NIMS
AREA COMMAND
JOB AID

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REFERENCES

(a) Incident Management and Crisis Response, COMDTPUB 3-28
(c) Coast Guard Incident Management Handbook, COMDTPUB P3120.17B
Chapter 1. NIMS Area Command Overview

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

This AC Job Aid 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. The terms “Area Command” and “Area Commander” in this AC Job Aid 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 an 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 negotiate or require the use of an AC to manage critical resources. These types of incidents call
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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 have conducted operational periods 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 as needed, 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 ICs/UCs and agency officials easier because AC performs much of the coordination typically required of each IC/UC.
• Using an AC allows the ICs/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 ICs/UCs to compete for scarce resources.
• AC ensures that agency policies, priorities, constraints, and guidance are communicated to the ICs/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 (ACDR) has the authority and responsibility to perform the following functions for their assigned incidents:

- **Develop Broad Objectives for the Impacted Area(s).** The ACDR 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 Incident Objectives and Strategies.** In coordination with the ICs/UCs, the AC will work to ensure the ICs/UCs develop incident-level objectives
that are consistent with the AC strategic 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 ICs/UCs to ensure that guidance from senior officials is implemented at each incident. The AC also ensures incident-level objectives are met and do not conflict with each other and with the policies of all agencies involved.

- **Ensure Effective Communications.** AC must monitor multiple incidents and provide strategic direction, to ensure effective internal and external communications at all levels of the organization.

- **Identify Critical Resource Needs.** The AC must identify critical resource needs and report them to the established Emergency Operation Centers (EOC)/Multi-agency Coordination (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), EOCs, and MAC Groups as appropriate.

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 the ICs/UCs. 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).

![Sample Area Command Organization](image)

**Figure 1. Sample Area Command Organization**
Additional details on the AC organizational structure with detailed roles and responsibilities are included in Chapter 2 of this AC Job Aid.

**C. Unified Area Command (UAC)**

 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 the regional and national levels.

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 the Coast Guard Incident Management Handbook (IMH), COMDT PUB P3120.17B includes additional information on the UAC concept.
The NIMS AC functions differ 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 Atlantic Area (LANT)/Pacific Area (PAC) 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.

D. Area Command Major Accomplishments

![Diagram of Area Command Major Accomplishments]

**Figure 2. Area Command Major Accomplishments**

All positions in the AC have several major accomplishments as shown in Figure 2:

- **Ready for Deployment**: Being ready to deploy to an AC. This will not be discussed in this Job Aid as the duties
for readiness are the same for all positions and are discussed at length in other position job aids.

- **Ready to Support Incidents**: This includes receiving an assignment up to checking in at the AC organization. This phase is the lower part of the AC Management Cycle "P". This is discussed further in Chapter 3.

- **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 4.

- **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 5.

- **External Coordination and Communications**: The AC must coordinate and communicate with the many stakeholders including the Agency Executives, other agencies, EOCs, MAC groups, the public and others. This is discussed further in Chapter 5.

- **Transition/Demobilize**: Eventually, everyone will either be relieved or demobilize their position on the AC team. This is discussed further in Chapter 7.

**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 an AC should also include the specific delegation of authority processes required to ensure that ACDR(s), and ICs/UCs 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 should be fully integrated into contingency planning, clearly understood by those who have to implement them, and be exercised prior to actual implementation. This concept is consistent with other preparedness activities required under the NIMS.

Figure 3. Area Command Management Cycle "P"

The AC Management Cycle "P", as illustrated in Figure 3, provides a structured, repeatable process for AC implementation and activities. Each specific step of the Management Cycle "P" also includes a narrative explanation and general tasks action items box to assist applicable personnel in successfully executing their respective activities.
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 AC 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:

- Incident organizations included in AC
- AC key decisions
- AC strategic priorities for the overall response effort
- AC limitations and constraints
- AC strategic objectives
- AC Critical Information Requirements (CIRs) and Immediate Reporting Thresholds (IRTs)
Chapter 5 of this AC Job Aid 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 the incident(s) 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 ICs/UCs 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,
- 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,
- 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,
- 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 objectives and specific incident objectives,
• Obtaining critical regional or National resources through various external support mechanisms including MAC Groups 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).
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Chapter 2. Area Command Staffing and Position Responsibilities

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

Each position within the AC 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 (ACDR) is responsible for the overall direction of the response and coordinating actions with the assigned Incident Commanders (ICs)/Unified Commands (UCs) under the ACDR(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.

ACDR(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 Unified Area Command (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 ICs/UCs, determine level of effort AC will need to support for each response.
- Develop overall direction, priorities, and strategic objectives and convey to ICs/UCs.
- Identify and prioritize assignment of critical resources.
- Coordinate demobilization of critical resources.
- Ensure incident strategies address the direction set by the ACDR.
- Establish AC operating procedures, reporting requirements, shared authorities, reporting time frames, and communications flow.
  - Function effectively within the AC and external to the AC. See Appendix A:
- Functional Interactions.
Based on the scope of the job, ensure the AC organization is capable of meeting its functional responsibility.

Approve the location and establishment of an appropriate AC facility.

Identify the sources of incident funding and anticipate daily expenditures.

Establish a media strategy (plan) for release of information to the media, public, etc.

Establish a stakeholder strategy (plan) for release of information and coordination with stakeholders, local governments, Non-Government Organizations (NGOs), etc.

Consider establishing an overall Joint Information Center (JIC).

Serve as public spokesperson as necessary.

Manage the AC organization to ensure ICs/UCs are appropriately supported.

Maintain AC log of strategic decisions and significant events.

Monitor and evaluate AC 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 or demobilization.
2. Area Commander Planning (ACPC)

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

Major responsibilities of the ACPC, include:

- Obtain briefing from ACDR 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 AC incident status summary including critical resources by management period and incident.
- Oversee preparation and dissemination of the Area Command Management Plan (ACMP).
- Facilitate/conduct AC meetings and briefings as necessary.
- Prepare material and conduct special situation briefings for the ACDR 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.
Work with ICs/UCs and the Critical Resources Unit Leader (CRESL) to identify and respond to critical resource needs.

Determine availability, status, and condition of committed and uncommitted critical resources.

Ensure a documentation process is in place for collecting, duplicating, and filing information, including intelligence.

Brief ACMP to ICs/UCs, AC staff, agency administrators/executives, and VIPs.

Ensure ICs/UCs are adequately anticipating and developing contingencies for addressing future needs.

Assist ACDR in development of strategies, objectives, priorities, operating procedures, and protocols.

Manage critical resources.

Coordinate with the Area Commander Logistics (ACLC) on the identification and ordering of critical resources.

Prepare and distribute AC policies, procedures and decisions to the AC staff and the ICs/UCs.

Maintain the ACMP.

Ensure an AC check-in process is in place to ensure accountability of visitors and AC personnel.

Ensure advanced planning beyond the next operational period is being accomplished. 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.
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- Develop recommendation for standing down the AC organization (demobilization).
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command or demobilization.

3. **Area Commander Logistics (ACLC)**

The Area Commander Logistics (ACLC) is responsible for providing facilities, services, and material at the AC level and for ensuring effective use of critical resources and supplies among the Incident Management Teams (IMTs).

Major responsibilities of the ACLC include:

- Obtain briefing from ACDR on expectations, concerns, and constraints.
- Establish and maintain an appropriate AC facility for the AC organization.
- Provide services and support for the AC organization, including billeting, transportation, feeding, etc.
- Respond to requests to meet AC organization logistics requirements.
- Work with Incident-level Logistics Sections to develop a comprehensive initial and longer-term resource request/ordering process for critical resources.
- Work with higher echelon to develop a comprehensive initial and longer-term resource request/ordering process for routine and critical resources.
- Establish and maintain the AC resource request/ordering process and critical resource request/ordering process.
- Gather information from incident-level Logistics Section Chiefs (LSCs), coordination centers, and other personnel responsible for incident support.
- Work with ICs/UCs and CRESL to identify and respond to critical resource needs.
- Identify list of potential critical/specialized resource suppliers.
- Source and order critical and specialized resources.
- Support/assist the ACPC, 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 AC organization.
- Ensure coordinated communication links and frequencies are in place.
- Develop the AC Communication Plan (AC 305).
- Provide appropriate security services for the AC facility.
- If directed by the ACDR, take charge of the expanded supply network to support ICs/UCs.
- Establish and maintain an accountable-property tracking system for AC equipment.
- Assist the ACPC, in developing an AC transition plan that details how to transition from AC back to individual IC/UC.
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- Coordinate directly with the Area Commander Finance/Administration (ACFC) for procurement and accounting purposes.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command or demobilization.

4. Area Commander Finance/Administration (ACFC)

The Area Commander Finance/Administration (ACFC) is responsible for all financial, administrative, and cost analysis aspects of the AC.

Major responsibilities of the ACFC include:

- Obtain briefing from ACDR on expectations, concerns, and constraints.
- Ensure the collection of relevant information from outgoing ACFC.
- Determine AC requirements for cost accounting and communicate requirements to incident-level Finance/Administrative Section Chiefs (FSCs).
- Collect, analyze, and summarize cost data.
- Participate in preparation of the ACMP.
- Provide daily updates to the AC 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 AC organization on ceiling adjustments when necessary.
• If required, develop cost-sharing agreements with members of the AC organization.
• Monitor use of high cost specialized equipment and keep the AC organization advised.
• Assist in development and implementation of the AC 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 or demobilization.

5. Area Command Aviation Coordinator (ACAC)
The Area Command Aviation Coordinator (ACAC) coordinates and manages aviation operations if there are aviation assets assigned to AC. The ACAC also determines AC requirements for use of aviation assets and allocates aviation resources according to AC priorities and objectives. The ACAC works for the ACDR.

Major responsibilities of the ACAC include:

• Obtain briefing from ACDR on expectations, concerns, and constraints.
• Coordinate with local unit(s) aviation managers, dispatch centers, and aviation facility managers.
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- Determine AC requirements for use of aviation assets.
- If aviation assets are determined to be a critical resource, coordinate with the ACPC, ACLC, and the CRESL on ordering, assigning, and demobilizing these assets.
- Schedule the use of aviation assets assigned to support AC and staff.
- If applicable, coordinate with the incident-level Air Operations Branch Directors (AOBDs) for multi-incident utilization of air assets.
- Provide technical expertise on the use of specialized air assets to both AC 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 AC aviation procedures and specifics of the area aviation operation.
- Allocate aviation resources according to AC 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 areas and corridors are in place. Ensure flight following procedures,
entry/exit routes and corridors, hazards, frequencies, and incident air space are known to all affected.

- 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-level 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 incident-level Communications Unit Leaders (COMLs), 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 or demobilization.

6. Critical Resources Unit Leader (CRESL)

The Critical Resources Unit Leader is responsible for maintaining the status of all critical resources as well as overhead personnel assigned to the AC. The CRESL 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:

- Conduct all standard responsibilities expected of an incident-level Resources Unit Leader (RESL) and adapt them to the AC environment as needed.
- Coordinate with incident-level RESLs to verify status of current resources and outstanding resource orders and identify critical resources.
- Develop and maintain status for all critical resources using the AC Incident Prioritization Matrix (AC 315).
- Ensure accurate and current information on status of resources is provided to the AC-level Situation Unit Leader as required within established time frames.
• Assist the ACPC in the development and assembly of the ACMP.
• Follow critical resource request process established by the ACLC.
• Provide the ACFC AC resource information as needed to track response costs for AC.
• Develop and maintain an AC Organization Chart (AC 307).
• Support/assist the ACPC, in assigning and demobilizing critical resources and personnel assigned to the AC.
• Establish and maintain a check-in process to ensure accountability of visitors and AC personnel at AC facility.
• Participate in agency administrator/executive close-out/after-action review.
• Ensure coordinated and efficient transfer of command or demobilization.

