

PART TWO
FINANCE/ADMINISTRATION SECTION

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FINANCE/ADMINISTRATION SECTION

GENERAL INFORMATION

PURPOSE

To respond to emergencies by providing financial support and coordination to City emergency operations and coordinating the recovery of costs as allowed by Federal and State law. It is the policy of this section that the priorities are to be:

- protect life, property and the environment
- provide continuity of financial support to the city and community
- cooperate with the other sections of the city's emergency response team
- documentation of city costs and recovery of those costs as allowable
- maintain a positive image for the City in its dealings with the community

OVERVIEW

The Finance/Administration Sections primary responsibility is to maintain to the greatest extent possible the financial systems necessary to keep the City functioning during a disaster/emergency. These systems include:

- payroll
- payments for goods and services
- revenue collection
- claim processing
- cost recovery documentation
- recording financial transactions

The Section also works and coordinates with the Logistics Section: Supply and Procurement Unit to supervise the negotiation and administration of vendor and supply contracts and procedures.

The extent of the disaster/emergency will determine the extent to which the Finance/Administration Section will mobilize. In a low-level emergency, only part of the section will mobilize. In a widespread disaster with heavy damages, the entire section will mobilize. Department liaisons can be activated at any level including non-activation of the EOC.

OBJECTIVES

The Finance/Administration Section acts in a support role in all disasters/emergencies to ensure that all required records are preserved for future use and that CalOES and FEMA filing requirements are followed through maintenance of proper and accurate documentation. The Finance/Administration Section will accomplish the following objectives during a disaster/emergency:

A. For all disasters/emergencies:

1. Notify the other sections and City departments that the Disaster Accounting System is to be used for the disaster/emergency.
2. Determine the extent to which the City's computer Finance systems are accessible and/or usable.

3. Determine if the City's bank can continue handling financial transactions.
 4. Maintain, as best possible, the financial continuity of the City (payroll, payments and revenue collection).
 5. Disseminate information about the Disaster Accounting System to other sections and departments as necessary.
 6. Upon declaration of a disaster by the State and/or Federal Governments, coordinate with disaster agencies to initiate the recovery process of City costs.
 7. Coordinate with the other sections and departments the collection and documentation of costs pertaining to the disaster/emergency.
 8. Coordinate with the disaster assistance agencies for the required inspections, documentation, audits and other necessary work in order to recover costs.
- B. For disasters/emergencies where the City's computer financial systems and bank are accessible and usable:**
1. Inform the other sections and City departments that the payroll and payments processing will be handled on a "business-as-usual" basis except that the Disaster Accounting System will be used for disaster/emergency-related costs.
 2. Continue with objectives A.5. through A.8. above.
- C. For disasters/emergencies where the City's computer financial systems and/or bank are either inaccessible or unusable for a short period of time; i.e., less than one week:**
1. Inform the other sections and City departments that payroll and payments will be on hold for a short time and that processing will continue on a normal basis as of a specified date.
 2. Inform the other sections and City departments how to handle of purchase process etc.
 3. Determine if bank can or cannot provide cash/advance to be used in emergency.
 4. Determine if the cash in the Emergency Management safe should be accessed. If so follow procedures to prevent risk of threat or fraud while accessing cash.
 5. Determine if handwritten checks are needed and follow procedures to prevent risk of threat and fraud.
 6. Continue with objectives A.4 through A.8
- D. For disasters/emergencies where the City's computer financial and/or bank systems are either inaccessible or unusable for an extended period of time; i.e., one week or more:**
1. Inform the other sections and City departments that disaster accounting procedures will be necessary for the next payroll and all critical payments.
 2. Inform the other sections and City departments how to handle of purchase process etc.
 7. Activate other Finance/Administration Section Units as necessary.
 8. Continue with objectives A.4. through A.8. above.

