Nueces County
Disaster Finance Policy and Procedure

2019

Auditor’s Office
9/11/2019
Whereas, the Nueces County Disaster Policy & Procedure have been considered by the Nueces County Commissioners Court in its regular meeting on __________, 2019, is hereby APPROVED and ORDERED implemented effective __________, 2019.

Barbara Canales, County Judge

Carolyn Vaughn, Commissioner, Precinct 1

Joe A. Gonzalez, Commissioner, Precinct 2

John Marez, Commissioner, Precinct 3

Brent Chesney, Commissioner, Precinct 4

ATTEST: Kara Sands, County Clerk
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Nueces County EOC Functional Organization Chart
Activation of the Nueces County EOC [“Emergency Operations Center”]

The Nueces County EOC is activated by order of the Nueces County Judge (who also serves as EOC Director or EOC Duty Officer) or upon the declaration of Disaster by the County Judge or Commissioners Court which automatically activates the Nueces County Emergency Management Plan.

II General Considerations

A. Assumptions

Nueces County is at risks from hazards (natural or man-made) which could require extraordinary response by local government and have the potential for causing extensive property damage. The fiscal impacts of such events could be devastating to local budgets and overwhelm the ability of our community to respond and recover.

B. Situation

In order to be in the best position for our community recovery, Nueces County Commissioners Court will require an accurate measurement of the true cost of the response to the Disaster as well as accurate and timely property damage assessments.

Nueces County must prepare to track, calculate and justify all costs as a result of the Disaster event. Nueces County seeks to improve its level of financial preparedness and coordination to ensure economic stability after a Disaster.
C. Contents and Purpose

This document contains the Nueces County Disaster Finance Policy and Procedure (herein “Policy and Procedure”). It includes functional descriptions, responsibilities, checklists and forms for personnel assigned to the Logistics/Procurement and Finance/Administration Sections of the Nueces County EOC. It also include financial reports required of department heads providing operational response, mitigation and recovery efforts on behalf of Nueces County.

D. Authority

This Policy and Procedure was developed through a Disaster Finance Workshop and exercise conducted in June 21, 2019 involving key Nueces County personnel.

E. Activation of Disaster Finance Policy

This Policy and Procedure and all its provisions shall be activated by order of the Nueces County Judge. Upon activation of the Policy and Procedure, the Finance/Administration Section Chief shall notify all elected officials and department heads providing operational response, mitigation and/or recovery efforts on behalf of Nueces County that this Policy and Procedures is in effect and that for the disaster event it supersedes normal Nueces County financial policies and administrative procedures.

F. Deactivation of Disaster Finance Policy and Procedure

This Policy and Procedure shall be discontinued for a specific event or disaster upon order of the Nueces County Judge. The Finance/Administration Section Chief shall notify all elected officials and department heads that the policy is no longer in effect.
III Concept of Operations for EOC Procurements and Finance & Administration Sections

G. EOC Organization

When activated, the four primary EOC functions are established as separate sections of the EOC organization. Within each section, there may be several sub-functions established.

The functions described here are those activities carried out during an EOC activation of the Logistics/Procurement and Finance/Administration Sections. An EOC activation may not always require Logistics/Procurement and Finance/Administration personnel to be physically in the EOC. At times, Logistics/Procurement and Finance/Administration personnel may remain in their daily office locations and utilize runners or virtual connections to the EOC. The EOC Director (County Judge) shall establish this physical organization at the time of activation and continuing through each operational period, as appropriate.
H. Staffing

The determination of the appropriate level of staffing for the EOC shall be determined by the EOC Director. In general, the following conditions will apply:

- Staff the section with the most qualified person in the discipline most closely aligned to the Disaster (Logistics/Procurement and Finance/Administration sections may have a standard designation of personnel for all Disasters.)
- Maintain a span of control not to exceed one supervisor for up to seven sub-functions.
- One person may have delegated authority for more than one area of responsibility.
- Each of these functional areas can be expanded as needed into additional organization units with further delegation of authority.
- If a section is not activated, the EOC Director will perform its responsibilities.

I. Finance/Administration Section General Description

The EOC Director has the authority and responsibility to direct all EOC activity. The EOC Director may delegate authority to General Staff. The EOC General Staff is comprised of the chiefs responsible for Operations, Planning/Situation, Logistics/Procurement and Finance/Administration.

Finance/Administration positions will vary depending upon the need of the EOC Director for support. The positions listed in Section V below are the more common Finance/Administration positions. Note that in some instances, these positions may be activated at a one-person level, or at a unit level depending upon the level of activation, the work to be accomplished, and the numbers of personnel needed.

J. Logistics/Procurement Section General Description

The EOC Director has the authority and responsibility to direct all EOC activity. The EOC Director may delegate authority to EOC General Staff.

Logistic/Procurement Section positions will vary depending upon the need of the EOC Director for support. The more common Logistics/Procurement Section positions are: Communication, General Services and Engineering, and Ground Support. Note that in some
instances, these positions may be activated at a one-person level, or at a until level depending upon the level of activation, the work to be accomplished, and the number of personnel needed.

**IV Logistics/Procurement Section Organization Chart & Functional Descriptions**

Communication Branch
- Supports and provides all required telecommunications, radio support, and phone operations for disaster incidents.

General Services and Engineering Branch
- Coordinates repair of facilities and utilities, support services, fleet management, emergency debris clearance, debris management, and long-term sheltering requirements.

Ground Support Branch
- Coordinates storage, staging, and maintenance of resources acquired and procured in support of emergency response and disaster recovery operations.
The Finance/Administration Section Chief will be the Nueces County Auditor, or a person trained and authorized by the Auditor to act in his/her place.

