

Montana Department of Natural Resources & Conservation



Incident Business Advisor Job Aid

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The DNRC Incident Business Advisor (INBA) works for the Agency Administrator (Line Officer) and has five primary responsibilities:

1. Conveys and defines the Line Officer’s administrative and fiscal direction to Incident Management Teams (IMT), buying teams, expanded dispatch organizations and area command teams that may be supporting the DNRC.
2. Advises the Line Officer regarding incident business management practices as needed.
3. Advises the IMT and other organizations of DNRC specific business management practices and provides information as needed.
4. Monitors business management practices and incident operations to assure cost management objectives are met.
5. Ensure fire records meet DNRC standards and both the cost unit database and report products support the DNRC’s need to implement cost share agreements, provide FEMA documentation or other specific needs.

This job aid contains information and forms recommended for use by the INBA. This job aid cannot be used by itself. It contains supplemental material to the NWCG Standards for Interagency Incident Business Management handbook (SIIBM). If contradictions occur, the SIIBM takes precedence. Incident Business Advisors should be thoroughly familiar with all chapters of the SIIBM.

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A. GENERAL

Obtain and assemble information and materials needed for kit

- ❑ Kit will be assembled and prepared prior to receiving an assignment. Kit will contain critical items needed for the assignment and items needed for functioning during the incident. Kit will be easily transportable and within agency weight limitation (per National Interagency Mobilization Guide). NOTE: save your forms and reference materials on a thumb drive.
- ❑ 3 ring binder prepared in advance for each incident with suggested tabs labeled as follows:
 - Resource Order
 - In-briefing and delegation of authority
 - Narrative, Performance Evaluation & Unit logs
 - WFSAs
 - Cost Share if applicable
 - Public Information & Photos
 - IAPs

Reference Material

- ❑ Operating Procedures for MT DNRC INBAs
- ❑ MT DNRC 300 Incident Business Management Manual
- ❑ DNRC Operating Guidelines
- ❑ NWCG Standards for Interagency Incident Business Management handbook (SIIBM), PMS 902 & Supplements
- ❑ Geographic area Supplements to SIIBM
- ❑ Service/Supply Plan (operating plan) provided by Host Agency
- ❑ Cooperative Fire Protection Agreements
- ❑ Statewide Annual Operating Plan
- ❑ Regional Contracts (water handling equipment, potable water, portable toilets, etc.)
- ❑ National Interagency Mobilization Guide (NFES2092)
- ❑ Regional Interagency Mobilization Guide
- ❑ Interagency Standards for Fire and Fire Aviation Operations
- ❑ Geographic area specific agreements (Native American Crews - NAC)
- ❑ Supplemental Food Policy

Additional kit items to supplement as needed for specific assignment upon dispatch/arrival

- ❑ Local, unit and geographical area telephone listings (*obtain from incident unit*).
- ❑ Buying Team Guide
- ❑ Geographic Area Mobilization Guide and/or Local Mobilization Guide.
- ❑ Expanded Dispatch Plan
- ❑ Critical Incident Management Guidelines (Agency specific)

Forms – (hard & electronic copies)

- ❑ INBA Narrative template & Evaluation Form
- ❑ ICS 207 Incident Organization Chart
- ❑ ICS 213, General Message
- ❑ ICS 214, Unit Log
- ❑ EERA's
- ❑ Emergency Firefighter Time Report – OF286 (for own use)
- ❑ Property Accountability Plan
- ❑ Restaurant Lodging Form

- ❑ Land Use Agreements
- ❑ Local Government Agreements
- ❑ Fire Chief Certification Forms and Incident Rental Agreement (IRA)
- ❑ Final Incident Documentation Package (April 2016)
- ❑ INBA Performance Rating

