

U.S. Department of
Homeland Security

United States
Coast Guard



COAST GUARD INCIDENT COMMAND SYSTEM

NIMS AREA COMMAND GUIDE



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 - (b) National Incident Management System (NIMS), December 2008
 - (c) Incident Management and Crisis Response, COMDTPUB 3-28
 - (d) Alignment with the National Incident Management System and National Response Plan, COMDTINST 16000.27
 - (e) Contingency Preparedness Planning Manual, Volume IV, COMDTINST M3010.24 (series)
 - (f) Coast Guard Incident Management Handbook, COMDTPUB P3120.17B
 - (g) LANTAREA 9700 CONPLAN
 - (h) PACAREA 9800 CONPLAN
 - (i) Spill of National Significance (SONS) Response Management, COMDTINST 16465.6 (series)
 - (j) Deputy Commandant for Mission Support (DCMS), Contingency Support Plan, 9930-13
 - (k) Contingency Preparedness Planning Manual, Volume I, COMDTINST M3010.11 (series)

1. PURPOSE. The Coast Guard Incident Command System – National Incident Management System Area Command Guide is designed to assist Coast Guard personnel in the use of the National Incident Management System (NIMS) Incident Command System (ICS) Area Command (AC) during response operations and planned events where Area Command is used. The CG NIMS AC Guide is an easy reference job aid for responders. It is not a policy document, but rather guidance for response personnel in Area Command.

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2. **ACTION.** Coast Guard area, district, sector commanders, commanding officers, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Publication. Internet release is authorized.
3. **BACKGROUND.** References (a) and (b), serve as the national foundation for domestic response operations. The Coast Guard has published References (c) through (k) to describe how the USCG conducts domestic incident management. This Publication provides additional detail and guidance to how the USCG shall establish and operate a NIMS Area Command in response to complex incident/event management activities.

The term Area Command in this Publication is specifically related to the NIMS Area Command concepts and is NOT a reference to, or intended to be direction as how, the USCG Atlantic Area Command and Pacific Area Command are established, organized, or managed.

4. **DISCLAIMER.** This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. This Publication provides operational guidance for Coast Guard personnel and is not intended to, nor does it, impose legally binding requirements on any party outside the Coast Guard.
5. **ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.**

- a. The development of this Manual and the general policies contained within it have been thoroughly reviewed by the originating office and are categorically excluded under current Coast Guard categorical exclusions (CE) #22 and #25 from further environmental analysis, in accordance with Section 2.B.2 and Figure 2-1 of the National Environmental Policy Act (NEPA) Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series).
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7. **RECORDS MANAGEMENT CONSIDERATIONS.** This Publication has been thoroughly reviewed during the directives clearance process, and it has been determined there are no

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8. FORMS/REPORTS. The forms referenced in this Publication are available on USCG Homeport at <https://homeport.uscg.mil/ics>.
9. REQUEST FOR CHANGES. Send changes/recommendations to: HQS-DG-1st-CG-CPE-Policy@uscg.mil.

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Chapter 1. NIMS Area Command (AC) Overview

The purpose of this Publication is to provide information regarding successful establishment of a NIMS Area Command (AC) and to assist stakeholders in meeting AC requirements as specified within the National Incident Management System. This Publication will provide guidance and serve as a job aid for those personnel responsible for ensuring effective AC implementation.

This Publication provides an overview of the purpose of an AC and outlines the responsibilities, functions, and command relationships of an AC. It also discusses communications principles, staffing options, and provides detailed AC positional responsibilities. Chapter 3 of this Publication contains a detailed description of the AC Planning Cycle, also known as the AC “Process P”. Appendix A has a checklist applicable to AC operations. The terms “Area Command” and “Area Commander” in this Publication do not refer to the U.S. Coast Guard (USCG) Atlantic and Pacific Areas or their respective Area Commanders; rather they refer to the NIMS organizational structure described below and the person placed in charge of that structure.

A. Purpose of Area Command

Per the NIMS Command and Management component, the specific purposes of establishing AC may be to:

- Oversee the management and support of multiple incidents, and/or
- Oversee the management of large incidents that cross over jurisdictional boundaries.

Large complex incidents or multiple incidents over a large geographic area will the use of an AC to manage critical resources. These types of incidents call for a coordinated response, with large-scale coordination typically found at a higher jurisdictional level.

AC is an expansion of the Incident Command function and is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. Setting incident-specific objectives and managing incident-specific tactical operations and support remain the responsibility of the individual Incident Commander or Unified Command (IC/UC). AC provides strategic direction and oversight of incident management to ensure agency objectives and direction are met. AC prioritizes incidents, allocates and reallocates critical resources to support identified needs, and ensures all applicable parties have access to incident information.

Incident Commands are usually established and operational prior to implementation of an AC. The newly formed AC works closely with the respective Incident Commands or Incident Management Teams (IMTs) to gain awareness of incident status, response tactics, and overall management objectives and strategies. As the AC gains situational awareness they are able to assist Incident Commands executing the current Operational Periods as well as attain a strategic management posture that ensures the AC is forward-looking and able to anticipate needs and issues ahead of current incident Operational Periods.

There are a number of benefits to using AC.

- The use of an AC makes the jobs of IC/UCs and agency officials easier because AC performs much of the coordination typically required of each IC/UC.
- Using an AC allows the IC/UCs and their incident management teams to focus their attention on their incident objectives, strategies, and tactics.
- AC sets priorities between incidents and ensures efficient resource use. Critical resources are allocated by the overall priorities established by the agency officials eliminating the need for IC/UCs to compete for scarce resources.
- AC ensures that agency policies, priorities, constraints, and guidance are communicated to the IC/UCs and implemented consistently across incidents.
- AC reduces the workload of the agency officials, especially if there are multiple incidents going on at the same time.

B. Primary Functions of Area Command

There are a number of primary functions associated with the AC that serve to ensure the effective management of assigned incidents. The area commander has the authority and responsibility to perform the following functions for their assigned incidents:

- **Develop Broad Objectives for the Impacted Area(s).** The AC will develop broad objectives that take into account the direction provided by senior officials and that provide guidance to the individual IC/UC(s).
- **Coordinate the Development of Individual Incident Objectives and Strategies.** In coordination with the individual incident commander(s) the AC will work to ensure the development of incident level objectives which are consistent with the overall objectives and are not in conflict with other incident level objectives.
- **(Re)Allocate Assigned Critical Resources as Established Priorities Change.** The AC is the arbiter of all critical resources under their jurisdiction/authority at the incident. As priorities change at the AC level, critical resources may be reassigned between incidents to ensure that strategic objectives for mitigation of the incident are accomplished.
- **Ensure Incidents Are Properly Managed.** The AC works closely with individual Incident Commanders to ensure that guidance from senior officials is implemented by each Incident Commander. The AC also ensures incident management objectives are met and do not conflict with each other and with the policies of all agencies involved.
- **Ensure Effective Communications.** To monitor multiple incidents and provide strategic direction, AC must ensure effective internal and external communications at all levels of the organization.
- **Identify Critical Resource Needs and Reports Them to the Established EOCs/MAC Groups.** AC must assess the current need, and project future needs, for critical resources across all incidents under their jurisdiction and communicate those needs to the appropriate EOC or MAC Group.

In addition to providing strategic direction, AC also has the responsibility to coordinate with federal, state, tribal, and local governments, and volunteer assisting and/or

cooperating organizations. AC will also have to coordinate with other activated dispatch centers including Department Operations Centers (DOCs), Emergency Operations Centers (EOCs), and MAC Groups as appropriate. This Chapter also contains a discussion on the communications functions of the AC.

AC does not have direct operational responsibilities. AC is ultimately responsible for the successful mitigation of the incident(s) and provides overall strategic direction, but leaves tactical direction to individual Incident Commanders. As illustrated in **Figure 1**, AC may have Planning, Logistics and other functions, but it does not have an Operations Section. The tactical direction, and therefore the functions of the Operations Section, are located at the incident level and are the responsibility of the individual Incident Commander(s).

Additional details on the AC organizational structure with detailed roles and responsibilities are included in Chapter 2 of this Publication.

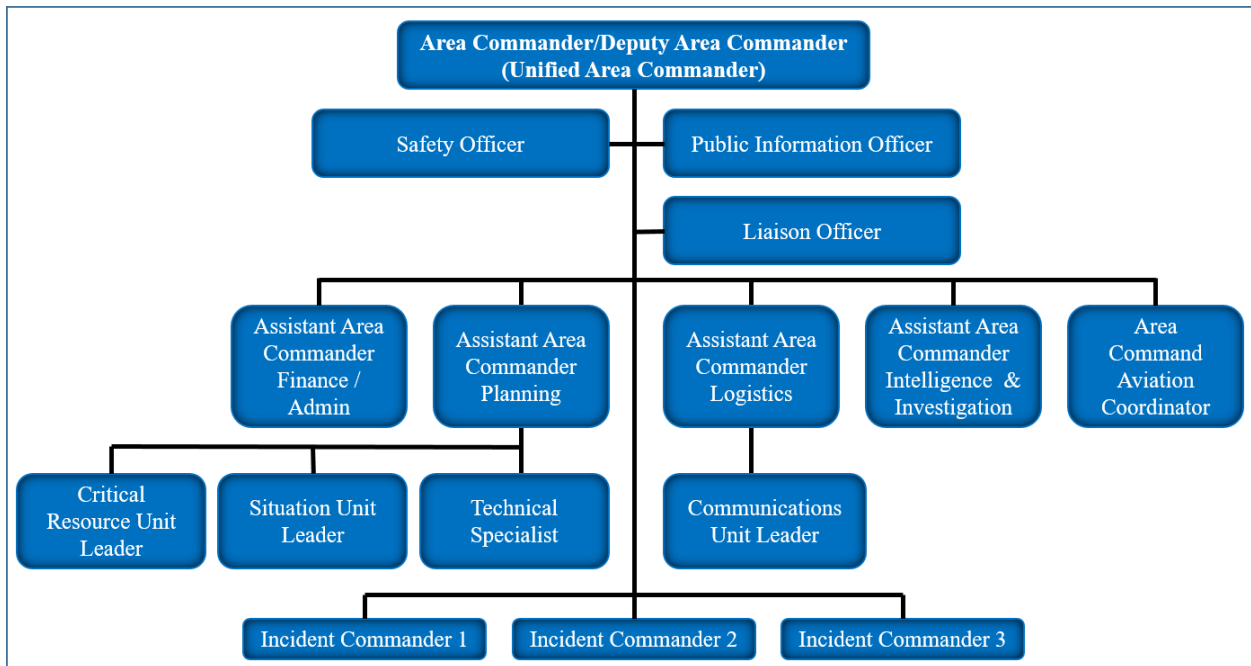


Figure 1. Sample Area Command Organization

C. Unified Area Command

Agencies establish AC to improve the management of multiple, large scale, or complex incidents. As such, the AC responsibilities require numerous interactions with stakeholders at levels including senior agency officials, media members and other stakeholders at national and regional level.

The Area Command becomes a Unified Area Command (UAC) when incidents are multi-agency or multi-jurisdictional and those agencies/organizations provide an Area Commander (ACDR) to join the AC with the authority to manage their agency's/organization's activities for the incident. Major disasters such as earthquakes, floods, multiple fires, or severe storms may create a large number of incidents affecting

multi-jurisdictional areas. Due to the size and potential impact, these incidents provide an appropriate environment to designate a UAC to manage the impacted area.

UAC requires full jurisdictional representation. It is essential that all parties are clear on agency/jurisdictional strategic goals and rules of engagement. Jurisdictional authorities jointly determine a single set of objectives, plans, and strategies while working together to execute integrated operations, optimizing performance.

Chapter 14 of reference (f) includes additional information on the UAC concept.

D. Area Command Major Accomplishments

All positions in the AC have these major accomplishments:

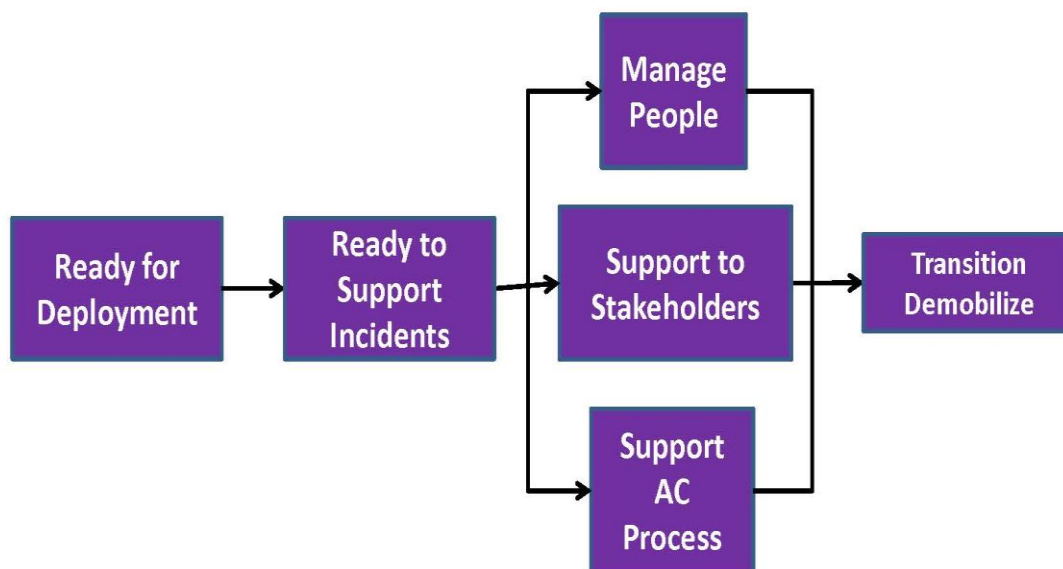


Figure 2. Area Command Major Accomplishments

- Ready for Deployment: Being ready to deploy to an Area Command. This is discussed further in Chapter 3.
- Ready to Support Incidents: Includes receiving an assignment up to checking in on the Area Command organization. This phase is the lower part of the Area Command “P”. This is discussed further in Chapter 4.
- Support the AC process: This includes the complete process of supporting the incidents and following a process to allocate critical resources to the incidents. This is discussed further in Chapter 5.
- Manage People: Every leader in an organization must manage people and doing so in a crisis is often a challenge. This is discussed further in Chapter 6.
- Support to Stakeholders: The Area Command must support the many stakeholders including the Agency Executives, and other stakeholders. This is discussed further in Chapter 7.

- Transition/Demobilize: Eventually, everyone will either be relieved or demobilize their position on the Area Command Team. This is discussed further in Chapter 8.

The Area Command “P” provides a structured, repeatable process for Area Command implementation and activities. Each specific step of the “P” process also includes a narrative explanation and General Tasks action items box to assist applicable personnel in successfully executing their respective activities.

For purposes of brevity, the following acronyms will be used within the “P” figures and General Tasks action items boxes throughout this Chapter: Area Commander(s) (ACs), Incident Commander(s) (ICs)/Unified Command(s) (UCs).

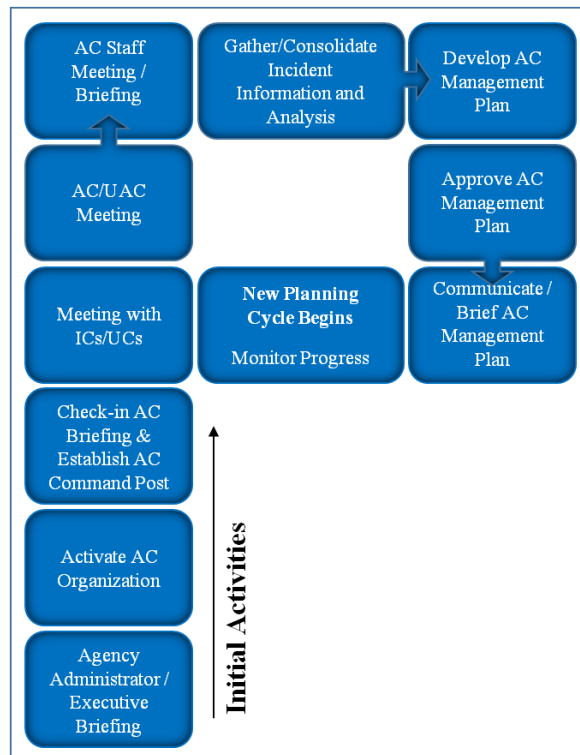


Figure 3. The “Process P” for Area Command

E. Area Command Implementation

Implementing AC requires proactive planning on the part of agencies or jurisdictions that are planning to employ AC. Effective implementation of AC requires the development of a set of standardized implementation and operating policies and procedures. The guidance on the implementation of AC should also include the specific delegation of authority processes required to ensure that ACDRs, and ICs working under them, have the authority needed to manage their respective incidents and the ability to re-delegate that authority as the needs of the incident dictate. These policies and procedures have to be fully integrated into contingency planning, clearly understood by those who have to implement them, and be exercised prior to actual implementation. This concept, described in reference (b), is consistent with other preparedness activities required under the NIMS.

The decision to establish an AC will likely involve a number of considerations associated with the overall incident area including, but not limited to, the following:

- Several active incidents are in close proximity,
- Critical life-saving or property values are at risk due to incidents,
- Incidents will continue into the next operational period,
- Incidents are using similar and limited critical resources,
- Difficulties are encountered/anticipated with inter-incident resource allocation and coordination, or
- Activation of Area Command for this type of incident(s) is required via agency policy, plans or procedures.

Following the decision to implement an AC, it should be done in an orderly, structured manner.

Once established, the AC will publish an Area Command Management Plan (ACMP) that provides strategic direction to the entire response organization. The ACMP is strategic in nature and does not include specific tactical direction. The ACMP serves a different purpose than the Incident Action Plan (IAP), which is developed at the individual incident level to drive tactical operations. The typical components of the ACMP include:

- Strategic AC Priorities, Objectives, and Philosophies
- AC organizational chart
- Daily summary and situational updates
- AC Incident Priorities
- AC Critical Resource Needs & Summary
- AC Meeting/Briefing schedule
- Communications listings/logs
- Information Management plan
- Critical information reporting
- AC staffing schedule
- AC policies, procedures, and decisions

- Other optional plan components as required by the Area Commander

Chapter 5 of this Publication has additional details on the development of the ACMP to include the sequencing of the ACMP with incident level IAPs to ensure that Incident Commanders are provided strategic direction to assist in the development of their respective incident objectives and IAPs to implement those objectives.

F. Area Command Functional Perspective

One of the primary functions of the AC is to project the future requirements associated with incident(s) under tier being managed. AC is attentive to the current Management Period, but considerable focus is placed on future timeframes and Management Periods in order to ensure there is sufficient time to coordinate and react to changing situational needs and priorities. This forward-looking attitude allows AC to adequately forecast goals, objectives, and resource needs, and provides the needed time to coordinate and develop response, sustainment, and resolution strategies. Additionally, by keeping the long-range view, the AC enables the Incident Commanders to focus their attention on meeting established objectives for the current operational period and planning for the next operational period. Some of the factors AC should consider include:

- Current and planned objectives, actions, strategies, and tactics,
- Projected incident activities, potential, movement, escalation, or spread,
- Consider each incident's potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as respective incidents change,
- Consider incident potential and risk that may include potential cascading impacts,
- Relationships of overall strategy to critical resource needs, specific incident's plans, and management objectives and targets,
- Assess likelihood of meeting AC management targets, given the current strategy and current and projected constraints,
- Forecast when the overall strategy will succeed, given current and projected constraints, and adjust anticipated completion targets (as needed),
- Critical resource needs to meet critical AC and specific incident objectives,
- Facilitates obtaining critical regional or National resources through various external support mechanisms including MAC Systems and mutual aid,
- Major problems and concerns such as operational challenges, management problems, and social, political, economic, or environmental issues, and
- Current and predicted weather and related factors that may cause concern (e.g., flooding, hurricanes).

Chapter 5 of this Publication discusses the planning and management processes used to accomplish the AC's primary functions.

G. Area Command Coordination and Communications

The AC has significant responsibilities with regard to coordination with other response entities, and communication with a wide range of impacted stakeholders at the regional and national levels during the response to an incident. It is important for ACDRs to maintain communications with Senior Officials, assisting and cooperating agencies, and

other affected or interested stakeholder groups through the appropriate channels. ACDRs should also maintain communications with dispatch centers to provide information on reported incidents within the respective AC geographic area. The AC must facilitate both internal and external types of coordination and communication.

1. Internal Coordination/Communication

In addition to coordinating with individual incident commanders to ensure a cohesive response effort that addresses agency priorities and meets established objectives, the AC must also coordinate with other entities supporting the incident. Area commanders will need to maintain close coordination with Department Operations Centers (DOCs), Emergency Operations Center (EOC)/Multiagency Coordination (MAC) Groups and other entities established to support response and recovery operations as illustrated in Figure 4.

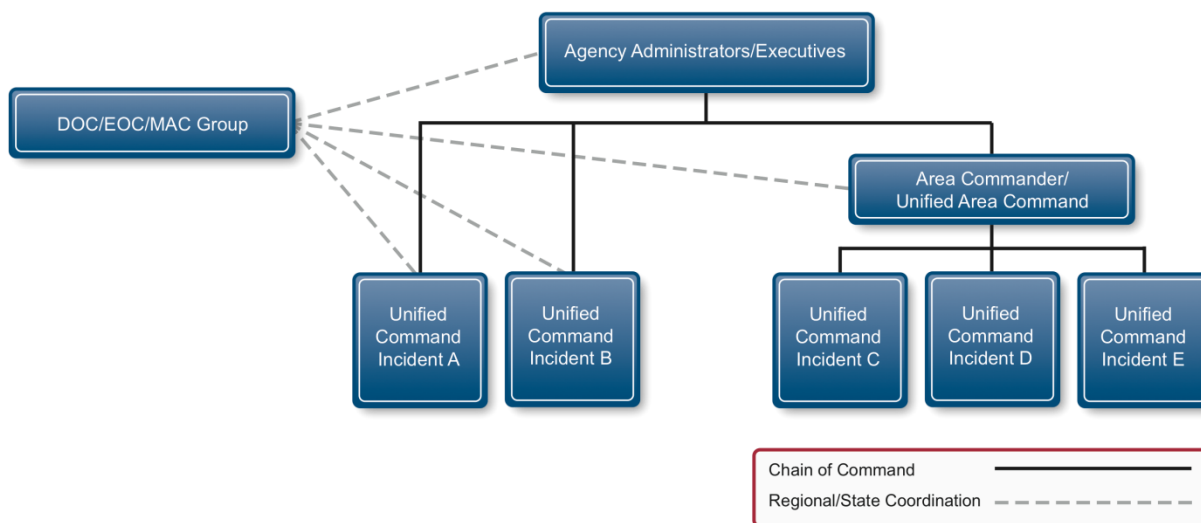


Figure 4. Area Command Chain of Command and Coordination

In addition to the lines of coordination with entities focused on providing resource support as noted in Figure 4, AC will also interact with other entities with responsibilities to provide assistance and advice to help mitigate the impacts of an incident. In the case of an incident which is designated a Spill of National Significance (SONS), AC or UAC will work closely with other Coast Guard organizational levels (Area/Headquarters), Department levels and also with entities tasked with providing advice and/or consent regarding specific types of mitigation strategies that might be employed. Reference (e) contains additional details in the SONS response management structure.

