Unit 4: Area Command
Unit 4: Area Command

Visual Description: Unit Introduction

Key Points

This unit:

- Describes why, when, where, and how Area Command is established, and the organization, facilities, and communications required.
- Covers the organizational relationships between Area Command and incidents, and between Area Command and jurisdictional authorities.
- Reviews the demobilization process under an Area Command organization.
Unit Objectives

- Define Area Command.
- List the principal advantages of using Area Command.
- Describe how, when, and where Area Command would be established.
- Describe the Area Command organization.
- Identify six primary functional responsibilities of Area Command.
- Given a scenario, develop an Area Command organization.

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Define Area Command.
- List the principal advantages of using Area Command.
- Describe how, when, and where Area Command would be established.
- Describe the Area Command organization.
- Identify six primary functional responsibilities of Area Command.
- Given a scenario, develop an Area Command organization.
Area Command: Overview

Definition of Area Command

Area Command is used to oversee the management of:

- Multiple incidents that are each being handled by an Incident Command System organization; or
- A very large incident that has multiple incident management teams assigned to it.

Visual Description: Definition of Area Command

Key Points

Note the following points:

- Area Command is used when there is a number of incidents generally in the same area and often of the same kind. Examples include two or more hazardous materials spills, fires, etc. It is usually these kinds of incidents that may be vying for the same resources.

- When an incident expands to a large geographic area, the agency officials may choose to divide the incident into smaller pieces, called zones, each of which will be managed by an incident management team (IMT).

- When incidents are of different kinds and/or do not have similar resource demands, they would usually be handled as separate incidents or would be coordinated through an Emergency Operations Center (EOC).
Area Command: Primary Functions

- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints.
- Establish critical resource use priorities between various incidents.
- Ensure that incident management team personnel assignments and organizations are appropriate.
- Maintain contact with officials in charge, and other agencies and groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.

Visual Description: Area Command: Primary Functions

Key Points

Note the following key points:

- Area Command is designed to ensure the effective management of assigned incidents. To do this, the Area Commander has the authority and responsibility to do the following for incidents within the Area Command:
  - Provide agency or jurisdictional authority for assigned incidents.
  - Ensure a clear understanding of agency expectations, intentions, and constraints.
  - Establish critical resource use priorities between various incidents.
  - Ensure that incident management team personnel assignments and organizations are appropriate.
  - Maintain contact with officials in charge, and other agencies and groups.
  - Coordinate the demobilization or reassignment of resources between assigned incidents.
Advantages of Area Command

- Assists in interagency coordination.
- Ensures efficient resource use.
- Ensures that agency policies, priorities, constraints, and guidance are being made known to the Incident Commanders and implemented consistently across incidents.
- Reduces workload for agency officials.

Visual Description:  Advantages of Area Command

Key Points

In situations where multiple incidents (e.g., earthquakes, floods, fires, major storms, disease outbreaks, etc.) are occurring, the use of an Area Command makes the jobs of Incident Commanders and agency officials easier for the following reasons:

- Much of the interincident coordination typically performed by each Incident Commander is accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their incident management teams to focus their attention on their incident objectives, strategies, and tactics.

- Area Command sets priorities between incidents and ensures efficient resource use. Critical resources are allocated by the overall priorities established by the agency officials. Competition among incidents for critical resources is avoided. Often, agency dispatchers will recognize interincident coordination problems first.

- Area Command ensures that agency policies, priorities, constraints, and guidance are being made known to the Incident Commanders and implemented consistently across incidents.

- Area Command also reduces the workload of the agency officials, especially if there are multiple incidents going on at the same time.
Area Command: Overview

Unified Command vs. Area Command

What is the difference between Unified Command and Area Command?

Visual Description: What is the difference between Unified Command and Area Command?

Key Points

Answer the following question:

What is the difference between Unified Command and Area Command?
Key Terms Review

**Visual Description:** Key Terms Review

**Key Points**

Note the following key terms:

- **Incident Command Post:** Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

- **Area Command:** Oversees the management of multiple incidents. Area Command may be Unified, and works directly with Incident Commanders.