CONCEPT OF OPERATIONS

The Finance/Administration Section will operate under the following policies during a disaster/emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) will be followed.
- All existing City and departmental fiscal operating procedures will be adhered to unless

modified by City Council or Director of Emergency Services (EOC Director).

- All on-duty personnel are expected to remain on duty until properly relieved of duty.
- Off-duty personnel will be expected to return to work in accordance with their regular schedule or as otherwise directed by the Director of Emergency Services (EOC Director) or appropriate supervisor.
- While in a disaster mode, operational periods will be 12 hours for the duration of the event. Operational Periods will normally change at 6:00 a.m. and 6:30 p.m. Operational Periods should be event-driven.
- For disasters/emergencies that leave the accounting systems accessible and usable, normal working hours will be retained for all but the Cost Recovery Unit. This unit will function on the schedule determined necessary to perform its objectives.
- For disasters/emergencies that render the accounting systems either inaccessible or unusable for any period of time, appropriate personnel in the activated units will be on an operational period determined by the Finance/Administration Section Chief. This may be a period of 12 hours. If so, then these periods will normally change at 6:00 a.m. and 6:00 p.m. (0600 and 1800 hours respectively in military time). The financial department liaisons should function on standby awaiting instructions.

SECTION ACTIVATION PROCEDURES

Authorization

The Director of Emergency Services is authorized to activate the Finance/Administration Section for response to a disaster/emergency. It is assumed that the Disaster Accounting System will be activated on a Level II EOC Activation.

When to Activate

The Finance/Administration Section may be activated when the City's Emergency Operations Center (EOC) is activated or upon the order of the Director of Emergency Services (EOC Director). In all cases of EOC activation the Cost Recovery Documentation Unit will be activated, and other units will be activated only as conditions necessitate. The Cost Recovery Documentation Unit and the Department Liaisons may continue to function when the EOC is not activated.

Where to Report

EOC responders shall report to the Primary EOC location unless otherwise directed.

When to Report

As directed.

FINANCE/ADMINISTRATION SECTION STAFF

The Finance/Administration Section Chief, a member of the Director of Emergency Services (EOC Director)'s General Staff, will determine, based on present and projected requirements, the need for establishing specific and/or specialized branches/groups/units. The following may be established as the need arises:

- Cost Recovery Unit
- Time Keeping Unit
- Compensation/Claims Unit
- Cost Analysis Unit

The Finance/Administration Section Chief may activate additional branches/groups/units to fulfill an expanded role if necessary.

Finance/Administration Section Chief

The Finance/Administration Section Chief, a member of the Director of Emergency Services (EOC Director)'s General Staff, is responsible for the financial support, response and recovery for the disaster/emergency. This includes ensuring that the payroll and revenue collection process continues and activating the Disaster Accounting System.

Cost Recovery Documentation Unit

The Cost Recovery Documentation Unit should be activated at the onset of any disaster/emergency and is responsible for executing procedures to capture and document costs relating to a disaster/emergency; maintaining the Disaster Accounting System; liaising with the disaster assistance agencies; coordinating the recovery of costs as allowed by law; and maintaining accurate and timely documentation in support of financial recovery. The Department Liaisons report to this unit.

Time Keeping Unit

The Time Keeping Unit is responsible for working with all Department Liaisons and sections to ensure field units track hours worked by paid personnel and volunteers; preparing daily personnel time recording documents; ensuring compliance with any applicable agency time policies; ensuring that time and equipment records identify the scope and location of work in a manner consistent with initial damage and safety assessment records; and collecting and processing applicable time records.

Compensation/Claims Unit

The Compensation/Claims Unit is responsible for investigating and processing physical-injury and property-damage claims arising out of an emergency/disaster; completing all forms required by worker's compensations programs and local agencies; maintaining a file of injuries and illnesses associated with the incident; and for issuing checks upon settlement of claims.

