Public Input No. 9-NFPA 1026-2020 [Section No. 1.2.6]

1.2.6*

Incident Management Personnel shall remain current with the general knowledge and skills and JPRs addressed for each level or position of qualification.

Revise the current wording of Section 1.2.6, and associated Annex material to read:

Section 1.2.6*

Incident Management Personnel who perform or support the duties and responsibilities relating to Incident Management shall remain current with required knowledge, required skills, and individual JPR's addressed for each level or position of qualification in order to maintain proficiency and competency with the JPR's covered in this standard.

A.1.2.6 Remaining professionally competent is important for any practitioner in a field. In the rapidly changing and developing field of the fire service this is particularly important. The Authority having Jurisdiction may consider establishing a path by which members can demonstrate continued JPR compliance and competency through continuing education or practice within the field consistent with current duties. It is recommended that any such program give consideration to the following factors:

(1) Demonstrated and documented knowledge and competence of additions and/or revisions to the latest edition of the standards.

(2) Documented training and education (including online) related to the standards since the last certification.

(3) Documented experience in the field (ie. emergency operational experience for Fire Fighters, Fire Officers, Instructors, etc.).

(4) Demonstrated and documented successful performance of duties, which may include skills assessment.

(5) Annual performance appraisals.

(6) Documented teaching and instruction related to the field.

(7) Commendations, award and/or recognition for the performance of related duties.

Other items for consideration may include:

(1) Memberships in professional organizations, including any positions held or special activities involved in the organization membership.

(2) Published articles in trade journals, web-based publications, and other information distribution avenues.

(3) Research and development activities related to the field.

(4) Documented attendance at relevant conferences and training events.

The above list is not all inclusive and other factors specific to the field be considered for inclusion.

Statement of Problem and Substantiation for Public Input

Substantiation Statement for Public Input

The subject of a certified individual maintaining continuing professional development and competency with the requirements of an NFPA Professional Qualifications standard has been discussed for a number of years. A request was submitted to the NFPA Foundation by the Correlating Committee on Professional Qualifications to look at this specific issue and to develop recommendations for implantation in the NFPA Professional Qualifications project.

As a result of that request, recommendations for maintaining proficiency and competency with all JPR's contained in an NFPA Professional qualifications standard were made by the NFPA Research Foundation as part of a recently published report entitled, Fire and Emergency Service Personnel Knowledge and Skills Proficiency (hereinafter referred to as "the Report"). Various representatives of the fire service were invited to attend a meeting that the NFPA held in October of 2019 to discuss the Report. The Report notes that in parallel professions like EMS, licensure renewal is common practice. The participants at the meeting recognized the importance of continuing education in ensuring that persons who are certified to an NFPA Professional qualifications standard are prepared to carry out their duties as safely and effectively as possible.

An Ad Hoc Committee of participants in the NFPA Workshop submitted a written recommendation to the Correlating Committee on Professional Qualifications to continue to pursue additional work in the NFPA Professional Qualifications standards relating to maintaining proficiency and competency for continuing professional development activities in each of the individual standards. The Correlating Committee on Professional Qualifications agreed that specifically Each Pro-Qual Committee should include a recommendation for continuing education and training requirements when their standard is revised in their next cycle. The material developed by each Technical Committee should be included in the Annex material. This action would provide a consistent path for certified individuals who wish to demonstrate that they have "remained current" as identified by the technical experts of each individual professional qualification standard.

The Correlating Committee thoroughly discussed the continuing proficiency and competency proposal in June of 2020 and identified a Task Group to develop a recommended template for each NFPA Professional qualifications Technical Committee to follow in the development of their next revision. The Task Group reported back to the Correlating Committee in September of 2020 with the results of their work on the assigned topic. The Correlating Committee, in September of 2020, received the recommendation from the Correlating Committee Task Group, thoroughly discussed their work, and accepted their recommendation to move forward to direct each Technical Committee to develop specific criteria, to be included in each NFPA Professional Qualifications standard, with clear guidance to states and AHJ's on how to implement continuing education, while maintaining as much flexibility as possible by those jurisdictions.

The submitted Public Input embraces the concept for the need of continuing education by all individuals certified to the requirements of each NFPA Professional Qualifications Standard, and of the NFPA 1000 Technical Committee that has previously reviewed this subject matter and recommended that this topic is best driven by requirements from the individual technical committee and any coordination of requirements for recertification, maintaining competency (or similar language) would fall under the Correlating Committee's direction to each of the Technical Committees. The Correlating Committee on Professional qualifications has therefore directed each Professional Qualifications Technical committee to have continued professional development and competency addressed in each of their assigned professional qualification standards.