- **Local Emergency Operations Center:** Coordinates information and resources to support local incident management activities.
Multiagency Coordination Centers

Multiagency coordination centers provide support and coordination by:
- Identifying resource shortages and issues.
- Gathering and providing information.
- Implementing multiagency coordination entity decisions.

Examples:
- Emergency Operation Centers (EOCs)
- Joint Field Office (JFO)
- Regional Response Coordination Center (RRCC)
- National Response Coordination Center (NRCC)

Visual Description: Multiagency Coordination Centers

Key Points

Multiagency coordination centers provide support and coordination by:
- Identifying resource shortages and issues.
- Gathering and providing information.
- Implementing multiagency coordination entity decisions.*

Note that examples of multiagency coordination centers include the following:
- Emergency Operation Centers (EOCs)
- Joint Field Office (JFO)
- Regional Response Coordination Center (RRCC)
- National Response Coordination Center (NRCC)

* Multiagency coordination entities are comprised of agency representatives with decisionmaking authority to provide policy direction. The next unit provides more information on multiagency coordination entities.
**Command vs. Coordination**

What is the difference between command and coordination?

**Visual Description:** What is the difference between command and coordination?

**Key Points**

Answer the following question:

What is the difference between command and coordination?
**Key Terms Review**

### Area Command vs. Multiagency Coordination Center

<table>
<thead>
<tr>
<th><strong>Area Command</strong></th>
<th><strong>Multiagency Coordination Center</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expands onsite command function.</td>
<td>Expands offsite coordination and support system.</td>
</tr>
<tr>
<td>Consists of incident management team personnel.</td>
<td>Consists of agency administrators or designees.</td>
</tr>
<tr>
<td>Is delegated authority for specific incident(s) from the agency administrator.</td>
<td>Allocates and reallocates critical resources by setting incident priorities.</td>
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<tr>
<td>Assigns and reassigns critical resources.</td>
<td>Coordinates public information using a Joint Information System.</td>
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<tr>
<td>Ensures that incident objectives and strategies are complementary between incident management teams under its supervision.</td>
<td>Makes coordinated policy decisions on issues that affect multiple agencies.</td>
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### Visual Description: Area Command vs. Multiagency Coordination

### Key Points

Area Command should not be confused with the roles assumed by multiagency coordination centers. An Area Command may be co-located with a multiagency coordination center such as an EOC, although the two organizations are performing different functions. Area Command has direct oversight (command) responsibilities, while the EOC provides coordination and support.

The table below provides a comparison between Area Command and multiagency coordination center responsibilities:
Area Command Responsibilities

- Set overall agency incident-related priorities.
- Allocate critical resources based on priorities.
- Ensure that incidents are properly managed.
- Ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.

Key Points

For the incidents under its authority, the Area Command is responsible for:

- Setting overall agency incident-related priorities.
- Allocating critical resources based on priorities.
- Ensuring that incidents are properly managed.
- Ensuring that incident(s) objectives are met and do not conflict with each other or with agency policy.
Visual Description: Chain of Command & Reporting Relationships
(Organizational chart showing three Incident Commanders reporting to an Area Commander/Unified Command, and the Area Commander reporting to the agency administrator(s).)

Key Points

Note the following key points:

- When Area Command is established, Incident Commander(s) will report to the Area Commander/Unified Command. The Area Commander is accountable to the agency or jurisdictional executive or administrator(s).

- If one or more of the incidents within the Area Command are multijurisdictional, a Unified Area Command should be established. Incident Commanders would report to the Unified Area Commander for their jurisdiction.

- Incident Commanders under the designated Area Commander are responsible to, and should be considered as part of the overall Area Command organization. Incident Commanders must be provided adequate and clear delegation of authority.
When Should Area Command Be Established?

Early, and when:

- 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 with interincident resource allocation and coordination.