The Time Keeping and Cost Accounting Unit Leaders will be named and activated by the Nueces County Auditor pursuant to need based on the size and scope of the event. The County Auditor as the Section Chief activates these unit leaders if he/she determines the duties of the Section cannot be timely performed by the Chief himself/herself.

The Purchasing Unit Leader will be the Nueces County Purchasing Agent, or a person trained and authorized by the Purchasing Agent to act in his/her place. (It should be noted here that the Nueces County Purchase Agent is also designated as the Logistics/Procurement Section Chief.

The Compensation & Claims Unit Leader will be the Human Resources Director, or a person trained and authorized to act in his/her place.

The Recovery Unit Leader will be the Tax Assessor/Collector, or a person trained and authorized to act in his/her place.
VI Understanding EOC Activations/Demobilizations/General Responsibilities as Related to Finance & Administration Functions:

A. Generic Checklists:

Checklists for each position are listed by three phases: Activation, Operational and Demobilization. Several of the actions to be taken in the Activation and Demobilization Phases of an EOC activation common to all positions are listed below.

**Activation Phase:**

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the EOC Director, Section Coordination or another assigned Supervisor.
- ☐ Set up your workstation and review your position responsibilities.
- ☐ Establish and maintain a position log that chronologically describes your actions taken during your shift.
- ☐ Determine your resource needs, such as a computer, phone, plan copies and other reference documents.
- ☐ Ensure any needed electronic information management systems are operational.

**Demobilization Phase:**

- ☐ Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.
- ☐ Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.
- ☐ Be prepared to provide input to the after-action report.
☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

☐ Clean up your work area before you leave.

☐ Leave a forwarding phone number where you can be reached.

B. Specific Checklists:

More specific checklists for each Finance/Administration position by phases are available in the appendices to this Policy as follows:

Appendix 1: Finance/Administration Section Chief
Appendix 2: Time Keeping Unit Leader
Appendix 3: Cost Accounting Unit Leader
Appendix 4: Compensation & Claims Unit Leader
Appendix 5: Purchasing Unit Leader
Appendix 6: Recovery Unit Leader

VII Understanding EOC Activations/Demobilizations/General Responsibilities as Related to Logistics/Procurement Functions:

Upon activation of this Policy and Procedure by the Nueces County Judge (EOC Director) all normal Nueces County financial policies and administrative procedures in support of response, mitigation and recovery activities related to the disaster event is suspended. Normal purchasing procedures in support of the event will be managed and coordinated through the Nueces County EOC by the Logistics/Procurement Section.

The Logistics/Procurement Unit Leader will be the Nueces County Purchasing Agent, or a person trained and authorized by the Purchasing Agent to act in his/her place.

Purchasing requests for assistance to the EOC may be made by email to purchasing.eoc@nuecesco.com
The County Purchasing cards will continue to be used in accordance with the Nueces County P-Card Policy and Procedures. However, the Purchasing Agent can reset p-card limits with approval from the County Judge. EOC Purchases shall be coded to specific “disaster account codes” as identified by the Finance Section Chief through the usual finance information system. Invoice copies of all “disaster account code” purchases must be forwarded to the Purchasing Unit Leader daily for inclusion in the list of EOC purchases for each operational period.

In addition the tracking of purchases by specific “disaster account codes” as set up for the event by the Finance Section Chief through Nueces County’s usual finance information management system, the EOC Purchasing Unit Leader will maintain a list of EOC purchases made for each operational period on the form attached to this Policy as Appendix 8. A copy, scan copy or photo copy of receipts are to be submitted daily to the Finance Section.

A. Generic Checklists:

Checklists for each position are listed by three phases: Activation, Operational and Demobilization. Several of the actions to be taken in the Activation and Demobilization Phases of an EOC activation common to all positions are listed below.

**Activation Phase:**

- [ ] Check in upon arrival at the EOC.
- [ ] Report to the EOC Director, Section Coordination or another assigned Supervisor.
- [ ] Set up your workstation and review your position responsibilities.
- [ ] Establish and maintain a position log that chronologically describes your actions taken during your shift.
- [ ] Determine your resource needs, such as a computer, phone, plan copies and other reference documents.
- [ ] Ensure any needed electronic information management systems are operational.

**Demobilization Phase:**

- [ ] Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.
☐ Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.

☐ Be prepared to provide input to the after-action report.

☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

☐ Clean up your work area before you leave.

☐ Leave a forwarding phone number where you can be reached.

B. Specific Checklists:

More specific checklists for each Logistics/Procurement position by phases are available in the appendices to this Policy as follows:

Appendix 9: Procurement Unit Leader

VIII Emergency/Disaster Event Personnel Policy:

Nueces County has established a policy for the compensation of County employees who work during a disaster event. A copy of the policy is attached as Appendix 10.

Nueces County shall endeavor to adequately compensate those essential paid staff members who are required to stay, during a disaster. This policy shall be implemented in the event of certain catastrophic events including, but not limited to: hurricanes, floods, tornados, wildfire, winter storms, earthquake, pandemic illness and other Acts of God, nuclear, chemical and biological emergencies, terrorist attack(s), or any other emergency or disaster declared by a federal, state or local authority.

The Emergency/Disaster Event Personnel policy applies to all regular full-time and part-time Nueces County employees, whether exempt or non-exempt, and specifically excludes elected officials and department heads.

The Emergency/Disaster Event Personnel policy is in effect for any Disaster event declared by the County Judge.

In the event said personnel policy is activated, the Finance Section Chief will notify payroll processing personnel, as well as all officials and department heads of the need to carefully
track time worked on the disaster. For purposes of accurately tracking the labor cost of the event, time will be recorded using the ExecuTime time keeping system using the project codes as delineated by the County Auditor. If the ExecuTime system is unavailable, time will be recorded using regular timesheets and on the Daily Disaster Finance Departments Reports (Appendix 11). Using the daily time reported, the Finance/Administration Section will track and record the personnel costs submitted by impacted departments.

