

Appendix F.3:

EMERGENCY RESPONSE/RECOVERY TEAM JOB ACTION SHEETS

LIST OF POSITIONS

Clinic Executive Director
Incident Manager
Public Information Officer
Legal Counsel
Liaisons
Safety Officer
Security Officer
Operations Section Chief
Planning and Intelligence Section Chief
Logistics Section
Finance and Administration Section

CLINIC EXECUTIVE DIRECTOR

Line of Authority

The line of authority flows from the Clinic Executive Director and then to the Incident Manager, and finally to the Section Chiefs in the EOC.

Responsibility and Duties

The Clinic Executive Director and the EOC Incident Manager should confer during major emergencies, providing overall guidance and policy direction for emergency response and recovery strategy assessment, including:

- ❑ Identifying the operations still at risk
 - ❑ Establishing clinic operations restoration priorities
 - ❑ Authorizing expenditure of funds for emergency acquisitions and for additional personnel expenditures, as needed
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The Clinic Executive Director has three main roles to achieve during emergency response and recovery operations. The Executive Director:

- ❑ Acts as a bridge to the world outside of Clinic operations so that outside influences do not interrupt the recovery process
- ❑ Provides information to the external authorities when they ask about the status of Clinic emergency operations
- ❑ Acts as the spokesperson for Clinic when the PIO is asked to provide a management representative for Clinic at press briefings and for media announcements

The Clinic Executive Director (if not the Incident Manager) does not interfere or contradict the operations of the EOC, but rather supports and provides guidance as needed. In order to accomplish this, the Director will receive periodical updates, including provision of copies of the latest status reports and the operational period Action Plan.

CLINIC EXECUTIVE DIRECTOR (continued)

ACTIVATION DUTIES	
	Approve the activation of the EOP, the ERT, and the EOC.
	Have initial briefing with the EOC Incident Manager.
	Review the Executive Director’s responsibilities and open a logbook.
	Determine where Executive Director will be during recovery, and set up that position.
	Meet with the PIO to: <ul style="list-style-type: none"> ■ Develop protocols and a schedule for news briefings ■ Establish schedule for delivery of Action Plan updates, status reports, and news releases ■ Establish a policy on visitor’s access to Clinic during emergency response and recovery operations ■ Develop a policy on contacts with the operational area response actions during disasters while emergency response and recovery is in progress.
	Track the overall progress of recovery
	Review the needs for resources and staffing if the EOC goes on shift support for 24-7 operations. Ensure the overall budget for the clinic can support the effort.
	Attend any meeting as requested by the EOC Incident Manager.

OPERATIONAL PERIOD DUTIES	
	Continue to receive briefings on the latest status reports and Action Plan.
	Assist with outside agency coordination, when an upper-level management presence is required.
	If retiring for the day, ensure the EOC Incident Manager knows where you will be, and what number you can be reached at all hours. This should also be shared with the PIO and other key staff.

DEACTIVATION DUTIES	
	Evaluate the recovery progress. If it has been reduced to minor activities that can be handled by staff in their day-to-day functions, request the Incident Manager to start deactivation of resources, including staff.
	Request a timeline for deactivation.
	Close out your logbook.
	Determine what follow-ups staff addresses, in order to ensure closure is met.
	Ensure an event critique is scheduled, held, and well attended by EOC staff.
	Ensure that an After Action Report is prepared and filed.

EOC INCIDENT MANAGER

Line of Authority

The Incident Manager reports to the Clinic Executive Director. The five EOC Section Chiefs report directly to the Incident Manager—including sometimes through the EOC Incident Manager. The EOC provides additional recovery management functions through the Liaison, the PIO, the Safety Officer, and Security.

Duties

The Incident Manager is responsible for: activating the Clinic EOP, activating and deactivating the EOC, disseminating information to the EOC Incident Manager, management staff and Section Chiefs, directing specific actions as required, approving issuance of press releases, and providing liaison with other agencies. A summary list of overall responsibilities follows.

The Incident Manager is responsible for response and recovery activities including to:

- ❑ Develop and implement strategic decisions and approve the ordering and releasing of resources.
- ❑ Obtain situation briefing from prior shift Incident Manager (if running more than one shift).
- ❑ Assess situation regularly—using threat action checklists for basic actions to take
- ❑ Conduct initial briefing for all staff.
- ❑ Activate elements of ICS as needed.
- ❑ Brief management staff and section chiefs.
- ❑ Ensure planning meetings are conducted.
- ❑ Approve and authorize implementation of recovery Action Plan.
- ❑ Determine information needs and inform management personnel of needs.
- ❑ Coordinate staff activity.
- ❑ Manage overall operations.
- ❑ Approve requests for additional resources and requests for release of resources.
- ❑ Authorize release of information to news media.
- ❑ Approve plan for demobilization.

INCIDENT MANAGER (continued)

ACTIVATION DUTIES	
	Notify the Emergency Response/Recovery Team to activate and report to the EOC.
	Determine appropriate stage of EOC activation.
	Notify the staff needed to activate the EOC.
	Establish a sign in sheet for the operational period.
	Ensure the EOC is set up and ready for operations, including habitability.
	Brief the EOC staff after obtaining a situation report from the Section Chiefs and the PIO
	Review the Incident Manager's responsibilities
	Open a chronological logbook of your activities.
	Determine status of telephone and other communications: <ul style="list-style-type: none"> ■ Established ■ Tested ■ Assess linkage adequacy ■ Advise Logistics Section Chief to have IT address any communications problems
	Schedule an action-planning meeting for the first operational period with your staff and the Section Chiefs.
	Determine whether the EOC needs representation from other organizations.
	Estimate the emergency's duration.
	Plan for shift operations of no more than a 12-hour duration if the emergency is going to be more than one day in duration.
	Consider additional EOC support personnel for extended operations.

OPERATIONAL PERIOD DUTIES	
	Establish and maintain contacts with other Clinic facilities and with outside social services and disaster response agencies.
	Confer with your support staff and the EOC Section Chiefs. <ul style="list-style-type: none"> ■ Establish the goal for the first operational period. Recommendation: for an initial goal, determine the situation; cause, effects, impacts, projected impacts, countermeasures planned and begun. ■ Establish the steps needed to reach that goal, and ■ How long they should take. Use Action Planning and Intelligence forms attached to this Plan.
	Consider Clinic guidelines for information releases.
	Ensure the Clinic Executive Director is regularly informed.
	When information starts to flow, keep the Clinic Executive Director advised.
	<ul style="list-style-type: none"> ■ Establish regular Action Planning and Intelligence meetings with the Section Chiefs. Consider inviting others with specialized technical expertise, as needed. ■ Get the staff and Section Chiefs' recommendations for the next operational period. ■ Use the Action Planning and Intelligence forms attached to this Plan.
	Prepare and brief relief at shift change. Use the Action Planning and Intelligence Form and Situation Status Reports.
	Sign out at change of shifts.