Visual Description: When Should Area Command Be Established?

Key Points

It is best to be proactive when considering the use of Area Command.

The following information provides criteria for when to use Area Command:

- 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 with interincident resource allocation and coordination.
Area Command: Best Practices

Area Command should:

- **Receive its authority through a written delegation of authority.**

  When Area Command is activated, an Area Commander will be designated and given appropriate delegated authority. The authority given to the Area Commander should be written as a Delegation of Authority statement. A written delegation of authority helps to eliminate confusion and provides the Area Commander with authority to oversee the management of the incidents.

- **Notify Incident Commanders of its authorities and roles.**

  Incident Commanders covered by the Area Command must be notified that an Area Command is being established. Depending upon the agencies and incidents involved, the Area Command may issue delegation of authority or re-delegations to the respective Incident Commanders. This will help to ensure that agency direction is made clear to all parties.

- **Be staffed with the best qualified, most experienced personnel.**

  The Area Command team should consist of the best qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have experience in, and are qualified to oversee, complex incident situations. The concepts of Area Command should be part of planning, training, and exercises.
- **Operate under the same principles as ICS.**

  The Area Command organization operates under the same basic ICS principles. The organizational structure may be patterned after ICS Command/General Staff.

- **Be kept small.**

  The Area Command organization should always be kept as small as possible. (Additional information on possible organizational structures is presented later in this unit.)
Area Command: Location Considerations

- Close to incidents
- Not collocated with an ICP
- Sufficient size
- Capable of continuous operation
- Adequate communications capabilities
- Backup power
- Adequate and secure parking
- Near commercial food and lodging

Visual Description: Area Command: Location Considerations

Key Points

Note the following key points:

- It may take some hours to establish the Area Command. If there are existing facilities and communication systems that can be used (e.g., at a jurisdictional EOC), then the time needed to set up the Area Command may be reduced.

- **Close to incidents.** The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. The location should make it easy to have meetings and direct contact between the Area Commander and Incident Commanders.

- **Not collocated with an ICP.** Area Command should NOT be collocated with one of the incidents. Doing so might cause confusion with that incident's operations, and it also could be seen by other incidents as adding status to that single incident. Area Command, however, could be collocated with a multiagency coordination center such as an EOC.

- **Sufficient size.** The facility used to house the Area Command organization should be large enough to accommodate a full Area Command staff and have the capability to accommodate meetings between the Area Command Staff, Incident Commanders, agency officials, and with news media representatives.

- **Capable of continuous operation.** The facility used to house the Area Command organization should allow for continuous operations and 24 hour per day access.
Adequate communications capabilities. Adequate communications facilities (telephones, FAX, computer connections) are critical. If radios are a primary means of communication, the Area Command facility should have line of sight coverage to Incident Command Posts or to repeaters serving those incident facilities. The facility should allow for suitable locations to temporarily install rooftop radio antennas.

Availability of backup power. Backup power may be required in order to maintain a continuous operation.

Adequate and secure parking. Transportation and parking issues should be considered when selecting the location.

Near commercial sources of support for food and lodging. A location with access to food and lodging for staff members can help reduce the logistics requirement for providing support services.
Topic: Area Command Organization

Key Points

It is important to remember that Area Command does **NOT** in any way replace the incident-level ICS organizations or functions.

The positions illustrated below are strictly related to Area Command operations. Specific duties and responsibilities will be established by the Area Commander.
Key Points

The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of critical resources. Area Command also has the responsibility to coordinate with local, tribal, State, Federal, and volunteer assisting and/or cooperating organizations.

The overall responsibilities include:

- Set overall objectives.
- Establish priorities.
- Ensure that incident management teams are qualified.
- Allocate/reallocate critical resources.
- Coordinate with agency administrator, EOC, other multiagency coordination centers, and the media.
- Coordinate the demobilization of assigned resources.