Employees that during the disaster are under vacation, sick leave, admin leave, Family Medical Leave Act (FMLA); funeral leave, military leave, leave without pay (LWOP) or any authorized time time-off prior to the disaster, will be paid according to the time-off requested in accordance with the Nueces County Personnel Policy Manual section 4.39. Temporary employees will not be paid for non-worked hours during the disaster.

The Finance/Administration Section will track the personnel costs via timesheets and the Daily Disaster Finance Departmental Reports submitted by impacted departments.

IX Responsibilities of All Nueces County Elected Officials and Department Heads

To support the tracking of all costs of the Emergency/Disaster Event, (herein “disaster event) a Daily Departmental Disaster Finance Report will be required from each elected official, or department head with personnel assigned to work in support of the disaster event.

The purpose of the report will be to accurately track the personnel, equipment and supplies utilized for the event and to provide a calculation to the Texas Division of Emergency Management with a “daily burn rate” of costs in support of any available state or federal disaster relief.

By 8:15 AM of each day this Policy and Procedure is in effect, each department shall submit to the Finance Section Chief at finance.eoc@nuecesco.com a report in the form attached to this policy as Appendix 11. This report will be for the previous twenty-four-hour period from 7 AM to 7 AM.

X Daily Burn Rate Calculation

The Finance Section Chief will provide to the EOC Director, by 9 AM of each day this Policy is in effect, a Daily Burn Rate Report in the form attached to this Policy as Appendix 13 for all reporting Nueces County departments.

If Daily Burn Rate Reports are received from municipalities within Nueces County by 9:30 AM.
of each day this Policy and Procedure is in effect, the Finance Section Chief will assist the EOC Director in preparing a cumulative Daily Burn Rate Report for Nueces County and its impacted cities for submission to the Texas Division of Emergency Management by 10:00 AM.

XI NIMS Compliance

Nueces County has adopted the National Incident Management System (NIMS) and implemented all the NIMS procedures and protocols, which will allow it to effectively work with its mutual aid partners, and state and federal agencies during any type of incident response. All personnel assigned responsibilities in this Policy and Procedure will be trained on NIMS concepts, procedures, and protocols.

XII Records Retention

All original records related to disaster finance operations of the Nueces County EOC created as a result of an activation of this Policy and Procedure shall be retained by the Finance Section in perpetuity.
FINANCE/ADMINISTRATION SECTION CHIEF

Responsibilities:

1. Ensure that all financial records are maintained throughout the event or disaster.

2. Ensure that all on-duty time is recorded for all county personnel utilized for response, mitigation or recovery to the emergency event or disaster.

3. Ensure that all on-duty time sheets and Daily Disaster Finance Departments Reports (Appendix 11) are collected from EOC assigned personnel and Elected/Appointed Officials and Department Heads who have employees who have been utilized for response, mitigation or recovery to the emergency event or disaster.

4. Ensure there is a continuum of the payroll process for all county employees responding to the event or disaster.

5. Ensure that workers’ compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.

6. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.

7. Provide administrative support to all EOC Sections as required, in coordination with the EOC Director.

8. Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.

9. Ensure that all recovery documentation is accurately maintained during the response and assist the EOC Director in ensuring that such documentation is submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA) and/or the Texas Division of Emergency Management.

10. Supervise the Finance/Administration Section.
FINANCE/ADMINISTRATION SECTION CHIEF (continued)

Activation Phase:

☐ Follow the generic Activation Phase Checklist.

☐ Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.

☐ Based on the situation, activate units within section as needed and designate the following personnel who will fill the following positions: Time Keeping Unit Leader and Cost Account Unit Leader.

☐ Ensure that sufficient staff is available for a 24-hour schedule or as required. Generally, the Nueces County EOC will utilize 12-hour operational periods, from 7-7.

☐ Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures.

☐ Meet with all Unit Leaders and ensure that responsibilities are clearly understood.

☐ In conjunction with Unit Leaders, determine the initial Action Planning objectives for the first operational period.

☐ Notify the EOC Director when the Finance/Administration Section is operational.

☐ Ensure receipt of daily personnel and cost accounting from all departments.

☐ Calculate “daily burn rate” of disaster costs for all Nueces County departments submission to the Texas Division of Emergency Management by 10:00 A.M. on form as required by the EOC Director. A sample of such form is attached as Appendix 13 to the Nueces County Disaster Finance Policy & Procedure.
FINANCE/ADMINISTRATION SECTION CHIEF (continued)

Operational Phase:

☐ Ensure that Finance/Administration position logs and other necessary files are maintained.

☐ Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.

☐ Participate in all Action Planning meetings as requested by the EOC Director.

☐ Brief all Unit Leaders and ensure they are aware of the EOC objectives as defined in the Action Plan.

☐ Keep the EOC Director and General Staff aware of the current fiscal situation and other related matters, on an on-going basis.

☐ Ensure that the Recovery Unit maintains all financial records throughout the event or disaster.

☐ Ensure that the Time-Keeping Unit tracks and records all agency staff time.

☐ In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.

☐ Ensure that the Compensation & Claims Unit processes all workers’ compensation claims resulting from the disaster in a reasonable time-frame, given the nature of the situation.

☐ Ensure that the Time-Keeping Unit processes all time-sheets and travel expense claims promptly.

☐ Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.

☐ Ensure that all recovery documentation is accurately maintained by the Recovery Unit during the response and submitted on the appropriate forms to Federal Emergency Management Agency (FEMA) and/or the Governor’s Office of Emergency Services.