B. Deputies

The ACDR may have Deputies, who may be from the same agency or from an assisting agency. Deputies must have the same certifications 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 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 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 AC-level SOFR works for the ACDR and generally provides information on overall safety issues and progress/status of the response. 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 SOFR working in an AC include:

- Conduct all standard responsibilities expected of a SOFR and adapt them to the AC environment as needed.
- Develop Area Command Facility Safety Plan and monitor for compliance.
- Evaluate thoroughness/effectiveness of incident-level Site Safety Plan(s).
• Assist incident-level SOFRs and IMTs in investigating/documenting accidents, injuries, fatalities, etc.
• Coordinate with incident-level SOFRs to assist them with safety issues and ensure consistent safety strategy.
• Ensure SOFRs have access to necessary specialists. In the event that specialists may become critical resources, the AC-level SOFR will work with the ACDR(s) and CRESL to prioritize assignment or develop a plan to provide complete coverage.
• Participate in agency administrator/executive close-out/after-action review.
• Ensure coordinated and efficient transfer of command or demobilization.

2. **Public Information Officer (PIO)**

The Public Information Officer (PIO) at an AC coordinates and validates incident-level public information for the provision of consistent, accurate, and timely information releases. The AC-level PIO works for the ACDR and will generally provide information on overall progress and status of the public information related to the response from a regional or national perspective. Information requests about incident-level response actions are referred to the appropriate incident-level PIO or Joint Information Center (JIC) for action. 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 PIO working in an AC include:

- Conduct all standard responsibilities expected of a PIO and adapt them to the AC environment as needed.
- Identify and communicate to the AC organization and IMTs the ACDR(s) policy and procedures regarding release of information.
- 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 AC organization and IMTs informed of perceptions.
- Keep the AC organization informed of news releases, press conferences, and public meetings to be conducted at the AC level.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command or demobilization.

3. Liaison Officer (LOFR)

The Liaison Officer (LOFR) at an AC is responsible for establishing required and/or desired relationships with executive-level and incident-level representatives of agencies. Liaison relations may also exist with
executives of stakeholder groups. The AC-level LOFR works for the ACDR and will generally provide information on overall progress and status of the liaison activities related to the response from a regional or national perspective. 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 LOFR working in an AC are:

- Conduct all standard responsibilities expected of a LOFR and adapt them to the AC environment as needed.
- Keep AC 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 ACPC assist in the development and maintenance of the Information Management Plan (ICS 240).
- Negotiate, at an executive level, application of assisting, cooperating, and stakeholder agency/organization effort and communicate opportunities to the incident level.
- Coordinate AC site visits with IMTs and ICs/UCs.
- Participate in agency administrator/executive close-out/after-action review.
Ensure coordinated and efficient transfer of command or demobilization.

4. Intelligence Officer (INTO)

The Intelligence Officer (INTO) at an AC is responsible for the analysis and sharing of information and intelligence. At an AC, intelligence may include not only national security and other types of classified information, but also other operational information such as risk assessments, medical intelligence (i.e. surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data that may come from a variety of different sources. The INTO works for the ACDR(s) and will work with ICs/UCs to ensure intelligence info is shared appropriately and properly safeguarded at both the AC facility and Incident Command Posts (ICPs).

Major responsibilities of the INTO are:

- Conduct all standard responsibilities expected of an ISC and adapt them to the AC environment as needed.
- Provide the ACDR(s) 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 incidents under the purview of the AC.
- Establish working relationships with the appropriate national level intelligence agencies to support incident-level activities under the purview of the AC.
- Support the development of intelligence related CIRs.
Collect and analyze incoming intelligence information from all sources at the national level for applicability, significance, and reliability.

- Review the IAPs for each incident for intelligence implications.
- Participate in agency administrator/executive close-out/after-action review.
- Ensure coordinated and efficient transfer of command or demobilization.

5. **Situation Unit Leader (SITL)**

The Situation Unit Leader (SITL) at an AC executes one of the core functions of the Area Command, which is reporting. It should be robustly staffed to ensure that the information contained in the Information Management Plan can be quickly and efficiently gathered, compiled and shared. The SITL 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 AC-level SITL 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. Incident information and analysis collection is a continuous process that does not end during the course of an incident. 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 SITL at an AC include:

- Conduct all standard responsibilities expected of an incident-level SITL and adapt them to the AC environment as needed.
- Develop and implement procedures for collecting and displaying the current operational picture that reflects AC overall response emphasis.
- Coordinate with applicable incident-level SITLs to ensure proper information management including obtaining information and to ensuring consistency in release of information.
- Ensure required ACMP inputs are provided within the established timeframe.
- Collect and analyze information gathered from AC staff, IMTs, and external entities; brief the ACDR on the potential implications.
- Maintain current AC situation status displays and/or Common Operational Picture (COP).
- Develop and maintain optional AC Incident Status Summary (AC 309), as needed.
- Develop and post an AC Daily Meeting Schedule (AC 330).

6. **Documentation Unit Leader (DOCL)**

The Documentation Unit Leader (DOCL) at an AC is responsible for the maintenance of accurate, up-to-date incident files for the AC 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 level when working in AC.

Major responsibilities of the DOCL at an AC include:

- Conduct all standard responsibilities expected of an incident-level DOCL and adapt them to the AC environment as needed.
- Establish a process for collecting, analyzing, storing, and providing appropriate access to AC documentation for both non-secure and secure information.
- Determine AC organization requirements for documenting meetings and briefings.
- Prepare decision memos for ACDR and primary staff review and approval.
- Maintain and file chronological log of AC decisions, direction, and actions using the AC Daily Meeting Schedule (AC 330), Unit Logs (ICS 214), or all forms as appropriate.

7. **Communications Unit Leader (COML)**

The Communications Unit Leader (COML) at an AC is responsible for developing plans for the effective use of AC communications equipment and facilities; installing and testing of communications equipment; supervision of the AC 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 AC.
Major responsibilities of the COML at an AC include:

- Conduct all standard responsibilities expected of an incident-level COML and adapt them to the AC environment as needed.
- Prepare and implement the AC Communications Plan (AC 305) and AC Communications List (AC 305A) for both internal and external needs.
- Coordinate with incident-level COMLs and assist with acquisition of specialized equipment and frequency management issues.
- Establish accountability system for issued communications equipment.
- Provide technical information to both the AC staff and incident(s).

8. **Facilities Unit Leader (FACL)**

The Facilities Unit Leader (FACL) at an AC is primarily responsible for setup, maintenance, security, and demobilization of AC facilities including the AC 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:

- Conduct all standard responsibilities expected of an incident-level FACL and adapt them to the AC environment as needed.
Coordinate with the AC SOFR in conducting a site safety inspection of AC facility.

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 AC facility identification badge system and provide this service.

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 AC staff.

9. 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.

The following are examples of some of the technical specialists that could be part of an AC:

- Volunteer Specialist
- Documentation Specialist
- Geographic Information System Specialist
- Public Health Specialist
- Training Specialist
- Intelligence Specialist
- Legal Specialist
• Incident Management Software System (IMSS) Specialist

The positions described in this Chapter and their associated responsibilities are only activated if needed to support the incident(s) under AC management. Similar to other ICS organizational constructs, if a position is not filled in an AC organization, the responsibilities for that position belong to the next higher level of the organization (i.e. if the ACDR does not assign a PIO, those responsibilities belong to the ACDR).
Chapter 3. Ready to Support Incidents

The period of initial activation is when a determination is made to establish an Area Command (AC) organization to support ICs/UCs. Senior agency administrators or executives determine and designate who will represent other appropriate organizations within the AC structure. Members should have been “ready for deployment”, understanding their roles and responsibilities to prepare to respond.

A. Receive Notification

The Area Commander (ACDR) and AC staff are notified of incidents. Pre-assessment information is collected prior to reporting on-scene. The following initial actions should be performed by all personnel assigned to the AC, depending on position, prior to reporting AC facility (if established).

- Review Common Responsibilities in Chapter 2 of the IMH and adapt those responsibilities to an AC environment as necessary.
- Review Appendix B: Determining the AC Management Plan Cycle.
- Receive executive-level direction, delegation or considerations. Review Executive and Area Commander Agreement Checklist on page 3-6.
- Determine if this is a stand up or relief of the AC organization.
- Deploy to the AC facility (if established).
B. Agency Administrator/Executive Briefing

This is the first activity in the AC Management Cycle "P". The ACDR(s) are either briefed by senior agency executives on the overall situation or the ACDR briefs the higher echelon that they will be establishing an AC (e.g. District Commander or Sector Commander). This briefing includes:

- Discussion on authorities.
- Discussion on policy guidance.
- Discussion on the scope of the job.
- Discussion on Agency Executives strategic decisions, priorities, limitations and constraints, objectives, Critical Information Requirements (CIRs) and Immediate Reporting Requirements (IRTs), and reporting timeframes.

The initial actions of an AC 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 AC organization.
When: ACDR(s) report and gather for the first time
Facilitator: senior Agency Executive, designee, or Area Commander Planning (ACPC), if available
Attendees: Selected ACDR(s) and deputies, ACPC (if available), DOCL (if assigned)
Forms: (if completed) AC 302, ICS 233, AC 330.

1. **Agency Administrator/Executive Briefing Agenda**

   Where agency executive directs establishment of an AC or assigns ACDR(s)

- Brief on the need and requirements for AC organization.
- Discuss prior communications between executives and ICs/UCs.
- Brief on current situation.
- Brief on AC key decisions.
- Discuss strategic priorities.
- Discuss overarching limitations and constraints including political, social, economic and environmental issues affecting the mission.
- Discuss AC funding.
- Discuss strategic objectives.
- Discuss leadership philosophy.
- Brief on AC authorities, duties and responsibilities.
- Discuss plans and agreements that may be in place.
- Clarify reporting and briefing requirements, CIRs and IRTs, and lines of authority.
- Close out meeting with concurrence from ACDR(s) that all concerns have been addressed.
2. **Agency Executive Actions - Executive Briefing**

- Decide to establish AC.
- Select ACDR(s).
- Schedule initial AC briefing.
- Provide situation briefing.
- Provide initial direction
  - Discuss key decisions
  - Discuss strategic priorities.
  - Discuss limitations and constraints.
  - Discuss strategic objectives.
  - Discuss leadership philosophy.
  - Discuss AC authorities, duties and responsibilities.
  - Discuss CIRs and IRTs.
  - Decide on reporting timeframes.
  - Document initial assignments for tracking.
- Schedule next briefing.
- Issue letter of delegation (if appropriate).

3. **ACDR Actions – Executive Briefing**

- Obtain briefing.
  - Obtain good situational awareness of the incidents, including names and contact numbers for the ICs/UCs with whom the AC will be working.
- Clarify scope of effort and issues.
  - Understand why the AC is being activated.
  - Reach agreement on overall scope of duties that the AC is expected to perform and the area of responsibility. See Appendix D: AC Sample Delegation of Authority.
o Receive guidance on initial key decisions and procedures.
o Discuss Agency Executive’s strategic priorities.
o Receive guidance on Agency Executive’s limitations and constraints.
o Discuss Agency Executive’s strategic objectives.
o Discuss Agency Executive’s leadership philosophy related to the overall response.
o Agree on CIRs and IRTs.
o Reach agreement on reporting relationship between ACDR(s) and the agency executive (if required).
o Establish reporting and briefing timeframes.
o Discuss coordination pathways between AC and other entities such as Emergency Operation Centers (EOCs) Regional Response Coordination Center (RRCC), Interim Operating Facility (IOF), Joint Field Office (JFO), and National Response Coordination Center (NRCC).

- 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 below and Appendix D: AC Sample Delegation of Authority.