INCIDENT MANAGER (continued)

DEACTIVATION DUTIES	
	Downgrade EOC activation to reduce staffing when practicable, based on the situation reports and with the team's concurrence.
	Authorize deactivation of sections when they are no longer required. Ensure Section Chiefs debrief their teams and secure their logbooks.
	Notify the Operational Area Medical/Health Coordinator.
	Collect copies of logbooks and critical records from EOC personnel.
	Note incomplete actions to be cleared after deactivation.
	Deactivate the EOC and close out your own logs.
	Keep your notes for After Action Reports, reviews and analyses.
	Establish a time, date, and place for an Incident Critique.
	Ensure all EOC management positions and Section Chiefs attend the Critique.
	Ensure an After Action Report is completed.

HOW TO DETERMINE THINGS ARE RETURNING TO NORMAL

1. Conditions may persist, but are stable and no longer worsen.
2. Normal communications are restored and stable.
3. The Clinic Executive Director requests the deactivation of the ERT.

PUBLIC INFORMATION OFFICER (PIO)

Line of Authority

The Public Information Officer is a staff assistant to the Incident Manager, and is not in the direct line of authority.

Duties

The Public Information Officer (PIO) advises the Incident Manager on the potential effects of proposed actions on external and internal relations. The PIO serves as the dissemination point for all news releases from the Clinic. Other Clinic groups that want to release information to the public, employees, stakeholders, or regulators should coordinate through the PIO. The PIO reviews and coordinates all information releases from other Clinic sources. The PIO coordinates to ensure that: employees, their families, regulators, and other stakeholders receive timely and accurate information about the Clinic's situation. The PIO should follow the communications guidelines already established for the Clinic for emergencies. The PIO also prepares fact sheets about the Clinic with sidebars about the Clinic's business continuity program before interruptions occur.

The PIO, a member of the management staff, is responsible for the formulation and release of information about the response and recovery to the news media and other appropriate agencies and organizations, including the Clinic Director. During an emergency response and recovery the PIO should:

- ❑ Obtain briefing from the Incident Manager
- ❑ Contact other involved agencies to coordinate public information activities
- ❑ Establish single recovery information point of contact whenever possible
- ❑ Arrange for necessary workspace, materials, telephones, and staffing for PIO staff
- ❑ Prepare initial information summary as soon as possible after arrival
- ❑ Observe constraints on the release of information imposed by the Incident Manager.
- ❑ Obtain approval for release from the Incident Manager.
- ❑ Release information to news media and post information in EOC and other appropriate locations
- ❑ Attend meetings to update information releases
- ❑ Arrange for meetings between media and Clinic Executive Director
- ❑ Provide escort service to the media and VIP's
- ❑ Respond to special requests for information

PUBLIC INFORMATION OFFICER (PIO) (continued)

ACTIVATION DUTIES	
	Sign the attendance roster upon arrival at the EOC.
	Report to Incident Manager; obtain a briefing on the situation.
	Review the Public Information Officer's responsibilities and open a chronological logbook of your activities.
	Establish an electronic media monitoring position outside the EOC. Instruct the person monitoring what to look for and report to you (e.g., watch local TV or listen to local radio)
	Meet with the Logistics Section Chief; <ul style="list-style-type: none"> ■ Obtain briefing about on-site and external communications capabilities and restrictions; ■ Establish operating procedures for use of telephone and radio systems; ■ Determine established priorities and make any special requests for services you need; and ■ Assess the communications linkages provided for adequacy and advise the Logistics Section Chief.
	Track events of public information significance by the Incident Manager's briefings and the status boards in the EOC (or from Incident Manager). Record that information in your log.
	Get estimates of the time for recovery
	Consider adopting shifts for PIO staff.
	Attend and monitor the meetings by the Incident Manager with the other Section Chiefs.

OPERATIONAL PERIOD DUTIES	
	Confer with the Incident Manager about the information available and when it is appropriate for release.
	Confer with the Section Chiefs and other staff. Obtain and provide information the Clinic's stakeholders need to know. Stakeholders include: <ul style="list-style-type: none"> ■ Employees—through Personnel ■ Other key medical/health organizations—with the Executive Director ■ Clinic's customers – with Operations Section Chief ■ Media who may cover the event ■ Local / State government agencies other than regulators – with Liaison ■ Vendors ■ Insurers
	Determine if there are requirements to staff Public Information 24-7, if so, request the support required to: <ul style="list-style-type: none"> ■ Develop a media briefing schedule ■ Prepare briefing materials ■ Clear the releases with the Incident Manager
	Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
	Keep notes to brief your relief at change of shift.
	Sign out at the EOC attendance roster at change of shift.

PUBLIC INFORMATION OFFICER (PIO) (continued)

OPERATIONAL PERIOD DUTIES	
	Coordinate with the Incident Manager for concurrence that you can begin to close down Public Information's functions.
	Ensure that continuing media questions will be directed to Public Information.
	Leave forwarding phone number(s) where you can be reached.
	Periodically brief the ERT and the Clinic Executive Director about issues raised by reporters, and external situations the media are covering that are likely to affect the Clinic.
	The Incident Manager may call Section Chief meetings to determine the goals and objectives for subsequent operating periods. Attend and monitor those to determine potential impacts and requirements for Public Information.
	Use the information from broadcast media monitoring to develop follow-up news releases and rumor control. Be alert for the need to establish a rumor control branch.
	Provide copies of all releases to the Incident Manager; ensure file copies are maintained of all information released.
	Keep the Incident Manager advised of all unusual requests for information and all major critical or unfavorable media comments; provide an estimate of their impact and severity and consider / recommend actions.
	Conduct shift change briefings in detail; ensure in-progress activities are identified and that follow-up requirements are known.
	Sign out on the EOC attendance form.
	Ensure your comments and materials are made available to the Incident Manager for the After Action Report.
	Attend the event critique.

LEGAL COUNSEL

Line of Authority

The Legal Counsel advises the Emergency Response and Recovery Team (ERT) and the Emergency Operations Center (EOC) Director. The Legal Counsel is not in the direct line of authority, but reports directly to the Incident Manager.