☐ Assist EOC Director in calculating “daily burn rate” of disaster costs for all impacted Nueces County cities, as information is received, for submission to the Texas Division of Emergency Management by 10:00 A.M. on forms as required by the EOC Director. A sample of such form is attached as Appendix 13 to the Nueces County Disaster Finance Policy & Procedure.
FINANCE/ADMINISTRATION SECTION CHIEF (continued)

**Demobilization Phase:**

- Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.
- Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.
- Be prepared to provide input to the after-action report.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Leave a forwarding phone number where you can be reached.
Time Keeping Unit Leader

Responsibilities:

1. Track, record, and report all on-duty time for personnel working during the Disaster event.

2. Ensure that all on-duty time is recorded for all county personnel utilized for response, mitigation or recovery to the Disaster event.

3. Ensure that all Disaster Finance Department Reports and on-duty Executime time sheets are entered or manual timesheets are collected from EOC assigned personnel and Elected/Appointed Officials and Department Heads who have employees who have been utilized for response, mitigation or recovery to the Disaster event.

4. Ensure Disaster Finance Department Reports and timesheets as collected from Nueces County employees who have participated in response, mitigation or recovery to the Disaster event is properly completed after receipt.

5. Assist the Finance/Administration Section Chief in ensuring that there is a continuum of the payroll process for all county employees responding to the Disaster event.

6. Assist the Finance/Administration Section Chief with supervision of the Time Keeping Unit as directed.

Activation Phase:

☐ Follow the generic Activation Phase Checklist (See Page 7 of Disaster Finance Policy & Procedure Handbook)

Operational Phase:

☐ Establish and maintain a position log and other necessary files.

☐ Initiate gather or update time reports from all personnel, including volunteers; ensure that time records are accurate and prepared in compliance with policy.
Time Keeping Unit Leader (continued)

Operational Phase (continued):

☐ Obtain complete Daily Reports from each department head/official which should include a full personnel roster of county employees who have worked in support of the Disaster event from their department.

☐ Provide instructions to all supervisors to ensure that time sheets and travel expense claims are completed properly and approved/signed by each employee prior to submitting them.

☐ Establish a file for each employee or volunteer within the first operational period; maintain a fiscal record for as long as the employee is assigned to the response.

☐ Establish a file which contains a copy of the following:

  a. Payroll Calendar in effect at the time of the Disaster event.
  b. Holiday Calendar in effect at the time of the Disaster event.
  c. Employee Handbook in effect at the time of the Disaster event.
  d. Payroll / Position Schedule in effect at the time of the Disaster event.
  e. Travel Policy in effect at the time of the Disaster event.
  f. Catastrophic Event Payroll Policy in effect at the time of the Disaster event.

☐ Keep the Finance/Administration Section Chief informed of significant issues affecting the Time Keeping Unit.

Demobilization Phase:

☐ Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.

☐ Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.

☐ Be prepared to provide input to the after-action report.
☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

☐ Clean up your work area before you leave.

☐ Leave a forwarding phone number where you can be reached.
Cost Accounting Unit Leader

Responsibilities:

1. Responsible for collecting cost information, performing cost-effectiveness analysis and providing cost estimates and cost savings recommendations.

2. Supervise the Cost Accounting Unit.

Activation Phase:

☐ Follow the generic Activation Phase Checklist (See Page 7 of Disaster Finance Policy & Procedure Handbook)

Operational Phase:

☐ Establish and maintain a position log and other necessary files.

☐ Establish (or implement) an accounting system and special cost codes associated with this Disaster event.

☐ Monitor all emergency expenditures.

☐ Ensure that all sections and units are documenting cost related information.

☐ Collect, and compile, cost information at the end of each shift.

☐ Obtain and record all cost data to cover:

   Personnel
   Equipment
   Rental/Contract Equipment
   Supplies from outside vendors
   Contract for special or emergency services

☐ Maintain cost documentation files in format transferrable to Recovery Unit Leader.

☐ Review existing documentation to determine if there are additional cost items that may have been overlooked.
Prepare cost estimates related to EOC objectives and strategies. Be prepared to discuss these at EOC Planning Meetings if required.

Compile cumulative cost records on a daily basis.

Ensure that departments are compiling cost information utilizing appropriate event/disaster account codes.

Ensure that estimate costs are replaced with actual costs when known.

Provide verbal or written reports to the Finance Administration Section Chief upon request.

Prepare and maintain a cost report to include cumulative analysis, summaries and total expenditures related to the event or disaster.

Organize and prepare records for audits as necessary.

Assist EOC Director and/or Recovery Unit Leader in coordinating with state and federal disaster assistance agencies during the cost recovery process.

Assist EOC Director and/or Recovery Unit Leader to prepare all required state and federal documentation as necessary to recover allowable costs.

Demobilization Phase:

Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.

Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.

Be prepared to provide input to the after-action report.

If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

Clean up your work area before you leave.

Leave a forwarding phone number where you can be reached.
Compensation & Claims Unit Leader

Responsibilities:

1. Oversee the investigation of injuries and property/equipment damage claims arising out of the emergency.

2. Complete all forms required by the worker’s compensation program.

3. Maintain a file of injuries and illnesses associated with the emergency which includes results of investigations.

4. Supervise the Compensation and Claims Unit.

Activation Phase:

☐ Follow the generic Activation Phase Checklist (See Page 7 of Disaster Finance Policy & Procedure Handbook)

Operational Phase:

☐ Establish and maintain a position log and other necessary files. A sample Personnel Claims Log is attached to the Nueces County Disaster Finance Policy & Procedure as Appendix 15. A sample Property Claims Log is attached to the Nueces County Disaster Finance Policy & Procedure as Appendix 15.

☐ Maintain a chronological log of injuries and illnesses, and property damage reported during the disaster event.

☐ Investigate all injury and damage claims as soon as possible.

☐ Prepare appropriate forms for all verifiable injury claims and forward them to Workmen’s Compensation within the required time frame consistent with Nueces County’s usual policy and procedures.