The following is a hypothetical example of continuing education or demonstrated competency considerations for the Fire Officer I. Technical Committees and AHJ's are encouraged to exercise maximum flexibility in providing opportunities for certified personnel to demonstrate competence through actual experience since the last certification and/or education and training related to the standard.
Demonstrated and documented knowledge and competence of additions and/or revisions to the latest edition of the standards. Documented successful experience in Human Resource Management, Community and Government Relations, Administration, Inspection and Investigation, Emergency Service Delivery, and Health and Safety as appropriate to cover additions/revisions to the standard since the previous standard edition.
Documented training and education (including online) related to the standards since the last certification. Documented evidence of education or training in Human Resource Management, Community and Government Relations, Administration, Inspection and Investigation, Emergency

Service Delivery, and Health and Safety.
Documented experience in the field (ie. emergency operational experience for Fire Fighters, Fire Officers, Instructors, etc.).　　Documentation of service, either in the role of a Fire Officer I (first line supervisor), or in an acting role.
Demonstrated and documented successful performance of duties, which may include skills assessment.　　Evaluation of serving in the role of a Fire Officer I (both non-emergency and emergency operations).
Annual performance appraisals.　　Converting performance appraisals into actionable goals and objectives for improvement as a Fire Officer I.
Documented teaching and instruction related to the field.　　Teaching at the local, regional, state, or national level in the area of fire officer development.
Commendations, award and/or recognition for the performance of related duties.　　Commendations, awards, and/or recognition of the performance of the duties of a Fire Officer I (first line supervisor).

Other items for consideration may include:
Memberships in professional organizations, including any positions held or special activities involved in the organization membership. Membership in, or holding a position within, a regional, state, or local professional organization that promotes the role of the Fire Officer I (first line supervisor).
Published articles in trade journals, web-based publications, and other information distribution avenues. Publication of any articles related to the duties and responsibilities of a Fire Officer I (first line supervisor).
Research and development activities related to the field.
　　Documented research and development of any practice related to the duties or responsibilities of a Fire Officer I (first line supervisor).
Documented attendance at relevant conferences and training events. Attendance at any regional, state, or national conference or training event aimed at improving a Fire Officer I (first line supervisor).

Submitter Information Verification

Submitter Full Name:	William Peterson
Organization:	[Not Specified]
Affiliation:	NFPA Correlating Committee on Professional Qualifications
Street Address:	
City:	
State:	
Zip:	
Submittal Date:	Tue Nov 03 13:11:56 EST 2020
Committee:	PQU-ICM

Committee Statement

Resolution: FR-14-NFPA 1026-2020

Statement: The technical committee identified that maintaining currency is an important aspect of professional qualification and the concept of continuing education by all individuals certified to the requirements of each NFPA Professional Qualifications Standard,

Public Input No. 2-NFPA 1026-2020 [Section No. 3.3.56]

> **3.3.56** Operations Section.
>
> Section responsible for all tactical operations at the incident or planned event,~~ including up to 5 branches, 25 divisions/groups, and 125 single resources, task forces, or strike teams.~~

Statement of Problem and Substantiation for Public Input

Why are there limiting factors as to the number of resources contained within the definition?

Submitter Information Verification

Submitter Full Name: Steven Berube
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City:
State:
Zip:
Submittal Date:　　　Mon Oct 26 08:02:35 EDT 2020
Committee:　　　　　PQU-ICM

Committee Statement

Resolution: FR-9-NFPA 1026-2020
Statement: The committee determined that the limiting factors as to the number of resources identified are not necessary for a definition.

Public Input No. 3-NFPA 1026-2020 [Section No. 3.3.58]

3.3.58 Personal Protective Equipment (PPE).

Full personal protective clothing , plus based on the needs of the incident, to possibly include a self-contained breathing apparatus (SCBA) and a personal alert safety system (PASS) device.

Statement of Problem and Substantiation for Public Input

SCBA and PASS are not required in all instances.

Submitter Information Verification

Submitter Full Name: Steven Berube
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City:
State:
Zip:
Submittal Date: Mon Oct 26 08:05:30 EDT 2020
Committee: PQU-ICM

Committee Statement

Resolution: FR-10-NFPA 1026-2020
Statement: The technical committee revised the definition for PPE to align with NFPA 1500 chapter 7, and match PPE to potential hazards that response personnel may encounter.

Public Input No. 4-NFPA 1026-2020 [Section No. 4.1.1.1]

4.1.1.1 General Knowledge Requirements.

~~The~~ Understanding the importance of command presence to an IC, familiarity with the National Response Framework and how it relates to the role of IC, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

Statement of Problem and Substantiation for Public Input

Grammatical error

Submitter Information Verification

Submitter Full Name: Steven Berube
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City:
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Zip:
Submittal Date: Mon Oct 26 08:26:00 EDT 2020
Committee: PQU-ICM

Committee Statement

Resolution: FR-1-NFPA 1026-2020
Statement: The technical committee inserted the word "Understanding" as an action verb for clarity of the task to be performed.