Duties

The Legal Counsel is responsible for scanning situation information, guidelines, directives, and Action Plans for potential legal exposures including, but not limited to liability, compliance with existing contracts and statutory compliance. The Legal Counsel may or may not be situated in the physical EOC, but must be available for support as needed.

The Legal Counsel, a member of the management staff, is responsible for the review of policies that are adopted and adapted by the Incident Manager to ensure business continuity and emergency response and recovery. Legal Counsel can ensure that there is no specific act of malfeasance, non-feasance, or misfeasance. This may include review of mandates under law and regulation that must be completed even under crisis conditions. Legal Counsel may also be asked to review and approve agreements that are used or developed for the recovery effort. During an emergency response and recovery effort the Legal Counsel should:

- ❑ Sign in at the security check point, then tell the Logistics Section Chief you are present
- ❑ Obtain briefing from Incident Manager
- ❑ Establish a worksite location to support the EOC, without being in the EOC, unless necessary
- ❑ Attend key briefings and updates from the Incident Manager
- ❑ Prepare legal reviews for the Incident Manager and Section Chiefs as requested
- ❑ Assist the PIO, as requested, regarding news releases that may need legal impact considerations
- ❑ Attend media briefings to observe commitments or comments that may have legal impacts on Clinic operations
- ❑ Approve contract language, as requested
- ❑ Keep a log book during the event that reflects decisions and actions taken under Legal Counsel advice
- ❑ If deactivated, let the Incident Manager know where you will be, including a phone number
- ❑ Provide notes and materials to the Incident Manager
- ❑ Attend the event critique
- ❑ Assist with crafting the After Action Report

LEGAL COUNSEL (continued)

ACTIVATION DUTIES	
	Check in upon arrival at EOC.
	Report to Incident Manager; obtain a briefing on the situation.
	Review Legal Counsel's responsibilities.
	Determine your operating location in the EOC.
	Open a chronological logbook of your activities.
	Clarify any issues regarding your authority and assignment, and what others in the EOC are tasked with. Especially note your assignment from the Incident Manager for the first operational period.
	Meet with Logistics Section Chief: <ul style="list-style-type: none"> ■ Obtain briefing about on-site and external communications capabilities and restrictions; and ■ Establish operating procedures for your use of telephone and radio systems; determine established priorities and make any special requests for services you need. ■ Assess the communications linkages provided for adequacy and advise the Logistics Section Chief.
	Track emergencies for the potential legal significance in the EOC and note that information in your logs.
	Estimate the emergency's duration and consider adopting shifts for legal support.

OPERATIONAL PERIOD DUTIES	
	Attend action-planning meetings called by the Incident Manager.
	Coordinate with the Operations Section Chief to determine potential legal impacts in the developing situation.
	If there are problems in communicating, provide that information to the Logistics Section Chief.
	Keep notes to brief your relief at change of shift.
	Sign out at the EOC attendance roster at change of shift.

DEACTIVATION DUTIES	
	Coordinate with the Incident Manager to close down the Legal function.
	Ensure that remaining staff will complete any ongoing actions.
	Close out your logbook.
	Leave phone number(s) where you can be reached.
	Ensure your comments and materials are made available to the Incident Manager for the After Action Report.
	Attend the event critique.

LIAISON OFFICER

Line of Authority

The Liaison Officer is a staff assistant to the Clinic Executive Director, and is not in the direct line of authority.

Duties

The Liaison Officer provides direct support to the Executive Director. The Liaison Officer is responsible for: answering telephone calls and managing messages from other organizations in government and the private sector; coordinating with key stakeholders in government, including regulators and those with direct service agreements with Clinic; requesting assistance directly to other organizations when there is no formal emergency declaration; and keeping the Clinic Executive Director and Incident Manager informed about concerns and pressures from outside organizations.

The Liaison Officer is a member of the management staff, and is the point of contact for the assisting and cooperating agency representatives. This includes government agency representatives from other social services-related agencies, administrative agencies, law enforcement, regulators, colleges and universities, non-profit and private sector interests involved with Clinic operations. The Liaison Officer works very closely with the PIO.

- ❑ Obtain initial briefing from the Incident Manager or EOC Incident Manager.
- ❑ Provide point of contact for assisting/ cooperating agency representatives.
- ❑ Identify agency representatives from each agency including communications links and locations.
- ❑ Respond to requests from Clinic staff for inter-organizational contacts.
- ❑ Monitor recovery operations to identify current or potential inter-organizational problems.
- ❑ Assist the Incident Manager to craft strategies for coordinating with other organizations.

LIAISON OFFICER (continued)

ACTIVATION DUTIES	
	Sign the attendance roster upon arrival at the EOC.
	Report to Incident Manager and get a briefing on the situation.
	Review the Liaison Officer's responsibilities and open a chronological logbook of your activities.
	Establish a working position near the Director and Incident Manager so they can be reached immediately as outside requests and concerns come to the EOC.
	Meet with the Logistics Section Chief to: <ul style="list-style-type: none"> ■ Obtain briefing about on-site and external communications capabilities and restrictions; ■ Establish operating procedures for use of telephone and radio systems; ■ Determine established priorities and make any special requests for services you need; and ■ Assess the communications linkages provided for adequacy and advise the Logistics Section Chief, especially if key stakeholders cannot be contacted.
	Track events of inter-agency concern by attending the Incident Manager's briefings and by monitoring the status boards in the EOC. Record that information in your log.
	Get estimates of the time for recovery to share with concerned outside agencies.
	Consider adopting shifts for the Liaison Officer position.
	Attend and monitor the meetings by the Incident Manager with the other EOC Section Chiefs.

OPERATIONAL PERIOD DUTIES	
	Confer with the Incident Manager about the policies regarding other organization's roles.
	Establish contact names and numbers for all possible agencies that might call for information or be asked to assist with or adjust to the Clinic recovery operations.
	Confer with the Section Chiefs and other staff. Obtain and provide information that the external stakeholders need to know. Stakeholders to consider include: <ul style="list-style-type: none"> ■ Operational Area ■ Mental Health ■ Operational Area Medical/Health Coordinator ■ Emergency Medical Services
	■ Determine if there are requirements to staff the Liaison position 24-7.
	Prepare an operational strategy for managing external organization requests.
	Keep notes to brief your relief at change of shift.
	Sign out at the EOC attendance roster at change of shift.