NIMS AC functions differs from those performed by a MAC Group. AC oversees management of the incident(s), the allocation and reallocation of critical resources and in some cases the coordination of assigned aviation resources and airspace. A MAC Group is staffed by senior agency personnel with authority to provide oversight of agency dispatch organization(s) or EOCs, such as USCG

District or LANT/PAC Area Command Centers. These groups also prioritize the allocation and reallocation of unassigned resources for continuity of operations external to the incident, support of initial response, and ongoing incident needs. Table 1 provides a side-by-side comparison of a MAC Group, AC, and EOC.

Table 1. MAC Group, Area Command, and EOC Comparison

	AREA COMMAND (UNIFIED AREA COMMAND)	EMERGENCY OPERATIONS CENTER (EOC)	MULTI-AGENCY COORDINATING GROUPS
General Description	Established as necessary to provide command authority and coordination for two or more incidents in close proximity. Delegated Authority for specific incidents from the Agency Executive(s). AC works directly with ICs/UCs.	The physical location at which the coordination of information and resources to support local incident management activities normally takes place. Also called Expanded Dispatch, Emergency Command and Control Centers, etc., EOCs are used in various ways at all levels of government and within private industry to provide coordination, direction, and control during emergencies. EOC facilities can be used to house Area Command and multi-agency activities, as determined by agency or jurisdiction policy.	Organizational structures used to coordinate resources and support between or among organizations. MAC groups interact with organizations, not with incidents. MAC Groups include a variety of organizations at all levels of government, including EOCs, JFOs, and the “generic” MAC group. A MAC Group can be located at a jurisdictional EOC, at a separate facility or can be virtual.
Staffing	Members are most highly skilled incident management personnel.	Members are trained Agency Executives or EOC staff that can allocate resources.	Members are trained Agency Executives or designees that can allocate resources.
Direction to ICs/UCs	Provides strategic and command direction to ICs/UCs. Ensures incident objectives and overarching priorities are aligned.	Provides strategic management direction to AC (if established) or ICs/UCs. Ensures incident objectives and priorities meet agency needs.	Does not provide direction to AC and/or ICs/UCs, but can provide specific incident concerns through the Liaison Officer.
Resource Allocation	Allocates, reallocates and/or demobilizes critical resources provided by the EOC or the normal dispatch system organization.	Allocates and reallocates resources as requested by the AC or ICs/UCs.	Supports AC and/or ICs/UCs with allocation of resources from specific MAC Group agencies.

2. External Coordination/Communication

Specific coordination of incident resources and response priorities, strategies and tactics are all part of the coordination and communication efforts within the incident. Equally important are the other types of external communications facilitated by the Area Command. These types of external coordination/communication tasks are handled by the Coast Guard External Affairs program. It encompasses, but is not limited to, public affairs, governmental affairs, tribal affairs, and congressional affairs. It also includes the coordination of

operations and outreach activities through an integrated communication planning process to help ensure public understanding of and support for Coast Guard roles, missions, and operations. Managing external affairs and the flow of information are critical during the first phases of a response. Chapter 10 of Reference (e) contains additional details on how the External Affairs program supports Coast Guard incident management activities.

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Chapter 2. Area Command Staffing and Position Responsibilities

Area Command organization and staffing follows the same basic principles as those used in Incident Command System (ICS) except there is no Operations Section at the Area Command, operations are conducted at the incident level and managed by the Incident Commanders. All aspects of Area Command implementation and sustainment are in keeping with the two key principles of NIMS - flexibility and standardization. The Area Command should be kept as streamlined and efficient as possible, with Area Command organizational size determined by the authorities and support requirements of the incident(s).

Each position within the Area Command organization has specific roles and responsibilities described in detail in subsections below. Using standard NIMS staffing principles, only the positions required to effectively manage the incident(s) are filled.

A. Area Command Organization Positions

1. Area Commander (ACDR)

The Area Commander is responsible for the overall direction of the response and coordinating actions with ICs/UCs and individual Incident Commanders assigned under the Area Commander's respective authority. Overarching responsibilities include prioritization of incidents, conflict resolution, establishment of overarching management objectives, development of critical resource utilization strategies, and effective coordination with applicable jurisdictions and agencies.

Each Area Commander(s) responsibilities include:

- Obtain briefing from their Agency Administrator(s)/Executive(s) on expectations, concerns, and constraints.
- Obtain authorities and policy guidance from agency executive(s).
- Provide briefings to the next level of command through normal reporting channels.
- Develop a working agreement with all UAC participants to ensure jurisdictional authorities are not compromised or neglected.
- Obtain initial briefings from each Incident Commander on current incidents' status.
- In coordination with Incident Commanders/Unified Commands (IC/UC), determine level of effort Area Command will need to support for each response.
- Establish Area Command operating ground rules (e.g., operating procedures, reporting requirements, shared authorities, reporting time frames, communications flow).
- Based on the scope of the job, ensure the Area Command organization is capable of meeting its functional responsibility.
- Approve the location and establishment of an appropriate Area Command Facility (ACF). Efforts shall be made to ensure the Facility is not collocated with any of the Incident Command Posts (ICP) and preferably centrally located to allow IC/UC to meet in person as needed.

- Identify the sources of incident funding and anticipate daily expenditures.
- Develop overall direction, priorities, and strategic objectives and convey to Incident Commanders/Unified Commands.
- Ensure incident strategies address the direction set by the Area Commander.
- Establish priorities for assignment and demobilization of critical resources.
- Coordinate demobilization of critical resources.
- Establish a media strategy (plan) for release of information to the media, public, etc.
- Establish a Stake Holder strategy (plan) for release of information and coordination with stakeholders, local governments, NGOs, etc.
- Serve as public spokesperson as necessary.
- Manage the Area Command organization to ensure Incident Commanders/Unified Commands are appropriately supported.
- Maintain Area Command log of strategic decisions and significant events.
- Monitor and evaluate Area Command organization performance.
- Anticipate and analyze long-term big picture potential consequences and develop strategic alternatives.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.

2. Assistant Area Commander Planning (ACPC)

The Assistant Area Commander Planning, is responsible for collecting, evaluating, managing, and disseminating information at the Area Command level. Normally, detailed information regarding incident planning specifics will be referred to and handled by the appropriate incident-level Planning Section Chief. The Assistant Area Commander Planning, will provide information on overall planning issues and progress/status of the response.

Major responsibilities of the Assistant Area Commander Planning, include:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.
- Maintain an Area Command Incident Status Summary including critical resources by Management Period by incident.
- Oversee preparation and dissemination of the Area Command Management Plan.
- Facilitate/conduct Area Command meetings and briefings as necessary.
- Prepare material and conduct special situation briefings for the Area Commander and staff as required. Ensure appropriate displays are developed, maintained, and posted.
- Ensure all reporting requirements are met (i.e., IAP, ICS 209, maps, letters of delegation, and other applicable forms and reporting requirements) and consolidate input from the IC/UC staffs.

- Determine availability, status, and condition of committed and uncommitted resources.
- Ensure a documentation process is in place for collecting, duplicating, and filing information, including intelligence.
- Brief Area Command Management Plan to Area Command staff, Agency Administrators/Executives, Incident Commanders/Unified Commands, and VIPs.
- Ensure Incident Commanders/Unified Commands are adequately anticipating and developing contingencies for addressing future needs.
- Assist Area Commander in development of strategies, objectives, priorities, operating procedures, and protocols.
- Manage Critical Resources.
- Coordinate with the Assistant Area Commander Logistics on the identification and ordering of critical resources.
- Prepare and distribute Area Command policies, procedures and decisions to the Area Command staff and the Incident Commanders/Unified Commands.
- Prepare and maintain the Area Command Information Management Plan.
- Ensure a check-in process is in place to ensure accountability of visitors and command post personnel.
- Ensure advanced planning beyond the next operational period is being accomplished.
- Develop recommendation for standing down the Area Command organization (demobilization).
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.

3. Assistant Area Commander Logistics (ACLCL)

The Assistant Area Commander Logistics, is responsible for providing facilities, services, and material at the Area Command level and for ensuring effective use of critical resources and supplies among the IMTs.

Major responsibilities of the Assistant Area Commander Logistics include:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Establish and maintain an appropriate Area Command Facility for the Area Command organization.
- Provide services and support for the Area Command organization, including billeting, transportation, feeding, etc.
- Respond to requests to meet Area Command organization staffing requirements.
- Establish and maintain a resource ordering process for the Area Command organization.
- Gather information from incident-level Logistics Section Chiefs, coordination centers, and other personnel responsible for incident support.

- Work with Incident Commanders to identify and respond to critical resource needs.
- Identify list of potential critical/specialized resource suppliers.
- Source, order, and track critical and specialized resources from point of departure to incident check-in.
- Support/assist the Assistant Area Commander Planning, in developing recommendations for establishing priorities to govern the assignment and demobilization of critical resources.
- Plan for and establish secure and non-secure voice and data communication for internal and external needs of the Area Command organization.
- Ensure coordinated communication links and frequencies are in place.
- If needed, and if there is no Area Command Communications Unit Leader, develop the optional Area Command Communication Plan (AC 305).
- As appropriate, provide security services for the ACP.
- Coordinate with dispatch organization(s).
- When directed by the Area Commander, take charge of the expanded supply network to support Incident Commanders/Unified Commands.
- Establish and maintain an accountable-property tracking system.
- Assist the Assistant Area Commander Planning, in developing an Area Command transition plan that details how to transition from Area Command back to individual IC/UC.
- Coordinate directly with the Assistant Area Commander Finance/Administration for procurement and accounting purposes.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.

4. Assistant Area Commander Finance/Administration (ACFC)

The Assistant Area Commander Finance/Administration is responsible for all financial, administrative, and cost analysis aspects of the Area Command. Major responsibilities of the Assistant Area Commander Finance/Administration include:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Ensure the collection of relevant information from outgoing Assistant Area Commander Finance/Administration.
- Determine Area Command requirements for cost accounting and communicate requirements to incident-level Finance/Administrative Section Chief(s).
- Collect, analyze, and summarize cost data.
- Participate in preparation of the Area Command Management Plan.
- Provide daily updates to the Area Command organization on response costs as part of the daily planning cycle meetings.
- Ensure response costs are managed within the established financial ceilings and guidelines.
- Coordinate and advise the Area Command organization on ceiling adjustments when necessary.

- If required, develop cost-sharing agreements with members of the Area Command organization.
- Monitor use of high cost specialized equipment and keep the Area Command organization advised.
- Assist in development and implementation of the Area Command Demobilization Plan.
- If required, coordinate processing of claims resulting from response actions.
- Participate in closeout with agency administrative representative.
- Participate in agency administrator/executive after-action review.
- Ensure coordinated and efficient transfer of command.

5. Assistant Area Commander Intelligence & Investigations (ACII)

The Assistant Area Commander Intelligence and Investigations, is responsible for the management of intelligence and investigation activities at the AC level. Normally, detailed information regarding incident investigations and intelligence is referred to and handled by the appropriate incident-level Intelligence and Investigations Section Chief. At the incident level this position is characterized by 3 different and distinct applications of this position tied to 3 types of activity:

1. Marine Casualty Investigations
2. Intelligence driven preventative Ports and Waterway Coastal Security (PWCS) operations, and
3. Criminal Investigations

Because of the potential for this position to be focused on one or more of these activities, The ACII may need to have one or more Deputies to ensure the requisite expertise is available to provide recommendations to the members of the Unified Area Command. The Deputies would likely be selected from the agencies making up the Unified Area Command.

Major responsibilities of the ACII include the following:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Establish liaison with the appropriate National Level investigative and/or intelligence agencies to support incident activities under the purview of the Area Command.
- Coordinate with the PIO to develop Intelligency/Investigation related public information for release as appropriate.
- Under the investigation driven activity, ACII is primarily focused on:
 - Evidence gathering and support to the incidents under the purview of the Area Command.
 - Support the development of investigation related CIRs.
 - Manage evidence collection, chain of custody, and disposition processes across all incidents.
 - Provide investigation briefings to the appropriate agencies as requested

- Under the intelligence driven activity, ACII is primarily focused on:
 - Provide the Area Command intelligence information that could have a direct impact on the safety of response personnel and influence the disposition of maritime security assets involved in the response at the incidents under the purview of the Area Command.
 - Support the development of intelligence related CIRs.
 - Provide intelligence briefings in support of the Operational Planning Cycles at the incident level.
 - Collect and analyze incoming intelligence information from all sources at the national level for applicability, significance and reliability.
 - Prepare all required intelligence reports and plans.
- Review the IAPs for each incident for intelligence and investigation implications.
- Evaluate the current situation, and estimate the potential future situation and any impacts at the incident level.

B. Deputies

The Area Commander, Assistant Area Commander Planning, Assistant Area Commander Logistics, Assistant Area Commander Finance & Administration, and Assistant Area Commander Intelligence & Investigations may have Deputies, who may be from the same agency or from an assisting agency. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time. Deputies are assigned for continuity and to assist in management of the functions of the Area Commander or Assistant Area Commander under which they are assigned. Additionally, deputies may be assigned as a management solution to span of control issues.

C. Other Positions in Area Command

Consistent with NIMS doctrine the AC organization may expand and collapse as needed to most efficiently manage the organization and complete appropriate objectives. The following positions are commonly used in an AC environment to support the previously defined positions in this Chapter.

1. Safety Officer (SOFR)

The Safety Officer working in an AC develops actions or recommends measures for ensuring personnel health and safety and to assess and/or anticipate hazardous and/or unsafe situations. The Safety Officer generally provides information on overall safety issues and progress/status of the response and works for the ACDR. Because the SOFR is working in an AC, they will need a higher level of skill and so it is recommended they be qualified at the Type 1 or Type 2 level when working in AC.

Major responsibilities of the Safety Officer working in an AC include:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Review to SOFR job aid.

- Develop Area Command Facility Safety Plan and monitor for compliance.
- Evaluate thoroughness/effectiveness of incident-level Site Safety Plan(s).
- Assist incident-level Safety Officers and IMTs in investigating/documenting accidents, injuries, fatalities, etc.
- Prepare and present health and safety briefings.
- Review IAPs and 215a (s) for safety implications and mitigation strategies for common and incident specific health and safety issues.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.
- Conduct incident wide safety analysis.
- Ensure Safety Officers have access to necessary specialists. In the event that specialist may become critical resources, the Area Command Safety Officer will work with the AC/UAC and Critical Resource Unit Leaders to prioritize assignment or develop a plan to provide complete coverage.

2. Public Information Officer (PIO)

The primary function of the Public Information Officer at an AC is to coordinate and validate incidents information for the provision of consistent, accurate, and timely information releases. The Public Information Officer will generally provide information on overall progress and status of the response from a regional or national perspective. Information requests about incident-level response actions are referred to the appropriate incident Public Information Officer (PIO) or JIC for action and works for the ACDR. Because PIO is working in an AC, they will need a higher level of skill and so it is recommended they be qualified at the Type 1 or Type 2 level when working in AC.

Major responsibilities of the Public Information Officer working in an AC include:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Review PIO job aid.
- Identify and communicate to the Area Command organization and IMTs the Area Commander's policy and procedures regarding release of information.
- When directed, establish and manage the Area Command Joint Information Center (JIC).
- Coordinate with applicable incident-level PIO(s) to obtain information and to ensure consistency in release of information to the media and other interested parties.
- Closely coordinate with incident-level PIOs to develop and establish an effective public information strategy.
- Evaluate public and media perceptions of response effectiveness while keeping the Area Command organization and IMTs informed of perceptions.
- Keep the Area Command organization informed of news releases, press conferences, and public meetings to be conducted at the Area Command level.
- Prepare briefing materials and coordinate press conferences and public meeting with media presence.

- Provide media event preparation and coaching to members of the Area Command staff.
- Participate in agency administrator/executive close-out/after-action review.

3. Liaison Officer (LOFR)

The Liaison Officer at an AC is responsible for establishing required and/or desired relationships with executive-level representatives of agencies at the incident level. Liaison relations may also exist with executives of stakeholder groups. The Liaison officer works for the ACDR. Because the LOFR is working in an AC, they will need a higher level of skill and so it is recommended they be qualified at the Type 1 or Type 2 level when working in AC.

Major responsibilities of the Liaison Officer working in an AC are:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Review LOFR job aid.
- Establish liaison, as needed, with stakeholders to include, for example, environmental, economic, and political groups.
- Keep Area Command staff informed of assisting, cooperating, and stakeholder agency/organization issues and concerns to minimize impacts to response operations
- Determine at an executive level assisting, cooperating, and stakeholder agency/organization resources, capabilities and competencies.
- In conjunction with the Assistant Area Commander Planning assist in the development and maintenance of the Information Management Plan (ICS 238).
- Negotiate at an executive level application of assisting, cooperating, and stakeholder agency/organization effort and communicate opportunities to the incident level.
- Coordinate Area Command site visits with IMTs and Incident Commanders.
- Develop and coordinate protocols for visiting dignitaries, including coordination and delivery of incident briefings and site visits, to minimize the impact on specific IMTs.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient relief of duties.

4. Area Command Aviation Coordinator (ACAC)

The Area Command Aviation Coordinator function is to coordinate and manage aviation operations if there are aviation assets assigned to Area Command. The Area Command Aviation Coordinator also determines Area Command requirements for use of aviation assets and allocates aviation resources according to Area Command priorities and objectives. The ACAC works for the ACDR.

Major responsibilities of the Area Command Aviation Coordinator include:

- Obtain briefing from Area Commander on expectations, concerns, and constraints.
- Coordinate with local unit(s) aviation managers, dispatch centers, and aviation facility managers.
- Determine Area Command requirements for use of aviation assets.
- If aviation assets are determined to be a critical resource, coordinate with the Assistant Area Commander Planning, Assistant Area Commander Logistics, and the Area Command Critical Resource Unit Leader on ordering, assigning, and demobilizing these assets.
- Schedule the use of aviation assets assigned to support Area Command and staff.
- If applicable, coordinate with the incident-level Air Operations Branch Director for multi-incident utilization of air assets.
- Provide technical expertise on the use of specialized air assets to both Area Command and IMTs.
- Monitor incident(s) aviation costs, efficiency, and safety. Ensure all agency rules, regulations, and safety procedures are followed.
- If needed, develop an Area Command Air Operations Summary (AC 320).
- Provide incidents, local initial response forces, and other interested parties with an area aviation plan that outlines Area Command aviation procedures and specifics of the area aviation operation.
- Allocate aviation resources according to Area Command priorities and objectives.
- Ensure inter-incident movement of aircraft is planned and coordinated.
- Coordinate with local and adjacent initial response aircraft bases and local dispatch centers to ensure procedures for transiting incident area and corridors are in place. Ensure flight following procedures, entry/exit routes and corridors, hazards, frequencies, and incident air space is known to all affected.
- Coordinate with Incident Air Operations Branch Directors.
- Coordinate with the Federal Aviation Administration (FAA), the Department of Defense (DoD), and local aviation authorities and administrators/executives to ensure that Temporary Flight Restrictions are in place, coordinated, and do not overlap. Ensure potential risks of operating on, near, or within military training routes and special-use airspace have been mitigated.
- Ensure a process is in place for timely transmittal of incident reports.
- Coordinate with incident, dispatch, and coordination centers to determine availability and status of committed and uncommitted aviation resources and to give status reports and situation appraisals for aviation assets and resources.
- Coordinate with Communication Unit Leaders, frequency coordinators, coordination centers, and initial attack dispatch to establish coordinated aviation communications to ensure aviation frequency management.
- Coordinate the scheduling and movement of aviation safety assistance teams among incidents.
- Assist IMTs by coordinating with contracting officers, local aviation managers, and vendors concerning a variety of issues (fueling, contract modifications, contract extensions, etc.).

- Coordinate with military officials and agency representatives concerning the assignments, utilization, status, and disposition of military aviation assets.
- Plan for demobilization and ensure demobilization procedures are followed.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.

5. Critical Resources Unit Leader (CRESL)

The Critical Resources Unit Leader is responsible for maintaining the status of all critical resources and overhead personnel assigned to the AC. The Critical Resources Unit Leader will provide information on critical resource issues and progress/status of the response and reports to the ACPC.

Major responsibilities of the Critical Resources Unit Leader at an AC include:

- Obtain briefing from Assistant Area Commander Planning on expectations, concerns, and constraints.
- Review RESL job aid.
- Coordinate with incident Resource Unit Leaders to verify status of current resources and outstanding resource orders and identify critical resources.
- Develop and maintain status for all critical resources using the Area Command Incident Prioritization Matrix (AC 315).
- Ensure accurate and current information on status of resources is provided to the Area Command Situation Unit Leader as required within established time frames.
- Assist the Assistant Area Commander, Planning, in the development and assembly of the Area Command Management Plan.
- Submit critical resource requests to the Assistant Area Commander Logistics to order.
- Coordinate with the Assistant Area Commander Finance/Administration to track response costs for Area Command.
- Develop and maintain an Area Command Organization Chart (AC 307).
- Support/assist the Assistant Area Commander Planning, in assigning and demobilizing critical resources and overhead personnel assigned to the Area Command.
- Establish and maintain a check-in process to ensure accountability of visitors and AC personnel at ACF.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.

6. Situation Unit Leader (SITL)

The Situation Unit Leader collects, processes, organizes, and displays incident information related to the status of incident activities, broader incident-related impacts and affects, and potential incident growth. The Area Command Situation Unit Leader will generally provide information on overall issues and progress/status of the response, and depending on incident needs, may also develop criteria/procedures for posting information about the incident(s) on the

selected Common Operational Picture and reports to the ACPC. Because the SITL is working in an AC, they will need a higher level of skill and so it is recommended they be qualified at the Type 1 level when working in AC.