Public Input No. 10-NFPA 1026-2020 [Section No. 4.2.1 [Excluding any Sub-Sections]]

Assume initial command of an incident or planned event, given an incident or planned event, a tactical command worksheet or other documentation,~~ a radio, assigned~~ assigned resources, and the NIMS-ICS, so that the incident conditions are accurately assessed, the safety of all responders is ensured, a detailed size-up report is transmitted, an appropriate initial Incident Action Plan (IAP) is developed, resources are assigned according to the plan, and the person assuming command and his or her location are identified.

Statement of Problem and Substantiation for Public Input

What does a radio have to do with anything? Remove mention of it.

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Submitter Full Name: Steven Berube
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City:
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Submittal Date: Wed Nov 11 20:58:00 EST 2020
Committee: PQU-ICM

Committee Statement

Resolution: FR-2-NFPA 1026-2020
Statement: The technical committee determined that a radio is not the only form of communication tool and that other communication devices may be used to evaluate a candidate's ability to meet the JPR.

Public Input No. 8-NFPA 1026-2020 [Section No. 4.4.1]

4.4.1*

Develop and manage an incident management organization capable of accomplishing strategic objectives, given an incident or planned event, incident status information, ICS forms and documentation, situational awareness, a communications system, incident resources and an IAP, so that an ICS organization is established and maintained; applicable span of control is maintained through the use of Division/Group Supervisors, Branch Directors, and the Operations Section Chief positions; resources and personnel cooperating in incident objectives are obtained and managed effectively; adjustments are made to the command structure when necessary; and the command structure remains in place until the incident or planned event is terminated.

(A) Requisite Knowledge.

NIMS, ICS, ICS forms and documentation; unity of command; procedures for ordering resources specific to the AHJ; communications protocols; kinds and types of resources available to the AHJ; resource management techniques, roles, and responsibilities; and authority of responders and response agencies available to the AHJ.

(B) Requisite Skills.

Completing ICS forms and documentation, operating incident communications equipment, deploying applicable resources for incident-specific functions, and determining changing incident situations and matching the ICS structure and resources to meet them.

Presently the Intelligence/Investigations Section development and options to use these positions are not described in 1026. I recommend that a section be added that described these options and positions available to the Incident Commander and the JPR's for these positions. A good starting point could be the May 2014 or newer US. Coast Guard Incident Management Handbook Section 9 material on this subject..

Statement of Problem and Substantiation for Public Input

Presently the Intelligence/Investigations Section development and options to use these positions are not described in 1026. I recommend that a section be added that described these options and positions available to the Incident Commander and the JPR's for these positions. A good starting point could be the May 2014 or newer US. Coast Guard Incident Management Handbook Section 9 material on this subject..

Submitter Information Verification

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Submittal Date: Tue Oct 27 16:45:57 EDT 2020
Committee: PQU-ICM

Committee Statement

Resolution: FR-3-NFPA 1026-2020

Statement: The technical committee determined that the intelligence/investigation function may happen at the unit level or at a higher level of responsibility under the direction of the IC.

A task group of the TC will review and make recommendations for the second draft with supporting information.

Public Input No. 6-NFPA 1026-2020 [Section No. 5.3.5(A)]

(A) Requisite Knowledge.

Technology pertinent to safety and health for the incident type, including but not limited to, confined space entry; heavy equipment operation; rigging/hoisting; building construction; structural collapse; excavation/shoring; use and application of personal protective equipment (PPE); chemical, biological, radiological, and physical (e.g., noise, heat stress) hazards; potential risks of extended work shifts (work/rest cycles); professionally accepted procedures and tools; fire safety; vehicle work zone safety; and applicable regulations, guidelines, and consensus standards.

Suggest adding additional wording on Traffic Management Safety and Contamination Control Health and Safety practices to this section. These are two major sources of firefighter and emergency responders death and injury at this time. Also suggest adding additional annex material from NFPA 1584 on Contamination Control and from the National Highway Institute on Traffic Management Safety.

Statement of Problem and Substantiation for Public Input

Suggest adding additional wording on Traffic Management Safety and Contamination Control Health and Safety practices to this section. These are two major sources of firefighter and emergency responders death and injury at this time. Also suggest adding additional annex material from NFPA 1584 on Contamination Control and from the National Highway Institute on Traffic Management Safety.

Submitter Information Verification

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Submittal Date: Tue Oct 27 16:34:47 EDT 2020
Committee: PQU-ICM

Committee Statement

Resolution: FR-4-NFPA 1026-2020

Statement: The technical committee determined to expand the scope of vehicle site safety to include overall traffic incident management as address in NFPA 1091. Contamination control is also added as a requisite knowledge for the Safety Officer. Explanatory annex content is added to first revision.

Public Input No. 11-NFPA 1026-2020 [Section No. 6.3.2 [Excluding any Sub-Sections]]

Release information about an incident or planned event, given an incident or planned event; an IAP; information related to the incident or planned event; a joint information system; AHJ policies, procedures, and protocols for approving information release; and IC approval obtained for release of all information so that media relations are facilitated; escorts are provided to maintain safety and impart needed information; contact with the media is initiated; inquiries from the media are responded to; updates are provided to media, stakeholders and community leaders as required; interviews are concise, accurate, well planned in accordance with protocols, and consistent with current information; dissemination of relevant information to incident personnel is maintained; and coordination with other information functions (e.g., dispatch, cooperating and assisting agencies, JIC) is accomplished.