DEACTIVATION DUTIES	
	Ensure all continuing coordination or questions from external organizations will be forwarded to the Public Information office.
	Sign out on the EOC attendance form and inform the Incident Manager you are deactivated.
	Ensure your comments and materials are made available to the Incident Manager for the After Action Report.
	Attend the event critique.
	Assist with the After Action Report.

SAFETY OFFICER

Line of Authority

The Safety Officer is a staff assistant to the Incident Manager, and is not in the direct line of authority.

Duties

The Safety Officer provides direct support to the Incident Manager. The Safety Officer is responsible for: developing the medical plan; continuously monitoring the work environment to ensure the health and safety of the Clinic personnel and visitors; developing safety strategies for the recovery along with the Incident Manager and the Logistics Section Chief; coordinating the provision of Critical Incident Stress management for staff; and providing direct medical attention to ill or injured personnel until professional medical help can arrive .

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. Although the Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required, the Safety Officer will generally correct unsafe acts or conditions through the regular line of authority. The Safety Officer maintains awareness of active and developing situations, approves the medical plan, and includes safety messages in each Action Plan.

- ❑ Obtain initial briefing from the Incident Manager or EOC Incident Manager.
- ❑ Identify hazardous situations associated with the response/recovery to ensure personnel avoid them or are prepared to manage operations in that environment without harm.
- ❑ Participate in all planning meetings.
- ❑ Develop the medical plan. (NOTE: Medical plan refers to treatment of injuries at the EOC or related to response and recovery actions).
- ❑ Review Action Plans.
- ❑ Identify potentially unsafe situations.
- ❑ For all reportable injuries conduct an initial investigation and write a report and submit it to appropriate officials within required timeframes.
- ❑ Exercise emergency authority to stop and prevent unsafe acts.
- ❑ Investigate accidents that have occurred within the response / recovery operations area, including arranging for investigation of accidents in field operations involving Clinic personnel.

SAFETY OFFICER (continued)

ACTIVATION DUTIES	
	Sign the attendance roster upon arrival at the EOC.
	Report to Incident Manager and get a briefing on the situation.
	Review the Safety Officer's responsibilities and open a chronological logbook of your activities.
	Establish a central worksite with access to phones for 911 calls and for a Clinic emergency first-aid kit and fire extinguisher.
	Meet with the Logistics Section Chief to: <ul style="list-style-type: none"> ■ Obtain briefing about on-site and external communications capabilities and restrictions ■ Establish operating procedures for use of telephone and radio systems ■ Determine established priorities and make any special requests for services you need ■ Assess the communications linkages provided for adequacy and advise the Logistics Section Chief, especially for connections to local medical response and Cal OSHA.
	Track events of safety significance by the Incident Manager's briefings and the status boards in the EOC (or from Incident Manager). Record that information in your log.
	Get estimates of the time for arrival of medical support if there are injuries, and ensure security is in place to direct arriving teams.
	Consider adopting shifts for the Security Officer position.
	Attend and monitor the meetings by the Incident Manager with the other EOC Section Chiefs.

OPERATIONAL PERIOD DUTIES	
	Confer with the Incident Manager about life safety issues that are found deficient or threatening during the recovery process.
	Confer with the Section Chiefs and other staff. Obtain and provide information the EOC staff and field staff needs to know to remain safe. Information can include: <ul style="list-style-type: none"> ■ Threatening weather and dangers from heat, cold, lightning, sunburn, etc. ■ Toxic chemical conditions and proper response to exposure ■ Recommendations to evacuate or shelter in place ■ Physical threats to avoid, such as after an earthquake, flood, or fire ■ Family preparedness guides to ensure the employees' families are also prepared ■ How to watch for and avoid tripping hazards and slipping hazards ■ How to avoid back strain by lifting correctly, even during emergencies
	■ Determine if there are requirements to staff the Safety Officer position for 24-7.
	Prepare safety reports, injury reports, and insurance application reports each operational period.
	Keep notes to brief your relief at change of shift.
	Sign out at the EOC attendance roster at change of shift.

SAFETY OFFICER (continued)

DEACTIVATION DUTIES	
	Coordinate with the Incident Manager for concurrence that you can begin to close down Safety Officer's position.
	Ensure that continuing safety questions will be directed to the Incident Manager.
	Provide copies of all safety actions, reports and assessments to the Incident Manager; ensure file copies are maintained for long-term issues of workers compensation and insurance.
	Sign out on the EOC attendance form.
	Leave a location and forwarding phone number(s) where you can be reached
	Ensure your comments and materials are made available to the Incident Manager for the After Action Report.
	Attend the event critique.
	Assist with the After Action Report.

SECURITY OFFICER

Line of Authority

Security reports directly to the Incident Manager, and is not in the direct line of authority. When Clinic site security is supplanted or enhanced by outside security (CHP, local law enforcement, FBI), then the line of authority will be a point of coordination between Clinic security and external agency security.

Duties

Security provides direct support to the Incident Manager. Security is responsible for: controlling ingress and egress into the area, including the maintenance of a sign-in and out log; controlling the location of parking and general traffic around the clinic HQ site after a major emergency; verifying identification and reason to enter the EOC or recovery area; preventing criminal acts upon Clinic staff or facilities; providing protection for the Executive Director, PIO and Incident Manager during public press briefings or general public briefings regarding recovery operations. Security is also responsible for preparing a security plan in coordination with the Logistics Section Chief.

Security must ensure that only authorized personnel are allowed access to Clinic during emergency operations. Their responsibilities include that they will:

- ❑ Receive initial briefing from Incident Manager
- ❑ Coordinate with Logistics Section Chief
- ❑ Establish and maintain a controlled entry area, including the use of a formal entry log
- ❑ Verify identification and entrance needs for all wishing to enter the EOC area
- ❑ Ensure staff wear ID badges. Provide badges for visitors and staff, as necessary.
- ❑ Deny entrance when there is reason to suspect the need for admittance is not warranted
- ❑ Coordinate with building security and/or law enforcement, if present
- ❑ Request external law enforcement assistance as needed
- ❑ Record staff entering for response / recovery activities in the entry log. This includes entrance and exit times.
- ❑ Provide a copy of the log to the Logistics Section Chief before the end of each operational period in order to track staffing.
- ❑ Provide a copy of the log to the Finance and Administration and Administration Section Chief so they can track time for possible reimbursement

SECURITY (continued)

ACTIVATION DUTIES	
	Set up and sign-in on the attendance roster upon arrival at the EOC.
	Report to Incident Manager to get a briefing on the situation.
	Review Security’s responsibilities, the site safety plan, and then open a chronological logbook of your activities.
	Establish perimeter control, including the verification of locked doors and entries other than controlled entrances used by staff.
	Establish an electronic media monitoring position if security cameras are in place and allow for simultaneous control of ingress and egress (e.g., an entry kiosk with video display deck).
	Meet with the Logistics Section Chief; <ul style="list-style-type: none"> ■ Obtain briefing about on-site and external communications capabilities/restrictions; ■ Establish operating procedures for use of telephone and radio systems; ■ Determine established priorities and make any special requests for services; and ■ Assess the communications linkages provided for adequacy and advise the Logistics Section Chief, especially if 911 cannot be used, or law enforcement is not reachable.
	Get estimates of the time for recovery in order to plan staffing.
	Consider adopting shifts for Security staff.
	Attend meetings called by the Incident Manager only if specifically requested to attend.