Major responsibilities of the Situation Unit Leader at an AC include:

- Obtain briefing from Assistant Area Commander Planning, on expectations, concerns, and constraints.
- Review SITL job aid.
- Develop and implement procedures for collecting and displaying the current operational picture that reflects Area Command overall response emphasis.
- Ensure required Area Command Management Plan inputs are provided within the established timeframe.
- Collect and analyze information gathered from Area Command staff, IMTs, and external entities; brief the Area Commander on the potential implications.
- Set up meeting and briefing area.
- Maintain current Area Command situation status displays and/or Common Operational Picture (COP).
- Prepare incident situation information for support of, and use in, meetings, briefings, and reporting documents.
- Prepare for and conduct situation briefings.
- Develop and maintain optional Area Command Incident Status Summary (AC 309), as needed.
- As scheduled, provide frequent/timely incident status updates (optional Area Command Incident Status Summary (AC 309)).
- Be prepared to respond to real-time critical information requests.
- As required, provide incident status updates to stakeholders or other external organizations on an unscheduled basis.
- Develop and post an Area Command Daily Meeting Schedule (AC 330).
- Develop a list of critical information elements similar to Commander's Critical Information Requirements.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient relief of duties.

7. Documentation Unit Leader (DOCL)

The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files for the Area Command and may also provide oversight and provide directions to the IMTs. The DOCL reports to the ACPC. Because the DOCL is working in an AC, they will need a higher level of skill and so it is recommended they be qualified at the Type 1 or Type 2 level when working in AC.

Major responsibilities of the Documentation Unit Leader at an AC include:

- Obtain briefing from Assistant Area Commander Planning, on expectations, concerns, and constraints.
- Review DOCL job aid.

- Establish a process for collecting, analyzing, storing, and providing appropriate access to Area Command documentation for both non-secure and secure information.
- Establish duplication service and respond to requests of information from the record.
- File all official memos, forms, and reports.
- Enforce confidentiality policies on release of documents and obtain approval for release of any documents or reports.
- Monitor accuracy and completeness of records submitted for filing.
- Provide duplicates of forms and reports to authorized requesters.
- Prepare final files for hand-off to appropriate official for future use.
- Determine Area Command organization requirements for documenting meetings and briefings.
- Prepare Decision Memos for Area Command and primary staff review and approval.
- Ensure Area Command meeting notes accurately reflect what was communicated.
- Collect Area Command meeting notes, memos, and reports as required.
- Maintain and file chronological log of Area Command decisions, direction, and actions using the Area Command Daily Meeting Schedule (AC 330), Unit Logs (ICS-214), or all forms as appropriate.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.
- Ensures records are maintained in accordance with the organizational policies of Area Command members' agency requirements, regarding the records disposition schedule.

8. Communications Unit Leader (COML)

The Communications Unit Leader is responsible for developing plans for the effective use of Area Command communications equipment and facilities; installing and testing of communications equipment; supervision of the Area Command Communications Center and reports to the ACLC. Because the COML is working in an AC, they will need a higher level of skill and so it is recommended they be qualified at the Type 1 level when working in Area Command.

Major responsibilities of the Communications Unit Leader at an AC include:

- Obtain briefing from Assistant Area Commander Logistics, on expectations, concerns, and constraints.
- Review COML job aid.
- Prepare and implement the Area Command Communications Plan (AC 305) and Area Command Communications List (AC 305A) for both internal and external needs.
- Ensure communications systems are installed, tested, and maintained, including the ACP internal telephone system.

- Coordinate with incident-level Communication Unit Leaders and assist with acquisition of specialized equipment and frequency management issues.
- Establish accountability system for issued communications equipment.
- If required, install a secure communication network.
- Provide technical information to both the Area Command Facility staff and incident(s).
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.

9. Facilities Unit Leader (FACL)

The Facilities Unit Leader is primarily responsible for setup, maintenance, security, and demobilization of Area Command facilities including the Area Command Facility. The FACL reports to the ACLC. Because the FACL is working in an AC, they will need a higher level of skill and so it is recommended they be qualified at the Type 1 level when working in AC.

Major responsibilities of the Facilities Unit Leader at an AC include:

- Obtain briefing from Assistant Area Commander Logistics, on expectations, concerns, and constraints.
- Determine space requirements for the ACF.
- Prepare ACF footprint and assist Area Command staff in setting up individual work areas.
- Coordinate with the Area Command Safety Officer in conducting a Site Safety Inspection of ACF.
- If required, obtain billeting and lodging services for AC personnel.
- Provide for facility maintenance (e.g., sanitation, janitorial services, lighting, etc.) and ensure facility is maintained in a safe condition.
- Restore facility to its pre-occupancy condition.
- Ensure all facility equipment is acquired, setup, and properly functioning (i.e., phones, data, furniture, display boards, copy machines, faxes, etc). Provide for information technology (IT) security as necessary.
- Establish property accountability system for issued equipment.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.
- If required, develop and implement a Facility Security Plan and manage security activities including: determining security requirements of the ACF, obtaining assets to monitor and enforce security, and determining need for ACF identification badge system and provide this service.
- Evaluate and recommend to Area Commander the need for secure communications for both voice and data.
- Coordinate with incident-level security specialist(s), as needed to ensure security requirements are met.
- If needed, establish a list of levels of security clearance for ACF personnel.

10. Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists can function under the ACPC or may be assigned wherever their services are required. Major responsibilities of Technical Specialists include:

- Provide technical expertise and advice to the Area Command organization as needed.
- Attend meetings and briefings as appropriate to clarify and help to resolve technical issues within area of expertise.
- Provide technical expertise during the development of the AC Management Plan and other support plans.
- Research technical issues and provide findings to decision makers
- Trouble shoot technical problems and provide advice on resolution. Review specialized plans and clarify meaning.

The following are examples of some of the Technical Specialists that could be part of an Area Command:

- Volunteer Specialist
- Documentation Specialist
- Geographic Information System Specialist
- Public Health Specialist
- Training Specialist
- Intelligence Specialist

11. Legal Specialist

One example of a very common technical specialist activated in support of Area Command is the legal specialist. When a technical specialist may be used very frequently, as is the case for the legal specialist, there may be a set of defined roles and responsibilities established in advance. The Legal Specialist provides legal advice to the AC.

Major responsibilities of the Legal Specialist at an AC include:

- Advise the Area Command organization on legal issues.
- Review documents developed by the Area Commander or Area Command organization to ensure paperwork meets the legal requirements of participating agencies and organizations.
- Ensure the Area Command documentation control system is appropriate.
- Identify what documents and/or information can or cannot be released during the response.
- Monitor compliance of agreements being used during the response.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command.

The positions described in this part and their associated responsibilities are only activated if needed to support the incident(s) under management. Similar to other ICS organizational constructs, if a position is not filled in an Area Command organization, the responsibilities for that position belong to the next higher level of the organization (i.e. if the Area Commander does not assign a Public Information Officer, those responsibilities belong to the Area Commander).

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Chapter 3. Area Command Ready for Deployment

This includes Pre-Deployment Readiness and/or Individual Readiness.

A. Personal Readiness for Deployment

Personal readiness includes dependent, financial and personal readiness. Should you deploy without being personally ready, it will affect your ability to respond and may cause a burden on the incident management team.

- Medical/Dental readiness – For military this means you are in the “green” in CG Business Intelligence (CGBI). For civilians and Auxiliarists, ensure you have no outstanding issues preventing you from being deployed. For example, ensure you have enough medications for the entire period of the deployment.
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy. This means ensuring your financial situation is in order.
 - Government travel credit card (GTCC) – you should check your GTCC limit. If you expect to be deployed more than 30 days, your limit should be increased (example from \$2,500 to \$10,000).
 - Ensure you have a plan for bills to be paid while deployed.
 - Ensure you have a TPAX account.
- Family Readiness
 - Ensure you have a Dependent Care/Pet Care plan for when deployed. Please check www.militaryonesource.com for assistance.
 - Periodically review pet, child and elder care arrangements.
 - Update and check legal and financial documents and details.
 - Make sure all important contact numbers are easy to find.
 - Create a family emergency plan.
 - Periodically review how finances will be handled during deployment.

B. Assemble Personal Deployment Kit

A personal deployment kit contains your personal items needed for the deployment and includes items like: medications, uniforms and/or appropriate clothing, etc.

1. Personal Deployment Kit

	Uniforms appropriate for the response including appropriate footwear
	Update your family emergency plan (see www.ready.gov for details)
	Emergency contact information
	Dependent care plan (i.e. wills, powers of attorney, etc.)
	Sufficient medications and/or medical supplies for 60 days
	Pet care plan if applicable
	Power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)

C. Minimum training is complete

Ensure minimum training is complete and up-to-date (as per COMDTINST(s) and PQS). Mandated Training (MT). ICS training (e.g. ICS-300, position specific ICS training).

D. Assemble Area Commander Deployment Kit

- See Area Commander Deployment Kit below
- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.

1. Area Command Deployment Kit

	ITEM	QTY
	Incident Management Handbook	1
	AC Job Aid	1
	ICS Forms, in expandable pocketed folder (inventory on folder)	1
	Agency Specific References (e.g. ACP, Policy documents, etc.) – electronic or printed	1
	Vest, appropriately colored based on position with insert labels pre-printed. (e.g. “Area Commander” – white, “Assistant Area Commander Planning” – blue, “Assistant Area Commander Logistics” – orange, etc.)	1

Area Command Facility Supply List can be found in Appendix F of this Publication.

Chapter 4. Ready to Support Incidents

The period of initial activation is when a determination is made to establish an Area Command organization to support ICs/UCs. Senior Agency Administrators or Executives determine and designate who will represent other appropriate organizations within the Area Command structure.

A. Notification

The Area Commander or Area Command Staff is notified of incidents. Pre-assessment information is collected prior to reporting on scene.

- Determine what happened.
- Determine injuries, illnesses, fatalities and the threat to the uninjured.
- Ensure that pre-deployment operations risk assessment is conducted.
- Initiate notification checklists in accordance with approved contingency plans.
- Report with ICS-201s and/or IAPs and appropriate assessment tools and references.
- Review Appendix B – Determining the AC Management Cycle Meeting Schedule
- Determine or establish initial AC priorities and objectives. See examples in Appendix C – Area Commander Decisions and Directions.
- Determine area of responsibility for the incident.
- Receive executive-level direction, delegation or considerations. Review Executive and Area Commander Agreement Checklist on page 17.
- Determine if this is a stand up of the Area Command organization or relief.

B. Receive Assignment

Receive assignment as ACDR or AC Staff. You may receive your assignment in many ways, via message, phone call, supervisor, or on orders. Verify reporting location, date and time, as well as Area Command Facility contact numbers for assistance with reporting.

- Finalize personal readiness for assignment
 - Review the pre-assignment check list to ensure readiness for assignment which includes personal, dependent, and financial readiness.
 - Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

C. Receive Travel Orders

Receive Travel Orders (order number) if applicable. Obtain counseling on entitlements and responsibilities from a travel authorizing official.

- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

D. Verify/update Personal Deployment Kit

- See Assemble Personal Deployment Kit
- Is there special PPE or special weather clothing required?

1. Verify/update Area Command Deployment Kit

- Ensure Minimum training is complete.
- Assemble AC Deployment Kit. Assemble Area Commander Deployment Kit
- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.

E. Executive Briefing

This is the first activity in the Area Command P. It is where the Area Commander(s) are briefed by senior agency executives on the overall situation which includes:

- Establish authorities.
- Receive policy guidance.
- Reach agreement on the scope of the job.
- Identify Area Command Facility location.

The initial actions of an Area Command are critical to providing the required management of the overall response effort. Getting a good start with strong leadership and unity of effort in the early stages will make for a smooth start-up when activating the Area Command Organization.

When: Selected Area Commander(s) gather for the first time

Facilitator: Senior Agency Executive or designee

Attendees: Selected Area Commanders and deputies

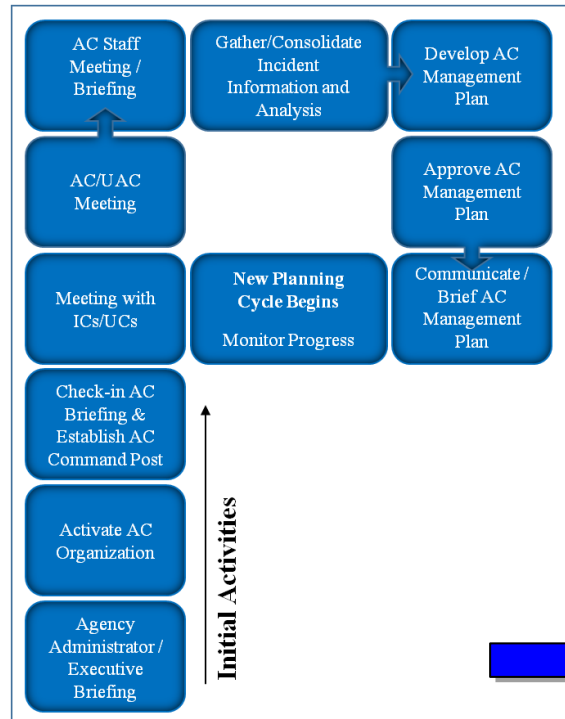
GENERAL TASKS

Senior Agency Executives

- Provide situation briefing.
- Establish authorities.
- Review agency policies.
- Discuss scope of effort.
- Convey reporting requirements and relationships.
- Reach agreement on Command Facility location.

Area Commanders

- Obtain briefing.
- Clarify scope of effort and issues.
- Agree on critical information reporting.
- Define any social, political, environmental and economic issues.
- Identify any cost constraints.
- Identify on-scene incident commanders



1. Executive Briefing Agenda

1. Brief on the need and requirements for AC organization.
2. Discuss prior communications between executives and IC's/UC's.
3. Brief on current situation.
4. Brief on AC authorities, duties and responsibilities.
5. Discuss overarching political, social, economic and environmental issues affecting the mission.
6. Clarify reporting and briefing requirements and lines of authority.
7. Discuss and reach agreement on overall AC staffing and Area Command Facility location.
8. Discuss plans and agreements that may be in place.
9. Discuss the funding level for the AC.
10. Close out meeting with concurrence from Area Commander(s) that all concerns have been addressed.

2. AC Actions – Executive Briefing

- Understand why the Area Command (AC) is being activated.
- Obtain good situational awareness of the incidents, including names and contact numbers for the Incident Commanders with whom the AC will be working.
- Reach agreement on overall scope of duties that the AC is expected to perform and area of responsibility. See Appendix D – Sample Delegation of Authority.
- Discuss response objectives and priorities.

- Identify social, political, environmental and economic concerns.
- Identify any limitations or constraints that could impact the AC.
- Review any pertinent agency/organizational policies and procedures.
- Reach agreement on reporting relationship between Area Commanders and the agency executive (if required).
- Reach agreement on delegation of authority. Obtain written delegation whenever possible. May be referred to as delineation of responsibilities. See Executive and Area Commander Agreement Checklist on page 4-4 and Appendix D – Sample Delegation of Authority.
- Negotiate Critical Information Requirements (CIRs).
- Agree on potential locations for the Area Command Facility.
- Discuss coordination pathways between AC and other entities such as Emergency Operation Centers (EOCs) and the Joint Field Office (JFO).
- Obtain copies of appropriate contingency plans.

3. Executive and Area Commander Agreement Checklist

The following items should be discussed/agreed upon between an Agency Executive and an Area Commander:

- Cost limitations, constraints, sharing.
- Procurement guidelines.
- Priorities.
- Pre-Existing Plans, Memorandums of Agreement (MOAs), and Memorandums of Understanding (MOUs).
- Legal authorities and basis.
- Rules of engagement.
- Scope of work.
- Jurisdictional boundaries and area of responsibility.
- Limitations and constraints.
- Critical Information Requirements (CIRs) including schedule, thresholds, and points of contact.
- Political, social and cultural implications and responsibilities.
- Local resource limitations including draw-down limits.
- Resource management issues such as use of trainees, release priorities, and use of local resources.
- Reporting and relationship with other response facilities such as an Emergency Operations Center (EOC), Joint Field Office (JFO), Area Command (AC) or agency operating center.
- Information management requirements with media and stakeholders.
- Contingency guidance or authority.
- Sunset clause.

- Documentation requirements such as case packages, cost documentation packages and performance evaluations.

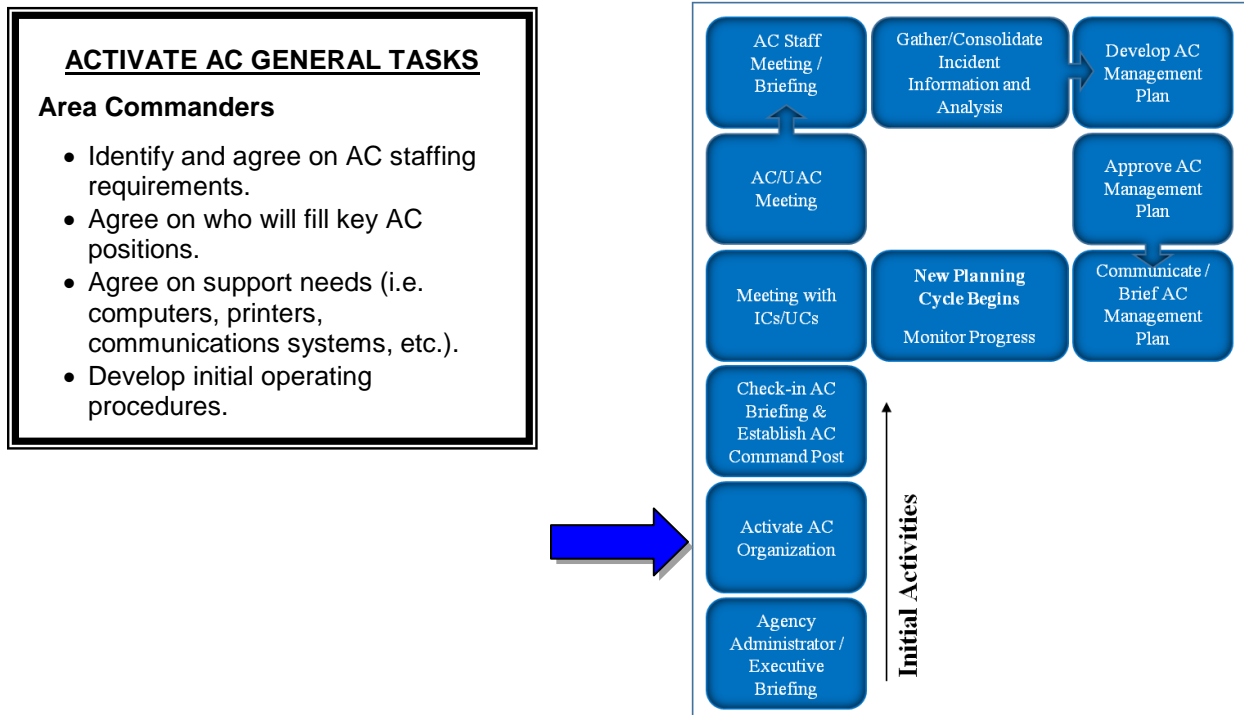
F. Activate Area Command Organization

This is the second Area Command “P” Action, provides Area Commander(s) the opportunity to determine the size of the Area Command organization based on the scope of effort and agreements reached at the Executive Briefing. Area Commander(s) come to agreement on AC staffing. Getting organized requires validating the makeup of the Unified Area Command (UAC), reviewing all guidance and direction, defining the AOR, selecting an Area Command Facility location, identify primary staff positions, and discussing interim operating procedures.

When: Shortly after the Executive Briefing

Facilitator: Area Commander or Assistant Area Commander Planning (if available)

Attendees: Area Commanders



1. Activate AC Organization/Initial AC Meeting Agenda

1. Facilitator brings meeting to order, covers ground rules and reviews agenda.
2. Validate makeup of newly formed UAC, based on IMH Chapter 5 Unified Command criteria.
3. Clarify Area Commander Roles and Responsibilities in the UAC.
4. Review agency policies.
5. Establish and document response Priorities, Limitations and Constraints.

6. Define and document the UAC jurisdictional boundaries and focus (Area of Responsibility (AOR)).
7. Determine location of Area Command Facility.
8. Determine AC period length/start time and work shift hours.
9. Identify needed AC Positions and designate lead organization for ACPC, ACLC, ACFC, PIO, SOFR, and LOFR positions.
10. Designate other AC key staff assignments as needed.
11. Discuss and agree on managing sensitive information, resource ordering, cost sharing, cost accounting, and operational security issues.
12. Summarize and document key decisions, procedures and guidance.

2. AC Actions - Initial AC Meeting

- Document meeting with the agency executive.
- Evaluate agency executive direction and determine the overall workload.
- Evaluate the need to establish a Unified Area Command.
- Ascertain if a Multi-Agency Coordination System (MACS) Organization has been activated and if so, identify their roles and responsibilities.
- Determine the staffing requirements of the AC organization.
- Agree on who (agency/organization) will fill primary positions in the AC organization.
- Select Area Command Facility location.
- Identify major support requirements such as communications, computers and printers.
- Discuss initial operating procedures including:
 - Hours of Operation (core hours)
 - Work shift requirements
 - Night staffing requirements
 - Facility security
 - Define AC Area of Responsibility (AOR)
 - Sensitive information management
 - Documentation (classified/unclassified)
 - Funds management
- Establish initial communications with the on-scene Incident Commanders and briefly discuss Area Commander roles and responsibilities.
- Name the Area Command.

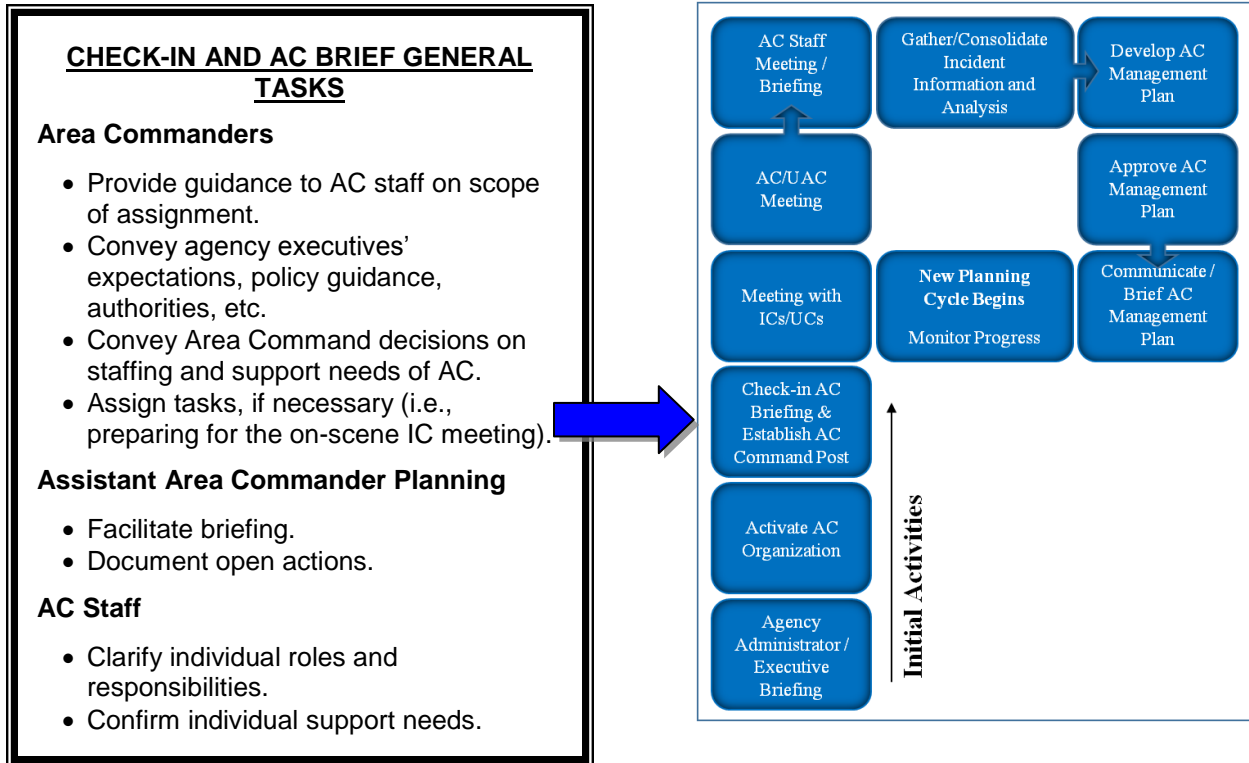
G. Check-in, AC Staff Briefing & Establish AC Facility

This is the final action in the stem of the Area Command “P”. Area Commanders will conduct initial briefing with AC personnel. Briefing will include expectations from Area Commanders and any limitations or issues the AC will be expected to address. Establishment of the AC Facility may also be addressed at this time. One of the initial actions of the Area Command is to ensure that the AC team members receive an in-briefing and obtain a clear understanding of the AC mission.