Statement of Problem and Substantiation for Public Input

PIOs do not just work with the media. They have numerous responsibilities to inform the public via other avenues besides simply the media (public meetings, trap lines, information boards, etc)

Submitter Information Verification

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Submittal Date: Wed Nov 11 21:20:12 EST 2020
Committee: PQU-ICM

Committee Statement

Resolution: FR-5-NFPA 1026-2020
Statement: The technical committee determined that PIOs do not just work with the media. They have numerous responsibilities to inform the public via other avenues besides simply the media (public meetings, trap lines, information boards, etc)

Public Input No. 5-NFPA 1026-2020 [Section No. 16.3.4]

16.3.4

Coordinate the development or revision of an IAP, given an incident or planned event, situation and resource status information, incident documentation equipment and supplies, and communication equipment, so that Planning Section staff completes the required elements of the IAP within required time frames of the planning cycle, the IAP meets the operational needs of the incident or planned event, the IAP is approved by the IC and distributed to appropriate recipients, changes from an existing IAP are emphasized in the operational period briefing, incident documentation equipment and supplies are used correctly, and communications equipment is used correctly.

(A) Requisite Knowledge.

Types of incident hazards, work cycles and personnel rehabilitation requirements, ICS forms and specific uses, accountability systems and procedures, mobilization procedures and requirements, check-in procedures, strategic planning, situation analysis procedures, planning cycle requirements, communications methods, information display methods, IAP elements, operational briefing requirements, types of situation information sources, understanding of operational periods and work cycles, weather data collection requirements, traffic plan requirements, and alternative strategy development.

(B) Requisite Skills.

Managing staff, giving direction and setting goals and priorities for staff, establishing information requirements and reporting schedules, using ICS forms, developing written communications, developing incident maps and charts, developing information displays, using communications devices, developing alternative strategies, identifying need for use of specialized resources or technical experts, presenting IAP information clearly and participating in discussion of IAP elements, and predicting incident outcomes.

The information provided on the Planning Cycle is in need of significant updating and redevelopment. I would suggest that the material that is in the May 2014 Version of the U.S. Coast Guard Incident Management Handbook Chapter 3 Operational Planning Cycle or similiar material be included as annex material and the Planning cycle description in this section be updated.

Statement of Problem and Substantiation for Public Input

The information provided on the Planning Cycle is in need of significant updating and redevelopment. I would suggest that the material that is in the May 2014 Version of the U.S. Coast Guard Incident Management Handbook Chapter 3 Operational Planning Cycle or similar material be included as annex material and the Planning cycle description in this section be updated.

Submitter Information Verification

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Submittal Date: Tue Oct 27 16:26:10 EDT 2020
Committee: PQU-ICM

Committee Statement

Resolution: FR-6-NFPA 1026-2020

Statement: The technical committee determined that the Planning P is an important requisite knowledge item. The Planning P is derived from an annex in NFPA 1561 and shown as its own annex in this document.

Public Input No. 7-NFPA 1026-2020 [Chapter C]

Annex C Area and Unified Area Commands (Suggest adding annex material on Emergency Operations Center and the relationship between Command and EOC Management). This is a very important relationship which is not covered well in the body of the standard or the annex.

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.

C.1 Area Command.

An Area Command can be established when the complexity of the incident and incident management span-of-control considerations so dictate. Generally, the administrator(s) of the agency having jurisdictional responsibility for the incident makes the decision to establish an Area Command.

The purpose of an Area Command is either to oversee the management of multiple incidents that are each being handled by a separate Incident Command System (ICS) organization or to oversee the management of a very large or complex incident that has multiple incident management teams (IMTs) engaged or of a large planned event. An impacted tactical area should be identified that clearly defines the geographic area to be managed by Area Command.

This type of command is generally used when there are a number of incidents in the same area and of the same type, such as two or more HAZMAT spills or fires or two or more incidents such as an earthquake vying for like resources. Some incidents within the Area Command may be long term, and others may be short-term incidents. These incidents within the identified Area Command will be competing for the same critical resources. When incidents are of different types and/or do not have similar resource demands, they are usually handled as separate incidents. If the incidents under the authority of the Area Command span multiple jurisdictions or involve multiple agencies, a Unified Area Command should be established. This allows each jurisdiction or agency involved to have appropriate representation in the Area Command.

Area Command is particularly relevant to public health emergencies, given that these events are typically not site specific, not immediately identifiable, geographically dispersed, and evolve over time, ranging from days to weeks. Such events as these, as well as acts of biological, chemical, radiological, and nuclear terrorism, call for a coordinated intergovernmental, private industry, and nongovernmental organization response, with large-scale coordination typically conducted at a higher jurisdictional level.