- Document meeting with the agency executive.
- Prepare for the Activate Area Command and prepare to conduct Initial Unified Area Command Meeting.
4. **Executive and Area Commander Agreement Checklist**

The following items should be discussed/agreed upon between an Agency Executive and an ACDR/Unified Area Command (UAC):

- **Key Decisions**
  - Legal authorities and basis,
  - Scope of work,
  - Jurisdictional boundaries and area of responsibility,
  - Expectations for composition of UAC,
  - Expectations for location of AC facility.

- **Priorities.**

- **Limitations and Constraints**
  - Pre-Existing Plans, Memorandums of Agreement (MOAs), and Memorandums of Understanding (MOUs).
  - Rules of engagement
  - Resources (draw down limits, overtime, use of local resources, demobilization priorities)
  - Political, social cultural issues

- **Strategic Objectives**

- **Agency Executive’s Intent (Leadership Philosophy)**

- **Financial limitations, cost-sharing, procurement guidelines.**

- **Reporting and relationship with other response facilities such as an EOC, JFO, or agency operating center.**

- **Information Reporting and Timelines – CIRs and IRTs**
Information management requirements with media and stakeholders.

Documentation requirements.

C. Initial AC Meeting

This is the second AC Management Cycle "P" action and provides ACDR(s) the opportunity to determine who will be in the UAC and/or provide initial direction to the AC Staff based on the scope of effort and agreements reached during the Agency Executive briefing. ACDR(s) will conduct an initial AC Meeting, which will include determining/validating the makeup of the Unified Area Command (UAC), reviewing all guidance and direction, and defining the AOR. This initial meeting also includes determining initial key decisions, initial priorities, limitations and constraints, CIRs and IRTs, strategic objectives, and initial AC staff tasks.

When: Shortly after the Executive Briefing

Facilitator: ACPC (if available) or ACDR

Attendees: ACDR(s), ACPC (if available), DOCL (if assigned)

Forms: AC 302, ICS 233, AC 330.
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1. **Activate AC Organization/Initial AC Meeting Agenda**

- ACPC or an ACDR brings meeting to order, covers ground rules and reviews agenda.
- ACDR(s) Identify assisting and cooperating agencies.
- ACDR(s) Validate UAC Makeup
- ACDR(s) Clarify roles and responsibilities.
- ACDR(s) Review agency policies.
- ACDR(s) Determine initial key decisions (AC 302).
- ACDR(s) Determine initial priorities, limitations and constraints (AC 302).
- ACDR(s) Determine initial strategic objectives (AC 302).
- ACDR(s) Determine initial CIRs and IRTs (AC 302).
- ACDR(s) Determine initial AC staff tasks (ICS 233).
- ACDR(s) Summarize and document key decisions, procedures and guidance.

2. **ACDR Actions - Initial AC Meeting**

- Validate makeup of newly formed UAC, based on IMH Chapter 5 Unified Command (UC) criteria.
- Clarify ACDR roles and responsibilities in the UAC. Determine what roles the ACDR(s) want to fill.
- Review agency policies, pre-existing plans, Memorandums of Agreement (MOAs), and Memorandums of Understanding (MOUs).
- Negotiate and agree on initial key decisions using Appendix C: ACDR Example Decisions and Directions and IMH Chapter 4. Document on AC 302
page 1. If procedures need to be developed, assign task on ICS 233 to appropriate AC staff.

- Determine initial over-arching priorities and limitations and constraints. Use information gathered from Executive Briefing, Appendix C and IMH Chapter 4 and document on AC 302 page 1.
- Determine initial strategic objectives. Use information gathered from Executive Briefing, Appendix C and IMH Chapter 4. Document on AC 302 page 2.
- Determine CIRs and IRTs. Use information gathered from the Agency Executive, Appendix C and IMH Chapter 4. Document on the AC 302 page 3.
- Determine Initial tasks for AC Staff. Document on ICS 233 Open Actions Tracker.
- Summarize and document key decisions, procedures and guidance on appropriate forms (e.g. AC 302 and ICS 233).

3. ACPC Actions - Initial AC Meeting

- Ensure the meeting room, along with the appropriate ICS tools, are in place to support the conduct of the meeting. See Appendix F: AC Meeting Layouts.
- Facilitate Initial AC Meeting.
- Determine next meeting ACDR speaking roles.
- Ensure appropriate documentation on appropriate forms.
- Prepare an AC Meeting Schedule and document on the AC 330.
D. Activate the AC Organization

This is the final action in the stem of the AC Management Cycle "P" where the Area Command organization is fully activated to support the Incidents. One of the initial actions of the AC is to ensure that the AC staff receive an in-briefing and obtain a clear understanding of the AC mission. Area Commanders will conduct an initial briefing with AC staff and this briefing will include expectations from ACDR(s) and any limitations or issues the AC is expected to address. Establishment of the AC facility may also be addressed at this briefing.

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

**Facilitator:** ACPC (if staffed) or ACDR(s)

**Attendees:** All AC personnel

**Forms:** AC 302, ICS 233, AC 330.

1. **Initial AC Staff Briefing Agenda**
   - ACPC brings meeting to order, conducts roll call, covers ground rules and reviews agenda.
   - SITL conducts situation status briefing.
   - ACDR(s) provide initial comments
☐ ACDR(s) provide initial AC direction and tasks/assignments (AC 302 and ICS 233)
☐ ACDR(s) clarify roles and responsibilities of AC Staff
☐ ACDR(s) provide closing remarks.
☐ ACPC discusses the next meeting time/location and adjourns meeting.

2. **ACDR Actions - Initial AC Staff Briefing**
   - Determine ACDR speaking roles for this briefing.
   - Provide opening remarks. Every ACDR should speak so that the AC staff get to know them and their key issues. This is typically a motivational opening statement including stressing key issues of concern (e.g. responder safety).
   - Provide guidance to AC staff on scope of assignment. Convey agency executives’ expectations, policy guidance, authorities, etc.
   - Ensure AC staff obtain overall situational awareness.
   - Convey ACDR/UAC initial command direction (AC 302):
     - AC authorities.
     - Incidents that the AC will be responsible for.
     - Overall scope of assignment, including AC area of responsibility (AOR).
     - Overview of agency executive direction.
     - Overarching priorities.
     - Limitations and constraints.
     - Strategic objectives
     - CIRs and IRTs.
NIMS AC JOB AID

- Social, political, environmental, and economic requirements.
- External coordination relationships, including the EOC and JFO.
- Assign tasks from ICS 233 and ensure AC staff acknowledgement.
- Clarify with AC staff their roles and responsibilities.
- Provide closing remarks – These are motivational remarks that can be made by all ACDR(s) or one ACDR. Every ACDR may want to speak.
- Other ACDR actions during this period of time:
  - Notify ICs/UCs, agency executives, and other coordination entities such as the EOC and JFO when the AC becomes operational.
  - Communicate with the ICs/UCs before the formal IC/UC meeting and discuss with them the overall direction and guidance the ACDR received from the agency executives.
  - Determine tasks/issues that the AC organization could assume from the ICs/UCs such as national media.
- Coordinate the AC Meeting Schedule with Agency Executive, Incident Commanders, and ACPC.

3. **ACPC Actions - Initial AC Staff Briefing**

- Ensure the meeting room, along with the appropriate ICS tools, are in place to support the conduct of the meeting. See Appendix F: AC Meeting Layouts.
- Determine ACDR speaking roles before this briefing.
• Establish the AC Situation Unit and begin collecting status from available sources. Ensure SITL is prepared for briefings.
• Facilitate briefing.
• Clarify individual roles and responsibilities.
• Establish an AC daily activity schedule and recommend AC management cycle. See Appendix B: Determining the AC Management Plan Cycle.
• Document open actions (ICS 233).
• Adjourn meeting - noting when the next meeting/briefing is scheduled (AC 330).
• Determine additional interim staffing needs and process resource requirements using the ICS 213RR.
• Determine functional space needs (ICS 235).
• Initiate AC personnel check in using the ICS 211.
• Initiate contact with incident-level Planning Section Chiefs (PSCs) and identify briefing requirements.
• Initiate contact with planning counterparts at other locations (JFO, EOCs, etc.) as appropriate.

4. ACLC Actions - Initial AC Staff Briefing
• Clarify individual roles and responsibilities.
• Develops AC facility floor plan and begins to set up work areas. See Appendix E: Establishing the AC Facility Checklist and ICS 235.
• Determine additional interim staffing needs and process resource requirements using the ICS 213RR.
• Identify and obtain administrative and logistics support needs, such as phones, date lines,
reproduction equipment, transportation, billeting and feeding.

- Initiate contact with vendor providers.
- Capture contact numbers & develop AC phone list.
- Determine communication security needs.
- Develop a facilities evacuation plan.
- Initiate contact with incident-level Logistics Section Chiefs (LSCs) & logistics counterparts at the JFO, EOCs & dispatch centers.

5. **ACFC Actions - Initial AC Staff Briefing**

- Initiate contact with incident-level Finance Section Chiefs (FSCs).
- Initiate contact with the Finance personnel at JFO.
- Determine funding sources (FPN, CPN, DPN, and OG-30), project number & estimate initial ceiling based upon Incidents.
- Identify any fiscal constraints that may have been discussed during the Executive Briefing.

6. **AC Staff Actions - Initial AC Staff Briefing**

- Clarify individual roles and responsibilities.
- Confirm individual support needs.
- Determine functional space needs.
- Determine additional interim staffing needs and process resource requirements using the ICS 213RR.
Chapter 4. Support the Area Command Process

This Chapter provides an AC Management Cycle "P" as a representation of the 7-step repetitive AC planning process illustrated in Figure 3 (the “O” portion of the “P”). The AC Management Cycle "P" provides a structured, repeatable process for AC implementation and activities.

A. Meeting with ICs/UCs

This meeting provides ACDR(s) the opportunity to dialogue with ICs/UCs and receive the ICs/UCs' current situation, strategies, and issues. This step in the Management Cycle "P" also represents the first repeatable meeting within the Area Command Management Plan (ACMP) cycle that occurs during each new management period. Initial meetings should be conducted “face to face.” However, under extreme circumstances, this meeting may be accomplished via cell phone, landline, teleconference, video teleconference, or radio as deemed necessary by the ACDR(s). Subsequent AC IC/UC meetings will be held as required.

As a reminder, the AC adopts a strategic, forward-looking vision in 24, 48, and 72-hour and beyond timeframes ahead of the current incident-level operational periods. The 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 AC becomes operational. Subsequent AC with IC/UC meetings will be held as required.

**Facilitator:** ACPC

**Attendees:** ACDR(s), ACPC, ACLC, ACFC, CRESL, SITL, DOCL, ICs/UCs and their respective staff as required, and AC Command Staff (PIO, LOFR, SOFR), if needed

**Forms:** AC 302, AC 315, ICS 233, AC 330.

1. **AC IC/UC Meeting Agenda**

   - ACPC brings meeting to order, conducts roll call, covers ground rules and reviews agenda.
   - ACDR(s) provide opening remarks.
   - ACDR(s) provide delegation of authority and limitations to specific ICs/UCs, as needed/if changed.
   - ICs/UCs report on their individual situation.
     - Current situation report
     - Map/chart with incident information displayed
     - Make-up of the IC/UC
     - 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

- ACDR(s) provide command direction (AC 302) including clarifying roles and expectations, if changed.
- The ACPC provides guidance on critical resource tracking and CIRs and IRTs reporting, if changed.
- The ACLC provides guidance on ordering and sharing of specialized and critical resources, if changed.
- The ACFC provides guidance on cost accounting and reporting of injuries and accidents, if changed.
- AC command staff, if in attendance, discuss concerns/issues.
- ACPC conducts round robin to resolve any outstanding issues or concerns.
- ACDR(s) provide closing remarks.
- The ACPC solicits final comments and adjourns the meeting.