When: At the time AC staff begins to arrive and AC facility is being established

Facilitator: Assistant Area Commander Planning or Area Commander(s)

Attendees: All AC personnel



1. AC Briefing Agenda

1. ACPC brings meeting to order, conducts roll call, covers ground rules and reviews agenda.
2. SITL conducts situation status briefing.
3. Area Commander(s) provide initial comments
4. Area Commander(s) provide expectations and initial assignments
5. Area Commander(s) provide closing comments.
6. ACPC Adjourns meeting.

2. AC Actions - AC Briefing

- All personnel check in using the ICS-211.
- Assemble personnel for an all-hands staff briefing and be prepared to document staff assignments and other open actions on the ICS-233.
- Obtain overall situational awareness, including:
 - Overall scope of assignment, including AC Area of Responsibility
 - Overview of agency executive direction.
 - Response priorities
 - Limitations and constraints
 - AC authorities
 - Reporting requirements

- Critical Information Requirements (CIRs)
- Incidents that the AC will be responsible for
- Social, political, environmental, and economic requirements
- External coordination relationships, including the EOC and JFO
- Determine additional interim staffing needs and process resource requirements using the ICS-213RR.
- Establish the AC Situation Unit and begin collecting status from available sources.
- Staff determines functional space needs.
- Determine AC Operating Cycle. See Appendix B – Determining the AC Operating Cycle Meeting Schedule.
- ACLC develops AC facility floor plan and begin to set up work areas.
- ACPC establish an AC daily activity schedule.
- ACLC identifies and obtains administrative and logistics support needs, such as phones, date lines, reproduction equipment, transportation, billeting and feeding. See Appendix E – Establishing the Area Command Facility Checklist.
- ACDR provide interim direction to staff members.
- Notify on-scene Incident Commanders, agency executives, and other coordination entities such as the EOC and JFO when the AC becomes operational.
- ACDR should communicate with the on-scene Incident Commanders and discuss with them the overall direction and guidance the ACDR received from the agency executives.
- ACPC sets up Area Commanders meeting room using the Area Commanders Meeting Room Layout. Discuss the requirements for the upcoming meeting with Area Commander(s) and who should attend the meeting (ICs and PSCs). Appendix I – Area Command Meeting Layouts.
- ACPC should discuss with the Incident Commanders the information that they will have to provide to ACDR(s) during the AC/UAC meeting, including:
 - Current situation report
 - Map/chart with incident information displayed
 - Make-up of the Unified Command
 - Current ICS-201 or Incident Action Plan (IAP)
 - Long term projections and incident potential
 - Resources at risk
 - Resource shortfalls
 - Probability of success predictions if resources are obtained
 - Probable consequences if resource needs are not met
 - Political, social, economic, environmental impacts and difficulties
 - Recommendation to AC on task/issues that the AC organization could assume such as national media.
- All AC staff prepare for the AC/UC Meeting.

Chapter 5. Support the Area Command Process

This Chapter provides an Area Command “P” as a representation of the 9-step repetitive Area Command Planning Process illustrated in Figure 5 (the “O” portion of the “P”). The Area Command “P” provides a structured, repeatable process for Area Command implementation and activities.

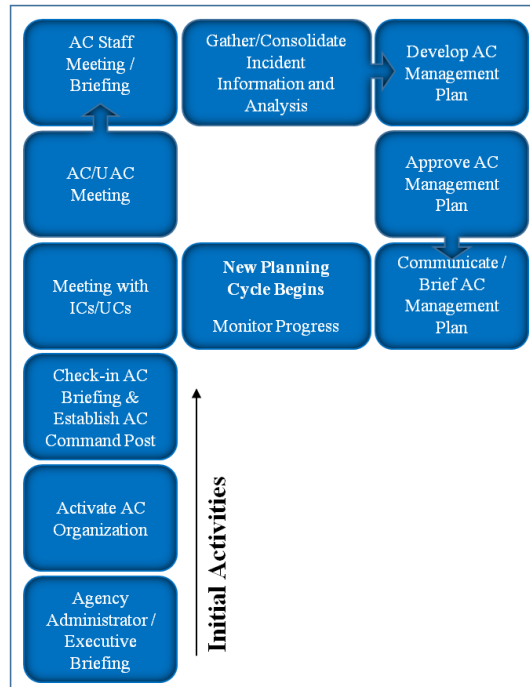


Figure 5 - Area Command Process "P"

A. Meeting with Incident Commanders/Unified Commands

This provides ACDRs the opportunity to dialogue with Incident Commanders/Unified Commands and receive the ICs'/UCs' current situation, strategies, and issues. This step in the "Process P" process also represents the first repeatable meeting within the Area Command Management Period that occurs during each and every new Management Period. Initial meetings should be conducted "face to face." However, under extreme circumstances, this process may be accomplished via cell phone, landline, teleconference, video teleconference, or radio on a command channel as deemed necessary by the ACDR. Subsequent Area Command IC/UC meetings will be held as required.

As a reminder, AC adopts a strategic, forward-looking vision in 24, 48, and 72-hour and beyond timeframes ahead of the current incident-level Operational Periods. AC is still attentive to the current incident Operational Periods, but considerable focus is on future timeframes that facilitate the ability to react, coordinate, and execute change based on situational needs and incident and resource priorities.

When: As soon as possible after Area Command becomes operational. Subsequent Area Command IC/UC meetings will be held as required

Facilitator: Assistant Area Commander Planning

Attendees: Area Commanders, Assistant Area Commander Planning, Assistant Area Commander Logistics, Assistant Area Commander Finance/Administration, Incident Commanders/Unified Commands, and their respective staff as required

MEETING WITH ICS/UCS GENERAL TASKS

Area Commanders

- Clarify roles and expectations
- Provide appropriate Delegation of Authority and limitations to specific ICs (first time only)
- Provide policy, direction, and priorities
- Provide operating procedures
- Provide ground rules/procedures for ICs/UCs
- Discuss conflict resolution procedures
- Reach agreement on division of responsibility (i.e., media relations, stakeholder meeting, etc.)

Assistant Area Commander Planning

- Provide reporting requirements, formats, meeting schedules, and time frames
- Collect IAPs and/or Incident Briefings (ICS 201s) from ICs/UCs
- Collect ICS 209s
- Explain processes for sharing or re-assigning specialized/critical resources
- Explain demobilization processes of specialized/critical resources
- Identify critical resource needs and issues

Assistant Area Commander Logistics

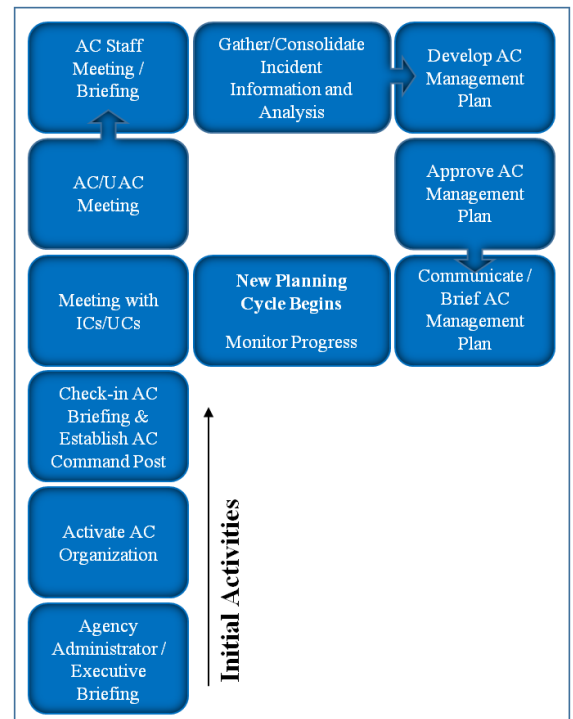
- Provide procedures for requesting specialized or critical resources

Assistant Area Commander Finance/Admin

- Explain the process for cost tracking
- Explain the notification procedures for responder illnesses, injuries, or accidents
- Identify if additional agreements need to be established

Incident Commanders/UCs

- Provide overall situation reports for their incidents such as maps and/or IAPs
- Identify values at risk
- Specify current incident objectives
- Provide incident priorities
- Provide long-term projections, as well as existing and anticipated problems
- Provide resource requirements/shortfalls
- Identify probability of success if resource needs are met
- Identify consequences if resource requirements are not met
- Identify issues Area Command can assist (political contacts, VIP visits, etc.)
- Identify critical resources and needs



1. Area Command IC/UC Meeting Agenda

1. The ACPC, brings meeting to order, conducts roll call, and reviews agenda.
2. ACDRs provide Delegation of Authority and limitations to specific ICs, as needed. Initial Delegation of Authority may be executed verbally due to travel, distance, and/or time constraints and limitations.
3. ACDRs provide opening remarks along with providing policy direction, Administrators/Executives expectations, Area Command interim operating procedures, expectations, and ground rules.
4. The ACPC, provides guidance on information reporting to include timeframes, units of measure and formats, along with critical information reporting.
5. The ACLC provides guidance on ordering and sharing of specialized and critical resources, including demobilization of these resources.
6. The ACFC provides guidance on cost accounting and reporting of injuries and accidents.
7. Incident Commanders/Unified Commands report on their individual situation to include resources at risk, incident objectives, incident priorities, limitations, resource requirements, and consequences if resource requirements are not met.
8. Resolve outstanding issues or concerns.
9. The ACPC, solicits final comments and adjourns the meeting.

2. AC Actions – Meeting with IC/UCs

- Ensure the AC staff is properly prepared and ready to conduct the meeting at the identified time.
- ACPC needs to ensure that the meeting rooms, along with the appropriate ICS tools, are in place to support the conduct of the meeting. (Appendix I – Area Command Meeting Layouts).
- Ensure the AC staff is prepared to present the appropriate AC procedures that were tasked to develop.
 - Critical resource ordering
 - Resource reassignment between incidents
 - Information reporting
 - Critical Information Requirements (CIRs)
 - Cost accounting and cost sharing
 - Media Management
 - Sensitive Information/Intelligence
 - Documentation
 - Demobilization of critical resources
 - Response documentation protocols
 - Responding to and managing an incident within an incident
- ACDRs will discuss and clarify policy direction and guidance received from the agency executive.

- Discuss how AC will function in support of the on-scene Incident Commanders; able to freely communicate with peers function to function. See Appendix G – Area Commander Direction to the IC/UCs
- Incident Commanders and PSC present their respective incident requirements.
 - Current Situation Report
 - Map/chart with incident information displayed
 - Make up of Unified Command
 - Principal partners supporting the response
 - Current ICS-201 or IAP
 - Long term projections and incident potential
 - Resources at risk
 - Resource shortfalls
 - Probability of success predictions if resources are obtained
 - Probable consequences if resource needs are not met
 - Political, social, economic, environmental impacts and difficulties
 - Recommendation to AC on task/issues that the AC organization could assume such as national media.
- ACDRs discuss with the IC/UCs how the AC can help to reduce the workload on the Incident Management Teams, including but not limited to:
 - Help to manage political influences
 - VIP visits
 - National media (AC JIC)
 - National or regional special interests groups
 - Contracting (agree on threshold)
 - Critical or specialized resource ordering
 - Obtaining permits required for utilizing advanced technologies
- Reach agreement with IC/UCs and document the task(s) that AC will assume.
- ACDRs will seek clarification on any unclear issues, including coordination with external support entities (EOC/JFO).
- ACDRs will attempt to resolve issues and concerns as identified by the Incident Commanders.
- ACDRs will provide interim direction to the Incident Commanders as needed especially on critical issues.
- Based on the ICs briefings, ACs will identify and assign tasks to their staff.

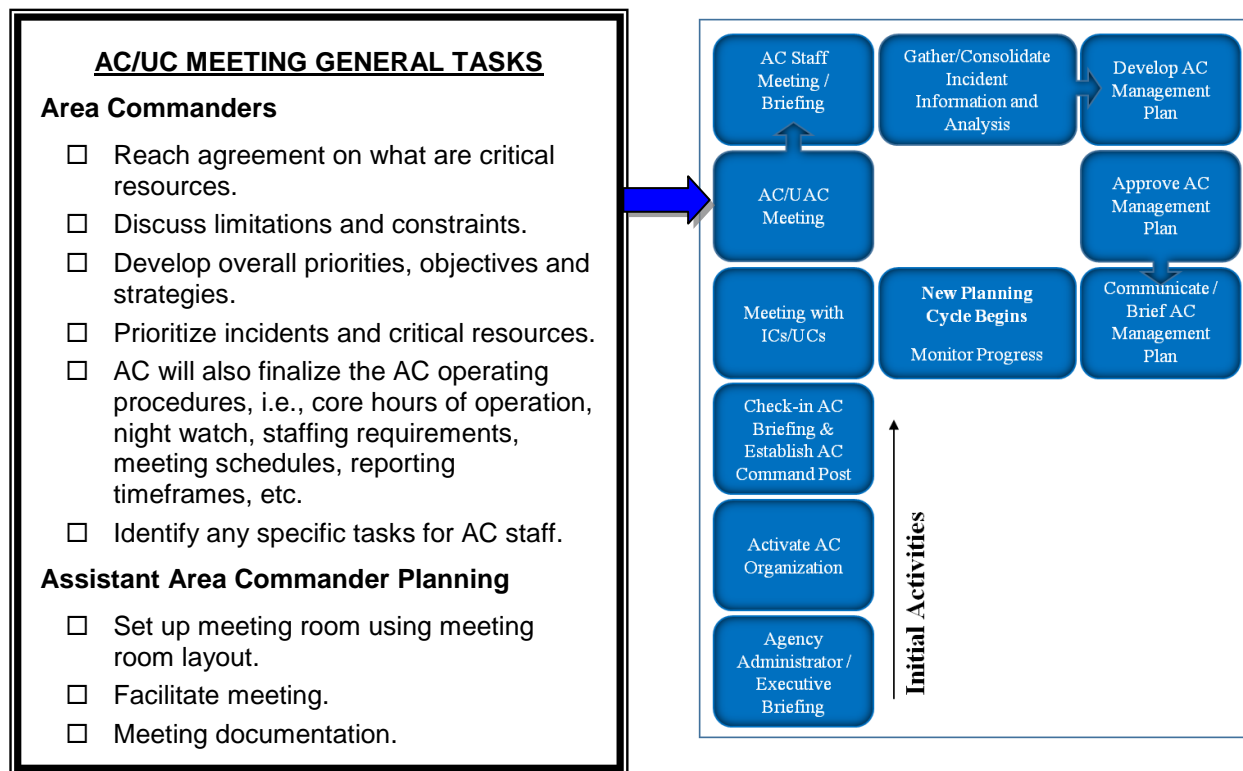
B. Area Commanders/Unified Area Command Meeting

During this 1-hour meeting, the Area Commander(s) will use the information derived from the IC meeting and develop overall strategies, objectives, priorities and identify any critical resource needs or issues they will have to deal with. As needed, ACDRs will prioritize among incidents and determine critical resource allocations. ACDRs will also finalize the AC operating procedures. This meeting is about the ACDRs getting together immediately following the meeting with the Incident Commanders and using their input, set direction on how the overall response efforts will be coordinated and managed.

When: As soon as possible after adjournment of IC/UC meeting

Facilitator: Assistant Area Commander Planning

Attendees: Area Commanders, Assistant Area Commander for Planning, and other staff upon Area Command request



1. Area Commanders/Unified Area Command Meeting Agenda

1. ACPC, brings meeting to order.
2. ACDRs address any policies, limitations, or constraints.
3. ACDRs reach agreement on criteria for identifying critical resources.
4. The ACPC, facilitates discussion and develops overall response priorities.
5. The ACPC, leads discussion on development of strategic objectives.
6. ACDRs discuss and prioritize incidents and critical resource allocations.
7. ACDRs also finalize operating procedures (i.e., core hours of operation, night watch, staffing requirements, meeting schedules, information reporting timeframes, etc.).
8. ACDRs identify any specific tasks for AC staff.
9. ACDRs address any critical issues derived from the IC/UC Meeting or Agency Executive Briefing.

2. AC Actions - UAC Meeting

- AC Planning Staff prepare situation and resource displays.
- ACPC sets up meeting room using AC UC Meeting Room Layout. See Appendix I – Area Command Meeting Layouts.
- ACPC ensures appropriate staff support is assigned.
- ACDRs address and clarify any policy/procedure issues and concerns.

- Document ACDRs decisions and direction including:
 - Identify ACDR response priorities
 - Identify possible limitations and constraints that could affect ACDRs decision making
 - Develop ACDR strategic objectives
 - Develop Critical Information Requirements (CIRs)
 - Identify additional operating procedures as needed
 - Identify any new task and staff assignments
 - See Appendix C – Area Commanders Decisions and Directions.
- Reach agreement on what are the critical resources.
- Using the AC-315, evaluate each incident’s critical resource needs.
- Develop Evaluation Criteria needed for prioritizing incidents such as:
 - Lifesaving
 - Social, Political, Environmental and Economics
 - Long term health effects
 - Infrastructure restoration
 - Probability of success
 - Value of resources at risk
 - Property loss
 - Population effected
 - National Security
 - Public pressure
- Develop the AC-315 using the applicable evaluation criteria and assigning a weighing factor to help ACs determine resource allocation priorities.
- Using the AC-315, assign critical resources to the appropriate incident.
- Document ACDR decisions and rational.
- ACDRs brief the Agency Executive(s) on decisions and directions (can be done as part of the AC Operating Guide briefing).

C. Area Command Staff Meeting/Briefing

During this 1-hour meeting, the ACDRs will present their decisions and management direction to the AC staff. This meeting should clarify and help to insure understanding among the core AC staff as to decisions, objectives, priorities, procedures and functional assignments (tasks) that the ACDRs have discussed and reached agreement. If the AC Staff were at the previous meeting, this meeting does not need to be held. The focus of this meeting is to provide the opportunity for ACDRs to brief their primary staff on the AC’s direction and decisions that will govern how the AC organization will operate.

When: Following Area Commander/UAC meeting

Facilitator: Assistant Area Commander Planning

Attendees: Area Commanders and Area Command staff, to include Unit Leaders and Technical Specialist if needed

**AREA COMMAND STAFF
MEETING/BRIEFING GENERAL TASKS**

Area Commanders

- Present Area Commander strategic objectives, directions, priorities, and decisions
- Present operating procedures
- Discuss overall response emphasis, including limitations, and constraints.
- Present functional work assignments (tasks)

Assistant Area Commander Planning

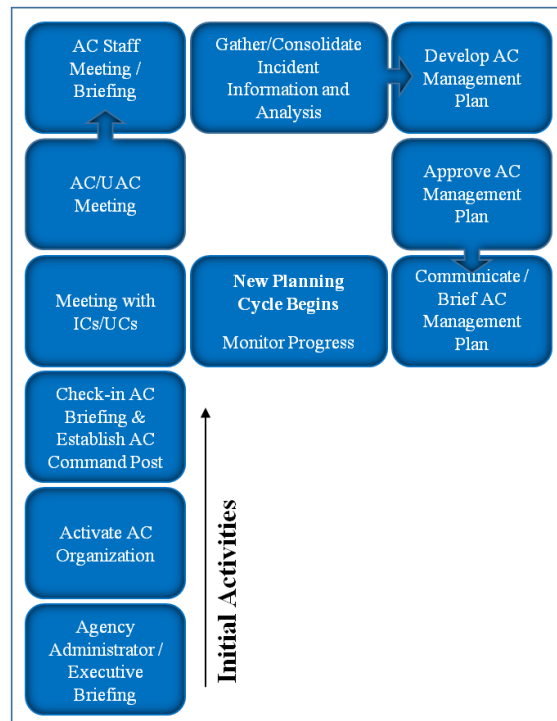
- Set up the meeting/briefing area
- Facilitate/document the meeting

Area Command Situation Unit Leader

- Provide updates on the overall current situation and projections if available

Area Command Staff

- Review and clarify functional work assignments (tasks)



1. Area Command Staff Meeting/Briefing Agenda

- The ACPC, brings the meeting to order, conducts roll call, covers ground rules, and reviews agenda.
- The SITL conducts situation status briefing.
- The ACDR provides opening comments, concerns, and issues.
- The ACDR provides updates on the following:
 - Key decisions directions, overarching priorities and objectives
 - Operating procedures (if changed)
 - Overall response emphasis, including limitations and constraints
 - Incident and Critical Resources priorities
 - Functional work assignments (tasks) to staff members
 - Performance Expectations (if changed)
- The ACPC, facilitates a short discussion on issues and concerns.
- The SITL briefs on Information Reporting requirements.
- ACPC, adjourns the meeting.

2. AC Actions – AC Staff Briefing

- ACPC will ensure that meeting room is set up and that all required ICS tools and displays are in place. See Appendix I – Area Command Meeting Layouts.
- ACDRs need to agree on who will represent ACDR products during the meeting.
- ACDRs should brief Assistant Area Commander Planning on who will present topics during the meeting.