☐ Keep the Finance/Administration Section Chief informed of significant issues affecting the Compensation and Claims Unit.
Compensation & Claims Unit Leader (continued)

Operational Phase (continued):

☐ Forward all equipment or property damage claims to the Finance/Administration Section Chief.

☐ Establish a file which contains a copy of the following:

a. Incident Reporting forms and policy in effect at the time of the disaster event.

b. Workmen’s Compensation policy and procedures in effect at the time of the disaster event.

Demobilization Phase:

☐ Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.

☐ Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.

☐ Be prepared to provide input to the after-action report.

☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

☐ Clean up your work area before you leave.

☐ Leave a forwarding phone number where you can be reached.
Purchasing Unit Leader Responsibilities:

1. Provide oversight for, and appropriate documentation of, all purchases related to response, mitigation or recovery to the disaster event.

2. Coordinate vendor contracts not previously addressed by existing approved vendor lists.

3. Coordinate with Finance/Administration Section Chief and EOC Director on all purchasing matters.

4. Supervise the Purchasing Unit.

Activation Phase:

☐ Follow the generic Activation Phase Checklist (See Page 7 of Disaster Finance Policy & Procedure Handbook)

Operational Phase:

☐ Establish and maintain a position log and other necessary files.

☐ Review the emergency purchasing procedures.

☐ Prepare and sign contracts as needed, be sure to obtain concurrence from the Logistics Section Chief and Finance/Administration Section Chief who will coordinate with the EOC Director.

☐ Ensure that all contracts identify the scope of work and specific site locations.

☐ Negotiate rental rates not already established, or purchase price with vendors as required.

☐ Admonish vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during emergencies. If such practices continue, confer with Finance/Administration Section Chief and EOC Director as to need to refer matter to District Attorney and/or Attorney General.
Purchasing Unit Leader (continued)

Operational Phase (continued):

☐ Finalize all agreements and contracts, as required.

☐ Ensure all purchases made in support of response, mitigation and recovery operations for the event or disaster are documented and charged to appropriate “disaster account codes” as provided by the Finance/Administration Section Chief.

☐ Complete final processing of requisitions and purchase orders.

☐ Verify costs data against pre-established vendor contracts and/or agreements.

☐ Provide verbal or written reports to the Finance Administration Section Chief upon request.

☐ Keep the Finance/Administration Section Chief informed of all significant issues involving the Purchasing Unit.

☐ Organize and prepare records for audits as necessary.

☐ Assist EOC Director and/or Recovery Unit Leader in coordinating with state and federal disaster assistance agencies during the cost recovery process.

☐ Assist EOC Director and/or Recovery Unit Leader to prepare all required state and federal documentation as necessary to recover allowable costs.

Demobilization Phase:

☐ Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.

☐ Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.

☐ Be prepared to provide input to the after-action report.
Purchasing Unit Leader (continued)

Demobilization Phase (continued):

☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

☐ Clean up your work area before you leave.

☐ Leave a forwarding phone number where you can be reached.
Recovery Unit Leader

Responsibilities:

1. Determine impacts of the emergency requiring recovery planning.

2. Initiate recovery planning meetings with signatory cities, appropriate individuals and agencies.

3. Develop the initial recovery plan and strategy for the jurisdiction.

4. Ensure that all appropriate officials, department heads, signatory cities and agencies are kept informed and have the opportunity to participate in the recovery planning process.

5. Develop the strategy to transition from recovery planning in the EOC to a wider post-emergency recovery effort.

6. Supervise the Recovery Unit.

Activation Phase:

☐ Follow the generic Activation Phase Checklist (See Page 7 of Disaster Finance Policy & Procedure Handbook)

Operational Phase:

☐ Establish and maintain a position log and other necessary files.

☐ Monitor the current situation report to include recent updates and determine overall impacts of the disaster event.

☐ Based on available information, prepare an initial estimate of likely recovery issues that must be addressed. Document these in a preliminary report.

☐ Determine appropriate sites for Disaster Application Centers.

☐ Facilitate recovery planning meetings involving appropriate General Staff, municipalities, department heads, officials and other agencies as needed.
Recovery Unit Leader (continued)

Operational Phase:

☐ Develop a recovery plan and strategy for the jurisdiction or agency.

☐ Coordinate with Finance/Administration to ensure that FEMA, TDEM and other public reimbursement source documents and applications are consistent with recovery strategy.

☐ In conjunction with Finance/Administration, ensure that specific project timelines are developed to meet the goals and objectives of the recovery plan.

☐ Receive daily burn rate reports from signatory cities and Finance/Administration Section Chief; submit daily burn rate reports to TDEM.

Demobilization Phase:

☐ Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.

☐ Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.

☐ Be prepared to provide input to the after-action report.

☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

☐ Clean up your work area before you leave.

☐ Leave a forwarding phone number where you can be reached.
# Nueces County Emergency Operations Center (EOC) Purchase Card Issuance Usage Summary Log

<table>
<thead>
<tr>
<th>Card Holder Name</th>
<th>Last</th>
<th>First</th>
<th>Contact Number</th>
<th>Last 4 Digits of Card Number</th>
<th>Time Issued</th>
<th>Card Holder Signature</th>
<th>Time Returned</th>
<th>Total Amount of Purchase</th>
<th>PUL Initials</th>
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<tbody>
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This Purchase Card Issuance & Daily Total Log is an accurate and complete listing of all P cards issued and/or transactions between _______________ and ______________ (time and date). These transactions were for goods and services related to _________________ event.

Procurement Unit Leader Name

Procurement Unit Leader Signature

Appendix 7 EOC Purchase Card Issuance Usage Log
Appendix to Nueces County Disaster Finance Policy Procedure
This Purchase Order Daily Total Log is an accurate and complete listing of all purchase orders issued between _____________ (time and date) and _____________ (time and date). These transactions were for goods and services related to ________________ event.