2. **ACDR Actions –AC ICs/UCs Meeting**

- Provide opening remarks. The first time this is conducted, every ACDR should speak so that the ICs/UCs get to know them and their key issues. If there have been numerous IC/UC meetings, the ACDR(s) may decide one ACDR may speak for all of them. This is typically a motivational opening
statement including stressing key issues of concern (e.g. responder safety).

- Provide appropriate Delegation of Authority and limitations to specific ICs/UCs (first time only or if changed). Initial delegation of authority may be executed verbally due to travel, distance, and/or time constraints and limitations.

- Listen to ICs/UCs report on their individual situation. This may change the AC emphasis/direction.

- Provide AC direction and clarify roles and expectations. The first time through this, the ACDR(s) must cover this in detail. Follow on meetings, the ACDR(s) will go over only what is changed and/or desired emphasis.
  - Cover AC direction using the AC 302, which includes decisions, priorities, limitations and constraints, strategic objectives, CIRs and IRTs.
  - Discuss and clarify policy direction and guidance received from the agency executive.
  - Discuss how AC will function in support of the ICs/UCs and how each AC position is able to freely communicate function to function.
  - ACDR(s) discuss with the ICs/UCs how the AC can help to reduce the workload on the IMTs, including but not limited to:
    - Help to manage political influences
    - VIP visits
    - National media and AC-level Joint Information Center (JIC)
    - National or regional special interests groups
    - Contracting (agree on threshold)
- Critical or specialized resource request/ordering
- Obtaining permits required for utilizing advanced technologies
  o Provide policy and key decisions/procedures which may include:
- Reach agreement with ICs/UCs and document the task(s) that AC will assume. This includes division of responsibility (i.e., media relations, stakeholder meeting, etc.)
- Discuss conflict resolution procedures.
- Provide interim direction to the ICs/UCs as needed especially on critical issues.
- Attempt to resolve issues and concerns as identified by the ICs/UCs.
- Seek clarification on any unclear issues, including coordination with external support entities (EOC/JFO).
- Closing remarks. These are motivational remarks that can be made by all ACDR(s) or one ACDR. The first time this is conducted, every ACDR may want to speak.

3. **ACPC Actions – AC ICs/UCs Meeting**

- Ensure the meeting room, along with the appropriate ICS tools, are in place to support the conduct of the meeting. See Appendix F: AC Meeting Layouts. This includes:
  o Collect Incident Action Plans (IAPs) and/or Incident Briefings (ICS 201s) from ICs/UCs.
  o Collect ICS 209s from ICs/UCs.
Provide reporting requirements, formats, meeting schedules, and time frames to AC staff and ICs/UCs.

- Determine ACDR speaking roles prior to this meeting.
- Ensure the ICs/UCs are prepared with the information that they will have to provide to ACDR(s) during the AC Staff meeting.
- Facilitate the meeting.
- Explain processes for sharing or re-assigning specialized or critical resources including demobilization processes, if changed.
- Explain CIR and IRT needs and issues to include timeframes, units of measure and formats, if changed.
- Establish protocols to interact with the incident-level PSCs and planning counterparts.

4. **ACLC Actions – AC ICs/UCs Meeting**

- Provide procedures for requesting specialized or critical resources, if changed.
- Assist ICs/UCs in resolving unique logistical issues.
- Establish protocols to interact with the incident-level LSCs and logistics counterparts.

5. **ACFC Actions – AC ICs/UCs Meeting**

- Explain the process for cost tracking, if changed.
- Explain the notification procedures for responder illnesses, injuries, or accidents, if changed.
- Identify if additional agreements need to be established.
- Establish protocols to interact with the incident-level FSCs and finance counterparts.
6. IC/UC Actions – AC ICs/UCs Meeting

- Provide overall situation reports for their incidents such as maps and/or IAPs.
- ICs/UCs present their respective incident requirements.
  - Current situation report.
  - Map/chart with incident information displayed.
  - Make up of IC/UC.
  - Principal partners supporting the response.
  - Current ICS 201 or IAP.
  - Specify current incident objectives.
  - Provide incident priorities.
  - Long-term projections and incident potential.
  - Resources at risk.
  - Critical resource requirements/shortfalls (specific critical resource needs).
  - Probability of success predictions if resources are obtained.
  - Probable consequences if resource needs are not met.
  - Political, social, economic, environmental impacts and difficulties.
  - Issues that the AC organization could assume (e.g. national media, VIP visits, etc.).

7. ACDR Direction to the ICs/UCs - Best Practices

The importance of a good relationship between the ACDR(s) and the ICs/UCs is absolutely essential to an effective and efficient response. There are some steps and good practices that the ACDR(s) and ICs/UCs can
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use to establish a strong and mutually supportive relationship.

ACDR(s)

- Keep meetings short; try to stay within 1 hour.
- Come prepared to participate in the meeting.
- Hold meeting at AC facility or at a neutral site.
- Limit attendance to essential staff (refer to Meeting Attendees Organization Chart).
- ACDR(s) must reassure the ICs/UCs that the AC will not get involved in tactical operations.

ICs/UCs

- Come prepared to participate in the meeting.
- ICs/UCs must honestly sell its response efforts and project a sincere, positive attitude.
B. AC/UAC Meeting

During this 1-hour meeting, the ACDR(s) will use the information derived from the ICs/UCs meeting and review/update strategic objectives, priorities and identify any critical resource needs or issues they will have to deal with. As needed, ACDR(s) will prioritize among incidents and determine critical resource allocations. ACDR(s) will also finalize the AC management procedures. This meeting is about the ACDR(s) getting together immediately following the meeting with the ICS 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:** ACPC

**Attendees:** ACDR(s), ACPC, DOCL, CRESL and other AC staff if desired by ACDR(s)

**Forms:** AC 302, AC 315, ICS 233, AC 330.

1. **AC/UAC Meeting Agenda**

   - ACPC brings meeting to order, conducts roll call, covers ground rules and reviews agenda.
   - ACDR(s) Review/Update Command Direction (AC 302):
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- Key decisions and operating procedures.
  - Policies.
  - Overarching priorities.
  - Limitations and constraints.
  - Strategic objectives.
  - CIRs and IRTs.

☐ ACDR(s) review/update AC 315.
  - Review/Update list of critical resources.
  - Prioritize incidents (optional).
  - Prioritize/assign critical resources.

☐ ACDR(s) Review/Update tasks for AC staff (ICS 233).

☐ ACDR(s) discuss staff performance expectations (if needed).

☐ ACDR(s) address any critical issues derived from the ICs/UCs meeting.

☐ ACPC conducts round robin, summarizes and documents meeting.

2. ACDR Actions – AC/UAC Meeting

- This is the time for ACDR(s) to review/update the command direction based on the meeting with the ICs/UCs. The first meeting will take longer to discuss and clarify these decisions. For follow-on meetings, the ACDR(s) should review/update the Command Direction. See Appendix C: ACDR Example Decisions and Directions. Documented on the AC 302. Review/Update:
  - Overarching priorities (not incident priorities) and limitations.
- Strategic objectives.
- CIRs and IRTs.

- Review/update list of critical resources. Must identify what are critical resources during the first meeting. Follow-on meetings will validate the list. Document on the AC 315.

- Prioritize incidents (optional). Decide how the incidents are prioritized based on overarching priorities. Assign a weighting factor to help determine incident allocation priorities. Document on the AC 315.

- Prioritize and assign critical resources. Evaluate each incident’s critical resource needs based on overarching priorities. Assign a weighting factor to help determine critical resource allocation priorities then assign the critical resources as appropriate. This will be different than how the incidents were prioritized. Document on the AC 315.

- Review/Update tasks for AC staff. Identify any new procedures to be developed, or new tasks. Documented on the ICS 233.

- Address and clarify any policy/procedure issues and concerns.

3. **ACPC Actions – AC/UAC Meeting**

- Ensure the meeting room, along with the appropriate ICS tools, are in place to support the conduct of the meeting. See Appendix F: AC Meeting Layouts.
- ACPC ensures appropriate staff support is assigned.
- Facilitate meeting.
- Ensure appropriate meeting documentation.
C. AC Staff Meeting/Briefing

During this 1-hour meeting, the ACDR(s) 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 ACDR(s) have discussed and reached agreement on. If the AC staff attended the previous meeting, this meeting does not need to be held. The focus of this meeting is to provide the opportunity for ACDR(s) to brief their primary staff on the AC’s direction and decisions that will govern how the AC organization will operate.

When: Following AC/UAC meeting

Facilitator: ACPC

Attendees: ACDR(s) and AC staff, to include Unit Leaders and AC Technical Specialists if needed.

1. **AC Staff Meeting Agenda**

- ACPC brings the meeting to order, conducts roll call, covers ground rules, and reviews agenda.
- SITL conducts situation status briefing.
- ACDR(s) provide opening remarks and present their command direction (AC 302):
  - Key decisions, overarching priorities, limitations and constraints
  - Operating procedures (if changed)
  - Strategic objectives
  - CIRs and IRTs
- ACDR(s) present response emphasis including Incident priorities and Critical resource allocations (AC 315)
- ACDR(s) present tasks to staff members (ICS 233)
- ACDR(s) present performance expectations (if changed)
- ACPC facilitates a round robin to discuss issues and concerns.
- ACDR(s) provide closing remarks.
- ACPC adjourns the meeting.

2. **ACDR Actions – AC Staff Meeting**

- Agree on who will represent AC products during the meeting.
- Present command direction including:
  - AC key decisions, overarching priorities, and limitations and constraints (AC 302 page 1)
  - AC strategic objectives (AC 302 page 2)
  - CIRs and IRTs (AC 302 page 3)
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- Present response emphasis, incident prioritization and critical resource allocations (AC 315)
- Present/Review open actions/tasks (ICS 233).
- Clarify and resolve any staff issues and concerns.
- Based on the workload, ensure that the AC staffing is adequate to sustain 24-hour operations.
- Ensure staff know to request additional staff support as needed using ICS 213RR.
- Closing Remarks. These are motivational remarks that can be made by all ACDR(s) or one ACDR. The first time this is conducted, every ACDR may want to speak.

3. **ACPC Actions – AC Staff Meeting**
   - Ensure the meeting room, along with the appropriate ICS tools, are in place to support the conduct of the meeting. See Appendix F: AC Meeting Layouts.
   - Determine ACDR speaking roles prior to this meeting.
   - Ensure appropriate staff support is assigned.
   - Facilitate/document the meeting.

4. **AC Staff Actions – AC Staff Meeting**
   - Review and clarify functional assignments (tasks).
D. Develop AC Management Plan (ACMP)

During this block of time, AC staff develops components that are to be included in the ACMP. The ACMP is strategic in nature and does not include specific tactical direction. It should not be confused with the IAP. ACMP components must be completed in time to meet the deadlines set by the ACPC, so the planning function can assemble the ACMP. 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 ACMP should be developed, produced, and presented prior to (at least 24 hours in advance) the incident-level objectives meetings being conducted by ICs/UCs.

Sequencing the ACMP and incident-level operational periods in this manner ensures ICs/UCs are provided strategic objectives, direction, and command emphasis and priorities as they prepare and execute their incident-level IAPs.

When: Following AC Staff Meeting/Briefing
Facilitator: ACPC
Attendees: None. This is not a meeting but a period of time.


1. **ACMP**

AC staff responsibilities for the ACMP required and optional components are noted in Table 1 and Table 2.

