1. AUTHORITY
   1.1 Article VI, Section 7a, of the City Charter of the City of Houston.
   1.2 City of Houston Emergency Management Plan.

2. PURPOSE
   2.1 To outline the process by which the City implements appropriate action for collecting, documenting, maintaining, and reporting timely and accurate information in connection with a disaster that financially affects the City directly or indirectly.
   2.2 To establish a method by which departments have cash available for use in disaster recovery.

3. OBJECTIVE
   3.1 To establish a clear delineation of responsibilities for administration of a Public Assistance Program (PAP) grant and insurance recovery.
   3.2 To establish documentation procedures whereby eligible disaster recovery costs can be reimbursed under a PAP and any insurance policy or program that exists at the time of the disaster.
   3.3 To identify roles and responsibilities of City departments have related to collecting, documenting, and reporting information during and after a disaster.
   3.4 To provide guidance, instruction for identifying and documenting Eligible Work done by City personnel and authorize the Finance Department (Finance) to issue procedures governing financial matters in this process to be used by other departments.
   3.5 To provide for the establishment and administration of special accounts such as disaster recovery funds, cost center(s) and internal order numbers where all disaster related costs are captured.
   3.6 To establish policies and procedures designed to govern an Emergency Cash Account (ECA).

4. SCOPE
   4.1 All City departments are covered by this administrative procedure.
4.2 With the exception of §8, this policy applies to all disasters that financially affect the City directly or indirectly, regardless of declaratory status, and will follow guidelines set forth to enhance and maximize capture of information to achieve maximum recovery reimbursement in the form of insurance, state, or federal reimbursement programs that exist at time of disaster (i.e. Public Assistance Program, Robert T. Stafford Disaster Relief, Emergency Assistance Act, insurance policy/program, etc.).

5. DEFINITIONS

Council Approval Threshold (CAT) – State law sets the dollar threshold (currently $50,000) at which purchases must be solicited using a competitive process, unless specifically exempted by state law. Purchases greater than $50,000 must also be approved by City Council.

Disaster Data Collection Team (DDCT) – The central preliminary damage information gathering body coordinated by the Office of Emergency Management (OEM), and consisting of representatives from Finance and the Administration & Regulatory Affairs Departments (ARA).

Disaster Assistance/Recovery Manual (DARM) – Maintained by OEM, the DARM provides guidance for City departments, along with the private sector, volunteer organizations, and citizens, outlining concept of operations, organizational plans, responsibilities, and methods for evaluating, documenting, and reporting damages as well as short and long-term recovery activities of mass care, individual assistance, and public assistance following a disaster.

Eligible Work – Work that is (i) a direct result of a presidentially declared major disaster or emergency, (ii) within the designated disaster area, unless associated with sheltering or evacuation activities, (iii) the scope of work is clearly defined on an approved Project Worksheet (PW) and (iv) the legal responsibility of the City. The purpose of such work is either for emergency protective measures, permanent restoration or debris removal.

Emergency Cash Account (ECA) – A fund used to facilitate needs for cash during a disaster. These monies are designated exclusively for payment of goods or services directly associated with disaster response and recovery.

Emergency Work – An activity done before, during and after a disaster to save lives, protect and preserve property, public health, or safety, and to provide essential public services. The two “emergency” work categories are identified as Categories “A” and “B”.

(A) – Debris Removal – Work to clear debris from public rights of way and other public property.

(B) – Emergency Protective Measure – Work before, during and after a disaster to eliminate / reduce immediate threats to life, public health, or safety, or to eliminate / reduce an immediate threat of significant damage to public and private property through cost-effective measures.

Federal Emergency Management Agency (FEMA) – A component of the U.S. Department of Homeland Security that prepares the nation for hazards, manages federal response and recovery efforts following any national incident, and administers the National Flood Insurance Program.

FEMA Kick-off Meeting – A meeting held by the FEMA Public Assistance Coordinator, establishing a partnership among FEMA, state and City, and is designed to focus on the specific needs of the City, while establishing eligibility and documentation requirements pertaining to the disaster.
**Public Infrastructure** – For the purposes of this policy, the roads, streets, bridges, storm water systems, traffic signs and signals, freeway and road lighting, water and wastewater systems needed for the basic facilities and services to sustain a community that are maintained by the Public Works & Engineering Department (PWE).