Supplies

- ❑ Name Tag
- ❑ Thumb drive with forms, supplements, etc.
- ❑ Notepads, envelopes, folders, calculator, batteries, clipboard, paperclips, pencils, pens, staples, stapler, staple remover, sticky notes, copy paper, and tape
- ❑ Laptop and printer ** must be approved by requesting office and on Resource Order*
- ❑ Cell phone **on Resource Order for reimbursement in the event of lost or stolen*
- ❑ Statewide dry erasable map
- ❑ Camera

B. MOBILIZATION

- ❑ **Obtain complete information from dispatch upon initial activation**
 - Get a printed copy of your Resource Order. If you get reassigned, get a printed copy of your new Resource Order, and make sure home unit gets copies. (Out of state assignments require the P#)
 - Incident name
 - Incident order number
 - Request Number
 - Special provisions approved
 - Reporting location
 - Time of arrival
 - Transportation arrangements/travel routes
 - Contact procedures during travel (telephone/radio/cell phone)
 - Obtain lodging information. Make motel reservations if necessary.

C. INCIDENT ACTIVITIES UPON ARRIVAL

You are responsible for asking adequate questions that will allow satisfactory completion of all aspects of your job. Try to attend the Team in-briefing if possible.

- ❑ Attend LO, AA or Incident Management Team briefing
 - Obtain delegation of authority with clarified expectations, roles, and responsibilities
 - IBA delegation
 - Team delegation
 - Receive priorities, goals, and objectives for management of the incident
 - Obtain current copy of the IAP & WFSa or WFDSS
 - IMT operating guidelines
 - IMT transition plan (if applicable)
 - Business Management Issues
 - Cost containment, claims, payments, local hires
 - Identify all agencies involved and any political concerns
 - Current and projected incident status
 - Resources on site/ordered
 - Controversial issues

- Is there a need for additional support teams (i.e. buying team)
- Is it reasonable to have a trainee?

Meet with personnel that you will interface with

- Finance
 - Logistics
 - Supply
 - Buying team
 - Dispatch – agency and expanded
 - Agency personnel
- Gather information necessary to assess incident assignment and determine immediate needs and actions.
- Incident Team Meeting Schedule
 - Cost Reports
 - Area maps
 - APMC process/availability
 - Local contact names and phone numbers (FMO, AO, ED, BT, etc.)
 - Supplies on order
 - Outstanding Resource Orders
 - Procedures for hiring casuals
 - R&R policy
 - Property Management Guidelines/Procedures for documenting lost and stolen property

D. INCIDENT ACTIVITIES DURING THE INCIDENT

- Attend meetings
- IMT briefings/meetings
 - Transition meetings
 - Provide input
 - Transition with replacement INBA if being replaced
 - Closeouts – provide input
- Evaluate and share with the LO and/or AA and other agency staff, pertinent information which may affect incident business management.
- Provide summary information on current incident business management operations.
 - Review agency/unit guidelines for incident business management with appropriate staff.
 - Meet with incident agency/unit staff and support unit personnel (Buying Team, Payment Team, Expanded Dispatch, Dispatch Center Manager, etc.) throughout the incident assignment to identify and discuss concerns and share information.
 - Establish procedures to facilitate communication and resolution of incident business management issues
 - Identify additional resources needed
 - Claims/Damage Assessment, Cost Apportionment, Demob Specialist
- Review incident business reports/documents to ensure agency/unit direction is being met and that requested reports are accurate and timely.
- WFSA and daily certification
 - Contracts
 - Memorandums of Understanding
 - Cooperative Agreements
 - Cost Share Agreements

- Cost reports generated by IMT
- Cache issues and returns regularly
- Interact and coordinate with agency staff, IMT, Interagency Cooperators, and other support units. Receive and provide current information.
 - Provide contact information
 - Schedule visits to the Incident Command Post (ICP), incident agency/unit and support units.
 - Review/discuss impact on host agency's fiscal staff
 - Schedule conference calls, if needed
- Identify fiscal process for:
 - Per diem/travel authorization
 - Payment of state agreements by federal buying teams
 - Claims settlement
 - Cost information
 - Credit card/convenience check usage/documentation
 - IMT's Fiscal Financial Package w/FSC
 - Coordinate with agency support units to verify the quality of final documentation they are receiving
- Meeting with FSC and Logistics
 - Personnel timekeeping problems
 - Over 16/hour shifts
 - R&R
 - Standby/Staging
 - Other
 - Equipment Timekeeping Problems
 - Claims
 - Cost
 - Commissary if one is available
 - Vehicle Accidents
 - Property Accountability
 - Payment Documents
 - DNRC contracts
 - Problems with camp, supply orders, outstanding orders
- Red Flags to consider:
 - Incidents merging or splitting
 - Cache supplies or equipment transferred from one incident to another
 - Incident transfer policies must be strictly followed
 - FEMA declared
 - Out of area IMTs
 - Ordering out of area name requests from home area
 - Assure SIIBM and NRCG policies are followed
 - Cost Share/Decision Document
 - Out of area buying team
 - Using non-local resources when local are available
 - Pre-canned orders
 - National Crews
 - Lend/Lease
 - Large number of rental vehicles

- ❑ Cost Management Concerns
 - Any new direction from AA or LO pertaining to cost analysis and expenditures
 - Evaluation of existing contracts and agreements
 - Review of daily and cost-to-date figures by Cost Unit Leader or FSC.
 - Are DNRC costs being reported to Forestry Division?
 - Assess the detailed use and cost of Air Operations
 - Are there any resources that are either high cost or underutilized that need to be evaluated and released?
 - Are demobs happening as quickly and efficiently as possible?
 - Is there compliance with policy for supplemental food and drink?
 - Is the organization the 'right size' with incident needs and Agency direction?
 - Is there coordination with local units and adjacent incidents to share resources
 - Are shift lengths managed for cost effectiveness, adhering to work/rest guidelines and safety?
 - Are contracted resources being managed effectively?
 - Are local vendors being utilized for supplies?
 - Have there been any preseason agreements set up?

- ❑ Daily documentation
 - Include written documentation of decisions made and changes recommended
 - Maintain a daily record of activities (ICS Form 214 – Unit Log)
 - Advise LO and/or AA to address resource needs throughout the assignment (e.g., buying team)

E. **DEMOBILIZATION or TRANSITION**

- ❑ Is a Cache Demob Specialist needed?
- ❑ Prior to release from an incident
 - Review the incident demobilization plan and provide input to the LO and/or AA, as necessary.
 - Complete the debriefing and closeout tasks
- ❑ Participate in financial closeout with incident finance section and ensure that agency incident finance package requirements are met
- ❑ Participate in final closeout
- ❑ Participate in IMT debriefing with the LO and/or AA.
- ❑ Participate in a closeout session with agency/unit administrative staff.
- ❑ Provide IBA narrative to LO including advice/recommendations/critiques
- ❑ Obtain your performance evaluation
- ❑ Provide key contact information for issues that may require follow-up
- ❑ Follow up with area office for processing of paperwork

INBA Questions

Your role as an INBA is that of advisor, facilitator, and liaison. You are there to provide fiscal oversight and agency-specific incident business expertise and advice, and to facilitate communications between the home unit, the IMT, and the support units. Upon arrival at the incident, and depending on the circumstances, the following are some questions you may need to ask.

Questions for Line officer/Agency Administrator (your boss while on the incident):

- What are your issues and concerns? What do you need from me as an INBA, how can I help you?
- How much support can I expect from the DNRC land office/unit staff and who are my primary contacts there?
- Do I have access to a cell phone/computer, etc.?
- What resources (personnel/equipment, agency/fire dept/county/private contractors) are currently on the incident? What orders are expected to be filled soon?
- Are there any political considerations I should be aware of?
- What are the cost containment considerations – for DNRC, for the other agencies?
- What incident-specific issues are addressed in the Delegation of Authority to the IMT?
- Has the line officer met with the FSC to discuss incident finance package requirements, cost reporting requirements, DNRC-specific policies & procedures, cost containment guidelines, etc.? Can I help with this?
- Who do the Buying Team and/or Expanded Dispatch report to and who is their incident agency liaison? Have operating procedures between these two support units been established?
- Is there a need for a cost-share agreement? Has one been initiated? If so, how will it affect the cost reporting requirements? Is there anything I can do to help facilitate the cost-share agreement process?
- Are there any other local agreements that I should be aware of? i.e.: Annual Operating Agreement with county, local law enforcement, etc.

Questions for IMT Finance Section Chief:

- Do you have a copy of the DNRC Operating Guidelines? Other applicable agency operating guidelines? Agency service and supply plan? The regional SIIBM supplements?
- At the AA's initial briefing, were there issues or concerns shared regarding incident business operations?
- Are you aware of the DNRC contracts in place for items such as port-a-potties and hand wash stations? Are these contracted vendors being used according to the terms of the contract?
- Are you aware of DNRC policies related to payment of county/fire dept forces? Do you need additional information or assistance?
- Is there county/fire dept involvement in the incident such that you need to order a County Agency Representative or County Fire Advisor to assist in managing these resources?
- Is the ordering schedule adequate and are the Resource Orders processed promptly?
- How are you tracking incident costs? Are you reporting them to the home unit daily?
- What are the cost reporting requirements related to the cost share agreement if there is one?
- Have you been informed of the DNRC fire finance package requirements?
- Are there any agency-specific questions or issues that I, as an IBA, can help you with?

Questions for Buying Team Leader:

- Do you have a copy of the DNRC Operating Guidelines? Other applicable agency operating guidelines? Agency service and supply plan? The regional SIIBM supplements?
- Are you aware of the DNRC contracts in place for items such as port-a-potties and hand wash stations? Are these contracted vendors being used according to the terms of the contract?
- How are communications between Expanded Dispatch, the Buying Team, and the IMT?
- Are you tracking and reporting costs for items you are procuring for this incident? Are these costs being properly reported to the home unit?
- Do you have adequate staff, equipment, and facilities?
- What operating hours have been established? Are they adequate to meet the needs of the IMT?
- How is the ordering process going, delays, problems?
- How is accountable property being tracked and documented?
- Are you actively seeking to procure resources, supplies, and equipment locally wherever possible?
- Do you have any agency-specific questions or concerns that I can help with?

Questions for Expanded Dispatch Coordinator:

- Do you have a copy of the DNRC Operating Guidelines? Other applicable agency operating guidelines? Agency service and supply plan? The regional SIIBM supplements?
- Are you aware of the DNRC contracts in place for items such as port-a-potties and hand wash stations? Are these contracted vendors being used according to the terms of the contract?
- How are the communications between Expanded Dispatch and the Buying Team and the IMT?
- Is the IMT ordering resources through Expanded Dispatch and/or the Buying Team, or direct from the source? Are proper procedures being followed?
- Are Expanded Dispatch personnel buying direct versus going through the Buying Team? If so, is there a tracking process in place?
- What operating hours have been established? Are they adequate to meet the needs of the IMT?
- How is the ordering process going, delays, problems?
- How is accountable property being tracked and documented?
- Are you actively seeking to procure resources, supplies, and equipment locally wherever possible?
- Do you have any agency-specific questions or concerns that I can help with?

Additional sources of information:

- Attend all planning meetings and briefings related to the incident if possible
- Consult with incident unit administrative staff for questions related to issues specific to that area and local operating agreements
- Obtain the Incident Action Plan, the WFSA, and the Delegation of Authority
- Consult SIIBM, DNRC Operating Guidelines, National Interagency Mob Guide, NRCG Mob Guides for Private contractors and Local Gov't, etc.
- Contact agency fire business management coordinators listed in the SIIBM Zero Code for agency-specific questions.