**Table 1. Area Command Management Plan Component & Responsibilities**

<table>
<thead>
<tr>
<th>AREA COMMAND MANAGEMENT PLAN COMPONENT</th>
<th>PRIMARY RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area Command Direction (AC 302)</td>
<td>SITL</td>
</tr>
<tr>
<td>Area Command Communications Plan (AC 305)</td>
<td>ACLC or COML</td>
</tr>
<tr>
<td>Area Command Organization Chart (AC 307)</td>
<td>CRESL</td>
</tr>
<tr>
<td>Area Command Incident and Critical Resources Priority Matrix (AC 315)</td>
<td>CRESL</td>
</tr>
<tr>
<td>Area Command Daily Activities Schedule (AC 330)</td>
<td>SITL</td>
</tr>
</tbody>
</table>
Table 2. Area Command Optional Components & Responsibilities

<table>
<thead>
<tr>
<th>OPTIONAL COMPONENTS (USE AS PERTINENT)</th>
<th>PRIMARY RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Operations Summary (AC 320)</td>
<td>ACAC</td>
</tr>
<tr>
<td>Information Management Plan (ICS 240)</td>
<td>SITL</td>
</tr>
<tr>
<td>Area Command Demobilization Procedures which may include Tentative Transition and Closeout Schedules for Area Command elements</td>
<td>ACPC</td>
</tr>
<tr>
<td>Contingency Plan(s)</td>
<td>ACPC</td>
</tr>
<tr>
<td>Public Information Plan</td>
<td>PIO</td>
</tr>
<tr>
<td>AC Staffing Schedule</td>
<td>CRESL</td>
</tr>
<tr>
<td>Other Area Command Plans or documents as required</td>
<td>AC Staff as assigned</td>
</tr>
</tbody>
</table>

2. ACDR Actions – Develop ACMP

The ACDR(s) are not involved in the ACMP development but must define when the ACMP should be ready for their review. The ACDR(s) can use this time to:

- Visit the various functions in the AC facility to ensure there is adequate staff and that required work is getting done on time.
- Review AC facility layout for effectiveness and efficiency and recommend changes in configuration to appropriate staff.
• Brief their respective agency executive.
• Maintain communications with the ICs/UCs.
• Network with the EOC, JFO, and other external entities.
• Resolve issues and address concerns as they surface.

3. ACPC Actions – Develop ACMP
• Oversee ACMP development.
  o Ensure appropriate staff support is assigned.
  o Identify the components that will be included in the ACMP and
  o Set deadlines when the products must be completed.
• Review Draft ACMP using the checklist in 4.E. and make necessary edits/changes.
• Ensure plan adequately addresses both current and projected incident approach in 24, 48, and 72-hour-plus timeframes.
• Submit the plan to the ACDR/UAC for review/approval.

4. AC Staff Actions – Develop ACMP
• Provide assigned components of ACMP.
• Develop other optional plan components as required and addressed in Table 2.
E. Approve AC Management Plan

During this block of time, the ACPC assembles the ACMP, reviews content, makes adjustments if necessary, and submits the plan to the ACDR(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 ACMP Development

**Facilitator:** ACPC

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

**Forms:** ACMP.

1. **ACDR Actions - Approve AC Management Plan**
   - Review and approve ACMP using the ACMP Review Checklist below.
   - Ensure plan clearly communicates ACDR/UAC intent.

2. **ACPC Actions - Approve AC Management Plan**
   - Provide the ACMP to ACDR/UAC for review and approval.
   - Make corrections as noted by the ACDR/UAC.
   - Ensure All ACDR(s) sign the final version.
• Duplicate and distribute copies of the ACMP.

**ACMP Review Checklist**

The ACMP represents a significant part of the historical record of the response. The ACMP should be appropriate and accurately reflect the ACDR(s) intent and strategic objectives. Depending on the nature of the response effort, it is also likely that the ACMP will be widely circulated across a myriad of interested parties outside of the AC.

☐ Ensure the ACMP cover page is professional and appropriate. Ensure signature blocks are available for all ACDR(s), including their printed names, with appropriate titles and proper spelling.

☐ Verify that all the proper forms are included in the ACMP. 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
  ○ Priorities
  ○ Decisions
  ○ Limitations and Constraints
  ○ Objectives
  ○ Safety message and ACDR(s) areas of emphasis (anything the ACDR(s) deem necessary to emphasize for this particular operational period)
o Immediate Reporting Thresholds (IRTs) and Critical Information Requirements (CIRs).

- Maps, charts, diagrams or other visual elements of the plan should be clearly marked for what they represent, ensure they add value for the users, and are of 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 and the critical resource allocations are clear (who is getting what).
- Ensure the AC 330 lists all meeting times and locations as required by the ACDR(s).
- Verify all the issues and agreements made with the ICs/UCs are properly addressed in the ACMP.
- Ensure the ACMP as documented does not raise many unnecessary issues.
- Verify all of the concerns of the agency executive are appropriately addressed.
- Review optional components of ACMP are accurate/complete:
  o AC Procedures (if included)
  o ICS 240 Information Management Plan
F. Communicate/Brief AC Management Plan

This briefing should be completed in 30 minutes or less and presents the ACMP to the ICs/UCs and AC staff. Briefings could potentially become problematic in a large theater of operations. As a result, respective ICs/UCs may receive the briefing via video teleconference or another acceptable medium. Where possible, copies of the briefing are sent electronically or faxed to ICs/UCs and agency administrators/executives prior to the scheduled briefing.

Within this Chapter of the process “P,” AC provides ICs/UCs strategic direction for incident-level Objectives Meetings and development and execution of their individual IAPs. For this reason, it is imperative the ACMP is developed, produced, and presented at least 24 hours prior to the Incident Commanders’ Objectives Meetings.

**When:** At or as close as possible to AC shift change

**Facilitator:** ACPC

**Attendees:** All AC staff and if possible, ICs/UCs and Agency Administrators/Executives or via conference call at a minimum.
1. **Communicate/Brief AC Management Plan Agenda**

- ACPC brings meeting to order, conducts roll call, covers ground rules and reviews agenda.
- SITL conducts situation status briefing and provides projections, as needed.
- ACDR provides opening remarks.
- ACDR or ACPC presents the ACMP: AC 302, AC 305, AC 307, AC 315, AC 330 and any other additional components.
- CRESL presents status of specialized and critical resources.
- ACFC presents status of cost tracking and other cost accounting issues.
- ACPC conducts round robin to clarify and resolve open issues with participants. Of note, ICs/UCs should ensure concerns or questions are presented at this time since the ACMP will be used to formulate their specific incident activities and planning processes.
- ACDR(s) provide closing remarks.
- ACPC advise if minor changes need to be made in the ACMP and will follow up with corrections.
- ACPC adjourns the briefing.

2. **ACDR Actions – Brief ACMP**

- Provide opening remarks. The first time this is conducted, every ACDR should have speaking role. If there have been numerous briefings, the ACDR(s) may decide one ACDR may speak for all of them. This is typically a motivational opening statement
including stressing key issues of concern (e.g. responder safety).

- Present ACMP. For the first briefing, the ACDR(s) may decide to present the ACMP. Follow-on briefings, items that have changed will need to be briefed, but they do not have to brief everything. The ACDR(s) may also have the ACPC brief the ACMP or parts of the plan. Who briefs what parts of the ACMP must be decided before the briefing. As part of the briefing, the AC 302 and AC 315 will be posted.
- Clarify/resolve any issues or concerns that surface.
- Closing Remarks. These are motivational remarks that can be made by all ACDR(s) or one ACDR. The first time this is conducted, every ACDR may want to speak.

3. ACPC Actions – Brief ACMP

- Notify all participants, including the ACDR(s), ICs/UCs, AC staff, agency executive(s), EOC and JFO of the time and location for the briefing.
- Ensure the meeting room, along with the appropriate ICS tools, are in place to support the conduct of the meeting. See Appendix F: AC Meeting Layouts. This includes:
  - Distribute the ACMP. This may be by electronic means or via paper.
  - Ensure that situation status displays are ready.
  - Ensure communications systems are tested and operational. Ensure that conference call numbers are distributed.
• Determine each ACDR(s) speaking role prior to this meeting. The ACPC may be asked to brief the ACMP.
• Ensure appropriate staff support is assigned and are prepared to execute their part of the briefing.
• Facilitate the briefing.

4. **ACLC Actions – Brief ACMP**
• Address AC logistical support/service issues.

5. **ACFC Actions – Brief ACMP**
• Discuss AC cost tracking, claims, funding streams and cost accounting issues.

6. **AC Staff Actions – Brief ACMP**
• CRESL provide status on critical resources/specialized resources. Advise, on national resource drawdown concerns, as appropriate.
• Immediately following the briefing, the AC staff needs to stay in place to discuss open actions and follow-up with issues that surfaced during the briefing.

7. **IC/UC Actions – Brief AC Management Plan**
• Review ACMP.
• Clarify expectations, critical resource allocations and any other concerns.
• Use ACMP to drive incident-level Objectives Meeting and IAP development and execution.
G. 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 management periods. The AC 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 management period. This assessment is a continuous process to determine needed adjustments to the ACMP and to assist in planning future support to incident-level operations. Following the ACMP briefing and shift change, all AC staff will review mission progress and make recommendations to the ACDR(s).

Providing the right information at the right time for an effective response requires the ability of AC 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 ACDR 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.

1. **ACDR Actions – Monitor Progress**
   - Inform superiors of progress/issues.
   - Corrective actions may be needed and tasks assigned to the appropriate AC staff members.
   - Resolve problems as they occur.
   - Follow up on assignments/open actions.
   - Communicate/assist ICs/UCs as needed.
   - Attend planned meetings and briefings.
   - Evaluate staffing requirements.
     - Order additional resources as needed.
     - Demobilize resources as needed.
   - Provide leadership presence, motivational guidance, and motivational remarks.
     - Periodically initiate contact with agency executive(s), EOC, JFO and the ICs/UCs.
     - Visit the incident sites, whenever possible, to get a first-hand observation of what is occurring and let
the IMT members know that the AC is there to support them.

- Conduct walk around of the AC facility 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.

2. **ACPC Actions – Monitor Progress**

- Evaluate planning function effectiveness using Chapter 5 Manage Personnel and the Organization, Area Command Evaluation Checklist as appropriate.
- Evaluate staffing requirements.
- Monitor document control system.
- Monitor status on critical resources.
- Monitor for possible adjustments to the ACMP, progress or emergency meetings, and execute plan revisions as required.

3. **ACLC Actions – Monitor Progress**

- Evaluate logistics function effectiveness using Chapter 5 Manage Personnel and the Organization, Area Command Evaluation Checklist as appropriate.
- Address logistical support/service issues.
- Ensure communications are in place.
- Evaluate space requirements and make adjustments as needed.
- Monitor AC facility security.
• Source critical and specialized resources.
• Evaluate staffing requirements.

4. **ACFC Actions – Monitor Progress**

• Evaluate finance/administration function effectiveness using Chapter 5 Manage Personnel and the Organization, Area Command Evaluation Checklist as appropriate.
• Continue working finance/admin issues.
• Investigate unusual claims and brief ACDR(s) as needed.
• Develop cost-sharing agreements.
• Monitor procurement procedures.
• Brief ACDR on unusual high-cost items being requested.
• Evaluate staffing requirements.

**H. Progress, Emergency and Other 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.

Other options for meetings: During recent hurricane operations in District 7, the standard AC IC/UC meeting was split into two meetings: A one hour AC IC/UC briefing which was conducted with all CG units and a separate one to two hour AC IC/UC Critical Resources meeting for the three to four CG Units requiring significant critical resources and support. The meeting agendas were modified as appropriate to fit their needs.
Chapter 5. Manage Personnel and the Organization

Below is a brief checklist to assist in achieving overall effectiveness and efficiency of the organization. The best way to accomplish this is through continual interactions with functional areas of your staff.