Cost Analysis Unit

The Cost Analysis Unit is responsible for providing cost analysis data for the incident to help the planning and recovery efforts. The Unit must ensure that all pieces of equipment and personnel that require payment are properly identified; obtain and record all cost data; analyze and prepare estimates of incident costs; and maintain accurate records of incident costs. As the recovery proceeds, the Cost Analysis Unit will be increasingly tasked to support the planning function in terms of cost estimates of resources used.

COMMON CHECKLISTS

1. ACTIVATION EOC

- Follow EOC Activation Procedures Manual found on back EOC wall and in each file drawer.

NOTE: If primary EOC is damaged, report to alternate EOC, Fire Department training room or Public Works lunchroom. Post signs.

2. ASSUME EOC JOB

- Set up your work station.
- Open WebEOC and check in.
- Put on appropriate vest. Print your name on the EOC organizational chart.
- Obtain preliminary report of the extent of damage. (Try to obtain a “big picture” of the situation and the status of the incident).
- Begin your WebEOC Activity or hard duty Log (Found on H Drive, EOC Forms or in the EOC storage room). Use other forms as required. Document all actions.
- Read position checklist. (EOC Position Checklists can be found in an Emergency Operations Plan, WebEOC and on the H Drive/Emergency Operations Plan, on nametag and small EOC checklist book).
- Ensure you have all needed equipment and supplies.
- Establish contact with department/field/ DOC/Department head or other appropriate staff and communicate that your branch is fully operational.
- Obtain briefing from whatever sources available. Verify all key EOC personnel have been contacted.
- Ensure all EOC functions within your section are staffed. You may have to serve multiple roles until additional assistance arrives.
- Review the responsibilities of the other positions in your section and within the EOC. Know where to get information and support.
- Clarify issues regarding assignment and authority.
- Establish/confirm procedures for:
 - i. Radio communications
 - ii. Computer and data systems
 - iii. Disaster accounting
 - iv. Finance
 - v. Resource requests
- Coordinate staffing to support 24-hour operations (if required). Plan for two 12-hour shifts per 24 hour per period if required.
- Develop and implement plan to support EOC and field operations.
- Respond aggressively to the emergency but consider safety in all actions.
- Be prepared to provide input for the EOC Action Plan, meetings or policy decisions.
- Maintain current status boards and displays in WebEOC that you are responsible for.
- Keep informed on situation and response priorities as established by the EOC Action Plan.
- Keep your supervisor advised of your status and activities, and on any problem areas that will require solutions.
- Anticipate potential situation changes; develop options for staffing and response.

- Request additional resources, as needed, through the Logistics Section or established ordering procedures.
- Carefully document information required for cost recovery.
- Use face-to-face communication whenever possible in the EOC; document decisions.
- Planning & Intelligence should ensure the City has completed required Operational Area (OARS) reports within 60 minutes of the EOC activation. (See OARS and ESCN Manual).
- Proclaim local emergency if necessary.
- Refer media contacts to PIO.

3. COMFORT

- Open Kitchen.
- Make coffee.
- Put out snacks.

4. EOC SHIFT CHANGE (OFFGOING)

- Brief incoming personnel and identify in-progress activities which need follow-up:
 - o A snapshot of the current situation, including anything that has changed since your shift began.
 - o Identification of in-progress activities and follow-up requirements
 - o A copy of the most current EOC action-plan.
- Submit completed logs, time cards, etc. for your Section before you leave.
- Log out of WebEOC
- Determine when you should return for your next work shift.
- Leave contact information where you can be reached.