Purchasing Unit Leader Name  
Purchasing Unit Leader Signature
LOGISTICS/PURCHASING UNIT LEADER

Responsibilities:

1. Oversee the procurement and allocation of supplies and material not normally provided through mutual aid channels.

2. Coordinate procurement actions with the Finance/Administration Section.

3. Coordinate delivery of supplies and material as required.

4. Supervise the Supply/Procurement Unit.

Logistics Section Chief will ensure that purchase order limits are according to the Nueces County Purchasing Policy for the procurement function in Logistics.

Activation Phase:

☐ Follow the generic Activation Phase Checklist on Page 9 of the Policy and Procedure.

Operational Phase:

☐ Establish and maintain a position log and other necessary files.

☐ Determine if requested types and quantities of supplies and material are available in county inventory.

☐ Maintain EOC accessible list of pre-existing and contingency contracts.

☐ Whenever possible, meet personally or speak by telephone with the requesting party to clarify types and amount of supplies and material, and also verify that the request has not been previously filled through another source.

☐ In conjunction with the Resource Status Unit, maintain a status board or other reference depicting procurement actions in progress and their current status.

☐ Determine if the procurement item can be provided without cost from another jurisdiction or through the Operational Area.

☐ Determine unit costs of supplies and material from suppliers and vendors and if
they will accept purchase orders as payment, prior to completing the order.

☐ Orders exceeding the purchase order limit must be approved by the Finance/Administration Section before the order can be completed.
LOGISTICS/PURCHASING UNIT LEADER (continued)

Operational Phase (continued):

☐ If vendor contracts are required for procurement of specific resources or services, refer the request to the Finance/Administration Section for development of necessary agreements.

☐ Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick-up and delivery.

☐ In coordination with the Personnel Unit, assist in providing food and lodging for EOC staff and volunteers as required.

☐ Keep the Logistics Section Chief (or if no Logistics Section Chief is appointed, the EOC Director) informed of significant issues affecting the Logistics/Purchasing Unit.

Demobilization Phase:

☐ Deactivate your assigned position and close out logs when authorized by the EOC Director or supervisor.

☐ Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning/Situation Section, as appropriate, prior to your departure.

☐ Be prepared to provide input to the after-action report.

☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.

☐ Clean up your work area before you leave.

☐ Leave a forwarding phone number where you can be reached.
Authorization:
Authorized by Nueces County Commissioners Court on July 24, 2019.

Applies to:
Full time Nueces County employees, exempt and non-exempt
Part time Nueces County employees

Does Not Apply to:
Elected Officials and Department Heads

PURPOSE
Establish policy for the compensation of County employees during an Emergency/Disaster Event.

BACKGROUND
Nueces County shall endeavor to adequately compensate those essential staff members who are required to stay and work, during an emergency disaster event. This policy shall be implemented in the event of certain catastrophic events including, but not limited to: hurricanes, floods, tornados, wildfire, winter storms, earthquake, pandemic illness and other Acts of God, nuclear, chemical and biological emergencies, terrorist attack(s), or any other emergency or disaster declared by a federal, state or local authority.

This policy applies to all regular full-time and part-time Nueces County employees, whether exempt or non-exempt, and specifically excludes elected officials and department heads. This policy is in accordance with the Nueces County Personnel Policy Manual, section 3.94.

POLICY

A. An Emergency/Disaster Event is defined as any event declared by the County Judge.

B. A non-exempt paid staff member who is recalled to duty during a Emergency/Disaster Event shall be paid at their regular rate of pay according to the requirements of the Fair Labor Standards Act (FLSA) for all hours worked during the disaster.

C. During an Emergency/Disaster Event, the following will be implemented for all non-exempt full-time paid employees:

   1. Under the direction of the EOC Director, all vacation time or regularly scheduled days off that occur during a declared disaster may be cancelled.

D. This Emergency/Disaster Event policy will be in effect until deactivated by the Nueces County Judge.
E. Exempt paid staff members who remain in the area to work the Emergency/Disaster Event will be compensated during a disaster declaration as follows:

1. Essential Personnel, who are classified as exempt, that are required to work during or immediately following a Disaster and work more than forty hours in a seven day pay period will be compensated at their hourly rate for each hour worked over the forty hours in that week. This hourly compensation for hours worked over the forty shall begin on the date of the start of the Disaster and shall continue during the pendency of the Disaster up to fourteen calendar days unless a longer period is approved by the Commissioners Court.

F. Employees that during the disaster are under vacation, sick leave, admin leave, Family Medical Leave Act, funeral leave, military leave, leave without pay (LWOP) or any authorized time-off prior to the Disaster, will be paid according to the previously approved time-off.

G. Temporary employees will not be paid for non-worked hours during the Disaster.
Please complete a new line every time you change duties, vehicles, and/or equipment. All times need to be in military format. For example 2:00 pm is 14:00.

<table>
<thead>
<tr>
<th>Event</th>
<th>Project Code</th>
<th>Pre Event</th>
<th>Name</th>
<th>Shift</th>
<th>During the Event</th>
<th>Dep.</th>
<th>Date</th>
<th>After the Event</th>
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</table>

**NOTE:** Sleeping and breaks need to be listed as Duties

<table>
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<tr>
<th>Start Time</th>
<th>Stop Time</th>
<th># of Hours</th>
<th>Duties (working POD's, removing debris, emergency response, etc.)</th>
<th>Vehicle Unit#</th>
<th>Equipment Used</th>
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**TOTAL Hours:** 0:00

Employee’s Name and Employee #: ___________________________  Job Title: ___________________________  Supervisor: ___________________________

* Provide description of work/task/notable activities performed as well as all equipment and supplies used by Personnel.
General Considerations.