Refer to the checklist on the following page.
Area Commander: Checklist of Actions

These actions will generally be conducted in the order listed:

_____ Obtain briefing from the agency officials on agency expectations, concerns, and constraints.

_____ Obtain and carry out delegation of authority from the agency officials for overall management and direction of the incidents within the designated Area Command.

_____ If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.

_____ Delegate authority to Incident Commanders based on agency expectations, concerns, and constraints.

_____ Establish an Area Command schedule and timeline.

_____ Resolve conflicts between incident “realities” and agency officials “wants.”

_____ Establish appropriate location for the Area Command facilities.

_____ Determine and assign an appropriate Area Command organization. Keep it manageable.

_____ Determine need for and assign Technical Specialists to support Area Command.

_____ Obtain incident briefing and IAPs from Incident Commanders (as appropriate).

_____ Assess incident situations prior to strategy meetings.

_____ Conduct a joint meeting with all Incident Commanders.

_____ Review objectives and strategies for each incident.

_____ Periodically review critical resource needs.

_____ Maintain close coordination with the agency officials, cooperating and assisting agencies, and other entities impacted by the Area Command.

_____ Establish priorities for critical resources.

_____ Review procedures for interaction with the Area Command.

_____ Approve Incident Commanders’ requests for and release of critical resources.

_____ Coordinate and approve Demobilization Plans.

_____ Maintain log of major actions/decisions.
The Area Commander must rapidly assess each incident and:

- Ensure that incident action planning is addressing the priorities and direction set by the agency officials.
- Establish, in writing, priorities related to incidents as part of the delegation of authority.

**Key Points**

The Area Commander:

- Must rapidly assess the situation for each incident and ensure that Incident Action Planning is addressing the priorities and direction set by the agency officials.

- Should establish, in writing, priorities related to assigned incidents, based upon the priorities and directions set by agency officials. The agency priorities and direction may be part of the written delegation of authority.
Establishment of Priorities

- Establishing priorities is one of the most important functions an Area Commander performs.
- Critical priorities may include those related to:
  - Life and property values at risk.
  - Allocating critically needed resources.
  - Demobilization.

Visual Description: Establishment of Priorities

Key Points

Establishing priorities is one of the most important functions an Area Commander performs. When two or more incidents are competing for critical resources and services, someone must make quick decisions based on an objective analysis of the total situation. The intent is to establish critical priorities for the common good of the total situation.

The three different types of priorities that Area Command may need to establish relate to:

- Life and property values at risk.
- Allocating critically needed resources.
- Demobilization.
Topic: Area Commander

Incident Commanders & Critical Priorities

Why must Incident Commanders accept the need for Area Command to establish critical priorities?

Visual Description: Why must Incident Commanders accept the need for Area Command to establish critical priorities?

Key Points

Answer the following question:

Why must Incident Commanders accept the need for Area Command to establish critical priorities?
Area Commander Actions

The Area Commander should establish the following:

- Incident and agency/jurisdictional priorities
- Priorities for assignments of critical resources
- Schedules of meetings and briefings
- Reports and Incident Action Plans
- Points of contact with agency officials
- Media relations and contact procedures
- Unusual situation or emergency procedures reporting
- Demobilization procedures

Visual Description: Area Commander Actions

Key Points

Note the following key points:

- The Area Commander should develop procedures to be followed. These procedures should be reviewed with the respective Incident Commanders.

- The following should be established:

  - Incident and agency/jurisdictional priorities.
  - Priorities for assignments of critical resources.
  - Schedules of meetings and briefings.
  - Reports and Incident Action Plans.
  - Points of contact with agency officials.
  - Media relations and contact procedures.
  - Unusual situation or emergency procedures reporting.
  - Demobilization procedures.
Area Command Command Staff

Public Information Officer
- Provides public information coordination between incident locations using the Joint Information System.
- Serves as the contact point for media requests.

Liaison Officer
- Maintains off-incident interagency contacts and coordination.

Visual Description: Area Command Officers: Public Information and Liaison Officers

Key Points

The Public Information Officer:

- Provides public information coordination between incident locations using the Joint Information System.
- Serves as the contact point for media requests.