A. Area Command Evaluation Checklist

☐ Injury, accident and near miss rate is low.
☐ Meetings are properly set up, disciplined and following prescribed procedures
  o Meetings and briefings are crisp and executed in a timely manner.
☐ Critical resources are being effectively tracked/utilized.
☐ Information is being shared.
  o Critical information is flowing as planned.
  o Meeting reporting requirements.
  o Media has a good working relationship with the AC PIO/AC-level JIC.
  o Positive public perception.
  o Comments from the VIP visits are positive
  o Off-site reporting is timely and accurate.
☐ The ACMP is effective and being followed.
  o ICs/UCs are happy with the support the AC is providing.
  o Any additional/needed ACMP information has been identified and assigned to appropriate AC Staff.
☐ Supervisors/agency executives are pleased with overall AC effectiveness.
Interagency differences are effectively resolved and communicated to command.
  o Positive and effective coordination between the AC and the ICs/UCs, EOC and the JFO.

ACDR(s) and AC Staff are working well together, are properly prepared and interacting during meetings/briefings.

Open actions (ICS 233) are being effectively tracked and completed.

AC organization is appropriately sized.
  o AC Organization is right sized for the AC workload.
  o The best-qualified personnel available are assigned to fill positions.
  o AC staff have adequate materials, supplies, and work environment to perform their functions effectively.

Status displays are accurate, up-to-date, and meeting the needs of the AC.
  o Quality of products is appropriate (documents, displays, briefings, meeting/process management, status tools, projections, etc.).
  o AC products are being received and/or used by other response team members.

The ACPC is able to coordinate the AC process.

The meeting schedule allows for ample coordination of inputs to meetings/briefings.

AC Operating Procedures are working well.
  o There is a code of conduct and it is being followed.

Contingencies or "what if" possibilities are being effectively planned for.
Information technology is being used to support the development of the ACMP and functional support plans.

Support plans are developed as needed and thoroughly understood by users.

The AC and particularly ACPC is forecasting, planning, and preparing for the escalation or de-escalation of the incident.

- The AC is developing and effectively conveying predictions, models, and forecasts to other staff to help achieve success.

AC facility equipment is being properly maintained, repaired, and/or re-supplied.

- AC facility layout is effective and conducive to getting work done.

Technical Specialists (THSPs) are effectively employed where needed.

AC Documentation is appropriate

- Documents produced by the AC are of high quality.
- Documents are ending up in the AC documentation unit archives (ICS 214s, etc.).

Time sheets and other accountability information are being sent to ACFC.

There is a demobilization process/plan in place.

- The CRESL is identifying excess resources and supporting the demobilization process.
- Demobilization process is clear and understood by AC Staff and ICs/UCs.
B. Self-Evaluation/Personnel Management Checklist

☐ Command direction and objectives are clear.
☐ Expectations to the AC staff are clear.
☐ Comfortable with AC activities.
☐ Coordination between the ACDR(s) and AC staff is effective. The response environment must be a respectful one. Inappropriate behavior and human relations violations cannot be tolerated.
  o Tour field locations and the AC facility to gauge response climate and recommend preventative measures where necessary.
  o Consider adding a human relations technical specialist to the staff.
  o ACDR(s) should agree on disciplinary steps to take in the event of violations.
  o Continually emphasize respect at meetings.
☐ Unresolved issues are effectively passed to appropriate staff.
☐ Crew morale is high.
  o Limited aggression or frustration is observed of AC staff.
☐ Assignments are completed on time.
☐ Operations tempo of AC staff is appropriate. If the organization is overwhelmed, consider the following:
  o Span of control variations
  o Need for deputies and/or assistants
  o Need for new units
☐ Critical information requirements and immediate reporting thresholds are clear. This includes how these should be reported up and down the chain of command.

☐ Information flow and patterns are appropriate. 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.
  - Recommend more information collection staff within the AC facility (watchstanders)

☐ 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 Specialist.
  - 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.

☐ Systemic problems are identified and corrected.
C. Evaluate individual personnel performance

- Evaluate and provide appropriate feedback and/or corrective actions to subordinates.
- Evaluate personnel utilizing ICS 225 Individual Incident Performance Evaluation.
- Submit unit/personnel for recognition.
Chapter 6. External Coordination and 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 (AC). The AC has significant responsibilities with regard to coordination and communication with the chain of command as well as with other response entities and with a wide range of impacted stakeholders at the regional and national levels during the response to an incident. It is important for Area Commanders (ACDR)/Unified Area Command (UAC) to maintain communications with senior officials, assisting and cooperating agencies, and other affected or interested stakeholder groups through the appropriate channels. ACDR(s) should also maintain communications with dispatch centers to provide information on reported incidents within the respective AC geographic area.

A. Agency Administrator/Agency Executive Coordination/Communication

In addition to coordinating with incident commanders/unified commands (ICs/UCs) to ensure a cohesive response effort that addresses agency priorities and meets established objectives, the ACDR(s) must also coordinate and communicate up its chain of command to their respective Agency Administrator/Agency Executive as illustrated in Figure 4. For the Coast Guard, this is the District, Area and Headquarters chain of command. Direct reports from the ACDR(s), routine reports by the AC staff
through the Area Command Management Plan (ACMP), situation reports/AC 309 Area Command Incident Status Summary, and other reports. Even so, there will be significant impact on the AC due to Requests for Information (RFI) and this must be managed well for the AC to be successful.

Figure 4. Area Command Chain of Command and Coordination

B. Governmental Coordination/Communication

The ACDR(s) 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. In addition to the lines of coordination with entities focused on providing resource support as noted in Figure 4, the AC will also interact with other non-governmental
entities with responsibilities to provide assistance and advice to help mitigate the impacts of incidents. The ACDR/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.

The Coast Guard External Affairs Program handles these types of external coordination and communication tasks. 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. The Contingency Preparedness Planning Manual (CPPM), Volume 4: Incident Management and Crisis Response, COMDTINST M3010.24 contains additional details on how the External Affairs program supports Coast Guard incident management activities.

C. Coordinate with Stakeholders/Shareholders

In addition to the lines of coordination with entities focused on providing resource support as noted in Figure 4, the AC will also interact with other non-governmental entities with responsibilities to provide assistance and advice to help mitigate the impacts of incidents or those
NIMS AC JOB AID

that have interest in the response actions of the incidents.

The Liaison Officer (LOFR), if assigned, will assist the ACDR(s) with stakeholder coordination. Effective stakeholder outreach and coordination are two of the “Best Response” criteria for an effective response; see Chapter 4 of the IMH. The LOFR may develop a stakeholder coordination plan and arrange for the ACDR(s) 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.

D. 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 ACDR(s) 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 ACDR(s) will prepare for and conduct press conferences. The PIO will develop the necessary briefing materials.
Chapter 7. Transition/Demobilization

A. AC Transition
In longer incidents, transition to another Area Command (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 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. AC Demobilization
AC should continually evaluate how and when they are going to stand down 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, Area Commanders (ACDR(s)) should consider using the exit strategy criteria as identified in this Chapter. ACDR(s) should closely coordinate with all external entities including the agency executive and Incident Commanders (ICs)/Unified Commands (UCs) 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 AC considerations during demobilization/close out.
- ACDR must communicate both the exit and close out strategy with their primary staff members along with the ICs/UCs.
- 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(s) should ensure that incident personnel performance rating evaluations (ICS 225) are completed and the results are shared with the staff members being evaluated.
- ACDR(s) should recognize exceptional staff performance and share with the agency executive.
- ACDR(s) should arrange a close-out meeting with the agency executive prior to leaving their assignment.

C. AC Exit Strategy Criteria Checklist

- Other entities are planning demobilization.
- Incidents are beginning to stabilize.
- Focus of the response moved 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.
☐ Critical resource needs met.
☐ All stakeholders engaged.
☐ Wildlife impacts declining.
☐ 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 ICs/UCs.

D. AC Considerations During Demobilization/Close Out Checklist

☐ Obtain and incorporate agency executive direction into demobilization/close out activities as appropriate.
☐ Establish agreement on demobilization/close out decisions, procedures, etc. among AC/UAC.
☐ Establish and brief IMTs on transition procedures.
☐ Provide clear expectations and tasking to AC staff.
NIMS AC JOB AID

☐ 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 are 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/UCs and discuss their overall IMT performance.

☐ Coordinate close out 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 AC demobilization/close out

☐ Ensure ACF, support facilities and equipment are returned to the proper condition

☐ Oversee the recognition for AC staff and IMTs where appropriate.
Chapter 8. AC Forms and Instructions

A. Introduction to AC Forms

The NIMS 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 AC Job Aid are for use within the AC, and not for use at the incident-level. The forms referenced in this AC Job Aid are available on USCG Homeport at https://homeport.uscg.mil/missions/incident-management-and-preparedness/incident-management/incident-management-ics/forms.

These forms are intended for use as tools to support and implement the AC process and the creation of ACMPs. 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 3 lists all of the AC forms Referenced in this AC Job Aid. All forms are available on Homeport at: https://homeport.uscg.mil/missions/incident-management-and-preparedness/incident-management/incident-management-ics/forms.

<table>
<thead>
<tr>
<th>AC FORM #:</th>
<th>FORM TITLE:</th>
<th>TYPICALLY PREPARED BY:</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC 302*</td>
<td>Area Command Direction</td>
<td>SITL</td>
</tr>
<tr>
<td>AC 305*</td>
<td>Area Command Communications Plan</td>
<td>ACLC or COML</td>
</tr>
<tr>
<td>AC 307*</td>
<td>Area Command Organization Chart</td>
<td>CRESL</td>
</tr>
<tr>
<td></td>
<td>(wall-mount size, optional 8½” x 14” and 11” x 17”)</td>
<td></td>
</tr>
<tr>
<td>AC 309</td>
<td>Area Command Incident Status Summary</td>
<td>SITL</td>
</tr>
<tr>
<td>AC 315*</td>
<td>Area Command Incident Priority Matrix</td>
<td>CRESL</td>
</tr>
<tr>
<td></td>
<td>(optional 8½” x 14” and 11” x 17”)</td>
<td></td>
</tr>
<tr>
<td>AC 320</td>
<td>Area Command Air Operations Summary</td>
<td>ACAC</td>
</tr>
<tr>
<td>AC 330*</td>
<td>Area Command Daily Activities Log</td>
<td>SITL</td>
</tr>
</tbody>
</table>

* Forms typically used to develop an Area Command Management Plan.
Some of the standard ICS forms will also be used in Area Command. These include the ICS 233 Open Actions tracker, ICS 214 Activity Log, ICS 213-RR, etc. A list of these ICS forms can be found in the IMH, Chapter 24. Forms specific to an Incident Action Plan like the ICS 202 Objectives have been replaced in Area Command with the Area Command level form like the AC 302 Area Command Direction.

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.

Jurisdictions and disciplines are encouraged to use the AC forms as presented here along with the appropriate ICS forms, since the goal of NIMS is to have a consistent nationwide approach to incident management, 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.
### APPENDIX A. Functional Interactions

Below is an input/output matrix to assist the ACDR(s) with obtaining information from other ICS positions and providing information to ICS positions.