OPERATIONAL PERIOD DUTIES	
	Confer with the Incident Manager about security information of concern including possibilities of bomb threats, nearby disorders, reports of hazmat spills, violence in the workplace, and intruder alerts.
	Confer with the Section Chiefs and other staff. Obtain and provide information the staff needs to know. Security information includes: <ul style="list-style-type: none"> ■ Sign In Log protocols ■ Identification protocols for entry, and then work within the EOC ■ Entry protocols for visitors, including vendors, government stakeholders, and the media ■ Violence control strategies, should staff or visitors be endangered ■ Conduct for working with outside law enforcement that may be involved ■ Coordination with arriving responders such as EMS, Fire, public health, and law enforcement ■ Personal effects search and seizure policies for entry during recovery operations
	Determine if there are requirements to staff Security 24-7, if so, request the support required to: <ul style="list-style-type: none"> ■ Protect all primary entrances ■ Control entry through a log ■ Support the Incident Manager’s need for security status information
	Update the security plan, as needed, during the recovery process.
	Keep notes to brief your relief at change of shift.
	Sign out at the EOC attendance roster at change of shift.

SECURITY (continued)

DEACTIVATION DUTIES	
	Coordinate with the Incident Manager for concurrence that you can begin to close down Security support.
	Conduct shift change briefings in detail; ensure in-progress activities are identified and that follow-up requirements are known.
	Ensure that continuing security concerns will be directed to regular on scene security.
	Leave a location and forwarding phone number(s) where you can be reached.
	Sign out on the EOC attendance form.
	Ensure your comments and a copy of your log and the sign in log are made available to the Incident Manager for the After Action Report, and to the Finance and Administration and Administration Section Chief to verify staff support hours for reimbursement, when available.
	Attend the event critique.

OPERATIONS SECTION CHIEF

Line of Authority

The Operations Section Chief is in direct line of authority, reporting directly to the Emergency Operations Center (EOC) Incident Manager.

Duties

The Operations Section Chief oversees continuity of Operations, assesses response and recovery support situations, and oversees operational response and restoration throughout the Clinic's facilities, coordinating with the other Section Chiefs.

The Operations Section Chief should contact, inform, and coordinate with the other Clinic units. Initial contacts should be oriented on needs evaluations. Second priority should be to establish care and shelter operations.

The Operations Section Chief should consult with the Logistics Section Chief and the Planning and Intelligence Section Chief. Together they determine if full or partial closure of Clinic facilities is likely (both HQ and field sites). They then determine how to ensure effective response and recovery strategies and tactics.

The Operations Section Chief, a member of the general staff, is responsible for the management of all operations directly applicable to the primary response and recovery missions. The Operations Chief activates and supervises organization elements in accordance with the Action Plans and directs their execution. The Operations Chief also directs the preparation of Operations Section plans, requests or releases resources, makes expedient changes to the Action Plans as necessary and reports such to the Incident Manager.

- ❑ Obtain briefing from the Incident Manager.
- ❑ Develop operations portion of the Action Plans
- ❑ Brief and assign operations personnel in accordance with the Action Plan.
- ❑ Supervise Operations Section staff and activities to move the recovery forward.
- ❑ Determine response / recovery action needs and request additional support resources.
- ❑ Review the suggested list of resources to be used in response and recovery and initiate recommendations for when the resources will be used and for what purpose.
- ❑ Assemble and disassemble teams assigned to Operations Section.
- ❑ Report information about special activities, events, and occurrences to the EOC Incident Manager.

OPERATIONS SECTION CHIEF (continued)

ACTIVATION DUTIES	
	Check in upon arrival at the EOC by signing in and letting Logistics Section Chief know you are present.
	Report to the Incident Manager and obtain a briefing on the situation.
	Review your position's responsibilities and open your logbook.
	Ensure the Operations section is set up properly with needed equipment, and supplies in place -- including maps and status boards.
	Review the rest of the EOC organization and establish who has information or support you will need.
	Clarify any issues you may have regarding your authority and assignment, and those of others in the EOC, with the Incident Manager or EOC Incident Manager.
	Meet with the Logistics Section Chief: <ul style="list-style-type: none"> ■ Get briefed about on-site and external communications capabilities and restrictions. ■ Establish operating procedures for your section's use of telephone and radio systems; make any priorities or special requests known. ■ Assess communications adequacy for your section's needs and advise the Logistics Section Chief.

OPERATIONAL PERIOD DUTIES	
	Attend the Action Plan meeting with the Incident Manager to determine: <ul style="list-style-type: none"> ■ What the objectives are in the Action Plan ■ The steps needed to complete the objectives in the Action Plan ■ A timeline for completing the objectives (It may cover several operational periods.).
	Meet with Planning and Intelligence Section Chief to obtain and review major events, and to obtain additional operational information that can impact your section's operations.
	Track events throughout the Clinic by their event number assigned by Incident Manager, identifying: <ul style="list-style-type: none"> ■ Locations ■ Situation Status ■ Operational capabilities at risk from each event activity
	Estimate the response or the recovery process duration
	Consider adopting shifts for your section.