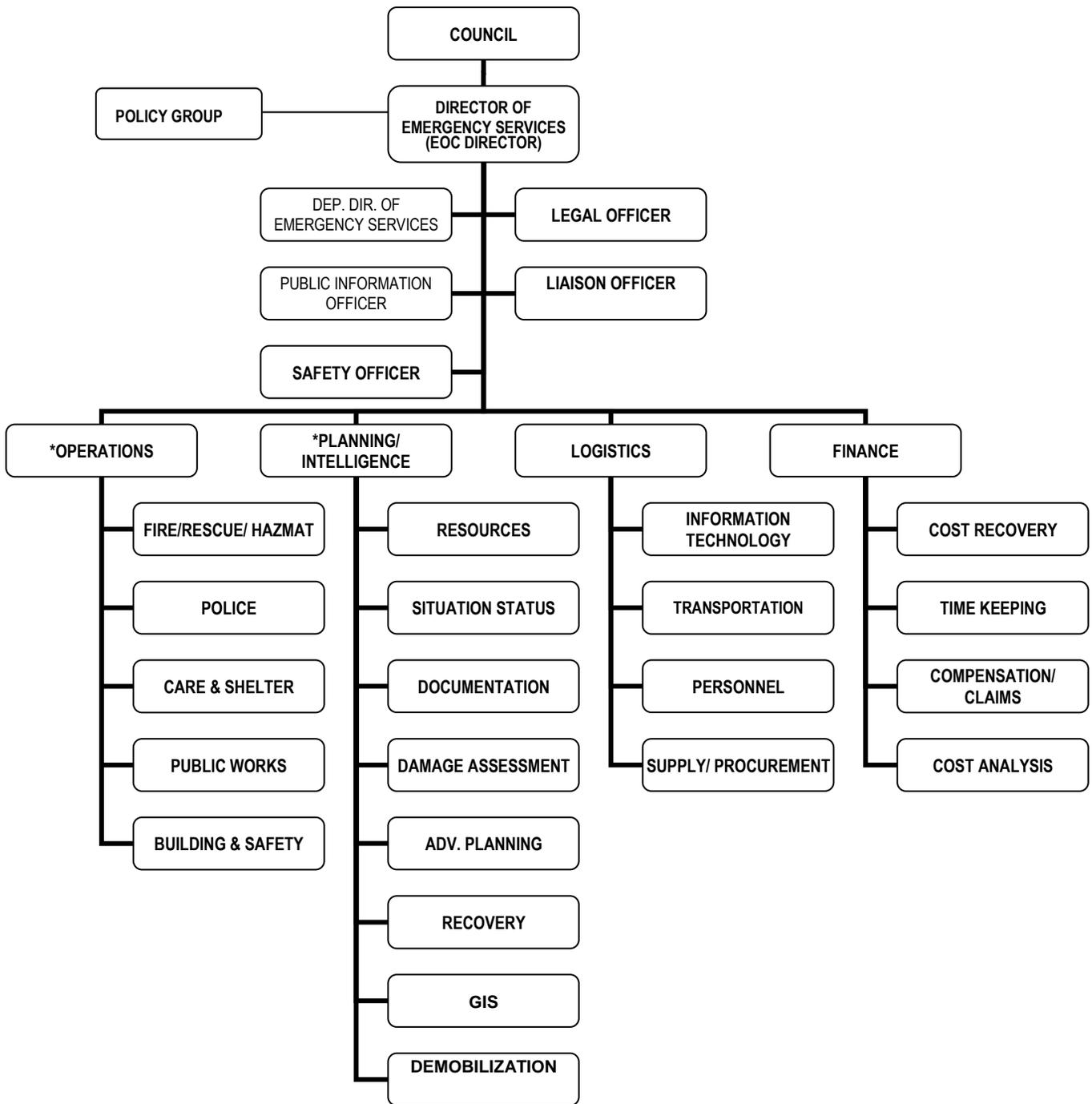
5. EOC SHIFT CHANGE (ONCOMING)

- Receive a full briefing on the current situation from the person you are relieving.
- Check-in with your supervisor.
- Sign in to WebEOC.
- Follow EOC activation guidelines as appropriate.
- Make sure you have received the most recent EOC Action Plan.