- Meeting will begin with a situation and/or Intel update including any projections.
- ACDRs will present their decisions and direction including:
 - AC Response priorities
 - AC Limitations and constraints
 - AC Strategic objectives
 - Critical Information Requirements (CIRs)
 - Any new operating procedures
 - Incident prioritization
 - Critical resource assignments or tasks to staff
 - Response emphasis
- ACDRs will brief the staff on activities or tasks they have agreed to help the ICs with.
- Clarify and resolve any staff issues and concerns.
- Based on the workload, ensure that the AC staffing is adequate to sustain 24 hour operations.
- Review open actions, ICS-233, to determine progress on work assignments.
- Order additional staff support as needed using ICS-213RR.

D. Gather/Consolidate Incident Information and Analysis

During this step, AC staff culminates the gathering and consolidation of Incident Information and Analysis that will be included in the Area Command Management Plan. Incident Information and Analysis collection processes and activities actually begin well before this step of the "Process P." Incident Information and Analysis collection is a continuous process that does not end during the course of an incident. This specific step represents the actions to gather/consolidate, analyze, validate, and prepare data that will be incorporated into the Area Command Management Plan.

Since AC adopts a strategic, forward-looking posture, collected planning data should include current Incident Information and Analysis as well as incident potential information and analysis in 24, 48, and 72-hour and beyond timeframes.

When: Following Area Command Staff Meeting

Facilitator: Area Command Planning Chief

Attendees: None. This is not a meeting but a period of time/activity

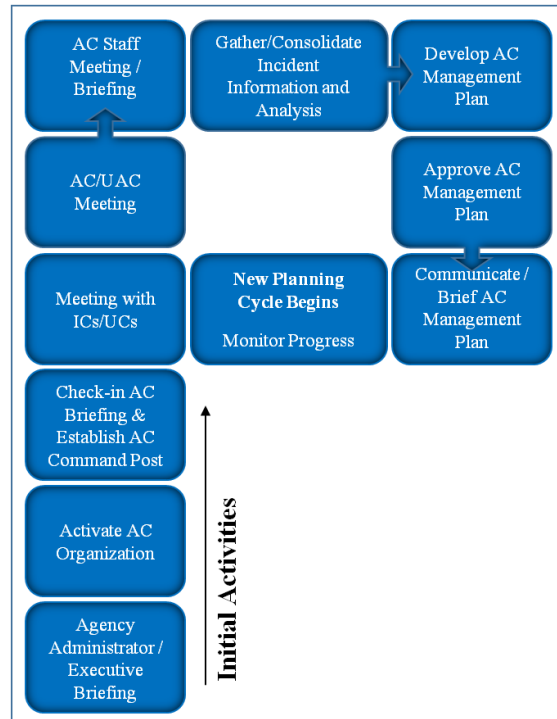
GATHER/CONSOLIDATE INCIDENT INFORMATION & ANALYSIS GENERAL TASKS

Area Commander

- Visit sites as situation and priorities dictate (Agency Administrators/Executives, ICs, Dispatch Center, EOCs, MAC Groups, etc.)
- Oversee planning activities to ensure timelines are maintained

Assistant Area Commander Planning

- Lead planning activities and monitor data input deadlines
- Interact with AC Staff in gathering data to include maps, charts, etc.
- Ensure all required Incident Informational and Analysis is collected form ICs (ICS 209s, ICS 203s, maps, charts, etc.)
- Consolidate required Incident Information and Analysis into management plan components
- Review and analyze data content for accuracy and importance



E. Develop Area Command Management Plan

During this block of time, Area Command staff develops components that are to be included in the Area Command Management Plan. An Area Command Management Plan is strategic in nature and does not include specific tactical direction. It should not be confused with the IAP. These components must meet the deadlines set by the ACPC, so the Planning function can assemble the Area Command Management Plan. Deadlines must be early enough to permit timely review, approval, and duplication.

Another important factor to note regarding this step or block of time is that the Area Command Management Plan should be developed, produced, and presented *prior to* (at least 24 hours in advance) the Objective Meetings being conducted by assigned Incident Commanders.

Sequencing the Area Command Management Period and Incident Command Operational Periods in this manner ensures Incident Commanders are provided strategic objectives, direction, and command emphasis and priorities as they prepare and execute their own Incident Action Plans.

When: Following Gathering/Consolidating Incident Information/Analysis

Facilitator: Assistant Area Command Planning

Attendees: None. This is not a meeting but a period of time

**DEVELOP AREA COMMAND
MANAGEMENT PLAN GENERAL TASKS**

Area Command Staff

- Develop and codify all required components of AC Management Plan, which may include:
 - Strategic AC Priorities, Objectives, and Philosophies
 - AC organizational chart
 - Daily summary & situational updates
 - AC Incident Priorities
 - AC Critical Resource Needs & Summary
 - AC Meeting/Briefing schedule
 - Communications listings/logs
 - Information Management plan
 - Critical information reporting
 - AC staffing schedule
 - AC policies, procedures, and decisions
- Other optional plan components as required and addressed below

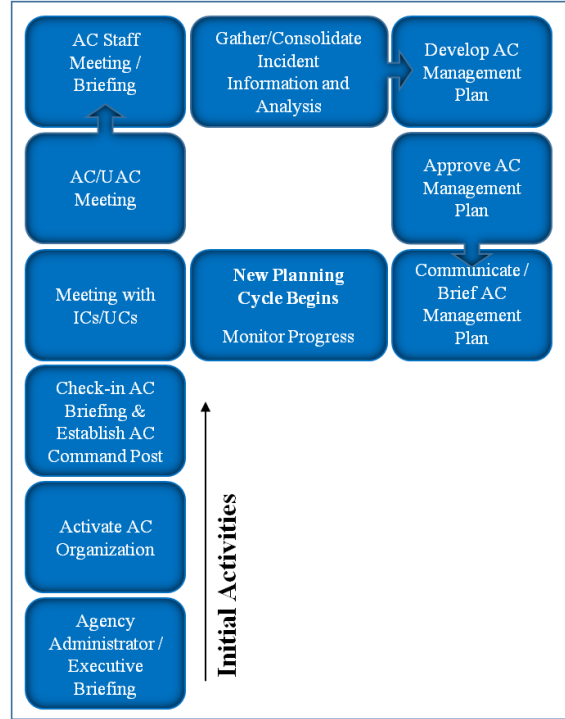


Table 2. Area Command Management Plan Component Responsibilities

AREA COMMAND MANAGEMENT PLAN COMPONENT	PRIMARY RESPONSIBILITY
Area Command Priorities and Objectives (AC 302)	Situation Unit Leader
Area Command Communications Plan (AC 305)	Communications Unit Leader
Area Command Organization Chart (AC 307)	Critical Resources Unit Leader
Area Command Incident and Critical Resources Priority Matrix (AC 315)	Critical Resources Unit Leader
Area Command Daily Activities Schedule (AC 330)	Situation Unit Leader

Table 3. Area Command Optional Components Responsibilities

OPTIONAL COMPONENTS (USE AS PERTINENT)	PRIMARY RESPONSIBILITY
Air Operations Summary (AC-320)	Area Command Aviation Coordinator
Information Management Plan	Situation Unit Leader
Area Command Demobilization Procedures	Assistant Area Commander Planning
Critical Resource and Release Priorities within Area Command scope	Assistant Area Commander Planning
Tentative Transition and Closeout Schedules for Area Command elements	Assistant Area Commander Planning
Contingency Plan(s)	Assistant Area Commander Planning
Public Information Plan	Public Information Officer
AC Staffing Schedule	Critical Resources Unit Leader
Area Command Policies, Procedures, and Decisions	Area Command Staff
Other Area Command Plans or documents as required	Area Command Staff

1. AC Action – Develop Management Plan

- ACPC will identify the components that will be included in the Management Guide and set a deadline when the products must be completed. See Appendix J – Area Command Forms.
- ACDR will define when the Management Guide will be ready for their review.
- ACDR can use this time to:
 - Visit the various functions in the ACF to ensure there is adequate staff and that required work is getting done on time.
 - Review ACF layout for effectiveness and efficiency and recommend changes in configuration to appropriate staff.
 - Brief their respective Agency Executive.
 - Maintain communications with the Incident Commanders.
 - Network with the EOC, JFO, and MACS
 - Resolve issues and address concerns as they surface.

F. Approve Area Command Management Plan

During this block of time, the ACPC, assembles the Area Command Management Plan, reviews content, makes adjustments if necessary, and submits the plan to the Area Commander(s) for review and approval. Following approval, the ACPC, duplicates the required number of copies for distribution. This may be placed on a secure website or email when available.

When: Following Area Command Management Plan Development

Facilitator: Assistant Area Commander Planning, and Area Command staff executes this process

Attendees: None. This is not a meeting but a period of time

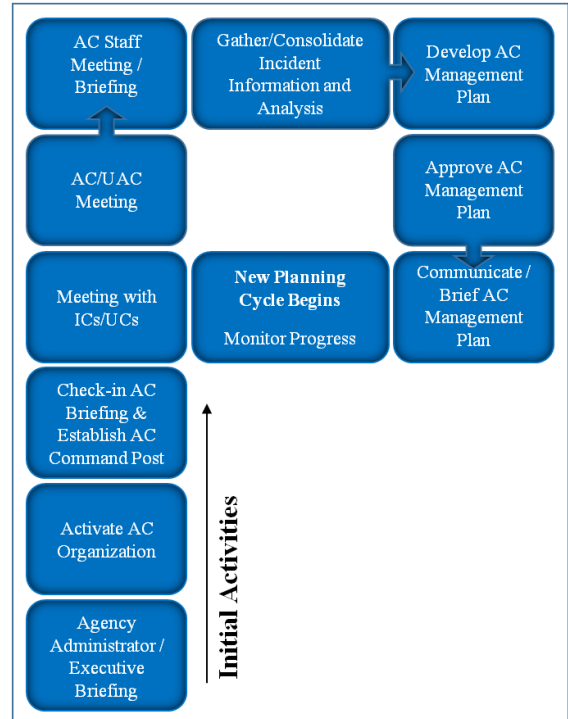
APPROVE AC MANAGEMENT PLAN
GENERAL TASKS

Area Commanders

- Review and approve the Area Command Management Plan
- Ensure plan clearly communicates Area Commander's intent

Assistant Area Commander Planning

- Assemble the AC Management Plan
- Ensure information is timely and accurate
- Ensure plan adequately addresses both current and projected incident approach in 24, 48, and 72-hour-plus timeframes
- Review content and make necessary edits/changes
- Submit the plan to the Area Commander for review/approval
- Duplicate and distribute copies as required



1. AC Management Plan Review Checklist

The AC Management Plan represents a significant part of the historical record of the response. Ensure all aspects are appropriate and accurately reflect the plan of action presented during the Planning Meeting. Depending on the nature of the response effort, it is also likely that this document will be widely circulated across a myriad of interested parties outside of your Area Command.

- Ensure the AC Management Plan cover page is professional and appropriate. Ensure signature blocks are available for all Area Commanders, including their printed names, with appropriate titles and proper spelling.
- Verify that all the proper forms are included in the AC Management Plan. The cover sheet often contains a checklist.
- Ensure the title of the incident is correct for the Cover Page and subsequent forms.
- Ensure the Management Period is correct for the Cover Page and other forms.
- Ensure appropriate personnel sign the forms.
- Ensure the AC-302 lists agreed upon objectives. The AC-302 may contain the priorities.
- Ensure the AC-302 contains a safety message and ACDRs areas of emphasis (anything the ACDRs deem necessary to emphasize for this particular operational period).

- Maps, charts, diagrams or other visual elements of the plan should be clearly marked for what they represent, should add value for the users, and should be sufficient quality to reproduce easily.
- Ensure the AC-305 lists all AC personnel and their contact information and assignments.
- Ensure the AC-307 shows the current AC organization.
- Ensure the AC-315 lists the critical resources needed by the Incidents the AC is supporting.
- Ensure the AC-330 lists all meeting times and locations as required by the ACs.
- Are all the issues and agreements made with the Incident Commanders properly addressed in the AC Management Plan?
- Does the AC Management Plan as documented raise a lot of unnecessary issues?
- Are all of the concerns of the Agency Executive appropriately addressed?
- Are all the AC operating procedures included or attached or held separately?
- Does the AC Management Plan truly reflect how the AC will function?

G. Communicate/Brief Area Command Management Plan

This briefing should be completed in 30 minutes or less and presents the Area Command Management Plan to the Area Command staff and Incident Commanders/Unified Commands. Briefings could potentially become problematic in a large theater of operations. As a result, respective Incident Commanders/Unified Commands may receive the briefing via video teleconference or another acceptable medium. Where possible, copies of the briefing are sent electronically or faxed to Incident Commanders/Unified Commands and Agency Administrators/Executives prior to the scheduled briefing. Within this Chapter of the "Process P," Area Command provides Incident Commanders strategic direction for incident-level Objectives Meetings and development and execution of their individual Incident Action Plans. For this reason, it is imperative the Area Command Management Plan is developed, produced, and presented at least 24 hours prior to the Incident Commanders' Objectives Meetings.

When: At or as close as possible to Area Command shift change

Facilitator: Assistant Area Command, Planning

Attendees: All Area Command staff and, if possible, Incident Commanders/ Unified Commands and Agency Administrators/Executives

COMMUNICATE/BRIEF AREA COMMAND MANAGEMENT PLAN GENERAL TASKS

Area Commanders

- Provide leadership presence and motivational remarks
- Provide guidance/clarification

Assistant Area Commander Planning

- Set up the briefing area
- Prepare briefing materials
- Facilitate the briefing
- Provide status on critical resources

Area Command Situation Unit Leader

- Provide the situation briefing
- Review the status of open actions/tasks

Assistant Area Commander Logistics

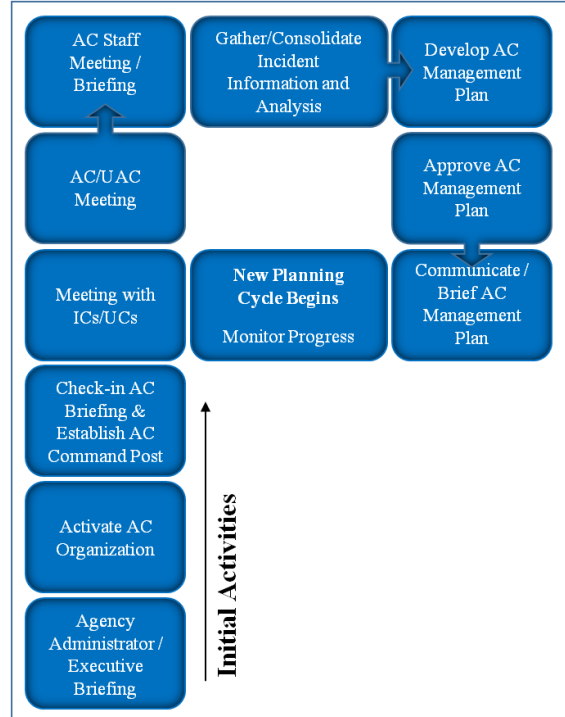
- Address logistical support/service issues

Assistant Area Commander Finance/Admin

- Address finance/admin issues

Incident Commanders

- Use AC Management Plan to drive Objectives Meeting and drive IAP development and execution



1. Area Command Management Plan Briefing/Conference Call Agenda

1. The ACPC, opens briefing, conducts roll call, and reviews agenda.
2. The SITL conducts situation status briefing and provides projections, as needed.
3. The ACDR provides opening remarks.
4. The ACPC, presents Area Command Management Plan.
5. The ACLC presents status of specialized and critical resources.
6. The ACFC presents status of cost tracking and other cost accounting issues.
7. The ACPC conducts round robin to clarify and resolve open issues with participants. Of note, IC/UCs should ensure concerns or questions are presented at this time since the Area Command Management Plan will be used to formulate their specific incident activities and planning processes.
8. The ACDRs provides closing comments.

2. AC Action – Brief AC Management Plan

- ACPC prepares to brief the Operating Guide, including:

- Establish time and location for the briefing.
- Notify all participants, including the AC Staff, Incident Commanders, Agency executive(s), EOC and JFO.
- Set up briefing room using Room Layout. See Appendix I – Area Command Meeting Layouts.
- Ensure that all staff is prepared to execute their part of the briefing.
- Discuss with ACs who will cover what portion of the briefing.
- Ensure that situation status displays and briefing scripts are appropriate.
- Ensure that the Planning Staff is available and ready to support the briefing.
- Ensure that conference call numbers are distributed and tested prior to briefing for remote attendees.
- If video conference is being used, ensure that communications systems are tested and operational.
- Distribute by electronic means copies of the ACMP to identified remote locations. ACPC will facilitate the briefing by conducting roll call and reviewing ground rules and agenda.
- AC Situation Unit provides current situation and projections if needed. ACII will provide Intel briefing if needed. Also, they will provide status on the other major response activities.
- ACDRs will provide opening comments, which can be one ACDR or all ACDRs.
- ACPC will introduce and briefly walk through the AC Management Plan.
- ACPC or ACDRs will solicit any questions or comments from the participants, especially the IC's.
- ACDRs will clarify/resolve any issues or concerns that surface.
- ACPC will advise if minor changes need to be made in the AC Management Plan and will follow up with corrections.
- ACLC or CRESL will provide status on specialized and critical resources. Also, advise on national resource drawdown concerns.
- ACFC will briefly discuss cost tracking, claims, funding streams and cost accounting issues.
- ACDRs will provide comments and bring the briefing to a close.
- Immediately following the briefing, the Area Command Staff needs to stay in place to discuss open actions and follow-up with issues that surfaced during the briefing.

H. Monitor Progress

The planning process includes the requirement to evaluate planned events and check the accuracy of information to be used in planning for subsequent operational periods. The general staff should regularly compare planned progress with actual progress.

When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period. This assessment is a continuous process to determine needed adjustments to the Area Command Management Plan and to assist in planning future support to incident-level operations. Following the Area Command Management Plan briefing and shift change, all Area

Command staff will review mission progress and make recommendations to the Area Commanders.

Providing the right information at the right time for an effective response requires the ability of Area Command Staff to continuously refine their ability to assess the situation as an incident unfolds. This ongoing process provides for accurate and accessible information to decision-makers in a user-friendly manner. The scope and type of monitoring vary based on the type of incidents being evaluated and the needed reporting thresholds.

Enhanced decision support and situational awareness requires continuous monitoring of relevant sources of information, which is necessary to achieve success regarding actual incidents and developing hazards. In doing so, the Area Commander can recommend or make appropriate changes and shifts in personnel or resource assignments as necessary. This feedback/information is continuously gathered from various sources to make certain incidents are properly managed and ensure objectives are met and strategies followed.

MONITOR PROGRESS GENERAL TASKS

Area Commanders

- Inform superiors of progress/issues
- Evaluate overall AC effectiveness
- Resolve problems as they occur
- Follow up on assignments/open actions
- Communicate/assist Incident Commanders/UCs as needed
- Attend planned meetings and briefings
- Evaluate staff effectiveness and order additional resources as needed
- Provide leadership presence, motivational guidance, and motivational remarks

Assistant Area Commander Planning

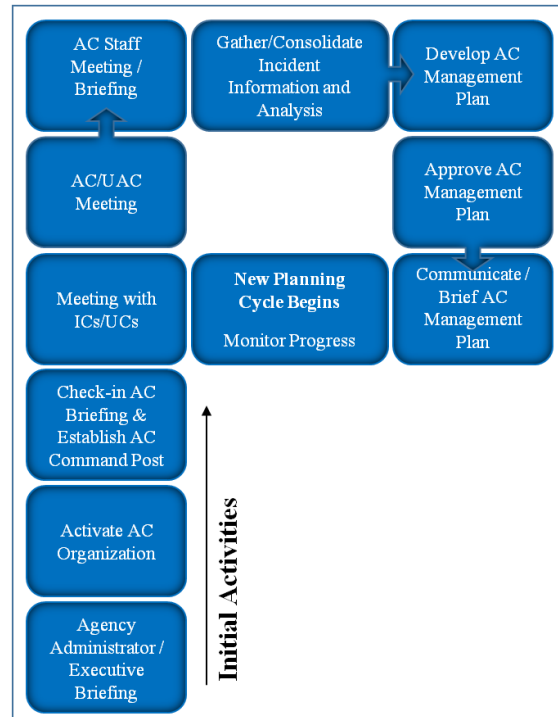
- Evaluate Planning function effectiveness
- Evaluate staffing requirements
- Prepare briefing materials
- Conduct Planning function meetings
- Ensure document control system is functioning properly
- Provide status on critical resources
- Monitor for possible adjustments to the Area Command Management Plan, Progress or Emergency Meetings, and execute plan revisions as required

Assistant Area Commander Logistics

- Address logistical support/service issues
- Ensure communications are in place
- Evaluate space requirements and make adjustments as needed
- Monitor Command Post security
- Source critical and specialized resources
- Evaluate Logistics staffing needs and order as needed

Assistant Area Commander Finance/Admin

- Continue working finance/admin issues
- Investigate unusual claims and brief Command as needed
- Develop cost-sharing agreements
- Monitor procurement procedures
- Brief Command on unusual high-cost items being requested



1. AC Action – Monitor Progress

- Periodically, ACDRs should initiate contact with Agency Executive(s), EOC, JFO and the Incident Commanders.
- ACDRs should visit the incident sites, whenever possible, to get a first-hand observation of what is occurring and let the IMT members know that they are there to support them.
- Conducts walk around of the ACF and visit the various functional organizations. This shows that you recognize that their contributions are important.
- Follow up on open actions and get first-hand view of what progress has been made.
- Establish an open door policy for primary staff members to drop in and discuss issues and concerns.
- When evaluating the effectiveness of the AC organization, consider the following:
 - Has the size of the AC team increased or decreased and why?
 - Is staff morale at an acceptable level?
 - During meetings and briefings, does the staff appear to be working as a cohesive team?
 - Are the ICs happy with the support the AC is providing?
 - Is the AC staying in their lane?
 - Are the Agency Executives pleased with the effort?
 - Is coordination between the AC and the ICs, EOC and the JFO positive and effective?
 - Is the organization right sized for the AC workload?
 - Is Information Technology being appropriately used to support the AC?
 - Do the media have a good working relationship with the AC staff?
 - Are comments from the VIP visits positive?
 - Are we meeting reporting requirements?
 - Is critical information flowing as planned?
 - Is the public perception positive?
 - Are the Unified Area Commanders working well together?
 - Are meetings and briefings crisp and executed in a timely manner?
 - Are the AC team members working well with their counterparts at the incident?
 - Are the AC Operating Procedures working well?
 - Is the setup of the ACP effective and conducive to getting work done?
 - Are the Critical Resources being effectively utilized?
- Following the evaluation process, corrective actions may need to be initiated and tasks assigned to the appropriate AC staff members.

