICS Form 205 (Incident Communications Plan).

☐ Organize and staff Logistics Section, as appropriate, considering the need for the various Service and Support Units.

☐ Assemble, brief, and assign work locations and preliminary work tasks to Logistics Section personnel:
  • Provide summary of emergency situation.
  • Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

☐ Notify Resources Unit of other Units activated including names and location of assigned personnel.

☐ Attend planning meetings and be prepared to discuss:
  • Resource order process.
  • Facility and reporting locations.
  • Communications, medical, and transportation plans.

☐ Participate in preparation of IAP:
  • Provide input on resource availability, support needs, identified shortages, and response timelines for key resources.
  • Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
  • Ensure ICS Form 205 (Incident Communications Plan) is prepared.
  • Ensure ICS Form 206 (Medical Plan) is prepared.
  • Ensure Transportation Plan is prepared.
☐ Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

☐ Research availability of additional resources.

☐ Hold Logistics Section meetings, as necessary, to ensure communications and coordination among Section Units.

☐ Ensure coordination between Logistics and other Command and General Staff.

☐ Ensure general welfare and safety of Section personnel.

☐ Provide briefing to relief on current activities and unusual situations.

☐ Ensure that all personnel observe established level of operational security.

☐ Submit all Logistics Section documentation to the Documentation Unit.

☐ Document all activity on ICS Form 214 (Activity Log).
FINANCE/ADMINISTRATION SECTION CHIEF (FSC) POSITION CHECKLIST

Responsible for documenting/tracking: expenses, time worked, injuries, contracts and agreements. The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Check off each action as it is completed. Circle the Task check-box for any ongoing or repetitive task as a reminder.

☐ Read this entire checklist and put on your vest.

☐ Obtain briefing from Incident Commander:
  - Incident objectives.
  - Participating and coordinating agencies.
  - Anticipated duration/complexity of incident.
  - Determine any political considerations.
  - Obtain the names of any agency contacts the Incident Commander knows about.
  - Possibility of cost sharing.
  - Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.

☐ Obtain briefing from agency administrator:
  - Determine level of fiscal process required.
  - Delegation of authority to IC, as well as for financial processes, particularly procurement.
  - Assess potential for legal claims arising out of incident activities.
  - Identify applicable financial guidelines and policies, constraints and limitations.

☐ Obtain briefing from agency Finance/Administration representative:
  - Identify financial requirements for planned and expected operations.
  - Determine agreements are in place for land use, facilities, equipment, and utilities.
  - Confirm/establish procurement guidelines.
  - Determine procedure for establishing charge codes.
  - Identify important local contacts.
  - Determine agency/local guidelines and processes.
  - Important local contacts.
  - Agency/local guidelines, processes.
  - Copies of all incident-related agreements, activated or not.
  - Determine potential for rental or contract services.
  - Is an Incident Business Advisor (IBA) available or the contact information for an agency Financial/Administration representative?
  - Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
  - Ensure that proper tax documentation is completed.
  - Determine whether hosting agency will maintain time record, or whether the incident will document all time for the incident, and what forms will be used.
☐ Ensure all Sections and the Supply Unit are aware of charge codes.

☐ Attend planning meetings and be prepared to discuss:
  • Financial and cost-analysis input.
  • Financial summary on labor, materials, and services.
  • Forecasts on costs to complete operations.
  • Cost benefits analysis, as requested.
  • Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

☐ Gather continuing information:
  • Equipment time – Ground Support Unit Leader and Operations section.
  • Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
  • Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
  • Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representatives, and Compensation/Claims Unit Leader.
  • Arrival and demobilization of personnel and equipment – Planning Section.
  • Daily incident status – Planning Section.
  • Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
  • Status of supplies – Supply Unit Leader and Procurement Unit Leader.
  • Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
  • Use agreements – Procurement Unit Leader and local administrative personnel.
  • What has been ordered? – Supply Unit Leader.
  • Unassigned resources – Resource Unit Leader and Cost Unit Leader.

☐ Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.

☐ Coordinate with assisting and cooperating agencies and specifically administrative personnel in hosting agency.

☐ Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services.
  • Labor – with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
  • Equipment – with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
  • Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

☐ Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel.)

☐ Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
• Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
• Distribute time-keeping forms to all Sections; ensure forms are being completed correctly.

☐ Ensure that all obligation documents initiated by the incident are properly prepared and completed.

☐ Assist Logistics in resource procurement:
  • Identify vendors for which open purchase orders or contracts must be established.
  • Negotiate ad hoc contracts.

☐ Ensure coordination between Finance/Administration, Command, and other General Staff Sections.

☐ Coordinate Finance/Administration demobilization.

☐ Provide briefing to relief on current activities and unusual events.

☐ Ensure all Finance/Administration staff are documenting actions on ICS Form 214 (Unit Log).

☐ Submit all Section documentation to the Documentation Unit.