The Liaison Officer maintains off-incident interagency contacts and coordination.

Remember: Area Command officers do not replace the Public Information Officer or Liaison Officer who are assigned to the Incident Commander at the scene.
Area Command Planning Chief

- Assembles information on individual incident objectives.
- Recommends the priorities for resource allocation.
- Maintains status on critical resources.
- Ensures that advance planning is being accomplished.
- Ensures demobilization plans are coordinated.
- Prepares Area Command briefings, as requested.

Visual Description: Area Command Planning Chief

Key Points

The Area Command Planning Chief is responsible for:

- Assembling information on individual incident objectives.
- Recommending the priorities for resource allocation.
- Maintaining status on critical resources.
- Ensuring that advance planning is being accomplished.
- Ensuring demobilization plans are coordinated.
- Preparing Area Command briefings, as requested.

The following positions may be assigned to assist the Area Command Planning Chief:

- **Area Command Critical Resources Unit Leader:** The Critical Resources Unit Leader tracks and maintains the status and availability of critical resources assigned to each incident under the Area Command.

- **Area Command Situation Unit Leader:** The Situation Unit Leader monitors the status of objectives for each incident or incident management team assigned to the area command.
Area Command Logistics Chief

- Obtains briefing from Area Commander.
- Provides facilities, services, and materials for Area Command.
- Ensures coordinated communications are in place.
- Assists in the development of Area Command decisions.
- Ensures that critical resources are used effectively on a continuous basis.

Visual Description:  Area Command Logistics Chief

Key Points

The Area Command Logistics Chief is responsible for:

- Obtaining briefing from Area Commander.
- Providing facilities, services, and materials for Area Command.
- Ensuring coordinated communications are in place.
- Assisting in the development of Area Command decisions.
- Ensuring that critical resources are used effectively on a continuous basis.
Key Points

Note the following key points:

- Technical specialists can be added to the Area Command organization. The addition of technical specialists will depend on the kinds of incidents involved.

- Technical specialists at the Area Command provide specific information and expertise relating to their specialty. For example, depending on the type of incidents involved, it may be useful to have the following specialists assigned to the Area Command team:
  - Information/Intelligence Specialist.
  - Hazardous Materials Specialist.
  - Environmental Specialist.
  - Communications Specialist.
**Key Points**

Upon assignment, the Area Commander should arrange a meeting with the agency/jurisdiction officials. At this time, the Area Commander should determine the following:

- The general situation.
- Which incidents are assigned.
- The jurisdictional delegation of authority.
- The assumption of command timing and notifications procedure.
- The names and qualifications of assigned Incident Commanders.
- The incidents operating under Unified Command.
- The limitations on the Area Commander’s authority over Incident Commanders (should be in the delegation of authority).
- The available IAPs.
Area Command Meeting: Checklist (2 of 2)

- Policies, political factors, or other constraints
- Agency advisor assigned
- Area Command facility designated
- Status of communications systems to incidents and agency/jurisdictional headquarters
- Critical resource designations
- Policy and expectations for interaction with the media
- Area Command reporting responsibility to agency
- Schedules for required briefings and contacts

Visual Description: Area Command Meeting Checklist

Key Points

The following items are covered in the Area Command meeting:

- Policies, political factors, or other constraints.
- Agency advisor assigned.
- Area Command facility designated.
- Status of communications systems to incidents and agency/jurisdictional headquarters.
- Critical resource designations.
- Policy and expectations for interaction with the media.
- Area Command’s reporting responsibility to agency.
- Schedules for required briefings and contacts.
The Area Commander should have an initial joint meeting with Incident Commanders. During the meeting the Area Commander should:

- Obtain concise individual incident briefings.
- Explain the role and responsibilities of an Area Commander.
- Review policy and direction received from agency officials.
- Resolve any conflicts.
- Review appropriate procedures.
- Open for questions.
- Collect available IAPs and other essential documentation.