2. AC Evaluation Checklist

ACP Activities

- Meetings are disciplined and following prescribed procedures
- Open actions (ICS-233) are being effectively tracked and completed

- Information is being shared
- Off-site reporting is timely and accurate
- The AC Management Plan is effective and being followed
- Supervisors are pleased with overall team effectiveness
- Interagency differences are effectively resolved and communicated to command
- Information technology is being used to support the development of the AC Management Plan and functional support plans
- Staff members are properly prepared and interacting during the process meetings
- The injury, accident and near miss rate is low
- There is a code of conduct and it is being followed
- The Assistant Area Commander Planning has a clear understanding of all critical resources
- Status displays by SITL and CRESL are accurate, up-to-date, and meeting the needs of the UAC and other staff
- The ACPC is able to coordinate the AC Process
- The meeting schedule allows for ample coordination of inputs to meetings/briefings
- Contingencies or "what if" possibilities are being effectively planned for
- The AC and particularly ACPC is forecasting, planning, and preparing for the escalation or de-escalation of the incident
- ACF equipment is being properly maintained, repaired, and/or re-supplied
- THSP's (where needed) are effectively employed
- Support plans are developed and thoroughly understood by users
- Original documents are ending up in the AC documentation unit archives (ICS 214's, etc.)
- Time sheets and other accountability information are being sent to Assistant Area Commander Finance
- The CRESL is identifying excess resources and supporting the demobilization process
- There is a demobilization process/plan in place
- The AC is developing and effectively conveying predictions, models, forecasts to other staff to help achieve success
- Meetings and briefings are properly set-up and well executed
- The best qualified personnel available are assigned to fill positions
- Documents produced by the AC are of high quality

Self-Evaluation

- ACDR's Priorities and Objectives are clear
- ACDRs have communicated clear expectations to all the AC members
- ACDRs are comfortable with activities

- ACDRs have agreed on what is considered critical information, and how it should be reported up and down the Chain of Command
- There is effective coordination between the ACDRs and staff
- Unresolved issues effectively passed
- Crew morale is high
- Assignments are completed on time
- Limited aggression or frustration being observed of Area Command members

I. Progress/Emergency Meetings

Sound, timely planning provides the foundation for effective incident management. During a Management Period, changing situations or events could require out-of-sequence revision of the ACMP. This event occurs without the ability to preplan specific actions. For that reason, AC planning processes should be flexible and efficient to allow for Progress/Emergency Meetings while ensuring plan revisions can be quickly identified and executed in a manner that does not negatively impact execution. Planning Progress/Emergency Meetings can be convened and facilitated as required.

Some of the factors that could drive plan revision and emergency meetings may include significant or unusual events/threats, which can change the dynamics of the plan or require adjustment to the original plan. Additional aspects that could significantly change the dynamics of the plan resulting in plan adjustment may include: changes regarding incident and resource prioritization; critical resource availability and shortfalls; misaligned management objectives and targets; current and projected constraints and limitations; changes in security processes, threat situations or criminal activities, changes in forecasted strategy success rates; changing political, social, economic, or environmental factors; and current and predicted weather and related factors.

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Chapter 6. Manage Personnel and the Organization

Below is a brief checklist to assist in achieving overall effectiveness and efficiency of the organization. See also AC Evaluation Checklist on page 5-19 for more information. The best way to accomplish this is through continual interactions with functional areas of your staff.

A. Personnel Management Checklist

- Observe operations tempo of AC Staff. If the organization is overwhelmed, consider the following:
 - Span of Control variations
 - Need for Deputies and/or Assistants
 - Need for new Units
- Observe information flow patterns. Ensure information is flowing continuously between staff. One key measure is the accuracy of the AC Situation display and AC Critical Resource Status boards and whether the staff is using them effectively. For information flow deficiencies consider the following:
 - Recommend more or better communications equipment
 - Consider development of an Information Management Plan (see Information Management Job Aid)
 - Recommend more information collection staff within the ACP (watchstanders)
- The response environment must be a respectful one. Inappropriate behavior and human relations violations cannot be tolerated.
 - Tour field locations and the ACP to gauge response climate and recommend preventative measures where necessary.
 - Consider adding an HR Tech Spec to the Staff.
 - ACDRs should agree on disciplinary steps to take in the event of violations.
 - Continually emphasize respect at meetings.
- Ensure responder mental health is a priority. Conduct tours to measure mental health. Consider the following actions to address mental well-being:
 - Ensure fatigued members are relieved.
 - Consider adding a Critical Incident Stress Manager as a Technical Specialists.
 - Consider implementing a reward and recognition program to keep morale up (coins, prizes etc.).
 - Take VIPs and dignitaries around to see various ICPs and responders.
- Identify and correct systemic problems.

B. Evaluate individual personnel performance

- Provide feedback and/or corrective actions to subordinates
- Evaluate personnel utilizing ICS-225.
- Submit unit/personnel for recognition

C. Give feedback on IMT Products

- Evaluate the quality of products (documents, displays, briefings, meeting/process management, status tools, projections, etc.)

- Ensure AC members have adequate materials, supplies, and work environment to perform their functions effectively
- Assess how well AC products are being received and/or used by other response team members
- Determine how well the Management is being implemented, and if any additional information is needed.

Chapter 7. Support Stakeholders

A. Keep Agency Executive Informed

It's very important for the ACDRs to keep the Agency Executive informed of the incident(s) status. For the Coast Guard, this is our chain of command and can be all the way up to the Secretary or President. This may mean sending up periodic situation reports or giving briefings. It is critical that the Agency Executive be kept informed of CIRs and IRTs they may have set.

B. Keep Public Informed

The public needs to be kept informed as the incident(s) progresses. The Public Information Officer (PIO), if assigned, will assist the ACDRs in ensuring the public is informed through the media, public outreach, open houses, etc. The PIO may develop a public information plan that addresses how the public will be kept informed. One of the important expectations is that the Area Commanders will prepare for and conduct press conferences. The PIO will develop the necessary briefing materials.

C. Coordinate with Stakeholders/Shareholders

The Liaison Officer (LOFR), if assigned, will assist the ACDRs with stakeholder coordination. Effective stakeholder outreach and coordination are one of the "Best Response" criteria for an effective response, see Chapter 4 of Reference (f). The LOFR may develop a stakeholder coordination plan and arrange for the Area Commanders to meet with stakeholders in various venues to ensure their concerns are being met. This can be accomplished via conference calls, meetings, open houses, etc.

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Chapter 8. Transition/Demobilization

A. Transition

In longer incidents, transition to another AC team or change out of personnel may be required. As the incident progresses, there are many reasons why a transfer of command is necessary:

- Complete a period of time.
- Extend to long-term period of time.
- Becomes more complex.
- Requires more qualified/more experienced person.
- Expands to become a nationally significant or catastrophic.
- Addresses an issue with the AC such as illness, sleep or personal emergency or leadership issue.
- Complies with legal requirement.
- Request by Agency Executive.
- Good for the effectiveness or efficiency of the incident.

B. Demobilization

AC should continually evaluate how and when they are going to stand down of their assignment and demobilize. In some cases, exit strategy criteria is discussed and documented as part of the Delegation of Authority from the Agency Executive. In the absence of prior direction, ACDRs should consider using the Exit Strategy Criteria as identified on in this Chapter. ACDRs should closely coordinate with all external entities including the Agency Executive and ICs prior to formulating their strategy. This coordination is critical to help ensure that nothing important is overlooked.

- ACDR must discuss with the Agency Executive the extent of close out requirements using the Area Command Considerations During Demobilization/Close Out in this Chapter.
- ACDR must communicate both the exit and close-out strategy with their primary staff members along with the ICs.
- ACDR must assign staff responsibilities for conducting an orderly Demobilization Plan and close-out procedure.
- ACPC should facilitate a team debriefing (Hot Wash) and document lessons learned.
- ACDR should ensure that Incident Personnel Performance Rating evaluations (ICS-225) are completed and the results are shared with the staff members being evaluated.
- ACDR should recognize exceptional Staff performance and share with the Agency Executive.
- ACDR should arrange a close-out meeting with the Agency Executive prior to leaving their assignment.

C. Exit Strategy Criteria

- Other entities are planning demobilization.
- Incidents are beginning to stabilize.
- Focus of the response is gone from response to recovery.
- Adequate resources are on hand.
- Large complex issues are resolved.
- IMTs are adequate and functioning well.
- National interest has subsided.
- Media focus has diminished.
- Agency Executive direction has been accomplished.
- Local and Regional Command Centers are capable of absorbing the coordination workload.
- IMTs are able to function on their own without oversight and support from AC.
- Met critical resource needs.
- No risk of future release/damage.
- Vessel stabilized and boomed off.
- Salvage plan in place.
- No oil in water, beach clean up only.
- Media interest declining.
- All stakeholders engaged.
- Wildlife impacts declining.
- Public interest satisfied USCG District able to handle incident.
- Political interest declining.
- Infrastructure restored.
- Commerce not interrupted.
- Surplus resources.
- No new tasks from the AC or Agency Executives.
- Night shift ended.
- Emergency phase ended.
- Concurrence from on-scene IC's.

D. Area Command Considerations During Demobilization/Close Out

- Obtain and incorporate Agency Executive direction into demobilization/close out activities as appropriate.
- Establish agreement on demobilization/close out decisions, procedures, etc. among Unified Command.
- Establish and brief IMTs on transition procedures.

- ❑ Provide clear expectations and tasking to AC staff.
- ❑ Ensure appropriate staffing remains in place until demobilization/close out responsibilities have been met.
- ❑ Ensure a thorough documentation package (both for response and cost) and archive is created, assigned to the appropriate agency/entity, and maintained for future use.
- ❑ Ensure effective monitoring and proper demobilization/close out of funding sources in a timely fashion.
- ❑ Assign accountability for, and proper disposal of all property purchased, issued, leased, etc. by the AC.
- ❑ Assign development of demobilization/close out briefing/debriefing package and/or presentations.
- ❑ If appropriate and directed to, AC should meet with the ICs and discuss their overall IMT performance.
- ❑ Coordinate closeout process with all external coordination entities, such as EOC and JFO
- ❑ Ensure generation, approval and dissemination of press releases, stakeholder notifications, or other informational bulletins to inform interested parties of the response demobilization/close out
- ❑ Ensure ACF, support facilities and equipment are returned to the proper condition
- ❑ Oversee the generation of recognition for AC staff and IMTs where appropriate.

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Chapter 9. Area Command Forms and Instructions

A. Introduction to Area Command Forms

The National Incident Management System (NIMS) Area Command (AC) Forms are designed to assist emergency response personnel in the use of AC and corresponding documentation during incident operations. The content in this Chapter is meant to complement existing incident management programs and does not replace relevant emergency operations plans, laws, and ordinances. The forms described in this Publication are for use within the AC, and not for use at the incident level or in MACS. The forms referenced in this Publication are available on USCG Homeport at <https://homeport.uscg.mil/ics>.

These forms are intended for use as tools to support and implement the AC process and the creation of Area Command Management Plans. Personnel using the forms should have a basic understanding of NIMS, including AC, through training and/or experience to ensure they can effectively use and understand these forms. These AC Forms represent an all-hazards approach and update to previously used AC Forms. While the layout and specific blocks may have been updated, the functionality of the forms remains the same. It is recommended all users familiarize themselves with the updated forms and instructions.

A general description of each AC Form's purpose, suggested preparation, and distribution are included immediately after the form, including block-by-block completion instructions to ensure maximum clarity on specifics, or for those personnel who may be unfamiliar with the forms.

The AC organizational charts contained in these forms are examples of how an AC organization is typically developed for incident response. However, the flexibility and scalability of AC allow modifications, as needed, based on experience and particular incident requirements.

These forms are designed to include the essential data elements for the AC process they address. The use of these standardized AC Forms is encouraged to promote consistency in the management and documentation of incidents in the spirit of NIMS, and to facilitate effective use of mutual aid. In many cases, additional pages can be added to the existing AC Forms when needed, and several forms are set up with this specific provision. The Section after the AC Forms List provides details on adding appendixes or fields to the forms for jurisdiction- or discipline-specific needs.

B. Area Command Forms List

Table 4 lists all of the AC Forms referenced in this publication.

Table 4. Area Command Forms List

AC FORM #:	FORM TITLE:	TYPICALLY PREPARED BY:
AC 302*	Area Command Priorities and Objectives	Critical Resources Unit Leader
AC 305*	Area Command Communications Plan	Communications Unit Leader
AC 307*	Area Command Organization Chart (wall-mount size, optional 8½" x 14" and 11" x 17")	Critical Resources Unit Leader
AC 309	Area Command Incident Status Summary	Situation Unit Leader
AC 315*	Area Command Incident Priority Matrix (optional 8½" x 14" and 11" x 17")	Critical Resources Unit Leader
AC 320*	Area Command Air Operations Summary	Area Command Aviation Coordinator
AC 330*	Area Command Daily Activities Log	Situation Unit Leader

* Forms typically used to develop an Area Command Management Plan.

C. Area Command Form Adaptation, Extension, and Appendixes

The AC Forms in this booklet are designed to serve all-hazards, cross-discipline needs for incident management across the nation. These forms include the essential data elements for the AC process they address, and create a foundation within AC for complex incident management activities. However, the flexibility and scalability of NIMS should allow for needs outside this foundation, so the following are possible mechanisms to add to, extend, or adapt AC Forms when needed.

Since the goal of NIMS is to have a consistent nationwide approach to incident management, jurisdictions and disciplines are encouraged to use the AC Forms as presented here – unless these forms do not meet an organization's particular incident management needs for some unique reason. If changes are needed, the focus on essential information elements should remain, and as such the spirit and intent of particular fields or "information elements" on the AC Forms should remain intact to maintain consistency if the forms are altered. Modifications should be clearly indicated as deviations from or additions to the AC Forms. The following approaches may be used to meet any unique needs.

1. AC Form Adaptation

When agencies and organizations require specialized forms or information for particular kinds of incidents, events, or disciplines, it may be beneficial to utilize the essential data elements from a particular AC Form to create a more localized or field-specific form. When this occurs, organizations are not only encouraged to use the relevant essential data elements and AC Form number, but to clarify the altered form is a specific organizational adaptation of the form. For example, an altered form should clearly indicate in the title it has been changed to meet a specific need, such as "AC 315, Area Command Resource Allocation and Prioritization Worksheet, Adapted for Story County Hazmat Program."

2. Extending AC Form Fields

Particular fields on an AC Form may need to include further breakouts or additional related elements. If such additions are needed, the form itself should be clearly labeled as an adapted form (see above), and the additional sub-field numbers should be clearly labeled as unique to the adapted form. Letters or other indicators may be used to label the new sub-fields (if the block does not already include sub-fields).

3. Creating AC Form Appendices

Certain AC Forms may require appendixes to include additional information elements needed by a particular jurisdiction or discipline. When an appendix is needed for a given form, it is expected that the jurisdiction or discipline will determine standardized fields for such an appendix and make the form available, as needed.

Any AC Form appendixes should be clearly labeled with the form name and an indicator that it is a discipline- or jurisdiction-specific appendix. Appendix field numbering should begin following the last identified block in the corresponding AC Form.

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APPENDIX A. AC Functional Interactions

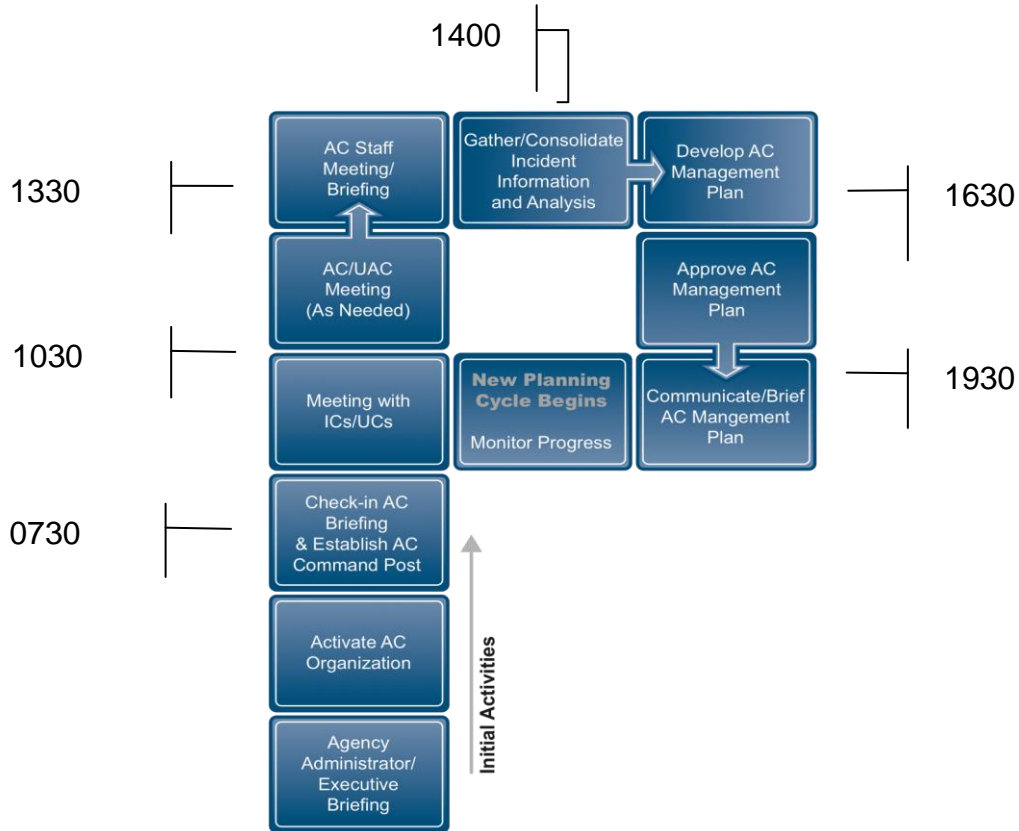
Inputs/Outputs: Below is an input/output matrix to assist the AC with obtaining information from other ICS positions and providing information to ICS positions.

INTERACT WITH:	WHEN:	AC OBTAINS:	AC PROVIDES:
Agency Executive	Upon receiving ACDR assignment	Delegation of Authority or Delineation of Duties Letter	Clarifies duties responsibilities of the AC organization
	Daily Briefings	New direction	Update on situational awareness
	Instantaneous reporting		Briefing on critical information reporting
	Prior to Demob Planning	Agreement on close out process	Closeout criteria for Executive consideration
	Deactivation of AC	Final closeout instructions	Demobilization Plan
Incident Commanders	Following the Agency Executive Briefing	General information on the incident status	Interim briefing on AC assignment and location of Area Command Facility
	At initial IC/UC Meeting	ICS-201 brief IAP ICS-209	Determination on when AC is operational. AC Operating Guide. Direction and guidance.
	Twice a day updates and briefings	Situational updates and recommendations	New direction and clarification of issues and concerns
	Spontaneous	Critical information reporting issues	Guidance as needed
	Deactivation Planning	IC concurrence on future AC deactivation	Criteria to determine AC deactivation
External Coordinating Entities (EOC)	Immediately following Executive Briefing	Issues associated with supporting incidents. Reporting requirements.	General information on Assignment and any direction received from the Agency Executive.
	When AC becomes operational	Information reporting schedule (situation status). EOC's hours of operation.	AC work schedule and key contact list
	When critical resources are determined	Commitment from the EOC on obtaining needed resources	Discusses criteria being used to determine close out of AC including release priorities.
	Daily Briefings sessions	Briefing on external response activities	Current briefing using AC Operating Guide
	Demob Planning	Comments and EOC issues relating to standing down AC	Discusses criteria being used to determine close out of AC including release priorities

INTERACT WITH:	WHEN:	AC OBTAINS:	AC PROVIDES:
	Prior to AC Demob	Guidance on possible reassignment of Critical Resources being considered for Demob.	Demobilization Plan
	AC close out and hot-wash	Comments on cooperation and coordination between AC and EOC Org.	AC provide comments and issues relating to their interactions with the EOC Org.
JFO	When AC becomes Operational	Information Reporting requirements and briefing on JFO mission and support priorities	Briefing on Agency Executive direction and AC assignment
	Daily	Briefing on JFO activities along with a copy of their Coordination Guide	Copy of AC Operating Guide along with a briefing on overall response operations
JFO	During Demob and closeout of the AC org.	Comments on working relationship between JFO and AC staff	Copy of the AC Demobilization Plan
AC Staff	AC Staff in-briefing	Situation Briefing. Interim Staffing. Immerging issues	Overview on AC duties and responsibilities. Interim and long term direction of AC Staff. Initial Staff assignments.
		Critical information reporting. Clarifying issues and concerns. Update on assigned task.	Clarification on issues addressed. New direction as needed.
	Prior to Demob Planning	Staff issues related to the Demobilization Process	Commands concerns and issues related to how AC will stand down their organization.
	AC Close Out Process	Concerns from staff along with open issues and status on any other assigned task	Direction on how close out will be conducted and open issues will be mitigation
	AC hot-wash	Lessons learned from the various functions	Commands overall comments on how the AC Org. functioned both internally and externally
Stakeholders	Various	Special problems and concerns, commitments for support, especially for critical resource needs	Briefings on Stakeholder issues and concerns. Expected support from the stakeholders. Direction on the process that will be used by stakeholders to interact with AC
Media	Press conference	Media concerns and public perception	Briefing on AC assignment and overall response activities

APPENDIX B. Determining the AC Management Plan Cycle

Once the ACs set the time when the new Operating Cycle begins; the Assistant Area Commander Planning works backwards to determine when each *step* in the Operating Cycle must take place to ensure that the Operating Guide is ready in time for the Briefing. The Area Command Operating Cycle needs to sync with the on-scene Incident Management Team’s (IMT) meeting cycle so they do not conflict. The IMT cycle should take precedence. Below is a sample of times set by the Assistant Area Commander Planning based on a 12 hour IMT operational period.



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APPENDIX C. Area Commander Decisions and Directions

Area Commander(s) are responsible for providing direction and guidance to multiple Incident Management Teams (IMT's). ACDRs must analyze overall requirements of the incidents and determine the most appropriate direction that the IMT's should follow during the response. This is accomplished by making key decision, establishing priorities, developing strategic objectives, identifying limitations and constraints and assigning work (tasks) to primary staff within the Area Command Organization. The following examples can be used to help the ACDRs to carry out their roles and responsibilities. The information can be used as provided or modified to meet specific incident requirements.

Example Key Decisions

- Selecting and naming the Area Command Facility.
- ACF hours of operation.
- Identify Critical Resources.
- Prioritizing Incidents.
- Allocation of Critical Resources.
- Identifying who will be represented in the Unified Area Command as Area Commanders.
- Identify Common Operating Procedures.
- Identify Critical Information Requirements (CIRs).
- Define size and make-up of Area Command organization.
- Determine functions AC organization will perform.