C.2 Responsibilities.

For the incidents under its authority, the Area Command does the following:

(1)   Sets overall agency incident-related priorities

(2)   Allocates critical resources according to the established agency priorities

(3)   Ensures that incidents are properly managed

(4)   Ensures effective communications

(5)   Ensures that incident management objectives are met and do not conflict with each other or with agency policies

(6)   Identifies critical resource needs and reports them to the interagency coordination system

(7)   Ensures that short-term "emergency" recovery is coordinated to assist in the transition to full recovery operations

(8)   Provides for personnel accountability and a safe operating environment

The Area Command develops an action plan detailing incident management priorities, needs, and objectives. This plan should clearly state policy, objectives, and priorities; provide a structural organization with clear lines of authority and communications; and identify incident management functions to be performed by the Area Command (i.e., public communications). Area Command has a responsibility to assure that the feeding, medical care, and overall welfare of personnel assigned to function under the Area Command is provided.

C.3 Organization.

The Area Command organization operates under the same basic principles as the ICS. Typically, an Area Command is not limited to but will comprise the following key personnel, as outlined in C.3.1 through C.3.4, all of whom must possess appropriate qualifications and certifications.

C.3.1 Area Commander (Unified Area Command).

The Area Commander is responsible for the overall direction of the incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, that incident objectives are established, and that strategies are selected for the use of critical resources. The Area Command is also responsible for coordinating with federal, state, local, tribal, and participating private organizations.

C.3.2 Area Command Logistics Chief.

The Area Command Logistics Chief provides facilities, services, and materials at the Area Command level and ensures the effective allocation of critical resources and supplies among the IMTs.

C.3.3 Area Command Planning Chief.

The Area Command Planning Chief collects information from various IMTs to assess and evaluate potential conflicts in establishing incident objectives, strategies, and priorities for tracking and allocating critical resources.

C.3.4 Area Command Support Positions.

The following positions are not limiting but should be activated as necessary:

(1) *Area Command Resources Unit Leader.* The Resources Unit Leader tracks and maintains the status and availability of critical resources assigned to each incident under the Area Command.

(2) *Area Command Situation Unit Leader.* The Situation Unit Leader monitors the status of objectives for each incident or IMT assigned to the Area Command.

(3) *Area Command Public Information Officer (PIO).* The PIO provides public information coordination between incident locations and serves as the point of contact for media requests to the Area Command.

(4) *Area Command Liaison Officer.* The Liaison Officer helps maintain off-incident interagency contacts and coordination.

(5) *Area Command Aviation Coordinator.* An Aviation Coordinator is assigned when aviation resources are competing for common airspace and critical resources, and works in coordination with incident aviation organizations to evaluate potential conflicts, develop common airspace management procedures, and prioritize critical resources.

(6) *Technical Specialists.* Technical Specialists can be assigned using personnel offering expertise in specific areas.

(7) *Area Command Staging Area Manager.* The Staging Area Manager establishes and manages a location where resources can be placed while awaiting a tactical assignment.

C.4 Location.

The following guidelines should be followed in locating an Area Command:

(1) To the extent possible, the Area Command should be established in close proximity to the incidents under its authority. This makes it easier for the Area Commander and the Incident Commanders (ICs) to meet and otherwise interact.

(2) It is, however, best not to collocate an Area Command with any individual Incident Command Post. Doing so might cause confusion with the command and management activities associated with that particular incident.

(3) Area commands must establish effective, efficient communications and coordination processes and protocols with subordinate ICPs, as well as with other incident management organizations involved in incident operations.

(4) The facility used to house the organization should be large enough to accommodate a full Area Command staff. It should also be able to accommodate meetings between the Area Command staff, the ICs, and agency executive(s), as well as news media representatives.

C.5 Reporting Relationships.

When an Area Command is involved in coordinating multiple incident management activities, the following reporting relationships will apply:

(1) The ICs for the incidents under the Area Command's authority report to the Area Commander.

(2) The Area Commander is accountable to the agency(s) or to the jurisdictional executive(s) or administrator(s).

(3) If one or more incidents within the Area Command are multi-jurisdictional or multi-agency, a Unified Area Command should be established. In this instance, ICs would report to the Unified Area Command.

C.6 Purpose of Area Command.

The information in Section C.6 is provided by the National Incident Management System Consortium.

This section describes why, when, where, and how Area Command is established, and the organization, facilities, and communications required. It covers the organizational relationships between an Area Commander and Incident Commanders, and between Area Commander(s) and agency communication centers. The demobilization process under an Area Command organization is also described.

Experience has shown that in some large-scale occurrences, it is advantageous to implement a level of command between the agency communication center and the various incident commands. Area Command can often be gainfully used when there are a number of incidents, generally in the same geographic area, typically requiring similar types of resources.