**Permanent Work** – Work that is required to restore a damaged facility to pre-disaster design, function, and capacity in accordance with applicable codes and standards. The five “permanent” work categories are identified as Categories “C” through “G”:

- **(C)** – Road and Bridges – Roads, bridges, traffic controls, lighting, culverts, etc.;
- **(D)** – Water Control Facilities – Drainage channels, pumping facilities, select irrigation facilities;
- **(E)** – Buildings and Equipment – Buildings, including their contents and systems, heavy equipment and vehicles;
- **(F)** – Utilities – Water treatment and delivery systems, power generation and distribution facilities, sewage collection and treatment facilities, communications, etc.; and
- **(G)** – Parks, recreational facilities, and other facilities.

**Preliminary Damage Assessment** – Conducted to determine the estimated extent of damage to City-owned facilities and infrastructure as soon as humanitarian and emergency needs have been identified and access to the area is deemed safe.

**Project Worksheet (PW)** – FEMA form that includes a facility location, a damage description, scope of Eligible Work in the form of emergency work or permanent work, estimated or actual costs, etc. PWs further address the special conditions of insurance, environmental and historical issues and form the basis for PA funding.

**Public Assistance Disaster Recovery Fund** – An accounting entity established to record the cost of Eligible Work, whether such work is initially charged to operating departments’ budgets or capital project accounts.

**Public Assistance Program (PAP)** – FEMA program to provide supplemental federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged City owned facilities. The PAP also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures. The PAP provides federal assistance for emergency work and permanent work.

**Robert T. Stafford Act** – Authorizes federal disaster assistance to individuals and to governmental entities in the aftermath of a major emergency or disaster and outlines the types of available assistance. The majority of federal disaster assistance programs are administered by state agencies.

**State of Emergency** – Governmental declaration that can suspend normal City functions, alert citizens to change their normal behaviors, or order government agencies to implement emergency preparedness plans. Such declarations usually come during, or in anticipation of, a natural or manmade disaster.

6. RESPONSIBILITIES

6.1 The Office of the Mayor is responsible for overall coordination and direction of the City Emergency Management Plan to include post-disaster efforts.
6.2 The Emergency Management Coordinator, appointed by the Mayor, will take the lead in compiling the data and coordinate inputs for all departments and coordinate the activities of the DDCT.

6.3 The DDCT shall:

6.3.1 Serve as the central collection point for all preliminary damage documentation relating to City-owned facilities and infrastructure that is impacted by a disaster.

6.3.2 Operate out of the City's Emergency Operations Center.

6.3.3 Assemble when deemed safe to do so.

6.4 OEM is responsible for coordination of documentation related to a disaster, including:

6.4.1 Providing a departmental brief annually, prior to June 1, concerning the DARM, and the associated forms and procedures outlined therein;

6.4.2 Ensuring all departments are trained appropriately in damage assessments and documentation completion. This assurance may be accomplished through regular meetings as OEM deems appropriate and should include, at a minimum, annual training, prior to June 1, for department representatives assigned to take part in preliminary damage assessment;

6.4.3 Collecting disaster related damage information and creating the Disaster Summary Outline submitted to the state, along with copies of the Local Disaster Declaration and the Mayor's letter requesting state/federal assistance;

6.4.4 Preparing and coordinating the execution of applicable interlocal agreements by ensuring prior approvals are in place, and they are current and accessible at all times;

6.4.5 Ensuring City-wide compliance with the National Incident Management System (NIMS) and the Homeland Security Presidential Directive 5 (HSPD-5).

6.4.6 Coordinating among state/federal representatives and the City to ensure maximum recovery;

6.4.7 Identifying work performed by the City that may be eligible for reimbursement in accordance with current FEMA regulations in conjunction with Finance and other City departments; and

6.4.8 Establishing documentation procedures and standards to enable maximum recovery for eligible City costs.

6.5 Finance is responsible for:

6.5.1 Issuance of an internal order number and implementation instructions to departments.

6.5.2 Development and administration of all budgets, fund transfers, and all other fiscal matters pertaining to the disaster, including establishing and communicating a system for tracking administrative time when preparing PWs.