<table>
<thead>
<tr>
<th>INTERACT WITH:</th>
<th>WHEN:</th>
<th>AC OBTAINS:</th>
<th>AC PROVIDES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Executive</td>
<td>Upon receiving ACDR assignment</td>
<td>Delegation of Authority or Delineation of Duties Letter</td>
<td>Clarifies duties, responsibilities of the AC organization</td>
</tr>
<tr>
<td>Daily Briefings</td>
<td>New direction</td>
<td>Update on situational awareness</td>
<td></td>
</tr>
<tr>
<td>Instantaneous reporting</td>
<td>CIRs and IRTs issues</td>
<td>Briefing on critical information reporting</td>
<td></td>
</tr>
<tr>
<td>Demob Planning</td>
<td>Agreement on close out process</td>
<td>Closeout criteria considerations</td>
<td></td>
</tr>
<tr>
<td>Deactivation of AC</td>
<td>Final closeout instructions</td>
<td>Demobilization Plan</td>
<td></td>
</tr>
<tr>
<td>ICs/UCs</td>
<td>Following the Agency Executive Briefing</td>
<td>General information on the incident status</td>
<td>Interim briefing on AC assignment and location of ACF</td>
</tr>
<tr>
<td>At initial IC/UC Meeting</td>
<td>ICS 201 brief IAP ICS 209</td>
<td>When AC is operational. ACMP Direction and guidance.</td>
<td></td>
</tr>
<tr>
<td>Twice a day updates and briefings</td>
<td>Situational updates and recommendations</td>
<td>New direction and clarification of issues and concerns</td>
<td></td>
</tr>
<tr>
<td>Instantaneous reporting</td>
<td>CIRs and IRTs reporting issues</td>
<td>Guidance as needed</td>
<td></td>
</tr>
<tr>
<td>INTERACT WITH:</td>
<td>WHEN:</td>
<td>AC OBTAINS:</td>
<td>AC PROVIDES:</td>
</tr>
<tr>
<td>--------------</td>
<td>--------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td>ICs/UCs</td>
<td>Deactivation Planning</td>
<td>IC concurrence on future AC deactivation</td>
<td>Criteria to determine AC deactivation</td>
</tr>
<tr>
<td><strong>External Coordinating Entities (EOC)</strong></td>
<td>Immediately following Executive Briefing</td>
<td>Issues with supporting incidents. Reporting requirements.</td>
<td>General information on assignment and any direction received from the agency executive</td>
</tr>
<tr>
<td>When AC is operational</td>
<td>Information reporting schedule. EOCs hours of operation.</td>
<td></td>
<td>AC work schedule and key contact list</td>
</tr>
<tr>
<td>When critical resources are determined</td>
<td>Commitment from the EOC on obtaining needed resources</td>
<td></td>
<td>Discusses criteria to determine close out of AC including release priorities</td>
</tr>
<tr>
<td>Daily Briefings sessions</td>
<td>Briefing on external response activities</td>
<td></td>
<td>Current briefing using ACMP</td>
</tr>
<tr>
<td>Demob Planning</td>
<td>Comments/EOC issues relating to AC stand down</td>
<td></td>
<td>Discusses criteria to determine close out of AC including release priorities</td>
</tr>
<tr>
<td>Prior to AC Demob</td>
<td>Comments on critical resources being considered for demobilization</td>
<td></td>
<td>Demobilization Plan</td>
</tr>
<tr>
<td>AC close out and hot-wash</td>
<td>Comments on coordination between AC and EOC Org</td>
<td></td>
<td>Comments and issues relating to their interactions with the EOC</td>
</tr>
<tr>
<td>INTERACT WITH:</td>
<td>WHEN:</td>
<td>AC OBTAINS:</td>
<td>AC PROVIDES:</td>
</tr>
<tr>
<td>--------------</td>
<td>-------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td>JFO</td>
<td>When AC is Operational</td>
<td>Information Reporting requirements and briefing on JFO mission and support priorities</td>
<td>Briefing on Agency Executive direction and AC assignments</td>
</tr>
<tr>
<td>Daily</td>
<td>Briefing on JFO activities</td>
<td>Copy of Coordination Guide</td>
<td>Copy of ACMP along with a briefing on overall response operations</td>
</tr>
<tr>
<td>During demob and closeout of the AC</td>
<td>Eval of working relationship between JFO and AC staff</td>
<td>Copy of the AC Demobilization Plan</td>
<td></td>
</tr>
<tr>
<td>AC Staff</td>
<td>AC staff in-briefing</td>
<td>Situation briefing, interim staffing, and emerging issues</td>
<td>Overview on AC duties and responsibilities, interim and long term direction of AC staff, and initial staff assignments</td>
</tr>
<tr>
<td></td>
<td>CIRs, clarifying issues and concerns, and updates on assigned task.</td>
<td>Clarification on issues addressed and new direction as needed.</td>
<td></td>
</tr>
<tr>
<td>Prior to demob planning</td>
<td>Staff issues related to the demobilization process</td>
<td>Commands concerns/ issues related to how AC will stand down their organization</td>
<td></td>
</tr>
</tbody>
</table>
Appendix A to NIMS AC JOB AID

<table>
<thead>
<tr>
<th>INTERACT WITH:</th>
<th>WHEN:</th>
<th>AC OBTAINS:</th>
<th>AC PROVIDES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC Staff</td>
<td>AC close out process</td>
<td>Concerns from staff along with open issues and status on any other assigned task(s)</td>
<td>Direction on how close out will be conducted and open issues will be mitigated</td>
</tr>
<tr>
<td>AC hot-wash</td>
<td>Lessons learned from the various functions</td>
<td>Commands overall comments on how the AC Organization functioned both internally and externally</td>
<td></td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Varies</td>
<td>Special problems and concerns, commitments for support, especially for critical resource needs</td>
<td>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</td>
</tr>
<tr>
<td>Media</td>
<td>Press conference</td>
<td>Media concerns and public perception</td>
<td>Briefing on AC assignment and overall response activities</td>
</tr>
</tbody>
</table>
APPENDIX B. Determining the AC Management Plan Cycle

An important factor to note regarding the timing of the AC Management Cycle is that the ACMP should be developed, produced, and presented at least 24 hours in advance of the operational period being conducted by assigned Incident Commanders.

If the incident-level Operations Section Chiefs (OSC) do not get this information, they may develop an IAP that doesn’t have all the resources they will actually be getting. For example, if Oil spill Response Vessels (OSRV’s) are a critical resource with Incident A and B, both incidents are asking for 2 each, and you only have 2 total to allocate, and you give one OSRV to each incident, then the OSC must develop their tactics for only one OSRV in the next operational period. The IC/UC and OSC must know this limitation before the OSC develops their tactics.

The ideal is to get the incidents operating on a 24-hour operating period so that the AC can also operate on a 24-hour management cycle. Working on less than a 24-hour timeframe may require more AC staffing.
Appendix B to NIMS AC JOB AID

Once the ACDR(s) set the time when the new management cycle begins; the ACPC works backwards to determine when each step in the management cycle must take place to ensure that the ACMP is ready in time for the briefing.

In addition, the AC management cycle needs to synchronize with the on-scene IMTs meeting cycle so they do not conflict. For example, the AC ICs/UCs meeting and the ACMP Briefing cannot be during any of the IMT Scheduled meetings attended by the IC/UC. The IMT cycle should take precedence.

Below is an example of times set by the ACPC based on a 24-hour incident-level operational period. Notice the IC/UC meetings with their IMT (in red) do not conflict with the AC meetings they attend (also in red).

**Management/Planning Cycle Timelines**

---

**IC/UC Meetings with IMT**

**IC/UC Meetings with AC**
APPENDIX C. ACDR Example Decisions and Directions

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

Example Key Decisions (Documented on AC 302 page 1)

- Jurisdictional boundaries and focus of AC.
- Identify who will be represented in the UAC as ACDR(s).
- Name of Area Command.
- Define size and make-up of AC organization (key positions) including integration of assisting and cooperating agencies.
- Location of AC facility (ACF) and Set AC facility hours of operation.
- AC Management Cycle period/start time and work shift hours (core hours).
- Identify critical resources.
- Critical resource request and ordering procedures.
Appendix C to NIMS AC JOB AID

- Demobilization of critical resources procedures
- Determine functions AC organization will perform.
- Operating procedures.
- Managing sensitive information and Information reporting
- Operational security issues.
- Cost sharing and cost accounting procedures.
- Documentation procedures.
- Responding to and managing an incident within an incident
- Identify common management procedures.

Example Priorities (Documented on AC 302 page 1)

- 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 Limitations and Constraints (Documented on AC 302 page 1)

- Potential adverse weather.
- Resource shortages.
- Substantial drawdown of national and regional resources.
Appendix C to NIMS AC JOB AID

- 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 non-government organizations (volunteers).

**Example Strategic Objectives (Documented on AC 302 page 2)**

Strategic Objectives are not tactical and do not direct actions of the Incidents.

- 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 IMTs by assuming responsibility for applicable tasks.
- Obtain, track and assign critical resources.
Appendix C to NIMS AC JOB AID

- Ensure IMTs address safety and security of responders and the public.
- Ensure that incidents are following AC management 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, 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 ICs/UCs and AC to social, political, economic and environmental impacts.
- Ensure that ICs/UCs and the AC organization are focused on restoring critical infrastructure.

Example Critical Information Requirements (CIRs) and Immediate Reporting Thresholds (IRTs) (Documented on AC 302 page 3)

Example CIRs:
- Accountability of Personnel.
- Status of MTS/Port Status.
- Damage to infrastructure.
- Fatalities/Injuries.
Appendix C to NIMS AC JOB AID

- Equipment Casualties (CASREP).
- Facilities Status.
- Resource Status/Statistics.
- Critical Infrastructure/Key Resources (CI/KR).
- Environmental data.
- Environmental Resources at Risk.
- Stakeholder Interests/Concerns.
- Cultural Sensitive Impact/Concerns.
- Political Interests/Concerns.
- Media Interests/Concerns and Social Media Trends.

Example IRTs: Should any of the following issues occur the ACDR/UAC is to be notified immediately:
- Death or injury (requiring hospitalization) of a responder.
- Any fatalities to the civilian population as a result of the incident.
- Egregious inappropriate behavior by a responder.
- Anytime there is a major shift in operations that significantly deviates from planned operations.
- Anytime the Safety Officer shuts down operational activity due to a safety issue.
- Any intelligence assessment that indicates a threat to the public or responders.
- Any external impact that could negatively impact the overall response efforts (e.g., new incident that is competing for the same resources).
- First wildlife impact of oil.
- First land impact of oil.
Appendix C to NIMS AC JOB AID

- Interagency issues that cannot be resolved at the Section Chief level.
- Negative special interest perceptions of response operations.
- Negative political implications.
- Negative media coverage.

Example Task Assignments (Documented on ICS 233)

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 AC facility 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, EOCs 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.

Public Information Officer (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 ACDR(s).
• Initiate and staff an AC JIC.
• Plan for and coordinate VIP visits.
• Ensure that incidents and AC maintain an effective outreach program.

Area Commander 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.
Appendix C to NIMS AC JOB AID

- Ensure that appropriate documentation is developed and filed.

**Area Commander Logistics (ACLC)**

- Establish a process for requesting, ordering, assigning, tracking, and demobilizing critical resources.
- Establish secure communications for the AC facility.
- Establish a personnel badging procedure for the AC facility.
- Ensure IT needs are in place to support both the AC facility and ICP(s).
- Ensure that the ACF, including the parking area, is safe and secure.

**Area Commander Finance and Administration (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. AC Sample Delegation of Authority

MEMORANDUM

From: P. P. Thomas, RADM
To: T. Danko, CAPT

Subj: DELEGATION OF AUTHORITY: AREA COMMANDER, EIGHTH DISTRICT (D8) HURRICANE HARVEY RESPONSE AND RECOVERY OPERATIONS

(b) NIMS Area Command Job Aid, dated December 2016

1. Per references (a) and (b), you are hereby designated as Area Commander of D8 Hurricane Harvey response and recovery operations.

2. You are authorized to perform the functions of Area Commander within the National Incident Management System (NIMS) Area Command construct and commit funds and resources necessary to support Coast Guard Hurricane Harvey response and recovery operations within the limits of this delegation. You will be guided in your duties by references (a) and (b) as well as any applicable Commandant, LANTAREA and D8 directives.