The Area Commander must ensure that all appropriate decisions and procedures are made clear to agency dispatchers and any other organizations involved in the Area Command. Concerns or unresolved issues (e.g., environmental issues, cost concerns, etc.) brought up at the meeting should immediately be discussed with agency officials.
Demobilization Procedures

- Establish procedures with incidents and EOCs/multiagency coordination centers on demobilization.
- Determine demobilization priorities and procedure for handling critical resources.
- Provide incidents with a list of critical resources and instructions for clearing releases with Area Command.
- Incidents must provide Area Command with copies of demobilization schedules.

Visual Description: Demobilization Procedures

**Key Points**

Note the following key points:

- The Area Command involvement in the demobilization process is important. Area Command does not demobilize resources directly. Rather, the role of Area Command is to coordinate the demobilization of critical resources with the Incident Commanders. Demobilization planning should begin at the incident level based on priorities and procedures established with Area Command.

- A primary purpose of Area Command is to ensure that critical personnel and equipment resources being released from demobilizing incidents can be made available to other active or growing incidents.

- Another purpose is to ensure that transportation resources and other services are not being duplicated. Resources from an agency or jurisdiction that may have been divided to support other incidents should be consolidated during demobilization, when feasible.

- Written instructions should identify critical resources and provide instructions for clearing those resources with Area Command before demobilization.

- Incident Commanders should provide copies of their demobilization schedules to the Area Command prior to actual demobilization, and then wait for approval.
Activity: Establishing Area Command

Instructions:
1. Working as a team, review the scenario and map in your Student Manuals.
2. Complete the following steps:
   - Develop an Area Command organizational chart and staffing requirements.
   - Describe Area Command facility and support needs.
   - Develop procedures to be given to Incident Commanders.
   - Establish resource priorities.
   - Develop a list of questions you would like to ask agency officials at the next briefing.
3. Select a spokesperson and be prepared to present your work in 60 minutes.

Visual Description: Activity: Establishing Area Command

Key Points

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1. Working as a team, review the scenario and map in your Student Manuals.
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Topic
Activity: Establishing Area Command

Scenario

The Murkey River flows south through the Granite Mountain foothills and then through Prosperous Valley. Severe weather followed by flooding caused by the emergency release of water at a weakened upstream dam has caused several major incidents along the east bank of the river in Jackson County. More rain and wind is expected during the next several days.

- The county jail and juvenile detention facility has suffered extensive damage. All electrical power and water is out. Population is 450 adult males, 175 females, and 250 male juveniles. Relocation may be required. Only cold meals and limited water are available. A county sheriff's captain is the Incident Commander.

- A ten-block area of Baytown has had extensive flooding. Search and rescue and evacuations are underway. There is no electrical power and the water and sewer systems have been damaged. An incident complex has been established to cover several incidents in this area. The Baytown Police Department has designated an Incident Commander from the department.

- A southbound train was derailed at Saunders Junction due to a bridge being undermined. Several cars are overturned. A tank car with an unknown chemical is on its side in the river and leaking. This incident is operating under a Unified Command consisting now of the county fire and sheriff.

- In Fryville, a gas leak ignited, causing a fire in a major grocery chain warehouse. Several people have been injured and there is a danger of fire spread to adjacent buildings. Water pressure is low. The Fryville Volunteer Fire Department Chief is the Incident Commander.

There is currently a major problem with sharing limited resources between these incidents. Many volunteers have come forward, and the Incident Commanders are looking for ways to organize and use them effectively. Several news media representatives are on the scene at the various incidents.
Topic: Activity: Establishing Area Command

Scenario Map
Are you now able to:

- Define Area Command?
- List the principal advantages of using Area Command?
- Describe how, when, and where Area Command would be established?
- Describe the Area Command organization?
- Identify six primary functional responsibilities of Area Command?
- Given a scenario, develop an Area Command organization?

The next unit presents information about multiagency coordination.