1. Only the actual hours worked beyond the regular duty time (either overtime, regular time hours, comp time) can be claimed
2. Standby time is not eligible for reimbursement. *
3. If time and one-half or double time is paid to regular hourly employees for overtime or holiday work, these payments must be in accordance with rates established prior to the disaster (i.e. Collective Bargaining Agreement).
4. Permanent and temporary employees must be on the payroll to be reimbursed for their work on disaster projects.
5. Records must show which project the employee worked on each day and each hour if he/she worked on more than one project in a single day.
6. If an employee worked on two or more projects on the same date, the supervisor must return in a separate Forced Account Labor Records for each project.
7. Supervisor must keep a record of volunteer labor if equipment hours used by volunteers are being made.

*Subject to the provisions of labor cost eligibility criteria, FEMA also provides Public Assistance funding for costs related to stand-by time incurred in preparation for and directly related to actions necessary to save lives and protect public health and safety. To be eligible, stand-by time must be reasonable, necessary, and consistent with the Applicant’s practice in non-federally declared incidents. Examples of when FEMA may reimburse costs for stand-by time include, but are not limited to:

- When bus drivers are prudently deployed to transport evacuees, even if the bus is not ultimately used for evacuations
- When first responders are prudently deployed for the purpose of evacuating or providing emergency medical care to survivors in order to save lives or protect health and safety, even if the employee does not ultimately perform eligible Emergency Work
- When a contract or union agreement requires payment for stand-by time

FEMA will determine whether any stand-by time claimed is reasonable and necessary based on whether:

- There is a contractual obligation to pay for stand-by time based on a labor agreement
- The stand-by time occurred when it was necessary to have resources available to save lives and protect health and safety
# Equipment Activity Log for Use During Disasters

<table>
<thead>
<tr>
<th>Date</th>
<th>Asset Number</th>
<th>FEMA Number</th>
<th>Location</th>
<th>Equipment Description (Indicate make, model, size, capacity, horsepower)</th>
<th>Description of Work Performed</th>
<th>Vehicle/Equipment Check In Time</th>
<th>Vehicle/Equipment Check Out Time</th>
<th>Mileage Beginning</th>
<th>Mileage Ending</th>
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**Employee’s Print Name**

**Employee’s Signature**

**Job Title**

**Supervisor’s Signature**

**Instructions:**

- **Disaster/Event:** Enter the name of the disaster or event
- **Employee’s Name:** Enter the full name of the employee (no nicknames)
- **Employee’s ID:** Enter the Nueces County ID # assigned to the employee
- **Department:** Enter the department you are working for
- **Project:** Enter project code
- **Pre, During, After Event:** Select stage of the event
- **Date:** Enter today’s day when you are working with the equipment
- **Asset #:** Enter the Nueces County Fixed Asset number
- **FEMA #:** Enter the FEMA number if pertinent
- **Location:** Enter the location you were assigned to work
- **Equipment Description:** Describe the fixed asset you are using provide make, model, size capacity, horsepower Ex: Chainsaw 18 in Blade
- **Description of Work:** What type of work are you performing with fixed asset
- **Vehicle/Equipment Time In:** What time did you start when using the fixed asset
- **Vehicle/Equipment Time Out:** what time did you stop using the fixed asset
- **Total Hours:** What was the total hours you used the fixed asset
- **Mileage Beginning:** Enter the beginning mileage number
- **Mileage Ending:** Enter the ending mileage number
- **Employee’s Signature:** Employee’s signature is required
- **Job Title of Employee:** Enter employee’s job title
- **Supervisor’s Signature:** Supervisor’s signature is required

APPENDIX 12 to NUECES COUNTY DISASTER FINANCE POLICY PROCEDURE
DAILY BURN RATE CALCULATION REPORT
FOR NUECES COUNTY CALCULATION FOR
[insert date covered by calculation here]
[insert time period covered by calculation here]

<table>
<thead>
<tr>
<th>Personnel Number</th>
<th>Straight Time</th>
<th>Overtime</th>
<th>Equipment</th>
<th>Materials</th>
<th>Rentals</th>
<th>Water/Ice</th>
<th>Contracts</th>
<th>Leases</th>
<th>Repairs</th>
<th>Other 1</th>
<th>Other 2</th>
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## Personnel Claims Tracking Log

<table>
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<tr>
<th>Occurred</th>
<th>Reported</th>
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<tr>
<td><strong>Date</strong></td>
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<td><strong>Time</strong></td>
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<td><strong>Employee Involved</strong></td>
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<td><strong>Location of Incident</strong></td>
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<tr>
<td><strong>Description of Event</strong></td>
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**Claims Unit Leader Name**

**Claims Unit Leader Signature**
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<th>Date</th>
<th>Time</th>
<th>Equipment Description / Number</th>
<th>Location of</th>
<th>Personne l</th>
<th>Description of Event</th>
<th>Date</th>
<th>Time</th>
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Claims Unit Leader Name

Claims Unit Leader Signature
Competitive bidding is required whenever university and/or government funds are used and the total purchase amount is $5,000.00 or greater.

SECTION A – LOWEST COMPETITIVE BID - Record all oral or written quotations below and for audit purposes, please attach copies of all bids/quotations when submitting your purchasing requisition

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SECTION B - NONCOMPETITIVE PURCHASE JUSTIFICATION - Required if lowest bidder was not chosen

- SELECTED SOURCE
  - Alternative suppliers do exist, but selection was based on: a) technical requirements (e.g. precision, product reliability, proximity to emergency response, etc.) or b) history of past performance with alternative suppliers

- NO SOLE SOURCE PURCHASES WILL BE AUTHORIZED.