Example Priorities

- Safety and security of the Responders and the Public.
- Reduce threat to Homeland Security.
- Minimize threat to the environment.
- Restoration of Critical Infrastructure.
- Minimize further property damage.
- Restoration of commerce.
- Maintain public confidence.
- Ensure the Stakeholders concerns and issues are addressed.
- Investigation and apprehension of those responsible.

Example Strategic Objectives

- Ensure incidents are properly managed.
- Provide assistance to IMT as needed.
- Obtain permits for use of advanced technology.
- Ensure cost tracking and accounting procedures are in place and followed.
- Initiate appropriate claims process.

- Reduce workload on IMT's by assuming responsibility for applicable tasks.
- Obtain, track and assign critical resources.
- Ensure IMT's address safety and security of responders and the public.
- Ensure that incidents are following AC operating procedures.
- Maintain coordination with all response support facilities and entities (JFO, EOC(s) and ICP).
- Ensure the key Stakeholders needs are being addressed by the incidents and AC.
- Establish and maintain a right sized AC Organization.
- Act as agent between Incident Command Organization, State, Regional, and National Response entities (RRT/NRT) etc.
- Effectively communicate with Agency Executive, Federal, State, and local government stakeholders and special interests groups.
- Ensure health and safety is a priority at the incidents and AC.
- Ensure consideration by both the Incidents and AC to social, political, economic and environmental impacts.
- Ensure that Incidents and the AC Organization are focused on restoring Critical Infrastructure.

Example Limitations and Constraints

- Potential adverse weather.
- Resource shortages.
- Substantial drawdown of National and Regional resources.
- Inadequate technical support.
- Lack of Intelligence.
- Lack of adequate security clearances.
- Untrained/unqualified AC team members.
- Availability of qualified specific IMT positions and/or IMT(s).
- Conflicting Agency missions.
- Political influences.
- Environmental or cultural restrictions.
- Available funding.
- Availability of appropriate information technology.
- Conflicting support entities directions (JFO, EOC, etc.).
- Distances between incidents or very large AOR.
- Multiple JIC(s).
- Use of NGOs (Volunteers).

Example Task Assignments

Safety Officer (SOFR)

- Ensure AC facilities are safe and secure to operate in.

- Ensure the Incidents are appropriately addressing safety issues in the IAP.
- Assist Incident SOFR in locating Assistant SOFRs with required technical expertise.
- Ensure the ACP and JIC have Evacuation Plans posted.
- Conduct safety briefings for all incoming AC staff
- Review AC support plans to ensure safety issues are being addressed (DEMOB, Communications, and Medical, etc.).

Liaison Officer (LOFR)

- Ensure that key Stakeholders are kept informed and that they have a chance to address their issues and concerns.
- Develop a procedure that allows Stakeholders, coordinating entities (JFO, EOC's and the Incidents LOFRs) to interact and share information and voice concerns.
- Survey Stakeholders to see if they can provide critical resources, support facilities and other services that may be needed.
- Coordinate the RRT/NRT on issues related to use of advanced technology (dispersants, chemicals, burning, etc.).
- Ensure that Stakeholder contributions are recognized in Situation and After Action Reports.
- Be prepared to support Town Hall Meetings and other Stakeholder briefings.
- Submit a list of Stakeholders to AC that warrant follow-up incident recognition.

AC Public Information Office (PIO)

- Ensure that media interests are being addressed and coordinated.
- Maintain contact with PIOs at the Incidents, EOC(s), and JFO.
- Ensure media releases are reviewed and approved by the ACs.
- Initiate and staff an AC JIC.
- Plan for and coordinate VIP visits.
- Ensure that Incidents and AC maintain an effective outreach program.

Assistant Area Commander for Planning (ACPC)

- Ensure that incidents are kept aware of reporting requirements including Situation Status Reports
- Ensure that Incidents understand what information they need to provide the AC during their AC/IC meeting.
- Ensure that appropriate documentation is developed and filed.

Assistant Area Commander for Logistics (ACLC)

- Establish a process for requesting, ordering, assigning, tracking, and demobilizing critical resources.
- Establish secure communications for the ACF.
- Establish a personnel badging procedure for the ACF.

- Ensure IT needs are in place to support both the ACF and ICP(s).
- Ensure that the ACF including the parking area is safe and secure.

Assistant Area Commander for Finance (ACFC)

- Coordinate with Incidents and develop a procedure for tracking costs.
- Provide a daily burn rate by funding source to the AC each morning by 0700.
- Keep AC informed of High Ticket items (procurements) that exceed authorized spending limits.
- Help the Incidents establish a claims process.
- Work with coordinating entities that are providing funds to ensure proper financial records are being kept.
- Develop cost sharing agreements that include Incidents and the AC organization.
- Track Responsible Party's (RP) Limits of Liability and keep AC informed of progress to that limit.

APPENDIX D. Sample Delegation of Authority

Date: _____

From: Coast Guard District Commander

To: _____

Subject: Delegation of Authority

1. All Coast Guard members participating in the incident response organization responding to the Southern California Incident are hereby provided the following direction:
 - Captain _____: is authorized to perform the functions of Coast Guard Unified commander in the NIMS Area Command, and to commit resources and funds necessary to support the Coast Guard's response, with proper documentation to seek reimbursement at a later date from the OSLTF and potentially from FEMA ESF 3 & 10 mission assignments as issued by the FCO.
2. The District Commander shall receive a daily briefing of incident activities by 0800 each morning (as part of the daily District OPCAN brief). Video conference between the UC and the District Commander will be scheduled when either party feels a conference is necessary, but no less than every 48 hours. Additionally, immediate notification is required in the event of any Coast Guard member injured requiring hospitalization, any significant interference with waterborne commerce or port infrastructures, and any issues of a sensitive nature such as claims, litigation, or political impacts.
3. Coast Guard activities will be limited to those that can be reimbursed via the OSTLF, or under ESF3 & 10 as issued by FEMA, or those activities that fall under the CG's normal SAR mission. Any other expenses will be briefed to the District commander. The following Coast guard resources have been delegated to the incident and are under OPCON of the NIMA Area Commander, requiring no further notification of use for the incident until released/demobed.
 - a. CGC Mellon (WHEC 717) ETA 291900AUG12
 - b. MSST 91108 ETA 301600AUG12
 - c. MSST 91112 Det 1 ETA 300800AUG12
 - d. _____
4. A DHS Joint Field Office (JFO) is being stood up for this incident, NIMS Primary Federal Official (PFO), FEMA Federal Coordinating Officer (FCO), and District Commander are enroute and will coordinate with your Area Command from the JFO once on-scene, and adjust the NIMA Area Command structure as necessary, Commander Sector Los Angeles-Long Beach will serve as the NIMS Area Commander until further notice.
5. Unified Command media activities associated with the response effort shall be coordinated with the D11 Public Affairs Detachment and PIAT once on-scene in accordance with the Joint Information Center (JIC) Handbook. The AC will establish an Area JIC that coordinates any public affairs conducted from all ICP's with the Sector AOR.

Respectfully,
 Bradley Stevens
 RADM, USCG
 Commander, Eleventh Coast Guard District

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APPENDIX E. Establishing the Area Command Facility Checklist

To be effective, the Area Command must have the proper facilities, tools and equipment that is essential to performing their task in a professional manner. This list of criteria is by no means the answer to all of the difficulties that the Area Command will face when selecting and operating a command post. Every incident is unique and will offer different challenges and requirements. Consider using ICS-235 facility needs assessment form to assist in determining facility needs.

Site Selection Criteria

- Determine organizations size and the space requirements of each function.
- Is the facility in a secure area?
- Locate proximity to assigned On-scene Management Teams.
- Located out of harm's way
- Convenient for agency/organization executives to access.
- Adequate secure parking.
- Appropriate work space separation.
- Adequate meeting/briefing room space.
- Will accommodate additional telephone lines.
- Able to control public access.
- Proximity to Heli-pad/Landing Zone
- Quiet area away from major distractions such as airports and railroads.
- Close proximity to billeting and feeding facilities.
- Away from competing interest facilities such as an ICP or EOCs
- Cost of facility rental or lease.
- Adequate wall space for required displays.
- Need for an Area Command JIC.

Setup and Operating Requirements

- Develop layout sketch of facility.
- Designate name of ACF (geographic)
- Develop clear directions and map along with reference points for location facility.
- Establish a check in desk.
- Assign work space and identify each functional area.
- Provide security for the facility and parking area.
- Establish facility and service contract/agreement including daily maintenance.
- Procure required furniture, equipment and supplies.
- Install communication system.
- Conduct facility layout for effectiveness and make changes as needed.
- Develop and post an emergency evacuation plan and brief staff.

Equipment Requirements

- Two fax machines. One for incoming and one for outgoing.
- Professional quality copy machine(s).
- Video projector and projection screen
- Six easels.
- Wall clocks
- TVs and DVD/DVRs.
- Cell phones.
- Computers and printers.
- Wireless hotspots.
- Hand-held radios.
- Display processor (Chart Pro).
- Digital/video camera.
- Position vests.
- Maps and charts as needed.
- Dry eraser boards.
- Functional support kits for Planning, Logistics and Finance.
- Video conferencing, if needed.

APPENDIX F. Area Command Supply List

	ITEM	QTY
	AC Job Aid	10
	Agency Specific References (ACP, Policies, etc.) – Printed or electronic	1
	Binder Clips, large	5
	Binder Clip, medium	5
	Calculator, battery powered	1
	Dry Erase Markers, multiple colors	1 Set
	Dry Erase “Eraser”	1
	Envelopes, internal routing (pad)	1
	Extension Cord	1
	Incident Management Handbook (IMH)	10
	ICS Forms, in expandable pocketed folder (inventory on folder)	1
	Laptop Computer	10
	Power strips	10
	Paper Clips, large (box)	1
	Paper Clips, small (box)	1
	Paper, lined, pad (8x11 or 8 x14)	2
	Pens	10
	Pencils (lead or mechanical)	10
	Pocket MEMO-booklets	3
	Post-Its, large (pads)	5
	Post-Its, medium/small (pads)	5
	Record Book (5x7 or 8x11)	2
	Routing Slips, internal (pad)	1
	Ruler (12 or 18 inch)	1
	Scissors	3
	Staples (box)	1
	Staple Remover	3
	Stapler	3
	Tape, Scotch, DISPENSER	1
	Tape, Scotch (rolls)	1
	Tape – Masking / Packing	1
	Vests, White with “Area Commander” and other position Inserts	12

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APPENDIX G. Example Area Commander Direction to IC/UCs

The importance of a good relationship between the Area Commander(s) and the on-scene Incident Command is absolutely essential to an effective and efficient response. There are some steps and good practices that the Area Commander(s) and on-scene Incident Command can use to establish a strong and mutually supportive relationship.

Area Commander(s)

1. Keep meeting short, try to stay within 1 hour
2. Come prepared to participate in the meeting
3. Hold meeting at ACF or at a neutral site
4. Limit attendance to essential staff (refer to Meeting Attendees Organization Chart)
5. Area Commander(s) must reassure the on-scene Incident Command that the Area Command will not get involved in tactical operations

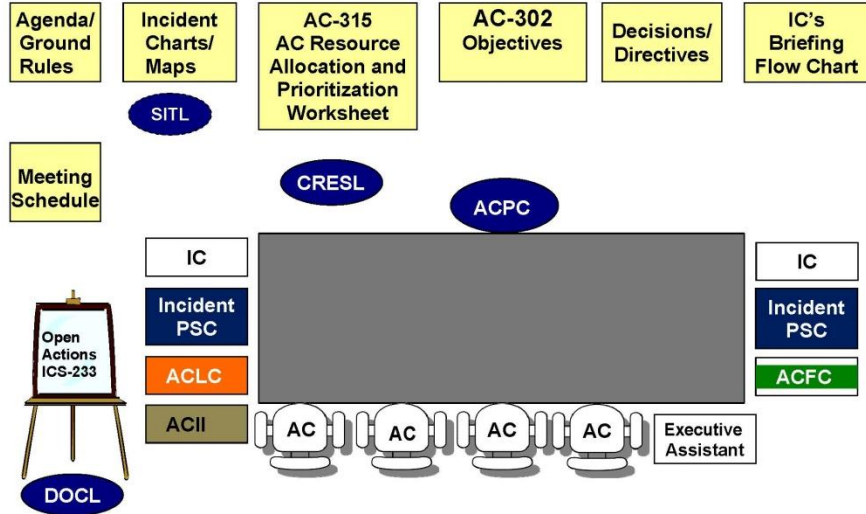
Incident Command

1. Come prepared to participate in the meeting
2. On-scene Incident Command must honestly sell its response efforts and project a sincere, positive attitude

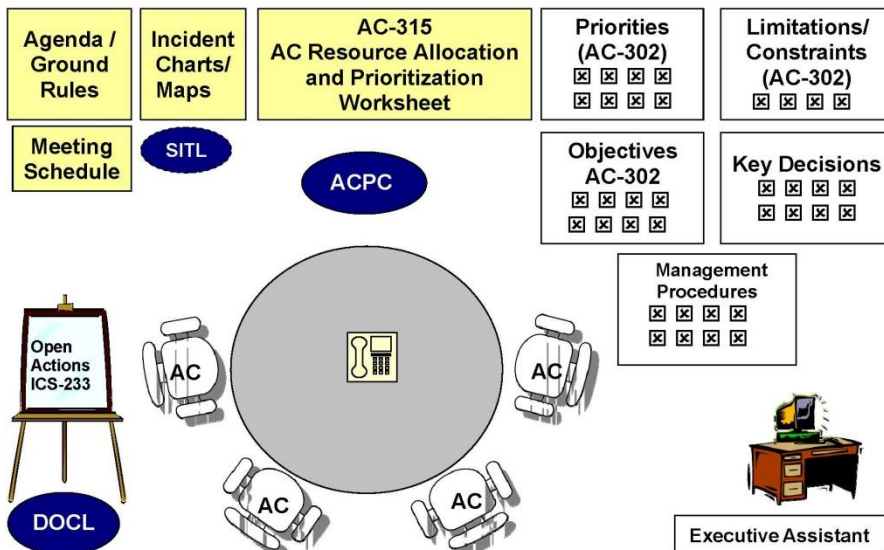
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APPENDIX H. Area Command Meeting Layouts

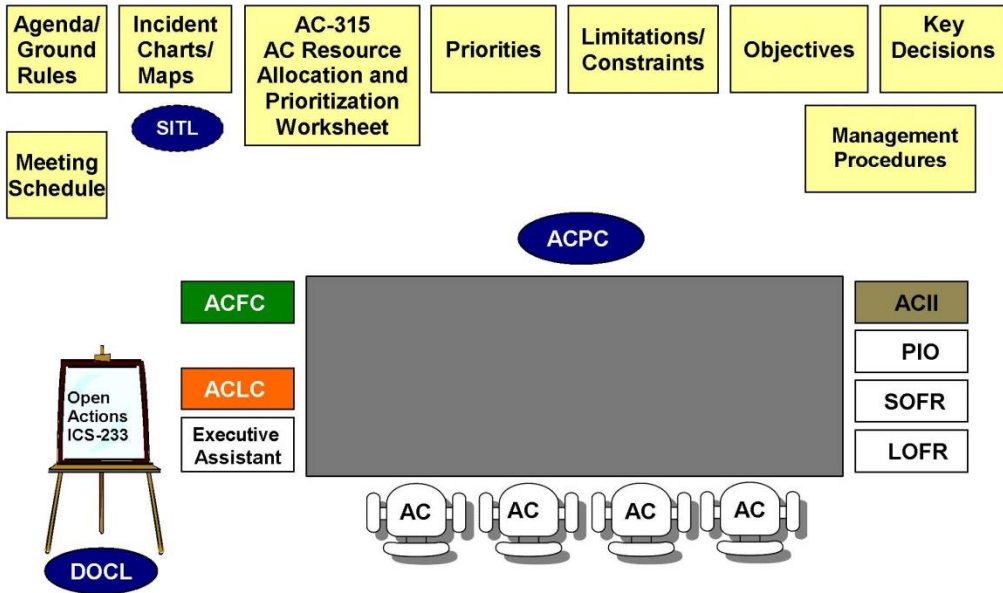
Meeting with Incident Commanders Room Layout



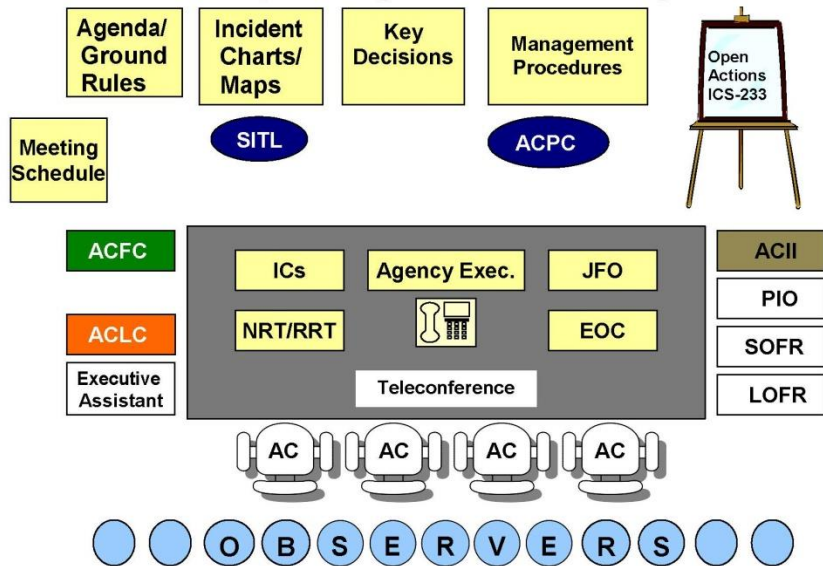
Area Command Meeting Room Layout



Area Command Staff Meeting Room Layout



Brief Operating Guide Room Layout



APPENDIX I. Area Command Forms

1. Area Command Identifier	2. Management Cycle (Date/Time) From: _____ To: _____	AREA COMMAND MANAGEMENT PLAN COVER SHEET												
3. Approved by Area Commander(s): <table style="width: 100%; border: none;"> <tr> <td style="width: 15%; border: none;"><u>ORG</u></td> <td style="width: 15%; border: none;"><u>NAME</u></td> <td style="border: none;">_____</td> </tr> <tr> <td style="border: none;">_____</td> <td style="border: none;">_____</td> <td style="border: none;">_____</td> </tr> <tr> <td style="border: none;">_____</td> <td style="border: none;">_____</td> <td style="border: none;">_____</td> </tr> <tr> <td style="border: none;">_____</td> <td style="border: none;">_____</td> <td style="border: none;">_____</td> </tr> </table>			<u>ORG</u>	<u>NAME</u>	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
<u>ORG</u>	<u>NAME</u>	_____												
_____	_____	_____												
_____	_____	_____												
_____	_____	_____												
4. <div style="text-align: center;"> <h3>AREA COMMAND AREA COMMAND MANAGEMENT PLAN</h3> <p>The items checked below are included in this Area Command Management Plan:</p> </div> <ul style="list-style-type: none"> <input type="checkbox"/> AC 302 AC Priorities and Objectives <input type="checkbox"/> AC 305 AC Communications List <input type="checkbox"/> AC 307 AC Organization Chart <input type="checkbox"/> AC 315 Critical Resource Allocation and Prioritization Worksheet <input type="checkbox"/> AC 330 Area Command Daily Activities Schedule <input type="checkbox"/> Map/Chart <p><u>Other Attachments (use as pertinent):</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> AC Information Management Plan <input type="checkbox"/> AC Staffing Plan <input type="checkbox"/> AC Policies, Procedures, and Decisions <input type="checkbox"/> ICS 220-CG Air Operations Summary <input checked="" type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ 														
5. Prepared by: _____		Date/Time _____												

AREA COMMAND AREA COMMAND MANAGEMENT PLAN COVER SHEET (03/16)

Purpose. This may be used as a cover sheet for the Area Command Area Command Management Plan.

Preparation. Should be filled out for use as described below.

Distribution. The AC Area Command Management Plan Cover Sheet is distributed with the AC Area Command Management Plan. All completed original forms MUST be given to the Area Command Documentation.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	AC Identifier	Enter the name assigned to the Area Command.
2.	Management Cycle	Enter the time interval for which the form applies.
3.	Approved by Area Commander(s)	Note Area Commander Organization and Name. Area Commander will sign on the line when approving the Area Command Management Plan.
4.		Check boxes and fill in as appropriate the items that comprise the AC Area Command Management Plan.
5.	Prepared By Date/Time	Enter the name of the person preparing the form. Enter date (month, day, year) and time prepared (24-hour clock).

1. Area Command Identifier	2. Management Cycle(Date/Time) From: To:	AREA COMMAND OBJECTIVES AC 302
3. Area Command Objective(s)		
4. Area Command Emphasis for Management Cycle (Safety Message, Overarching Priorities, Key Decisions/Directions)		
5. Prepared by: (Assistant Area Commander Planning)		Date/Time
AREA COMMAND OBJECTIVES		AC 302 (Rev. 03/16)

AREA COMMAND OBJECTIVES (AC 302)

Purpose. The Area Command Objectives form describes the overall Area Command (AC) objectives, emphasis/priorities, and safety considerations for use during the next management cycle.

Preparation. The Area Command Objectives form is completed by the Assistant Area Commander Planning following each AC Staff Meeting conducted in preparing the Area Command Management Plan.

Distribution. The Area Command Objectives form will be reproduced with the Area Command Management Plan and given to all supervisory personnel at the Section and Unit levels. All completed original forms MUST be given to the Area Command Documentation.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	AC Identifier	Enter the name assigned to the Area Command.
2.	Management Cycle	Enter the time interval for which the form applies. Record the start and end date and time.
3.	AC Objective(s)	Enter clear, concise statements of the AC objectives for managing the critical resources and for the AC. These objectives are for the AC response for this Management cycle and for the duration of the AC. Include alternatives. These are NOT ICP/Incident objectives which are completed by the Incident Commander(s), but are AC objectives related to AC operation, strategic direction for AC and each IMT, and identification and allocation of critical resources.
4.	AC Emphasis for the Management Cycle	Enter clear, concise statements for AC overarching priorities, and key emphasis/decisions/directions. The priorities are NOT incident or critical resource priorities.
5.	Prepared By Date/Time	Enter the name of the Assistant Area Commander Planning completing the form. Enter date (month, day, year) and time prepared (24-hour clock).