6.5.3 Depositing disaster relief funds to the established recovery funds and provide copies of documentation to the OEM.
6.5.4 Through the authority of the Finance Director, transferring funds within general and enterprise fund budgets in accordance with the disaster recovery fund budget, subject to Council approval as required by the budget ordinance and the five (5) % transfer provisions.

6.5.5 Working with City departments to plan and coordinate the accounting process necessary to record the financial transactions resulting from the disaster, including the yearly instructions to departments on record keeping.

6.5.6 Determining the proper amount of claims to submit to FEMA, other reimbursing agencies, and insurance companies, working in concert with ARA’s Insurance Management Division (Insurance Management).

6.5.7 Approving P-card limit adjustment plans. Authorizing and adjusting P-card limits upon disaster declaration. Approving exceptions and increases after initial adjustments. Ensuring limits are adjusted back to normal at some period (TBD) after the disaster.

6.5.8 Preparing the City’s emergency procurement policies and procedures and educating departments on a yearly basis on these policies and procedures.

6.5.9 Obtaining the Mayor's signature for all procurements that require an exception to the City’s emergency procurement policies (with reason for exceptions, for FEMA reimbursement facilitation).

6.5.10 Maintaining separate records of all emergency purchases made by City departments above their purchasing authority in support of the disaster recovery effort, and requesting Council approval when required.

6.5.11 Preparing emergency specifications and bids in a manner consistent with relevant procurement laws.

6.6 ARA is responsible for handling insurance claims pertaining to the disaster.

6.6.1 Insurance Management is responsible for working with departments to identify and document damages that may be eligible for insurance recovery and the coordination and negotiation of settlement for all insurance claims related to the disaster.

6.7 The Legal Department is responsible for:

6.7.1 Ensuring every contract for services implemented in connection with applicable federal grant funding has complied with applicable procurement laws and includes sufficient assurances and language to meet all applicable federal, state, and local requirements as well as any insurance procedures.

6.7.2 Assisting OEM in the preparation of interlocal agreements by ensuring prior approvals are in place, and that the agreements are current and accessible at all times.

6.7.3 Assisting in determining the eligibility of costs under the Stafford Act and other relevant state and federal disaster laws.

6.7.4 Filing appeals to FEMA, if necessary.
6.8 All departments are responsible for:

6.8.1 Completing preliminary damage information for all property (e.g. buildings, vehicles, etc.) for which they are assigned responsibility.

6.8.2 Assigning representatives to work in conjunction with the DDCT, and with the state and federal government. These representatives will attend training coordinated through the OEM. Representatives will be responsible for reporting damage, providing updates on damage assessments, monitor repairs, and report completed repairs. These representatives shall include:

6.8.2.1 One or more employees who are knowledgeable of the damages and capable of reporting such damages; and

6.8.2.2 One or more employees who will handle the financial documentation.

6.8.3 Completing the required City Preliminary Property Damage Form (Attachment A) and submitting those forms to the DDCT within three calendar (3) days of the disaster.

6.8.4 Completing and maintaining separate records of all forms and providing such documentation as is necessary to identify costs related to federal, state, or insurance Eligible Work.

6.8.5 Providing all necessary information and assistance to federal officials performing damage estimates and the City’s insurance representatives.

6.8.6 Understanding that signatures on each form certify that all information summarized and/or attached is true and correct.

6.8.7 Completing, documenting and maintaining their own internal departmental costs for the purpose of keeping disaster expenses separate from day-to-day operations. These records shall be maintained for audit purposes.

6.8.8 Performing any emergency work required and for formulating and/or review of all bid specifications developed for permanent work on facilities for all buildings for which, at the time of the disaster, they are assigned responsibility.

6.8.9 Coordinating, in accordance with the DARM, the development of PWs with complete supporting documentation for eligible costs.

6.8.10 Providing PWs and other relevant supporting documentation to Finance as needed.

6.9 The Public Works and Engineering Department is responsible for formulating and/or reviewing all bid specifications developed for permanent work on public infrastructure damage caused by the disaster.

6.10 For City-owned insurable assets falling outside of the defined public infrastructure, the asset owner or their designee shall be responsible for formulating and/or review of all bid specifications developed for repairs of damage caused by the disaster.

7. PROCEDURES

7.1 Immediately after the disaster, each department shall complete a City Preliminary Property Damage Form (Attachment A) and shall submit the subsequent City Preliminary
Property Damage Forms to the DDCT within three (3) calendar days of the disaster. Refer to the DARM for detailed completion instructions.