- EMERGENCY ORDER
  - Please explain the nature of emergency and reasons for supplier selection

OTHER NOTES:

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PURCHASING AUTHORIZATION: (signature of the EOC representative managing and authorizing the purchase)

Name (please print): ______________________  Signature: ______________________  Date: ____

NUECES COUNTY PURCHASING POLICY HAS BEEN SUSPENDED DUE TO EMERGENCY
From: County Auditor
Sent: 
To: 
Cc: 
Subject: Re: Activation of Nueces County Disaster Finance Policy & Procedure

To All Nueces County Officials:

The Nueces County Judge has activated the Nueces County Disaster Finance Policy & Procedure. The Nueces County EOC is activated. (Please see email below from the EOC Director.)

All effort, work, time, and materials must be documented with relation to this event. Please use the following account codes when making requisitions in support of the event.

Please be reminded that tomorrow at 7 A.M. we will need your Disaster Finance Daily Departmental Report documenting all time and effort by your employees today. A copy of the form is attached. Our standard finance and purchasing procedures are suspended; please do not make purchases to support response efforts for this event. All such purchases must be made through the EOC. You may contact EOC personnel with questions as follows:

EOC Finance: finance.eoc@nuecesco.com
EOC Purchasing: purchasing.eoc@nuecesco.com
EOC Director: director.eoc@nuecesco.com

Nueces County Auditor
361-888-0556
From: County Judge

Sent: finance.eoc@nuecesco.com

To: finance.eoc@nuecesco.com
Cc: purchasing.eoc@nuecesco.com

Subject: Activation of Nueces County Disaster Finance Policy & Procedure

To EOC Finance Section:

The Nueces County Judge has declared a disaster effective August 28, 201X, at 9:30 AM. He has activated the Nueces County Disaster Finance Policy & Procedure.

Please notify all officials that the policy is in effect.

The EOC Finance Section Chief is activated and request to report to the Nueces County EOC Room for an operational briefing at 10:30 AM this date.

Please be advised of the EOC communications assignments as shown below.

EOC Finance: finance.eoc@nuecesco.com
EOC Purchasing: purchasing.eoc@nuecesco.com
EOC Director: director.eoc@nuecesco.com

Nueces County EOC Director
Glossary, Acronyms, and Terms

Agency: A division of government with a specific function offering a kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

All-Hazards: Describing an incident, natural or human caused, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multi-agency coordination system (MACS) for an incident until other elements of MACS are formally established.

Core Capabilities: Distinct critical elements necessary to achieve the National Preparedness Goal.

Delegation of Authority: A statement provided to the Incident Commander by the agency executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Department Operations Center (DOC): An emergency operations/coordination center (EOC or ECC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency ECC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

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Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Disaster: Any occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man-made cause requiring immediate action.
Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Emergency: Any incident, whether natural or human caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Response Personnel: Includes federal, state, territorial, tribal, regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. These personnel are also known as emergency responders.

Emergency Coordination Center (ECC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Federal: Of or pertaining to the Federal Government of the United States of America.

Finance/Administration Section: Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved. These functions can be fire, law enforcement, search and rescue, utilities, transportation, mass care, etc. (The ESF’s)

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and Resources in the Operations Section. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted event or activity.
**Incident:** An occurrence or event, natural or human caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objective reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command:** Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location where the primary functions are performed. The ICP may be collocated with the incident base or other incident facilities.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Management:** The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

**Incident Management Team (IMT):** An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction- specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

**Incident Objectives:** Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Initial Actions:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.
Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of authority.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Incident Command Staff or a member of the ECC Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: A county, municipality, city, town, township, local public authority, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity.

Logistics: Providing resources and other services to support incident management.

Logistics Section: Section responsible for providing facilities, services, and material support for the incident.

Managers: Individuals within Incident Command System Organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mission Assignment: The mechanism used to support federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable state or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work. See also Pre-Scripted Mission Assignment.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Mobilization: The process and procedures used by all organizations - federal, state, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multi-agency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multi-agency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination System(s) (MACS): Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multi-agency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency coordination centers and MAC Groups. These systems assist agencies and organizations supporting and responding to an incident.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the federal, state, tribal, and local aspects of governance and policy.
National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, states, the federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the federal government exercises a larger role, including incidents where federal interests are involved and catastrophic incidents where a state would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.
**Organization**: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

**Personnel Accountability**: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

**Plain Language**: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

**Planned Event**: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

**Planning Meeting**: This meeting is held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

**Planning Section**: This Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident; and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Pre-Positioned Resources**: Resources moved to an area near the expected incident site in response to anticipated resource needs.

**Preparedness**: Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. Within NIMS, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; and equipment certification.

**Preparedness Organizations**: The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

**Prevention**: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term "prevention" refers to preventing imminent threats.

**Private Sector**: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**Protocols**: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Public Information**: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident’s cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

**Public Information Officer (PIO)**: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
Publications Management: Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special federal, state, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency coordination center.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: Refers to any state of the United States.
**Status Report:** Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

**Strategy:** The general plan or direction selected to accomplish incident objectives.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

**Supervisor:** The Incident Command System title for an individual responsible for a Division or Group.

**Supporting Agency:** An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

**System:** An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

**Tactics:** Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to state, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

**Threat:** An indication of possible violence, harm, or danger.

**Tracking and Reporting Resources:** A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

**Type:** An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

**Typing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

**Unified Approach:** A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.
**Unified Area Command**: Command system established when incidents under an Area Command are multi-jurisdictional. See Area Command.

**Unified Command (UC)**: An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

**Unit**: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

**Unit Leader**: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by several support personnel providing a wide range of services. Some of the support positions are pre-established within ICS, but many others will be assigned as Technical Specialists.

**Unity of Command**: Principle of management stating that everyone involved in incident operations will be assigned to only one supervisor.

**Volunteer**: For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed.