

EOC Financial Tools Reference Fact Sheet

Purpose

This document provides Emergency Operations Center (EOC) leaders and staff with a comprehensive set of financial best practices, checklists, references, links and essential guidance related to managing EOC expenditures, costs, administrative requirements, documentation, tracking, reporting and record retention.

This quick reference tool draws on several emergency management concepts, principles and FEMA doctrine. It contains three sections:

- **EOC Skillset: Finance — A Checklist of Key Tasks.** This checklist can help staff keep the EOC's practices in alignment with specific EOC finance guidance.
- **Financial References and Guides.** The resources listed in this section provide detailed information on EOC-related financial questions, guidance, checklists, tips and reminders.
- **Common FEMA Financial Forms and Tools.** This section provides links to many of the financial resources available from FEMA for state and local governments, businesses and individuals—including required forms, applications and other documentation.

This EOC financial guidance will evolve as FEMA updates tools, links and information.

Authorities and References

- Title 44 Code of Federal Regulations (44 CFR), 206.8: Reimbursement of Other Federal Agencies (PDF)
<https://www.gpo.gov/fdsys/pkg/CFR-2011-title44-vol1/pdf/CFR-2011-title44-vol1-sec206-8.pdf>
- Robert T. Stafford Disaster Relief and Emergency Assistance Act
<https://www.fema.gov/media-library/assets/documents/15271>



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EOC Skillset: Finance — A Checklist of Key Tasks

The EOC Skillset: Finance establishes key tasks and critical areas of awareness related to EOC financial management and operations. The list below converts the EOC Skillset: Finance into a checklist for quick reference and alignment with FEMA vetted, approved and published guidance. For more information and details, see EOC Skillset: Finance at [fema.gov](https://www.fema.gov).

1. Administer financial management for EOC personnel expenditures:

- ☐ Demonstrate knowledge of jurisdictional/organizational procurement policies:
 - Standard operations
 - Emergency operations
 - Cost-tracking processes and requirements:
 - Preapproved vendors
 - On-call contracts
- ☐ Demonstrate awareness of fiscal implications and requirements when:
 - Requesting or activating resources
 - Operating under various types of emergency or disaster declarations
 - Receiving external, Federal, or state assistance
 - Using volunteer resources
- ☐ Ensure policies are in place to comply with applicable reimbursement requirements.
- ☐ Seek information on the financial requirements of incoming resources, such as:
 - National Guard assets
 - Mutual aid resources
- ☐ Demonstrate knowledge of jurisdictional fiscal management, operations, processes, procedures, thresholds and constraints.
- ☐ Establish and communicate protocol to track and maintain incident-related financial documentation, such as invoices, payroll logs and contracts.
- ☐ Collect, track, and document data related to funding and expenses:
 - Monitor compensation processes for time and pay
 - Coordinate with risk management on costs involved in workers' compensation claims, damage claims, tort claims and other incident-related claims

- Implement plan to coordinate and manage monetary donations
- Coordinate, collect and track volunteer time and maintain documentation for potential reimbursement requests
- Identify and follow any use limitations for various funding sources
- ☐ Maintain awareness of FEMA financial guidance, including standard equipment rates, labor categories, preexisting contracts, indirect costs, fringe benefits and established vendor lists
- ☐ Identify and organize data relevant to grant or reimbursement applications.
- ☐ Coordinate with organizational representatives to identify additional discipline-specific funding sources.
- ☐ Monitor and verify costs and expenditures by reviewing requests, invoices, timecards, activity logs and other available documentation and resources:
 - Track jurisdictional burn rate

2. Advise EOC leadership and staff on financial matters associated with EOC activities:

- ☐ Review resource requests with resource management personnel to verify understanding of request and provide input on course of action:
 - Suggest cost-efficient alternatives to obtaining requested resources, as appropriate
- ☐ Coordinate with resource management personnel, legal personnel and EOC leadership to execute contracts, Memorandums of Understanding (MOU), Memorandums of Agreement (MOA), and purchases.
- ☐ Communicate fiscal burn rate and situational awareness information to EOC personnel, as appropriate.
- ☐ Communicate procurement policies and procedures to EOC staff based on relevant laws and guidance from agency leadership.