7.2 OEM will complete and submit the Disaster Summary Outline to the state with all appropriate and necessary documentation.

7.3 As a result of a presidentially declared disaster, federal agencies will be referred to City departments through OEM and will assist City staff with the preparation of PWs to be submitted under the PAP. FEMA will distribute applicable forms at their kick-off meeting with the City.

7.4 Once a PW is completed, and the responsible department director, or designee, has signed it, he/she shall forward the City's copy of the original PW, along with any attachments, to OEM and Finance. Originating departments will keep copies of all documentation supporting each PW. Completed PWs provide the basis for all documentation of disaster costs.

7.5 Reimbursement for disaster related expenses is contingent on complete documentation of eligible expenditures. Documentation procedures will differ according to the nature of the transaction and the recovery method sought e.g., grant, insurance, etc. Transactions fall into one of five (5) categories as defined by FEMA below:

- 7.5.1 Contracts;
- 7.5.2 Payments to vendors for services;
- 7.5.3 Salaries (straight-time and overtime), materials, and other direct costs related to City crews doing Eligible Work;
- 7.5.4 Use of City vehicles and equipment (mileage/fuel usage/purpose/operator); and
- 7.5.5 Repair of damage done to City facilities or equipment.

7.6 The following documents (refer to the DARM for a comprehensive list) should be kept for contract work as well as any photographs, videos and sketches for additional clarity:

- 7.6.1 Project Worksheet
- 7.6.2 Project cost summary
- 7.6.3 Requests for bids
- 7.6.4 Bid documents/work specifications
- 7.6.5 Bid summary sheet
- 7.6.6 Contracts/purchase orders and change orders thereto
- 7.6.7 Invoices submitted by the contractor
- 7.6.8 Invoices submitted for engineering services
- 7.6.9 Authorization for check issuances
- 7.6.10 Copies of checks issued for payment

7.7 All non-payroll recovery costs will be charged to the appropriate accounts and to an internal order number and a disaster recovery grant or fund that will be established by Finance and communicated to departments prior to the disaster if possible.
7.7.1 Straight time payroll expenditures for recovery efforts will be charged to the internal order number and the operating budget of the department.

7.7.2 Overtime payroll expenditures for recovery efforts will be charged to the internal order number and the disaster recovery grant or fund.

7.8 If service costs are expected to fall above the CAT:

7.8.1 Bid specifications are to be submitted first for review by Finance’s Strategic Purchasing Division (SPD), and to the Legal Department if over $1 million, to ensure compliance with federal, state, and local regulations.

7.8.2 All other City bidding procedures will be followed.

7.8.3 Necessary emergency purchases that exceed the CAT shall be approved by SPD prior to City Council approval. Purchases made in this manner shall be submitted to City Council for review once the crisis has passed.

7.8.4 The vendor payment process will follow documentation guidelines, which include controls established by Finance and agreed to by the City Controller.

7.9 Use of City Vehicles and equipment:

7.9.1 The use of all City-owned vehicles and equipment for disaster responses will be documented along with other internal departmental costs.

7.9.2 Based upon the current Federal Schedule of Equipment Rates provided by FEMA via OEM, the reimbursable cost of City-owned vehicles and equipment for recovery efforts will be charged to the internal order number and the disaster recovery grant or fund that will be established by Finance and communicated to departments prior to the disaster if possible.

7.10 Repair of damage to City property which is insured in whole or in part:

7.10.1 Facility damage is to be handled as follows:

7.10.1.1 All damage is to be reported to the DDCT. All PWs prepared by the City, federal and state representatives on damages will be coordinated through the OEM. Copies of PWs will be forwarded to Insurance Management and Finance.

7.10.1.2 All departments, depending on the nature of the damage, will prepare repair specifications. Copy of approved specifications should be sent to the Insurance Management.

7.10.1.3 Once contracts for facility repair have been awarded, a copy will be forwarded to the DDCT and the department charged with overseeing the repairs. Contracts should be attached to the PW for documentation purposes.