NOTE: AC 302 Area Command Objectives, serves as part of the Area Command Management Plan

AREA COMMAND COMMUNICATIONS LIST (AC 305)

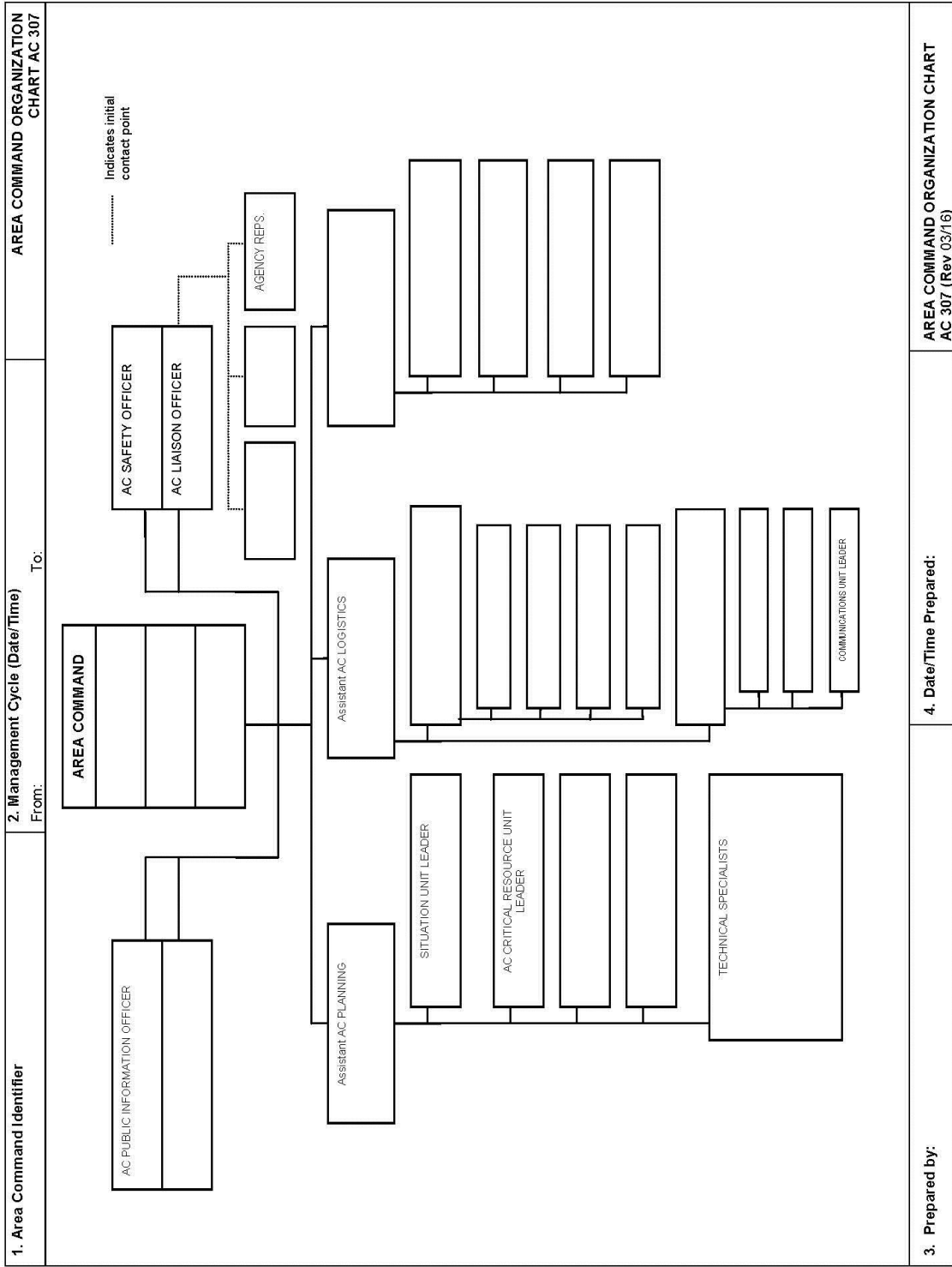
Special Note. This form, AC 305, is used to provide, in one location, information on all methods of contact for personnel assigned to the Area Command (AC) and Incidents below the AC (radio frequencies, phone numbers, pager numbers, etc.), and functions as an AC directory.

Purpose. The AC Communications List records methods of contact for personnel.

Preparation. The AC Communications List can be filled out during check-in and is maintained and distributed by the Assistant Area Commander Logistics or AC Communications personnel.

Distribution. The AC Communications List is distributed within the Area Command as well as given to the Incidents below the AC and posted, as necessary. All completed original forms MUST be given to the Area Command Documentation.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	AC Identifier	Enter the name assigned to the Area Command.
2.	Management Cycle	Enter the time interval for which the form applies.
3.	Basic Comms Info Assignment Name Method(s) of contact	Enter the communications methods assigned and used for each assignment. Enter the ICS Organizational assignment. Enter the name of the contact person for the assignment. Enter the radio frequency, telephone number(s), etc. for each assignment.
4.	Prepared By Date/Time	Enter the name of the AC Communications Unit Leader preparing the form. Enter date (month, day, year) and time prepared (24-hour clock).



AREA COMMAND ORGANIZATION (AC 307) Revision 03/16

Purpose. The Area Command (AC) Organization Chart provides ICS personnel with information on the organization currently activated and the names of personnel staffing each position. An actual organization will be incident/event-specific. **Not all positions need to be filled.** The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary.

Preparation. The AC Resources Unit prepares and maintains this chart under the direction of the Assistant Area Commander Planning.

Distribution. The Area Command Organization Chart is posted on the Area Command display and may be posted in other places as needed (e.g. the Area Command Joint Information Center). All completed original forms MUST be given to the Area Command Documentation Unit.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	Area Command Identifier	Enter the name assigned to the incident. Record the start and end date and time.
2.	Management Cycle	Enter the time interval for which the form applies.
3.	Positions	Enter the name of personnel staffing each of the listed positions. Use at least the first initial and last name. If there is a shift change during the specified operating cycle, list both names, separated by a slash. The AC organization should be kept small. Blank spaces are provided for additional positions if needed in the AC organization. See CG IMH form more information on other positions that might be used/activated.
4.	Prepared By	Enter the name and position of the person completing the form.
5.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).

1 Area Command Identifier		2. AC Location:		3. AC Management Cycle (Date/Time):		AC INCIDENT STATUS SUMMARY	
				From: To:		ICS AC209-CG/EPA (Rev 3/16)	
4 Incident Name(s)		5 Incident Location(s)		6. Operational Periods (Date/Time)		Time of Rpt to AC	
				From: To:			
7 Type of Incident (check box(es))		HAZMAT		AMIO			
Oil Spill		SI/Terrorism		Natural Disaster			
SAR/Major SART		Civil Disturbance		Military Outload			
Marine Disaster		Maritime HL/SPrevention					
Planned Event							
8 HAZMAT/Oil Spill Status (Est Gallons)		UC Location		UC Location		Total for All Incidents	
Type/Common Name(s)							N/A
Secured/Unsecured							0
Volume Spilled							0
Recovered							0
Evaporated/Airborne							0
Natural Dispersion							0
Chemical Dispersion							0
Burned							0
Floating, Uncontained							0
Onshore							0
Total Accounted For	0						0
Comments:							
9 HAZMAT/Oil Waste Management		UC Location		UC Location		Total for All Incidents	
(Estimated)		Recovered	Disposed	Stored		Recovered	Disposed
HAZMAT/Oil (bb)	0			0		0	0
Oily Liquids (bb)	0			0		0	0
Liquids (bb)	0			0		0	0
Oily Solids (tons)	0			0		0	0
Solids (tons)	0			0		0	0
Comments:							
10 HAZMAT/Oil Shoreline Impacts		UC Location		UC Location		Total for All Incidents	
(Degree of impact estimated in miles)		Affected	Cleaned	To Clean		Affected	Cleaned
Light	0			0		0	0
Medium	0			0		0	0
Heavy	0			0		0	0
Total	0			0		0	0
Comments:							
11 HAZMAT/Oil Wildlife Impacts		UC Location		UC Location		Total for All Incidents	
Type of Wildlife		Captured	Cleaned	Died		Captured	Cleaned
Birds						0	0
Mammals						0	0
Reptiles						0	0
Fish						0	0
Total	0			0		0	0

AREA COMMAND (AC) INCIDENT STATUS SUMMARY (AC 309)

Purpose. The AC Status Summary:

1. Is used by AC Situation Unit personnel for posting information on AC Status Boards or attaching as a file to the CG MISLE Case.
2. Is duplicated and provided to AC Command Staff members, giving them basic information for planning for the next management cycle.
3. Provides information to the AC Information Officer for preparing news media releases.
4. Summarizes incident information for the AC and Incidents under the AC.

Preparation. The AC Situation Unit prepares the AC Status Summary. Critical Resources information should be obtained from the AC Critical Resources Unit and/or from Resources Unit Leaders at the local ICPs. It may be scheduled for presentation to the Asst AC Planning and other AC Staff members prior to each AC Operating Guide Development Meeting and may be required at more frequent intervals by the Area Commander/Unified Area Command or Assistant Area Commander Planning. Suggested sources of information are noted in brackets.

Note: The values on the ICS AC209-CG/AC are the **best available estimates at the Time of Report** (Item # 2 on form). This form is usually in high demand and should be filled out early and often. A suggested source within the ICS organization is noted in brackets [] at the top right of each section of the form. **All fields need not be completed in order to distribute the form.**

Distribution. When completed, the form is duplicated and copies are distributed to the Area Commander(s)/Unified Area Command and all AC Staff. It can also be shared with the Incidents working below the AC and other external locations/entities as determined by the AC/UAC like the JFO, JIC, MAC Groups (RRT/NRT), etc.. It is also posted on a status board located at the Area Command Post. All completed original forms MUST be given to the AC Documentation Unit.

Number of Incidents Under the AC: This form is set up for three incidents Under the AC. If more incidents are being managed, then add the appropriate number of columns to add the additional incidents needed or use additional forms. If fewer are required, then the user can either delete the columns or leave them blank. If the numbers of incidents is changed, the "total for the incident" sums will need to be modified.

Worksheet Protections: The Excel Worksheet has been protected so that the user only has to tab to open cells. If the user desires to change the locked cells, choose tools<protection<unprotect to work on the protected/locked cells. The file protection is not passworded.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	AC Identifier	Enter the name assigned to the Area Command.
2.	AC Location	Location of Area Command Post.
3.	Management cycle	Enter the time interval for which the form applies.
4.	Incident Name(s)	Enter the AC Location and Incident name(s) and Location(s) for each incident assigned under the AC.
5.	Incident Location(s)	Location of Incident/ICP.
6.	Period Covered by Report	Enter the date and time interval for which the report applies. Use 24-hour clock for all times.
	Time of Report	Enter time for which this information applies. Enter the Time (24-hour clock) the form was prepared.

Comments:		UC Location	UC Location	UC Location	Total for All Incidents
12 Evacuation Status					
Total to be Evacuated					0
Number Evacuated					0
Comments:					
13 Migrant Interdiction Status					
See Case IMA					
14 Safety Status/Casualty		NIC	UC Location	UC Location	Total for All Incidents & NIC
Responder Injury					0
Responder Death					0
Public Missing (active search)					0
Public Missing (presumed Lost)					0
Public Uninjured					0
Public Injured					0
Public Dead					0
Public Total Public Involved		0	0	0	0
Comments:					
15 Property Damage Summary		UC Location	UC Location	UC Location	Total for All Incidents
Vessel					\$ -
Cargo					\$ -
Facility					\$ -
Other					\$ -
Comments:					
16 Sorties/Patrols Summary					
See Case IMA					
17 Use of Force Summary					
See Case IMA					
18 Operational Controls Summary					
See Case IMA					
19 Equipment Resources		UC Location	UC Location	UC Location	Total for All Incidents
USCG Assets	Notes	Ordered	Avail	Assigned	Ordered
Aircraft - Helo					0
Aircraft - Fixed Wing					0
Vessels - USCG Cutter					0
Vessels - SAR/LE Boat					0
Vessels - Work/Crew Boat					0
Vehicles - Car					0
Vehicles - Truck					0
Pol'n Equip - VOSS/SORS					0
Pol'n Equip - Portable Storage					0
Pol'n Equip - Boom					0
Non-CG/Other Assets					0
Aircraft - Helo					0

- 7. Type of Incident Indicate (check box) and/or fill-in the type of incident(s).

- 8. Spill Status This information is only tracked if there is spilled HAZMAT or Oil. Over-type "UC Location" with the location/name of each of the UC's under the AC – This UC Location information will automatically be carried to all item titles below. Under each UC Location, enter Common Name(s) of the released substance or spilled oil (i.e. Ethyl Alcohol/Ethanol or No. 2 Fuel Oil/Light Fuel Oil). Enter UN number and CAS Registry number, if known. Indicate whether the spill source is secured or unsecured (check box) and estimate the remaining potential and the rate of spillage discharge or release. Enter the estimated amounts in barrels for each category. Values entered in the column labeled Since Last Report are from the start of the Period Covered by Report (Item 2) to the time entered in the Time of Report (Item 2).

- Mass Balance Note the amount of recovered, evaporated, dispersed, burned, floating, or on shore products. The total of these estimates automatically sums and should approximate the total volume spilled, discharged, or released. Values for evaporation, dispersion, etc. can be obtained from the Environmental Unit and/or the Scientific Support Coordinator (SSC).

- 9. Waste Management This information is only tracked if there is spilled HAZMAT or Oil. Enter the estimated amounts in barrels or tons for each category. Total HAZMAT/ Oil (bbl) is the sum of the estimate of HAZMAT/oil in oily liquids and HAZMAT/oil in oily solids, and is the value to be entered under "Recovered HAZMAT/Oil" in Item 4. The stored amount will automatically sum based on the amount recovered and disposed.

- 10. Shoreline Impacts This information is only tracked if there is spilled HAZMAT or Oil. Enter the total miles in each category for each degree of oiling. Definitions for Light, Medium, and Heavy oiling can be obtained from the EUL/SSC and should be consistent throughout the incident. The amount of shoreline to be cleaned will automatically sum based on the amount of shoreline affected and cleaned

- 11. Wildlife Impacts This information is only tracked after an animal is captured. Indicate the actual number of oiled wildlife in each category. Use numbers in parentheses to indicate the subtotal of threatened / endangered species included in the numbers given.

- 12. Evacuation Status This information is only tracked if the incident involves evacuation of personnel. Values entered in the column labeled Since Last Report are from the start of the Period Covered by Report (Item 2) to the time entered in the Time of Report (Item 2).

- 13. Migrant Interdiction Status This information is only tracked if the incident involves Migrant Interdiction. Values entered in the column labeled Since Last Report are from the start of the Period Covered by Report (Item 2) to the time entered in the Time of Report (Item 2).

- 14. Safety Status/Personnel This information pertains to responders and assisted public personnel. Indicate the number of serious injuries, death, and missing. Values entered in the column labeled since Last Report are from the start of the Period Covered by Report (Item 2) to the time entered in the Time of Report (Item 2).
 Casualty

- 15. Property Damage Enter estimated dollar values for each item, if known.

- 16. Sorties/Patrols This information is only tracked if the incident involves sorties tracked in MISLE Incident Management Activity. List Sorties since last report both Air and Surface. Values entered in the column labeled since Last Report are from the start of the Period Covered by Report (Item 2) to the time entered in the Time of Report (Item 2).

- 17. Use of Force This information is only tracked if the incident involves Use of Force activities. Values entered in the column labeled since Last Report are from the start of the Period Covered by Report (Item 2) to the time entered in the Time of Report (Item 2).

- 18. Operational Controls This information is only tracked if the incident involves Operational Control activities initiated, in force and removed.

- 19. Equipment Resources Indicate the number of each type of resource in each status category. There are blank lines below each general type of resource for additional equipment.
 - Ordered Ordered but not yet arrived/available.
 - Available Arrived on scene, stored in staging, not assigned to any task, available for use.
 - Assigned Assigned to a specific task.
 - Out of Service Not working and not assigned to any task (e.g., skimmer being repaired, boom broken, personnel off-duty for rest).

- 20. Personnel Resources Indicate, by agency, the numbers of personnel assigned. There are blank lines for additional personnel, as needed.

- 21. Special Notes Use this area for any special notes or other information related to this reporting period. This could include financial/cost information, specific endangered species notes, significant events that occurred, etc.

- 22. Prepared By Enter name and title of the person preparing the form, normally the Situation Unit Leader.

AC 315 AREA COMMAND CRITICAL RESOURCE ALLOCATION AND PRIORITIZATION WORKSHEET (rev 03/16)

Purpose.

This form is used by Area Command to list and prioritize the critical resources needed by the Incidents the Area Command supports.

Preparation.

This form is principally crafted by the Assistant Area Commander Planning. Use additional sheets, as needed.

Distribution.

When the worksheet is completed, the form is distributed to the AC Personnel. All completed original forms MUST be given to the Area Command Documentation Unit.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	AC Identifier	Enter the name assigned to the incident.
2.	Date & Time	Enter date (MMDDYYYY) and time (24-hour clock) prepared.
3.	Management Cycle	Enter the time interval for which the form applies. Record the start and end date and time.
4.	Incident Priority	Enter AC prioritization of the incident (i.e. 1, 2, 3, 4).
5.	Incident	Enter Name of each Incident in blocks provided
6.	Kinds of Critical Resources	Enter CRITICAL resources needed for the incident. Critical resource is a resource that is scarce or critical for the various incidents being managed and assumes all resources are staffed appropriately. Critical overhead needs/shortfalls (e.g. PSC, Assist Safety Officer, PROC, etc.) are also a critical resource listed by title in block 6.
	Req	Enter number of critical resources requested by the incident.
	Have	Enter number of critical resources on hand at the incident.
	Need	Enter number of critical resources needed at the incident (shortfall).
	Resource Priority	Enter the AC priority for the critical resource for that incident (i.e. based on incident priority (item 4) and critical resource need for that particular incident (for example, Incident A maybe priority 1 for the incident, but priority 2 for that particular critical resource). This block is filled in after summing up all critical resource needs.
7.	Comments	Enter comments (as needed) about critical resource needs, prioritization of the incidents or prioritization of the critical resources.
8.	Total Res Required	Enter total Critical resources required.
9.	Total Res on Hand	Enter total Critical resources on hand (have).
10.	Total Res Needed	Enter total Critical resources Needed.
11.	Prepared By	Enter name and position of the person preparing the form.

1. Area Command Identifier		2. Management Cycle (Date/Time) From: _____ To: _____		AREA COMMAND DAILY MEETING SCHEDULE AC 330	
3. Area Command Daily Meeting Schedule (Commonly-held meetings are included)					
Date/ Time	Meeting Name	Purpose	Attendees	Location	
	Meeting with Incident Commanders	To provide the opportunity for the Area Command to meet with the Incident Commanders and share information.	Area Commander(s)/Unified Area Command, Incident Commanders/Unified Command and their PSC's, Asst Assistant AC Planning, AC RESL, AC SITL, AC Executive Assistant, AC DOCL	Area Command Post Conference Room and may have IC's/their staff on Conference Call	
	Area Command Meeting	To provide the Area Commanders in Unified Area Command time to discuss issues and concerns and to reach consensus on important decisions.	Area Commanders, Asst AC Planning, AC Executive Assistant, AC SITL, AC DOCL	AC Meeting Room	
	AC Staff Meeting	To provide the Area Commander/Unified Area Command the opportunity to brief their staff on priorities, expectations, and to assign tasks	Area Commander/ Unified Area Command, Asst Assistant AC Planning, AC Liaison, AC Safety, AC Public Information, AC Intelligence, Asst AC Logistics, Asst AC Finance/Admin, AC Executive Assistant, AC SITL, AC DOCL	Area Command Post Conference Room	
	Brief Management Plan	To provide the opportunity to brief the Area Command Management Plan	Area Commander/ Unified Area Command, the entire Area Command Staff and support personnel, Incident Commanders and their PSC's, JFO, EOC, Agency Executive, MAC Groups (RRT/NRT), etc.	Area Command Post Conference Room and may have IC's/their staff and other parties on Conference Call	
4. Prepared by: (Situation Unit Leader)			Date/Time		
AREA COMMAND DAILY MEETING SCHEDULE				AC 330 (Rev 03/16)	

AREA COMMAND DAILY MEETING SCHEDULE (AC 330 Rev 12/15)

Purpose. The Area Command (AC) Daily Meeting Schedule records information about the AC daily scheduled meeting activities.

Preparation. This form is prepared by the AC Situation Unit and coordinated through the Area Commander(s)/Unified Area Command for each Management Cycle or as needed. Commonly-held meetings are already included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of these standard meetings are not scheduled, they should be crossed out on the form.

Distribution. After coordination with/approval by the Area Commander(s)/Unified Area Command, the AC Situation Unit Leader will duplicate the schedule and post a copy at the AC Situation Status Board and distribute to the Area Command Staff. This form will also be included in the AC Management Plan. All completed original forms MUST be given to the AC Documentation Unit.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	Area Command Identifier	Enter the name assigned to the incident.
2.	Management Cycle	Enter the time interval for which the form applies.
3.	Meeting Schedule	For each scheduled meeting, enter the date/time, meeting name, purpose, attendees, and location. Note: Commonly-held meetings are included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of the standard meetings are not scheduled, they should be deleted from the form (normally the AC Situation Unit Leader).
4.	Prepared By	Enter name and title of the person preparing the form, normally the Situation Unit Leader.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

APPENDIX J. Acronyms

AC	Area Command
ACAC	Area Command Aviation Coordinator
ACDR	Area Commander
ACFC	Assistant Area Commander Finance & Administration
ACII	Assistant Area Commander Intelligence & Investigations
ACLC	Assistant Area Commander Logistics
ACMP	Area Command Management Plan
ACP	Area Contingency Plan
ACPC	Assistant Area Commander Planning
CE	Categorically Excluded
COMDTINST	Commandant, USCG Instruction
COMDTPUB	Commandant Publication
COML	Communications Unit Leader
CONPLAN	Concept Plan
COP	Common Operational Picture
CRESL	Critical Resource Unit Leader
DCMS	Deputy Commandant For Mission Support
DET	Detachment
DHS	Department of Homeland Security
DOC	Department Operations Center
DOCL	Documentation Unit Leader
DOD	Department of Defense
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FACL	Facilities Unit Leader
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IT	Information Technology
JIC	Joint Information Center
LANTAREA	Atlantic Area
LOFR	Liaison Officer
MAC	Multiagency Coordination
MACS	Multiagency Coordination System
NARA	National Archives and Records Administration
NEPA	National Environmental Policy Act
NIMS	National Incident Management System

PACAREA	Pacific Area
PIO	Public Information Officer
SITL	Situation Unit Leader
SOFR	Safety Officer
SONS	Spill of National Significance
U.S.	United States
UAC	Unified Area Command
UC	Unified Command
USCG	United States Coast Guard
VIP	Very Important Person