Area Command is implemented based upon the needs of the jurisdiction. Examples are as follows:

(1) Multiple incidents that are each handled by an ICS organization. Area Command is used when there are a number of incidents in the same general area and often of the same general kind (e.g., multiple structure fires, multiple wildland fires, collapsed buildings, EMS incidents, civil disturbance, planned events, or earthquakes). Typically, these kinds of incidents compete for the same resources.

(2) Very large incidents that have multiple Incident Commanders assigned. For example, an earthquake or wildfire that causes extensive damage over a wide area might call for an Area Command. (Many after action reports have suggested the need to establish an Area Command to more effectively prioritize resources.)

(3) Area Command can also be used for a large planned event (e.g., a large parade, air show, political convention, etc.).

Incidents, within a single jurisdictional area, that are not in close proximity and/or do not have similar resource demands would usually be handled as separate incidents through an agency communications center.

The most common situations in which Area Command has been used are wildland fires, earthquakes, civil disturbances, hurricanes, and large planned events. Area Command was used in response to such diverse situations as the *Exxon Valdez* oil spill, Los Angeles civil disturbances, Northridge earthquake, and the Presidents Cup Golf Tournament.

In situations where multiple incidents are occurring, the need for an Area Command makes Incident Commanders and Agency Administrators more effective for the following reasons:

(1) Much of the inter-incident coordination normally required of each Incident Commander will be accomplished at the Area Command level, allowing the individual Incident Commanders within the identified area to focus attention on their assigned incident.

(2) Area Command sets priorities between incidents and allocates critical resources according to priorities established by the Agency Administrator.

(3) Area Command helps Agency Administrators by ensuring that agency policies, priorities, constraints, and guidance are being communicated to the respective Incident Commanders.

(4) Area Command reduces the workload of the Agency Administrator, especially if there are multiple incidents occurring simultaneously.

Some criteria for activating and utilizing Area Command are as follows:

(1) Several major or complex incidents are in close proximity.

(2) Critical human or property values are at increased risk when multiple incidents are competing for limited resources.

(3) Difficulties with inter-incident resource allocation and coordination are encountered.

Incident Commanders must recognize critical priorities established by an Area Command Commander. Incident Commanders might not always concur with Area Command decisions on priorities and critical resource allocations; however, it is essential that each Incident

Commander understand that the ability to obtain critical resources and services is balanced with the priorities established for the geographic area of impact. It is also essential for Incident Commanders to understand that they might have to adjust incident strategies, tactical objectives, and resource assignments due to a change in the resources available during a given operational period.

It is important for the Area Commander to maintain communications with Agency Administrators, assisting and cooperating agencies, and other affected or interested groups through the appropriate channels. This function, if accomplished at the Area Command, can reduce the level of coordination that individual Incident Commanders' staffs must perform, and will increase the flow of information to all interested parties. A command and tactical radio channel must be identified.

Area Command has the following six primary functions:

(1) Provide agency direction or jurisdictional authority for assigned incidents.

(2) Ensure that Incident Commanders have a clear understanding of agency expectations, intentions, and constraints related to the incident(s).

(3) Establish priorities for use of critical resources between various incidents based on incident needs and agency policy and direction.

(4) Ensure appropriate incident management organizations and staffing for the kind and complexity of the incidents involved.

(5) Maintain contact with the Agency officials in charge, assisting and cooperating agencies, and other interested groups.

(6) Coordinate the demobilization and/or reassignment of resources between assigned incidents.

C.7 Responsibilities.

The Area Commander, working in cooperation with the agency/jurisdictional administrator and the assigned ICs, has the authority and the responsibility to do the following, related to individual incidents within the Area Command:

(1) Set overall strategic objectives

(2) Set overall agency incident-related priorities within the identified geographical area managed by Area Command

(3) Allocate critical resources based on priorities within the identified geographical area managed by Area Command

(4) Ensure that incidents within the identified geographical area managed by Area Command are properly managed

(5) Ensure that objectives for incidents within the identified geographical area managed by Area Command are met and do not conflict with each other or with agency policy

The Area Commander should allow the respective ICs as much flexibility as possible in implementing their respective Incident Action Plans (IAPs).

It is important to ensure that ICs have a clear understanding of agency expectations, intentions, and constraints related to the incidents. It is possible that the assigned ICs might not have had a full briefing on agency or jurisdictional expectations related to their incidents prior to the time that Area Command is established.

The Area Commander is responsible for the overall direction of IMTs assigned within their Area Command. 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, state, federal, and volunteer assisting and/or cooperating organizations. Area Command will be required to coordinate with the dispatch center and a Department Operations Center (DOC) if activated.

C.8 Authority.

When Area Command is activated, an Area Commander will be designated and given appropriate delegated authority. Area Command should be established by the Agency Administrator based on established agency policies. The authority given to the Area Commander should be written as a standard operating procedure (SOP) prior to implementation of Area Command. This written procedure will eliminate confusion and provides the Area Commander with the authority to oversee management of the incidents.

C.9 Implementation.