OPERATIONS SECTION CHIEF (continued)

OPERATIONAL PERIOD DUTIES	
	<p>Make a list of key issues currently facing your section. Considerations:</p> <ul style="list-style-type: none"> ■ Business functions impaired or lost ■ Continued operability of the EOC, including staffing ■ Relocation restrictions ■ Reestablishment of data ■ Communicating with critical stakeholders
	Set action items that match the current operational period's Action Plan's goal and objectives
	Ensure your logbook is maintained and key actions are recorded with time/date references.
	Determine if there is a need for representation or participation from outside organizations as part of Operations actions.
	Provide the Incident Manager, and the Planning and Intelligence Section Chief, with periodic reports about progress on the objectives.
	<p>Think ahead to anticipate situations and problems before they occur using advanced planning information from the Planning and Intelligence Section.</p> <p>Examples: threat changes in respect to Clinic operations, shortages of resources critical to operations, heat/cold, darkness, weather changes, personnel burnout, next period's goal and objectives.</p>
	Direct requests for resources, staffing, and facility support to the Logistics Section Chief.
	Refer media requests to the Public Information Officer.
	Attend and participate in Incident Manager's Action Planning and Intelligence meetings.
	Work with the Planning and Intelligence Section Chief to develop recommendations for the next operational period's Action Plans.
	<p>Ensure all fiscal and administrative issues are attended to and discussed with the Finance and Administration and Administration Section Chief, including:</p> <ul style="list-style-type: none"> ■ Extraordinary expenditures caused by this emergency ■ Time of hourly employees applied to this emergency ■ Other expenses that may be reimbursable by government or insurers.
	Brief the Incident Manager on major issues which require immediate resolutions or are foreseeable to occur in the near future when they may cause issues of health and safety, or major interruption of operations capabilities.
	Share received information with the other Section Chiefs. Confirm that their critical issues match yours.
	If there are problems in communicating, provide that information to the Logistics Section Chief.
	Keep notes to brief your relief at change of shift.
	Sign out at the EOC attendance roster at change of shift.

OPERATIONS SECTION CHIEF (continued)

DEACTIVATION DUTIES	
	Ensure any ongoing actions come to you for completion – or are transferred to another Section Chief or the Incident Manager.
	Close out your logbook.
	Leave phone number(s) where you can be reached.
	Ensure your comments and materials are made available to the Incident Manager for the After Action Report.
	Attend the event critique.

PLANNING AND INTELLIGENCE SECTION CHIEF

Line of Authority

The Planning and Intelligence Section Chief is in direct line of authority, and reports directly to the Incident Manager.

Duties

Responsibilities include: collecting, analyzing and displaying situation information; preparing periodic situation status reports with the Incident Manager, and the other Section Chiefs; and developing goals and objectives for the forthcoming operational period's Action Plan (please see the Action Planning and Intelligence forms attached to this plan and document the Action Plan on the Action Planning and Intelligence forms). During each operational period, begin advance planning for forthcoming periods. As the workload decreases, begin planning for deactivation and demobilization. Provide information management and related support to the other Section Chiefs and staff support positions in the EOC. Keep the Incident Manager updated on significant Planning and Intelligence findings (e.g., advance planning reports, serious changes in weather or safety issues, and projected reductions in resources or support, etc.).

The Planning and Intelligence Section Chief, a member of the ERT general staff, is responsible for the collection, evaluation, dissemination and use of information about the development of recovery and status of resources. Information is needed to: 1) understand the current situation; 2) predict probable course of recovery events; and, 3) prepare alternative strategies and control operations for the recovery. Raw data must be prepared and analyzed into meaningful information known as intelligence. The Planning and Intelligence Section Chief is responsible to:

- ❑ Obtain initial briefing from Incident Manager.
- ❑ Activate Planning and Intelligence Section.
- ❑ Establish information requirements and reporting schedules for all organizational elements for use in preparing the Action Plans.
- ❑ Post the names of the activated staff in the EOC, including names and locations of assigned personnel. The names should be available from the Logistics Section.
- ❑ Establish a weather data collection system, and other threat assessment techniques, as necessary. This could include traffic, fire, hazmat, and flood reports.
- ❑ Supervise preparation of Action Plans as facilitator for the action-planning meeting.
- ❑ Assemble information on alternative strategies for response and recovery.
- ❑ Identify need for use of specialized resource(s) for Logistics.
- ❑ Provide periodic predictions on recovery schedule status—evaluate milestones and % completion of objectives.
- ❑ Compile and display on status boards the response or recovery status summary information.
- ❑ Advise general staff of any significant changes in response or recovery status.

PLANNING AND INTELLIGENCE SECTION CHIEF (continued)

- ❑ Provide a traffic plan, including safe routes for evacuation to another site, or return to Headquarters, or the field station.
- ❑ Prepare and distribute the Action Plan and other written orders from the Director.
- ❑ Ensure that normal agency information/ reporting requirements are being met.
- ❑ Prepare recommendations for release of resources for the Director/Deputy.

ACTIVATION DUTIES	
	Sign the attendance roster on arrival at the EOC.
	Report to the Incident Manager and get a briefing on the situation.
	Review the Planning and Intelligence Chief’s responsibilities and open your logbook.
	Determine where in the EOC you will be operating and set up.
	Review the EOC ‘s organization and who has the information or support you will need.
	Meet with the Logistics Section Chief to: <ul style="list-style-type: none"> ■ Obtain a briefing about on-site and external communications capabilities and restrictions ■ Establish operating procedures for use of telephone and radio systems ■ Determine established priorities and make any requests for services you need ■ Assess the communications linkages provided for adequacy and advise the Logistics Section Chief.
	Meet periodically with the Operations and Logistics Section Chiefs to exchange available situation information.
	Track events throughout the Clinic involving recovery and normal operations. Identify: <ul style="list-style-type: none"> ■ Event number (from Incident Manager) ■ Locations that are being used for mass care and shelter by facility name ■ Maps of the site locations, physical descriptions, and directions on safe routes to and from those facilities ■ Maps and details of other locations related to emergency response and recovery
	Estimate the emergency event’s duration, and track objective status by % completion
	Consider adopting shifts for the Planning and Intelligence Section.
	Request additional personnel for your section if necessary to maintain a 24 hour-a-day operation.
	Attend and provide inputs to all Incident Manager meetings, especially for Action Planning and Intelligence. Take notes to add to your log, prepare the next situation status report, and the Action Plan.