6. EOC DEACTIVATION CHECKLIST

- Authorize deactivation of sections, branches or units when they are no longer required.
- Be sure that all required forms or reports are completed prior to deactivation.
- Prepare a list of outstanding issues that need to be addressed after EOC has been deactivated.
- Deactivate the EOC and close out logs.
- Return all supplies.
- Prepare proclamation for termination of the emergency, if applicable.
- provide input to the After-Action Report/Corrective Action Report (AAR/CAR)

SEMS/NIMS ORGANIZATION CHART



* If all elements are activated, a deputy may be appointed to provide a manageable span of control. Field Units will be coordinating and communication with each of the Branches under the Operations Section. The Incident Command System will be used in the field.

FINANCE/ADMINISTRATION

FINANCE/ADMINISTRATION SECTION CHIEF

SUPERVISOR: Director of Emergency Services (EOC Director)

POSITION OVERVIEW:

The Finance/Administration Section Chief, a member of the Director of Emergency Services (EOC Director)'s General Staff, is responsible for the financial support, response and recovery for the disaster/emergency. This includes ensuring that the payroll and revenue collection process continues and activating the Disaster Accounting System.

REFER TO THE COMMON CHECKLISTS IN THE BEGINNING OF THIS SECTION (PAGE 7) FOR GUIDANCE ON GENERAL DUTIES, EOC ACTIVATION, EOC DEACTIVATION, AND SHIFT CHANGE

OPERATIONAL DUTIES:

Position Operational Duties

- Ensure that the Finance/Administration function is performed consistent with SEMS/NIMS Guidelines, including:
 - implementing a Disaster Accounting System (**See Part Two, Finance: Disaster Accounting System**)
 - maintaining financial records of the emergency
 - tracking and recording of all staff time
 - support and provide guidance on the processing of purchase orders and contracts to the Logistics Section
 - handling travel and expense claims
 - providing administrative support to the EOC
 - Ensure that worker's compensation claims received at the EOC are processed.
- Ensure that the City of Beverly Hills receives allowance assistance and disaster recovery costs for which it is eligible.
- Report to the Director of Emergency Services (EOC Director) on all matters pertaining to Section activities.
- Meet with other activated Section Chiefs as required.
- Participate in the Director of Emergency Services (EOC Director)'s action planning meetings.

- Establish and compile overall section objectives and submit to the Planning/Intelligence Section for inclusion in the EOC Action Plan.
- Keep the Director of Emergency Services (EOC Director) advised of your status and activities, and on any problem areas that will require solutions.
- Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements.
 - Cost Recovery Unit
 - Time Keeping Unit
 - Compensation/Claims Unit
 - Cost Analysis Unit
- Prepare work objectives for Section staff and make staff assignments.
- Be prepared to form additional units/groups as dictated by the situation.
- Carry out any responsibilities of the Finance/Administration Section that are not currently staffed.
- Coordinate with the Logistics Section on donated goods and donated money.
- Coordinate all printing of materials needed to support the disaster operation, including signage.

Section Operational Duties

- Authorize use of the Disaster Accounting System. (**See Part Two, Finance Support Documentation, Disaster Accounting System**)
- Ensure that the payroll process continues.
- Ensure that the revenue collection process continues.
- Collect your Section personnel and equipment time records and records of expendable materials used and provide copies to the Time and Cost Analysis Units at the end of each operational period.
- Ensure that all personnel and equipment time records and records of expendable materials used are received from other Sections at the end of each operational period.
- Organize, manage, coordinate and channel the donations of money received during and following the emergency from individual citizens and volunteer groups.
- Make recommendations for cost savings to the General Staff.
- Meet with assisting and cooperative agency representatives as required.
- Provide input in all planning sessions on finance and cost analysis matters.
- Ensure that all obligation documents initiated during the emergency/disaster are properly prepared and completed.
- Keep the General Staff apprised of overall financial situation.