Because of the proven value of Area Command, considerable work has gone into describing how Area Command should function. An agency or jurisdiction that plans on implementing an Area Command should develop an SOP for implementation, including applicable policies, objectives, limitations, and constraints. These issues will have to be arranged at the time Area Command is established if they are not prearranged.

Area Command can function in two modes. They can prioritize resources between the multiple incidents only, or they can take over dispatch and allocate resources by deploying them within the identified impacted area.

When there is a large-scale escalating incident or an anticipated one, it might be most practical to have Area Command assume the responsibility of allocating by dispatching resources into the impacted area.

For example, in a torrential rainstorm that creates flooding, a normal dispatch center will create incidents and dispatch them to all reported incidents. By having an Area Command setup that tracks and dispatches to all the incidents within the impacted area, Area Command can focus on repetitive calls for incidents in the same area through communication with resources nearby, thus preventing duplicate dispatches and therefore can clear many incidents appearing in the same proximity. A dispatch center will become overwhelmed and continue to dispatch resources to every incident.

In this situation, the dispatch center must be capable of efficiently identifying incidents within any established impacted area, assigning these incidents to the established Area Command for dispatch, and maintaining continuous communications with Area Command. Any incidents transferred to Area Command that are determined to be outside the identified tactical area are immediately returned to the department dispatch center.

Once Area Command has been established, the Area Commander should ascertain the following:

(1) General situation

(2) Incidents and geographic area assigned to Area Command

(3) Jurisdictional delegation of authority

(4) Time of assumption of command and notification procedure

(5) Names and qualifications of assigned ICs

(6) Incidents operating under Unified Command

(7) Limitations on the Area Commander's authority over ICs (should be predetermined)

(8) IAPs are available

(9) Policies, political factors, or other constraints (should be predetermined)

(10) Names of agency advisors assigned

(11) Area Command facility designated

(12) Status of communications systems that operate between the agency dispatch center to Area Command and between Area Commanders to Incident Commanders

(13) Designated radio channels for communication

(14) Critical resource designations

(15) Policy and expectations for interaction with the media

(16) Area Command reporting responsibility to agency

(17) Schedules for required briefings and contacts

Agencies should be proactive when considering the use of Area Command. An agency should understand and exercise the concept prior to actual implementation. Often, agency dispatchers will be the first to recognize inter-incident coordination problems.

It can take some time to establish the Area Command. If a local department develops a plan and conducts exercises to test the plan, the activation time can be reduced significantly. If there are existing facilities that have an established communication system (fixed or mobile) that can

be used (e.g., designated police and fire stations), the time needed to set up the Area Command can be reduced.

When Area Command is established, IC(s) for each of the incidents under the authority of the Area Command will report to and brief the Area Commander. Initially, such reports and briefing might be done by cell phone, landline, or radio on a command channel. The Area Commander is designated by and accountable to the agency or jurisdictional executive or administrator.

The following should apply to the implementation of an Area Command:

(1) ICs covered by the Area Command must be notified that an Area Command is being established.

(2) The Area Command staff should consist of qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have training and/or experience and are qualified to facilitate dispatch and manage incidents.

(3) The Area Command organization operates under the same basic principles used in the ICS. The Area Command positions, on an as-needed basis, could consist of the following:

    (4) Area Commander

    (5) Area Command Logistics Chief

    (6) Area Command Planning Chief

    (7) Area Command Resources Unit Leader

    (8) Area Command Situation Unit Leader

    (9) Area Command Public Information Officer

    (10) Area Command Liaison Officer

    (11) Area Command Staging Area Manager

Specific positions to be established will be determined by the Area Commander. For example, the Area Commander might determine the need for Technical Specialists. This need will depend on the kinds of incidents involved. Technical Specialists within the Area Command would provide specific information and expertise relating to their specialty, for example, the following:

(1) In incidents involving the use of aircraft, an Aviation Specialist

(2) Where hazardous materials are involved, a Hazardous Materials Specialist and an Environmental Specialist

(3) In situations where multiple agencies are involved, a Communications Specialist

(4) In situations involving structural collapse, a Structural Specialist

The Area Commander will determine the need for and application of Safety Officer and Assistant Safety Officers.

It is important to remember that Area Command does not in any way replace incident level ICS organizations or functions. The above positions, if established, are strictly related to Area Command functions.

ICs under the designated Area Commander are responsible to and part of the overall Area Command organization. These ICs request and receive resources from the Area Commander.

The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. This will facilitate meetings and direct contact between the Area Commander and ICs.

Communications must be maintained with the local dispatch center to provide information on reported incidents within the identified geographic area. In addition, Area Command must have the ability to communicate this information to the resources assigned to the Area Command. Therefore, Area Command should be located in a facility (mobile or fixed) that has sufficient communication capability to meet these needs.

It is best not to collocate Area Command with one of the incidents it is managing. Doing so can cause confusion with the management of that incident.

Area Commands must maintain records of service requests, dispatch, and status of all resources within its identified geographical area. This can be a complex undertaking.