PLANNING AND INTELLIGENCE SECTION CHIEF (continued)

OPERATIONAL PERIOD DUTIES	
	Anticipate situations and problems likely to occur, such as: interruptions of power, H/VAC failure, darkness, weather changes, personnel burnout, aftershocks, etc., that will impact the current and the next operational period's goal and objectives.
	Advise the Incident Manager about your section's status, including progress toward the operational period goals and objectives.
	Maintain current data displays, and ensure reports or displays you prepare are understandable.
	Ensure all contacts with the media are referred to the Public Information Officer.
	Share information received with the other Section Chiefs. Confirm that their information about critical issues matches your information.
	Make fiscal and administrative issues known to the Finance and Administration and Administration Section Chief. Examples: <ul style="list-style-type: none"> ■ Extraordinary expenditures this emergency causes. ■ Time of hourly employees applied to this emergency. ■ Other expenses that may be reimbursable by government or insurers.
	Prepare input to, and facilitate the Action Planning and Intelligence session. The goal of the meeting is to cover the following topics: <ul style="list-style-type: none"> ■ Time period the plan covers (operational period) ■ The mission priorities (health and safety always #1) ■ Listing of objectives to be accomplished (should address the priorities and be measurable in some way so Clinic knows when they are finished) ■ Statement of strategy to achieve the objectives (identify whether there is more than one way to accomplish the objective, and which way is preferred) ■ Assignments necessary to implement strategy ■ Organizational elements to be activated to support the assignments ■ Organizational elements that will be deactivated during or at the end of the period ■ Logistical or other technical support required, who will provide it, and time needed
	Attend the Incident Manager's Action Planning and Intelligence meetings for Section Chiefs and provide situation briefings with your section staff. Update the situation status report.
	Brief the Incident Manager on major problem areas (which now need or will require solutions), and then confer with the other Section Chiefs to develop recommendations.
	Keep notes and brief your relief at shift change time.
	Sign out on the EOC attendance roster.

PLANNING AND INTELLIGENCE SECTION CHIEF (continued)

DEACTIVATION DUTIES	
	After agreement by the Incident Manager to deactivate the Section, close out your logbook.
	Ensure any open actions are assigned to remaining EOC staff, and that the Incident Manager is informed.
	Sign out on the attendance roster.
	Advise the Incident Manager where you can be contacted and leave a phone number.
	Ensure your notes and materials are made available to the Incident Manager for the After Action Report.
	Attend the event critique and assist with the After Action Report.

LOGISTICS SECTION CHIEF

Line of Authority

The Logistics Section Chief is in direct line of authority, and reports directly to the Incident Manager.

Duties

Responsibilities include: transportation, coordination with security, and logistics resources to match the other Section Chiefs' needs.

The Logistics Section Chief, a member of the general staff, is responsible for providing facilities, services, and material in support of the emergency. The Section Chief participates in development and implementation of the Action Plans, and activates and supervises the work within the Logistics Section. During response and recovery the Section Chief should:

- ❑ Obtain a briefing from the Incident Manager.
- ❑ Plan the organization of the Logistics Section.
- ❑ Provide work locations for all ERT personnel, whether in or out of the EOC.
- ❑ Record and track the activated ERT members, including names and locations of assigned personnel.
- ❑ Participate in preparation of Action Plans for support and service elements.
- ❑ Identify service and support requirements for planned and expected operations.
- ❑ Provide input to and review communications plan, medical plan, and security plan.
- ❑ Coordinate and process requests for additional resources with other sections.
- ❑ Estimate all Section's needs for next operational period.
- ❑ Ensure Communications Plan is prepared.
- ❑ Assist Planning and Intelligence Section to develop an EOC Demobilization Plan.
- ❑ Recommend release of resources in conformity with the Demobilization Plan.
- ❑ Ensure general welfare and safety of all EOC personnel in coordination with the Safety Officer.
- ❑ Assist the Security Officer with any needs for establishing and maintaining security of the EOC and ERT staff, which could include escorts to and from personal vehicles.

LOGISTICS SECTION CHIEF (continued)

ACTIVATION DUTIES	
	Check in with the Incident Manager on arrival and establish the sign-in-sheet process with Security at all controlled entries to the EOC
	Report to the Incident Manager and get a briefing on the current situation.
	Review the Logistics Section Chief's position description and responsibilities; open your log.
	Set up maps, diagrams and status board for Planning and Intelligence Section.
	Order additional supplies and equipment as needed.
	Evaluate the current EOC organization for adequate staff and advise the Incident Manager of any shortfalls or special need, including 24-7 coverage, if required.
	Meet with the Incident Manager to clarify any issues you may have regarding your authority and assignment, and what others in the EOC do.
	Meet with the Planning and Intelligence Section Chief to obtain the most recent situation information and establish the Logistics Section's intelligence needs.
	Meet with all Section Chiefs to review their logistics needs
	Establish guidelines for coordination of logistics requests from the Sections.
	Attend and provide inputs to the Incident Manager Action Planning and Intelligence and briefing meetings. Take notes and use them to plan for upcoming resource requests, or for withdrawing resources no longer needed in order to control costs. This can include staffing reductions.
	Track events, requests, etc. that require action by Logistics Section. Identify: <ul style="list-style-type: none"> ■ Event number (from Incident Manager). ■ Time you received the request. ■ Location where the resource is needed, who will accept it, and who will use it. ■ Description of the resource: number, type, size, weight, etc. ■ Track when the resource Action was assigned, time, and to whom for completion ■ Track and report at Action Planning and Intelligence meetings about the status of the resources assigned.
	Have a habitability survey of the work site done. Consider: <ul style="list-style-type: none"> ■ Hazardous materials, including nearby sources ■ Air quality, including heating, cooling, and oxygen content ■ Structural integrity (As-built drawings available from the building owner) ■ Posted instructions for employees, to include escape routes, safe havens, and assembly points. ■ Disabled employees' issues ■ Utilities ■ Fire protection
	Meet with the Finance and Administration and Administration Section Chief regularly to review financial and administrative support needs and guidelines, including the purchasing authority and limits of the Logistics Section Chief.

LOGISTICS SECTION CHIEF (continued)

OPERATIONAL PERIOD DUTIES	
	Check with the Planning and Intelligence Section Chief to reinforce your plans; think ahead to anticipate situations and issues involving facilities and resources.
	Based on what's known and forecast, estimate probable logistics needs for: <ul style="list-style-type: none"> ■ Supplies ■ Equipment ■ People (skills and knowledge) ■ Services (vendors) ■ Transportation (for moving people, furnishings, supplies, and other resources)
	List the high priority issues for Logistics and provide to the Planning and Intelligence Section Chief for the Action Planning and Intelligence Meeting.
	Check with the Planning and Intelligence Section Chief to reinforce your proactive attitude; think ahead to anticipate situation, issues, and recommendations.
	Determine security requirements and advise the Security Officer if additional security is needed.
	Ensure your section's logbooks and all EOC files are being maintained.
	Determine needs for additional communications and inform staff responsible for providing additional capabilities.
	Ensure reports your section prepares are clear, accurate and concise.
	Ensure orders for additional logistics are coordinated with other sections and placed in time.
	Anticipate the need for evacuations--coordinate sealing off dangerous areas and consider access control.
	All contacts with the media should be directed to the PIO.
	Consider the need for executive security for the Clinic Executive Director and Incident Manager--provide security recommendations to Incident Manager when appropriate.
	Resolve issues with the other Section Chiefs; brief the Incident Manager on major issues, and coordinate with Section Chiefs to request the Incident Manager resolves unresolved issues.