FINANCE/ADMINISTRATION

COST RECOVERY UNIT

SUPERVISOR: Finance/Administration Section Chief

UNIT OVERVIEW:

The Cost Recovery Documentation Unit should be activated at the onset of any disaster/emergency and is responsible for executing procedures to capture and document costs relating to a disaster/emergency; maintaining the Disaster Accounting System; liaising with the disaster assistance agencies; coordinating the recovery of costs as allowed by law; and maintaining accurate and timely documentation in support of financial recovery. The Department Liaisons report to this unit.

REFER TO THE COMMON CHECKLISTS IN THE BEGINNING OF THIS SECTION (PAGE 7) FOR GUIDANCE ON GENERAL DUTIES, EOC ACTIVATION, EOC DEACTIVATION, AND SHIFT CHANGE

UNIT OPERATIONAL DUTIES:

- Activate and maintain the Disaster Accounting System to capture and document costs relating to the disaster/emergency in coordination with other sections and departments. **(See Part Two, Finance Supporting Documentation, Disaster Accounting System)**
- Inform all sections and departments that the Disaster Accounting System is to be used.
- Coordinate cost documentation and make decisions on costs codes and items to be tracked by the Disaster Accounting System.
- Coordinate with disaster assistance agencies on the recovery of costs as allowed by law.
- Prepare all required state and federal documentation to recover allowable disaster costs.
- Provide analysis, summaries and estimates of costs for the Finance/Administration Section Chief, Director of Emergency Services (EOC Director), and the Los Angeles County Operational Area as required.
- Work with EOC sections and appropriate departments to collect all required documentation. Receive and allocate payments.
- Keep all records organized and prepared for final audit.
- All departments are responsible for designating liaisons to the Cost Recovery Unit who are responsible for:
 - preparing all necessary paperwork on department expenditures for FEMA reimbursement including dates of expenditure for equipment, labor, and supplies
 - keeping and submitting to the Cost Recovery Unit all above paperwork, including pictures for submittal to FEMA

The Cost Recovery Unit is responsible for providing direction, guidance and information to these department liaisons on the reimbursement process.

FINANCE/ADMINISTRATION

TIME KEEPING UNIT

SUPERVISOR: Finance/Administrator Section Chief

UNIT OVERVIEW:

The Time Keeping Unit is responsible for working with all Department Liaisons and sections to ensure field units track hours worked by paid personnel and volunteers; preparing daily personnel time recording documents; ensuring compliance with any applicable agency time policies; ensuring that time and equipment records identify the scope and location of work in a manner consistent with initial damage and safety assessment records; and collecting and processing applicable time records.

REFER TO THE COMMON CHECKLISTS IN THE BEGINNING OF THIS SECTION (PAGE 7) FOR GUIDANCE ON GENERAL DUTIES, EOC ACTIVATION, EOC DEACTIVATION, AND SHIFT CHANGE

UNIT OPERATIONAL DUTIES:

Personnel Time Recorder

- Track, record and report staff time for all personnel/volunteers working at the emergency/disaster. (See **Finance Support Documentation, Labor Record Forms**)
- Establish and maintain a file for employee time records within the first operational period for each person.
- Ensure that all records identify the scope and site-specific location of work performed.
- Ensure that daily personnel time recording documents are accurate and prepared in compliance with City policy.
- Ensure that all employee identification information is verified on the time report.
- Ensure that all volunteers assigned as Disaster Service Workers maintain detailed and accurate time cards.
- Maintain separate logs for overtime hours.
- Maintain security of records.

Equipment Time Recorder

- Assist sections and branches/groups/units in establishing a system for collecting equipment time reports and service records. Design and distribute Force Account and Rented Equipment Records. (See **Finance Support Documentation, Force Account and Rented Equipment Record Forms**)
- Ensure that all records identify scope and site-specific location of work performed.
- Establish and maintain a file of time reports on owned, rented, donated and mutual aid equipment. Track the type of equipment used, make/model numbers, date and time of usage, operator name/agency affiliation, charges for fuel, parts, and services. Track city-owned equipment separate from rented equipment.
- Maintain list of damaged or lost equipment (for billing and claims purposes)-in coordination with Planning/Resources.
- Maintain security of records.