7.10.1.4 Insurance Management will work with the City insurance company to secure reimbursement for damages.

7.10.1.5 Temporary repairs and emergency clean-up of buildings or facilities shall be documented.

7.10.1.6 Each department shall submit, as part of the PW process, a detailed listing of all materials (with itemized cost) used in making temporary repairs and affecting emergency clean-up of City facilities.
7.10.1.7 Each department shall submit the personnel hours with the salaries paid to employees involved in these activities (regardless of classification).

7.10.1.8 Any department that has awarded emergency contracts for facility repairs shall send a copy of the contract including the scope of work and contract amount to Insurance Management.

8. EMERGENCY CASH ACCOUNT (ECA)

8.1 The ECA is hereby established.

8.2 With exception to the directives stated in this section of this policy, ECA procedures shall be governed by A.P. 5-3, Petty Cash.

8.3 Additional budgeted funds shall not be granted for an ECA. A temporary drawdown from a predetermined fund, cost center and general ledger account within the department’s normal operating budget must be established prior to a disaster. It is the department’s responsibility to ensure that the targeted drawdown location is adequately funded.

8.4 An ECA shall be activated when a state of emergency is declared by the Mayor.

8.5 Finance shall establish a method by which an ECA drawdown shall take place, to include drawdown activation and fund delivery to the ECA’s designated financial institution. Individual financial institution designation may be requested by a department as a part of the ECA justification package.

8.6 All funds allocated must be drawn down in one lump sum, thereby activating the ECA; however, cash withdrawals may be made in-whole or in-part.

8.6.1 If essential, full or partial fund replenishment is authorized. The request and justification for replenishment shall be submitted to the Finance Director. Upon approval, the Finance Department shall perform a subsequent drawdown from the established funding source and deposit these funds into the same financial institution account.

8.7 ECA Establishment or Increase:

8.7.1 Departments shall establish or request an increase to an ECA in accordance with the forms used in A.P. 5-3, Petty Cash, §7.3.

8.7.2 Each department must show cause in order to qualify for an ECA. Cause must include a clearly established need to distribute cash during a disaster that cannot be accommodated at a later time through existing contracts. This explanation shall originate with the department’s director or designee and accompany ECA establishment or increase requests.

8.7.3 Written justification must be provided when establishing an ECA dollar amount.

8.7.4 Departments shall provide an operating procedure, delineating ECA safeguards and controls once activated, which shall accompany the justification letter. Department’s shall keep this document up to date.

8.7.5 The Controller’s Office shall approve and establish fund destination bank accounts for the ECA.
8.8 Each ECA shall have a primary custodian and up to three alternate custodians.

8.8.1 The primary custodian shall activate an alternate custodian only in the event that the primary custodian is unavailable to perform the duty. If the primary custodian is unable to relay this notice, alternate custodians shall have an understanding of a default alternate custodian activation order.

8.8.2 The custodian who withdraws the ECA cash from the designated financial institution shall be considered the primary custodian for the duration of the ECA activation period.

8.8.3 The primary custodian is responsible for all ECA transactions and losses.

8.8.4 All ECA custodians and alternates shall maintain a pay grade of 26 or higher; however, all transaction and expenditure summaries/reports submitted to the Controller’s Office must be approved by a pay grade 32 or higher within the same department.

8.8.5 It is the department’s responsibility to ensure its custodian and alternate(s) list is current with the ECA’s financial institution.

8.9 Supporting Documentation

8.9.1 All ECA transactions must be logged in a journal dedicated to the ECA and supported by receipt.

8.9.2 This information should be transferred over to an electronic journal when feasible.

8.9.3 Receipts, with the vendor’s name, should be maintained for all expenditures. Attachment B – Emergency Cash Account Receipt shall be printed in advance and used to document all expenditures.

8.10 The ECA custodian shall routinely reconcile the ECA. At a minimum, this should be performed on a daily basis.


8.12 Purchasing Limitations

8.12.1 ECA purchases are limited to goods or services that cannot reasonably be accommodated through existing contracts and serve to directly assist in disaster recovery.

8.12.2 Prohibited purchases:

8.12.2.1 Cashing personal checks.

8.12.2.2 Loans to employees or others.

8.12.2.3 Personal expenditures (e.g. plants, office decorations, etc.).

8.12.2.4 Payroll advances to employees.

8.12.2.5 Reimbursements of state sales tax for any purchase (the sales tax exemption certificate should be presented to the vendor when petty cash is used to pay for goods or services).