3. This delegation remains in effect until the disestablishment of the D8 Hurricane Harvey Area Command, or you are relieved as Area Commander, whichever occurs first.

4. This delegation of authority carries with it the tremendous responsibility of ensuring the proper planning, coordination and incident management of a natural disaster of historic magnitude. I expect you to use all tools and resources available to best execute your Area Command duties.

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APPENDIX E. Establishing the AC Facility Checklist

To be effective, the Area Command must have the proper facilities, tools, and equipment that are 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 AC will face when selecting and operating a command post. Every incident is unique and will offer different challenges and requirements. Consider using the ICS 235 facility needs assessment form to assist in determining facility needs.

Site Selection Criteria

☐ Determine organization size and the space requirements of each function.
☐ Ensure the facility is 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.
Appendix E to NIMS AC JOB AID

- 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 AC facility (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.
- Determine 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 E to NIMS AC JOB AID

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APPENDIX F. AC Meeting Layouts

Meeting with Incident Commanders Room Layout

- ICS 233 Open Actions
- AC 315 AC Resource Allocation and Prioritization Worksheet
- AC 302 p.3 CIRs/IRTs
- AC 302 p.2 Objectives
- AC 302 p.1 Command Direction
- Incident Charts/Maps
- Ground Rules/Agenda
- SITL
- ACPC
- DOCL
- IC/UC
- ACFC
- AC
- PSC
- ACLC
- Other AC Staff (if present)
## APPENDIX G. Acronyms

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<tr>
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<th>Area Command</th>
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<tr>
<td>ACAC</td>
<td>Area Command Aviation Coordinator</td>
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<td>Area Command Facility</td>
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<td>Commandant, USCG Instruction</td>
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<td>COMDTPUB</td>
<td>Commandant Guide</td>
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<td>Concept Plan</td>
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<td>Common Operational Picture</td>
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<td>Critical Resource Unit Leader</td>
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<td>Deputy Commandant For Mission Support</td>
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<td>Detachment</td>
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<td>Department of Homeland Security</td>
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<td>Documentation Unit Leader</td>
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<td>Department of Defense</td>
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<td>Emergency Operations Center</td>
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<td>Incident Action Plan</td>
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<td>Abbreviation</td>
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<td>ICP</td>
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<td>INTO</td>
<td>Intelligence Officer</td>
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<td>Joint Information Center</td>
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<td>LANTAREA</td>
<td>Atlantic Area</td>
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<td>Liaison Officer</td>
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<td>Multiagency Coordination</td>
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<td>Multiagency Coordination System</td>
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<td>National Environmental Policy Act</td>
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<td>National Incident Management System</td>
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<td>PACAREA</td>
<td>Pacific Area</td>
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<td>Public Information Officer</td>
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<td>Situation Unit Leader</td>
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<td>SOFR</td>
<td>Safety Officer</td>
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<td>SONS</td>
<td>Spill of National Significance</td>
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<td>Unified Area Command</td>
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<td>UC</td>
<td>Unified Command</td>
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<td>USCG</td>
<td>United States Coast Guard</td>
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<tr>
<td>VIP</td>
<td>Very Important Person</td>
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Area Commander Activities in the AC Process

AC/UAC Meeting
- Determine critical resources
- Review/Update command direction, decisions, priorities, limitations/constraints, strategic objectives, and CIRs/IRTs (AC 302)
- Complete prioritization of incidents and resource allocation of critical resources (AC 315)
- Review/update AC Staff tasks (ICS 233)

Meeting with ICS/UCs
- Receive ICS/UC situational brief (ICS 201 or IAP) and critical resource needs
- Convey command direction, decisions, initial priorities, initial limitations/constraints, initial strategic objectives, & CIRs/IRTs (AC 302)
- Clarify AC roles and expectations
- Discuss Critical resources
- Discuss AC and ICS/UC division of responsibilities (e.g., media, stakeholder, etc.)

Check-in, Initial AC Staff Briefing & Est AC Facility
- Provide guidance to AC staff on scope of assignments
- Convey agency executives’ expectations, policy guidance, authorities, etc.
- Convey initial command direction, decisions, initial priorities, initial limitations/constraints, initial strategic objectives, CIRs/IRTs, and AC Staff tasks (AC 302 & ICS 233)
- Declare AC operational & notify: ICS/UCs, agency executive & EOCs/JFO

Activate AC Organization – Initial UAC Meeting
Determine: UAC Make up, initial command direction, decisions, initial priorities, initial limitations/constraints, initial strategic objectives, CIRs/IRTs, and AC Staff tasks (AC 302 & ICS 233)

AC Staff Meeting
- Present AC command direction, decisions, priorities, limitations/constraints, objectives, CIRs/IRTs, & AC Staff tasks (AC 302 & ICS 233)
- Discuss overall response emphasis – resource allocation and prioritization of incidents and critical resources (AC 302)

Develop AC Management Plan
- No specific requirements for the ACDR/UAC

Approve AC Management Plan
- Review/Approve ACMP

New Planning Cycle Begins
Monitor Progress

Brief AC Management Plan
- Ensure that ICS/UCs, JFO, & Agency executives are familiar with the ACMP
- Provide leadership presence and motivational remarks
- Provide clarification and guidance

Monitor Mission Progress
- Maintain close liaison with ICS/UCs, JFO & agency executives
- Attend functional meetings and briefings
- Evaluate overall effectiveness of the AC organization
- Follow up on staff work assignments/open actions
- Evaluate staff effectiveness and order additional staff as needed
- Provide guidance and clarification

Agency Administrator/Executive Briefing
- Clarify scope of effort & make up of UAC
- Discuss critical information reporting
- Discuss limitations & constraints
- Discuss social, political, economic & environmental issues
- Identify cost constraints
- Discuss possible Area Command facility locations
Planning Activities in the AC Process

**AC Staff Meeting**
- Set up and facilitate meeting
- Conduct situation briefing
- Document meeting results
- Review/update documents

**AC/UAC Meeting**
- Set up and facilitate meeting
- Document UAC direction (AC 302)
- Document UAC resource allocation and prioritization (AC 315)
- Document UAC Tasks (ICS 233)

**Meeting with ICs/UCs**
- Collect copies of ICS 201s/IAPs/ICS 209s
- Set up and facilitate meeting
- Identify and track critical resources
- Provide reporting requirements & timeframes
- Document meeting results

**Check-in, Initial AC Staff Briefing & Est AC Facility**
- Set up and facilitate initial AC Staff briefing
- Conduct situation briefing
- Initiate contact with PSCs at the ICPs and PSCs at other locations (JFO, EOCs, etc.). Identify briefing requirements
- Initiate check in (ICS 211)
- Develop AC Daily Activities schedule
- Begin documenting critical resource information

**Agency Executive Briefing and Initial UAC meeting /Activate AC Organization**
- Set up and facilitate briefing/meeting (if available)
- Retrieve all executive briefing documentation
- Obtain all relevant contingency plans
- Identify initial Planning staff & space requirements

**Develop AC Management Plan**
- Oversee development and assembly of AC Management Plan
- Develop copies for the ACDRs review and approval

**Approve AC Management Plan**
- Present AC Management Plan to the Area Command for approval
- Duplicate for distribution

**Brief AC Management Plan**
- Set up and facilitate briefing
- Conduct situation briefing (include critical resources)
- Make revisions to the ACMP as needed
- Discuss demobilization process for releasing and/or reassigning critical resources
- Review and update tasks (ICS 233)

**Monitor Mission Progress**
- Maintain liaison with the PSCs at the ICPs and the EOCs/JFO
- Evaluate Planning staffing and effectiveness
- Prepare briefing materials
- Ensure that document control system is functioning properly
- Provide status on critical resources
Logistics Activities in the AC Process

**AC Staff Meeting**
- Brief staff on logistics procedures
- Provide status on communications capabilities
- Identify logistical limitations that impact support to the incidents
- Brief Area Command on status of special equipment

**Does not attend AC/UAC Meeting — During this time**
- Work with the ACFC to establish procurement process
- Evaluate facility security and safety
- Ensure that the Area facility is set up
- Check AC team needs (e.g., lodging, food)
- Establish and brief the resources ordering procedure
- Establish secure and non-secure communications system
- Establish property accountability system

**Meeting with ICS/UCs**
- Assist ICS/UCs in resolving unique logistical issues
- Establish protocols for the logistics to interact with the LSCs at the ICP and logistics counterparts
- Explain process for requesting/ordering critical resources

**Check-in, Initial AC Staff Briefing & Est AC Facility**
- Initiate contact with vendor providers
- Capture contact numbers & develop AC phone list
- Develop a facilities footprint & allocate space
- Determine physical security needs
- Determine communication security needs
- Ensure safety of facilities
- Develop a facilities evacuation plan
- Initiate contact with LSCs at the ICPs, & logistics counterparts at the JFO, EOCs & dispatch centers

**Develop AC Management Plan**
- Ensure AC Communications Plan is completed (AC 305)
- Update key contact list
- Provide documentation on logistics procedures

**Approve AC Management Plan**

**Communicate / Brief AC Management Plan**

**New Planning Cycle Begins**

**Monitor Mission Progress**
- Address ongoing logistical support/service issues
- Evaluate Logistics staffing
- Ensure appropriate communications is in place
- Evaluate space requirements & make adjustments
- Monitor AC Facility security
- Source critical and specialized resources

**Activate AC Organization**
- Evaluate facility requirements
- Identify logistics staffing requirements
- Identify logistics space requirements
- Identify services and support needs

**Initial Activities**
- Establish AC footprint
- Establish AC facilities
- Establish AC organization
Finance Activities in the AC Process

**AC Staff Meeting**
- Determine AC requirements for cost accounting
- Brief AC on response costs
- Advise AC on ceilings and required adjustments
- Provide input on resource availability due to contracting / procurement issues
- Discuss claims procedures / process

**Does not attend AC/UAC Meeting – During this time:**
- Work with the ACLC to establish procurement process
- Working with the ACLC to establish a cradle to grave accountable property management system
- Identify contracting and procurement issues
- Determine and initiate contract support services

**Meeting with ICs/UCs**
- Explain process for cost tracking
- Explain notification procedures for responder illnesses, injuries or accidents
- Coordinate with Incident FSCs to determine methodology and time for reporting cost information
- Agree on degree of interaction with finance counterparts

**Check-in, Initial AC Staff Briefing & Est AC Facility**
- Initiate contact with incident FSCs
- Initiate contact with the Finance personnel at JFO
- Determine funding sources (FPN, CPN, DPN, OG-30), project number & estimate initial ceiling based upon Incidents
- Identify any fiscal constraints that may have been discussed during the Executive Briefing

**Activate AC Organization**
- Request financial documentation from Incident Commands
- Identify initial Finance/Admin staff requirements
- Identify initial space requirements

**Process Flow**

1. **Develop AC Management Plan**
   - Verify support for upcoming plan

2. **AC Staff Meeting / Briefing**

3. **Develop AC Management Plan**

4. **Approve AC Management Plan**

5. **Communicate / Brief AC Management Plan**

6. **New Planning Cycle Begins**
   - Monitor Progress

7. **Check-in AC Briefing & Establish AC Facility**

8. **Activate AC Organization**

**Brief AC Management Plan**
- Present status of cost tracking
- Address counterparts finance/admin issues

**Monitor Mission Progress**
- Monitor effectiveness of finance/admin support & make adjustments as necessary
- Ensure that response costs are managed within the established financial ceilings and guidelines
- Investigate any unusual claims and brief AC
- Develop cost sharing agreements as needed
- Monitor AC procurement procedures
- Brief Area Command on any unusually high cost items
- Ensure accurate cost accounting of all Area Command personnel and equipment