Financial References and Guides

| FEMA Tool/Resource | Purpose |
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| <p>National Preparedness System and the National Planning Frameworks</p> <p>https://www.fema.gov/national-preparedness-system</p> <p>https://www.fema.gov/national-planning-frameworks</p> | <ul style="list-style-type: none"> FEMA defines the National Preparedness Goal (NPG) as “A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to and recover from the threats and hazards that pose the greatest risk.” The National Planning Frameworks foster a shared understanding of FEMA and its partners’ roles and responsibilities, and of how Federal departments, agencies and partners coordinate, share information and work together to create a more secure and resilient nation. These web pages provide an overview of the National Preparedness System and the Frameworks. |
| <p>EOC Skillsets: Finance, 2018</p> <p>Use the link or search for the document at fema.gov</p> | <ul style="list-style-type: none"> The EOC Skillsets reflect common functions and tasks that EOCs perform. EOC leaders can mix and match skillsets, combining them to form EOC Position Task Books (PTB) that reflect the EOC’s staffing needs. The EOC Skillsets User Guide outlines the 20 skillsets (including this one on finance) and explains how to use them to construct PTBs and expand EOC personnel capabilities. |
| <p>FEMA Disaster Financial Management Guide, 2020</p> <p>Use the link or search for the document at fema.gov</p> | <ul style="list-style-type: none"> This document identifies the capabilities and activities necessary for state, local, tribal and territorial entities to successfully perform disaster financial management while maintaining fiscal responsibility throughout response and recovery operations. |
| <p>Schedule of Equipment Rates</p> <p>https://www.fema.gov/schedule-equipment-rates</p> | <ul style="list-style-type: none"> This web page provides links to rate schedules for applicant-owned equipment in good mechanical condition, complete with all required attachments. Each rate covers all costs eligible under the Stafford Act for ownership and operation of equipment, including depreciation, overhead, maintenance, field repairs, fuel, lubricants, tires, Occupational Safety and Health Administration (OSHA) equipment and other costs incidental to operation. Standby equipment costs are not eligible. |
| <p>Procurement Under Grant Tools and Resources from the Procurement Disaster Assistance Team (PDAT)</p> <p>https://www.fema.gov/procurement-disaster-assistance-team</p> | <ul style="list-style-type: none"> This web page contains a collection of PDAT documents that provide training and technical assistance on the procurement under grant rules, along with resources to help recipients avoid common mistakes when procuring goods and services with Federal disaster grant funds. |
| <p>FEMA Public Assistance Program and Policy Guide (PAPPG), 2020</p> <p>https://www.fema.gov/media-library/assets/documents/111781</p> | <ul style="list-style-type: none"> This document provides comprehensive, consolidated program and policy information about the FEMA Public Assistance (PA) program. |

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| <p>FEMA Public Assistance (PA) Program Frequently Asked Questions, 2019</p> <p>https://www.fema.gov/public-assistance-frequently-asked-questions</p> | <ul style="list-style-type: none"> This web page contains Frequently Asked Questions related to FEMA's PA program and guidance. |
| <p>Public Assistance (PA) Fact Sheets, Job Aids, and FAQs</p> <p>https://www.fema.gov/media-library/assets/documents/90743</p> | <ul style="list-style-type: none"> This web page contains links to PA-related documents such as fact sheets, job aids and frequently asked questions, which provide general overviews of the PA process and program eligibility. |
| <p>Procurement Standards for State Entities under Federal Grants: FAQs</p> <p>Use the link or search for the document at fema.gov</p> | <ul style="list-style-type: none"> This document contains Frequently Asked Questions related to procurement standards for state entities that receive FEMA PA program funding. |
| <p>Assistance to Individuals and Households Program Fact Sheet, 2019</p> <p>Use the link or search for the document at fema.gov</p> | <ul style="list-style-type: none"> This document introduces the types of help FEMA offers under the Individuals and Households Program (IHP). IHP provides financial help and direct services to individuals and households affected by a disaster who have necessary expenses and serious needs that they cannot meet through other means. |
| <p>Individual Disaster Assistance</p> <p>https://www.fema.gov/individual-disaster-assistance</p> | <ul style="list-style-type: none"> This web page outlines Individual Assistance (IA) that may be available to eligible individuals affected by a disaster who have needs that they cannot meet through other means. |
| <p>FAQs for Disaster Victims: Internal Revenue Service (IRS) Guidance</p> <p>https://www.irs.gov/businesses/small-businesses-self-employed/faqs-for-disaster-victims</p> | <ul style="list-style-type: none"> This web page provides links to IRS guidance for businesses and individuals affected by disasters. |

Common FEMA Financial Forms and Tools

Following are links to general information and common FEMA financial forms and applications. Please note any guidance on eligibility and related requirements.

Community Recovery Management Toolkit

<https://www.fema.gov/community-recovery-management-toolkit>

Disaster Assistance and Emergency Relief Program for Individuals and Businesses

<https://www.disasterassistance.gov/get-assistance/forms-of-assistance/4500>

FEMA Forms

<https://www.fema.gov/media-library/resources-documents/collections/385>

Grant Forms

<https://www.fema.gov/grant-forms>

National Council on Aging: 7 Disaster Assistance Programs

<https://www.ncoa.org/blog/7-disaster-assistance-programs/>

National Flood Insurance Program (NFIP) Forms, Documents, and Software

<https://www.fema.gov/forms-documents-and-software>

Preparedness Planning for Businesses

<https://www.ready.gov/business>

Public Assistance (PA) Project Worksheets

<https://www.fema.gov/media-library/assets/documents/26103>