DEACTIVATION DUTIES	
	Confer with Planning and Intelligence Section Chief to anticipate issues in order to prepare for likely logistics requests.
	Advise Incident Manager you plan to deactivate as workload permits.
	Prepare notes and logbooks so they can provide input to the After Action Report.
	Close out your logbook.
	Sign out with the Incident Manager, and provide a location and phone number where you can be reached.
	Ensure your notes and materials are made available to the Incident Manager.
	Attend the event critique and assist with the After Action Report.

FINANCE AND ADMINISTRATION SECTION CHIEF

Line of Authority

The Finance and Administration and Administration Section Chief is in direct line of authority, and reports directly to the Emergency Operations Center (EOC) Director.

Duties

The Finance and Administration and Administration Section Chief should: monitor incoming information and Action Planning and Intelligence in the Emergency Operations Center (EOC) in order to identify and assess potential impacts on the Clinic's financial status, including but not limited to: cash flow, extraordinary expenses, budget impacts, and needs for funding to meet the emergency's requirements. The Chief advises the Incident Manager about these impacts and recommends actions to mitigate them. The Chief assists the other Section Chiefs in developing means to identify potential impacts and ways to reduce them. The Chief works closely with the Logistics Section Chief to ensure that expenses related to the emergency are captured and recorded in the formats desired for governmental and insurance reimbursements. The Chief maintains contact with salvage and clean-up contractors to ensure they work effectively to minimize the Clinic's costs. The Finance and Administration and Administration Section Chief should also participate in Action Planning and Intelligence sessions and ensure the Finance and Administration and Administration Section Chief is supporting other elements consistent with priorities established in the Action Plans.

The Finance and Administration and Administration Section Chief is responsible for all financial and cost analysis aspects of the recovery and for supervising members of the Section. The other primary responsibilities include, but are not limited to:

- ❑ Obtain initial briefing from Incident Manager.
- ❑ Develop an operating plan for Finance and Administration and Administration Section for response and recovery.
- ❑ Ensure that personnel time records are tracked and processed according to policy.
- ❑ Processing purchase orders and contracts in coordination with Logistics Section Chief.
- ❑ Purchase/order needed food, lodging and transportation support for response and recovery.
- ❑ Processing Workers Compensation claims related to Clinic emergency response and recovery activities.
- ❑ Handle travel and expense claims.
- ❑ Attend planning meetings to gather information and to provide input on financial and cost analysis matters.
- ❑ Brief Section Chiefs on all response or recovery-related business management issues needing attention, and follow-up prior to closure of recovery.
- ❑ Ensure that all obligation documents initiated during response and recovery are properly prepared and completed.
- ❑ Participate in all demobilization planning.

FINANCE SECTION CHIEF (continued)

ACTIVATION DUTIES	
	Sign the attendance roster on arrival at the EOC.
	See the Incident Manager to get a briefing on the situation.
	Review the Finance and Administration and Administration Section Chief's responsibilities and open your logbook.
	Determine where in the EOC you will be operating and ensure the Finance and Administration and Administration Section is set up with your database and status board and telecommunications in place.
	Clarify any uncertainties about your authority and assignment. Clarify what others in the EOC are tasked with performing.
	Review the rest of the EOC's organization to determine who has the information and support you need.
	Track events with potential significance for Finance and Administration and Administration by their EOC event numbers (issued by Incident Manager). Record that information in your logbook.
	Estimate the emergency's duration to determine whether you need to adopt shifts for the Finance and Administration and Administration Section.
	Meet with the Logistics Section Chief to: <ul style="list-style-type: none"> ■ Get briefed on on-site and external communications capabilities and restrictions; and ■ Find out the operating procedures for using telephone and radio systems. ■ Determine the established priorities and make special requests for any services you need. ■ Assess the adequacy of the communications linkages provided and advise the Logistics Section Chief.
	Attend and provide input to the Incident Manager's Action Plan meeting and briefings.

FINANCE SECTION CHIEF (continued)

OPERATIONAL PERIOD DUTIES	
	Track events throughout the Clinic by Incident Manager-issued event numbers. Identify: <ul style="list-style-type: none"> ■ Contact names, addresses and phone numbers of critical vendors (via the Resources List) ■ Budget status to address needs being projected by the other Section Chiefs.
	Verify with the Logistics Section Chief whether there are personnel casualties. Then, ensure records exist to meet the needs for compensation claims and investigating agencies.
	List the key issues facing your section and set action items that match the operational period's goal and objectives. Considerations: <ul style="list-style-type: none"> ■ Records acceptable to auditors. ■ Records for regulatory agencies – with the Liaison ■ Cost accounting and tracking acceptable to insurance companies and other potential sources of reimbursement/funding.
	Keep the Incident Manager advised of your section's status with progress reports related to the operational period's goal. Brief the Incident Manager on major issues that require resolutions now or are foreseeable that might delay or disrupt response or recovery.
	Anticipate situations and problems likely to occur, such as: budget shortfalls, vendor inability to deliver/refuse to vend, lack of purchasing authority, lack of contracting authority, etc.
	Attend action-planning meetings called by the Incident Manager.
	Ensure these Finance and Administration and Administration issues are coming to your section from the other sections: <ul style="list-style-type: none"> ■ Extraordinary expenditures caused by this emergency. ■ Time of hourly employees applied to this emergency. ■ Other expenses that may be reimbursable.

DEACTIVATION DUTIES	
	Coordinate with the Incident Manager for concurrence that you can begin to close down the Finance and Administration and Administration Section's functions.
	Close out your logbook.
	Provide your notes and logbook to the Incident Manager for input to the After Action Report.
	Determine what follow-ups might be required and inform the Incident Manager before leaving to ensure that financial recovery processes continue and are completed.
	Sign out and advise the Incident Manager where you can be contacted, including phone and location.
	Attend the event critique.
	Assist with the After Action Report.