FINANCE/ADMINISTRATION

COMPENSATION/CLAIMS UNIT

SUPERVISOR: Finance/Administration Section Chief

UNIT OVERVIEW:

The Compensation/Claims Unit is responsible for investigating and processing physical-injury and property-damage claims arising out of an emergency/disaster; completing all forms required by worker's compensations programs and local agencies; maintaining a file of injuries and illnesses associated with the incident; and for issuing checks upon settlement of claims.

REFER TO THE COMMON CHECKLISTS IN THE BEGINNING OF THIS SECTION (PAGE 7) FOR GUIDANCE ON GENERAL DUTIES, EOC ACTIVATION, EOC DEACTIVATION, AND SHIFT CHANGE

UNIT OPERATIONAL DUTIES:

- Coordinate cost recovery with disaster assistance agencies and insurance companies.
- Maintain a log of all injuries occurring during the disaster/emergency.
- Accept as agent for the City claims resulting from an emergency/disaster.
- Develop and maintain a log of potential and existing claims.
- Provide investigative support in areas of claims for bodily injury and property damage compensation presented to the City.
- Periodically review all logs and forms to ensure:
 - Work is complete
 - Entries are accurate and timely
 - Work is in compliance with City requirements and policies.
- Prepare claims relative to damage to City property and file the claims with insurers. Obtain all witness statements pertaining to claims and review for completeness.
- Evaluate the need for Compensation-for-injury and claims specialists, request if needed.
- Manage and direct all Workers Compensation and claims specialists assigned to the emergency/disaster.
- Ensure that all Compensation-for-injury and Claims logs and forms are complete and routed to the appropriate department for post-EOC processing.
- Ensure that the Personnel Unit of the Logistics Section completes claims for any injured personnel or volunteers working at the emergency.
- Provide report of injuries and coordinate with the City's Risk Manager for mitigation of hazards.

FINANCE/ADMINISTRATION

COST ANALYSIS UNIT

SUPERVISOR: Finance/Administration Section Chief

UNIT OVERVIEW:

The Cost Analysis Unit is responsible for providing cost analysis data for the incident to help the planning and recovery efforts. The Unit must ensure that all pieces of equipment and personnel that require payment are properly identified; obtain and record all cost data; analyze and prepare estimates of incident costs; and maintain accurate records of incident costs. As the recovery proceeds, the Cost Analysis Unit will be increasingly tasked to support the planning function in terms of cost estimates of resources used.

REFER TO THE COMMON CHECKLISTS IN THE BEGINNING OF THIS SECTION (PAGE 7) FOR GUIDANCE ON GENERAL DUTIES, EOC ACTIVATION, EOC DEACTIVATION, AND SHIFT CHANGE

UNIT OPERATIONAL DUTIES:

- Work with all Branches/Units to ensure efficient, effective use of the Finance System and the purchasing of items.
- Collect and record all cost data. (See Part Two, Finance Support Documentation, Disaster Accounting System)
- Maintain a fiscal record of all expenditures related to the emergency/disaster.
- Prepare and provide periodic cost summaries for the Finance/Administration Section Chief and the Director of Emergency Services (EOC Director).
- Maintain cumulative emergency/disaster cost records.
- Ensure that all financial obligation documents are accurately prepared.
- Prepare resources-use cost estimates. Arrange funding as needed.
- Maintain accurate information on the actual cost for the use of all assigned resources.
- Ensure that all pieces of equipment under contract and dedicated personnel are properly identified.
- Ensure that all branches/units maintain proper supporting records and documentation to support expenditures and claims.
- Make recommendations for cost savings to the Finance/Administration Section Chief.