8.12.2.6 Making change for transactions involving cash sales or where cash is received.
8.12.2.7 Entertainment of any kind.
8.12.2.8 Other inappropriate purposes established by the Approving Authority.

8.13 A.P. 5-3, Petty Cash, §§7.7 & 7.8 shall be complied with for policies to establish a new ECA custodian and back-up custodian, respectively. For the purposes of this policy, the alternate custodian shall follow the same protocols governing the back-up custodian.

8.14 An ECA shall be replenished by state and federal reimbursements when plausible. It is the department’s responsibility to compensate for the funds used for the ECA when performing normal operations. This may include additional appropriations granted by City Council.

8.15 Fund Deactivation – An ECA may not be deactivated until the Mayor rescinds the state of emergency. Once rescinded, all ECAs must be closed out within 30 days. If extenuating circumstances present a causal relationship fostering continued ECA spending, extensions to the 30 day closeout may be granted by the Finance Director with written justification.

8.15.1 The final fund reconciliation must be verified and signed off by a designee appointed by the department director. This designee may not be the ECA custodian or an alternate.

8.15.2 Once all remaining funds have been returned to the account of origin, the receipts have been justified with no discrepancies and A.P. 5-3, Petty Cash, §§7.9.1.1 – 7.9.1.3 has been complied with, the ECA shall be considered deactivated.

8.16 Fund Closeout – See A.P. 5-3, Petty Cash, §7.11.

8.17 Compliance with §8.15 shall be monitored by the Finance Department. This scrutiny shall include validation of the final ECA cash balance reconciliation and general audit proceedings.

9. ATTACHMENTS
9.1 Attachment A - City Preliminary Property Damage Form
9.2 Attachment B - Emergency Cash Account Receipt
Attachment A
City Preliminary Property Damage Form
City Preliminary Property Damage Form

Event/Incident: [ ] Fire [ ] Flood [ ] Wind [ ] Other ____________________________

Department: ____________________________ Division: ____________________________

Date of Loss: ____________________________ Estimated Time of Loss: ____________________________

Location of Damage* (Name of Building/Structure): ____________________________

Address of Building/Structure*: ____________________________

Insurance Key No.*: ____________________________ (* Obtain information from the City Schedule of Insured Property in Office of Emergency Management’s Disaster Recovery Manual (DARM).)

Description of Damaged Building/Structure (examples: actual building, permanently installed fixtures, machinery, outdoor fixtures, fire extinguishing equipment, floor coverings, appliances):

Estimated Loss $ ____________ Description ____________________________________________

____________________________________________________________________________________

Description of Damaged Contents (examples: furniture, computers, and supplies):

Estimated Loss $ ____________ Description ____________________________________________

____________________________________________________________________________________

Building/Content Contact Person: ____________________________ Telephone: ____________________________

(Contact person for scheduling inspections of damaged buildings/contents.)

Note: Please prepare one information sheet per location, per department; please do not add multiple locations or departments on one information sheet. This form needs to be completed and returned to the Disaster Data Collection Team (Office of Emergency Management) within three calendar days of damage.

Description of Damaged Vehicles (if needed, attach a schedule of damaged vehicles):

<table>
<thead>
<tr>
<th>Shop #</th>
<th>Make</th>
<th>Model</th>
<th>Year</th>
<th>Description</th>
<th>Amount of Loss</th>
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Vehicle Contact Person: ____________________________ Telephone: ____________________________

Were photos of damage taken? _____ What is the photo format? ____________________________

Person Completing Form: ____________________________ Title: ____________________________

Signature: ____________________________ Date Signed: ____________________________
Attachment B
Emergency Cash Account Receipt
**Emergency Cash Account Receipt**

<p>| CITY OF HOUSTON EMERGENCY CASH ACCOUNT RECEIPT | Dept. No.* | No.** |</p>
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<td>DESCRIPTION</td>
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<td>Address:</td>
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<tr>
<td>TAX EXEMPTION I.D.</td>
<td>1-74-600-1164-0</td>
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<tr>
<td>INTERNAL ORDER #</td>
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<td>AMOUNT</td>
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<td>Date:</td>
<td>Received by:</td>
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*Department’s two digit identifier (e.g., 65 for ARA)
**Four digit, unique, sequential numbering identifier (e.g., 0001). No duplicate numbers should exist in the same department during the same state of emergency.