During a large civil disturbance or planned event where a large number of fire and Emergency Medical Service (EMS) incidents are occurring, Area Command will be faced with multiple incidents. Responding resources might, where practical, be encouraged to use a defensive mode of operation at fires, making themselves available for further dispatch by Area Command immediately after "knockdown" is accomplished.

Normally, Area Command is used to prioritize resource requests from several ICs. Experience has shown that it can also be used to dispatch for a single large-scale event, as identified above, where each incident would have an IC, but the number of incidents is so large that dispatch to all these incidents in an identified geographic impacted area must be coordinated at one facility. In the case of multiple fire and EMS incidents, resources at each individual incident will become available in a relatively short period of time. Because training to become proficient in operating an Area Command is required, an Area Command needs to be capable of maintaining an effective dispatch system, tracking resources, and generally managing incidents. The Area Command would still prioritize the number of resources they dispatch to each incident occurring within a large impacted tactical area. The strategy must be given to all officers regarding the tactics to be used within the identified area. Initially, this direction would be considered a verbal Area IAP.

Another example would be a significant natural disaster such as an earthquake or flood. The local department should have a plan of how to identify the impacted area in a timely fashion. This plan could be accomplished by companies driving through pre-assigned areas checking critical infrastructure and hospitals, schools, and multi-story or large buildings for damage. This identification could also be accomplished, in whole or in part, by using air resources available from law enforcement, fire departments, the military, public/private utilities, the news media, etc. To ensure response to all reported incident locations, a degraded dispatch mode needs to be established, reducing the number of resources that would be dispatched to incidents under normal circumstances. Once an impact area is identified [by a geographic area (e.g., fire station district, battalion, division)] as being too large for a single IC to manage effectively, an Area Commander should be established.

The location hosting the Area Command organization should be large enough to accommodate the entire Area Command staff. Ideally, the location should have the capability to accommodate meetings between the Area Command Staff, ICs, Agency Administrator(s), and news media representatives. In some cases, those meetings might have to be held outside a building.

When radios are a primary means of communication, the Area Command facility should have line of sight coverage to ICPs or to repeaters serving those incident facilities. The facility should allow for suitable locations to temporarily install radio equipment, including antennas.

Public buildings such as police and fire stations have proven to be effective Area Command Posts. Some agencies utilize trailers and/or motor-driven units that have been specially equipped to accommodate Command and General Staff functions, including Plans, Logistics, Finance/Administration, and Communications.

The Area Commander should also develop procedures to be followed within the Area Command. These procedures should be reviewed with the respective ICs. Procedures could include the following:

(1) Incident and agency or jurisdictional priorities

(2) Priorities for assignments of critical resources

(3) Schedules of meetings and briefings

(4) Reports and IAPs

(5) Points of contact with Agency Administrators

(6) Media relations and contact procedures

(7) Unusual situation or emergency procedures reporting processes

(8) Demobilization procedures

(9) Designated radio channels or methods of communication

The Area Commander should have an initial joint meeting with ICs at one location. In rapidly escalating incidents, this can be done by cell phone, landline, or radio transmission. The meeting should follow a prescribed format. The agenda for a meeting should include the following:

(1) Obtain concise individual incident briefings.

(2) Explain the role and responsibilities of an Area Commander.

(3) Review the general policy and direction for the incidents as stated by the Agency Administrator.

(4) Resolve any conflicts that might exist between Agency Administrator policy and situations at the incidents.

(5) Review appropriate procedures as outlined above.

(6) Be open for questions and input.

(7) Collect available essential information regarding each incident or IAPs.

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 brought up at the meeting should immediately be discussed with Agency Administrator(s). These could include environmental issues, political sensitivities, fiscal concerns, and so forth.

Establishing priorities is one of the most important functions an Area Commander performs. In order to make timely decisions when two or more incidents are competing for critical resources and services, priorities must be established among various incidents based on incident needs, agency policy, and an objective analysis of the total Area situation. The intent is to establish critical priorities for the common good of the total situation.

There are three different types of priorities that Area Command is typically required to establish, as follows:

(1) Priorities among the incidents within Area Command (often related to the life and property values at risk)

(2) Priorities related to allocation of resources within the identified impacted area

(3) Priorities related to demobilization of resources

The Area Commander is responsible for the overall management of the assigned incidents. At the earliest opportunity, the Area Commander should review with the ICs their respective organizations and primary Command and General Staff assignments. It is important to ensure that incident management staff assignments, organizations, and resources are appropriate for the kind and complexity of the incidents involved. The Area Commander can recommend or make appropriate changes and shifts in personnel or resource assignments as necessary.

It is possible that one incident can have resources assigned that would be better suited for a different incident such as a hazardous materials or urban search and rescue incident.

There are three major coordinating functions of the Area Command, as follows:

(1) *Between Agency/Jurisdictional Administrators and ICs.* Once an Area Command or a Unified Area Command is established, contact between Agency/Jurisdictional Administrators and the respective incidents should be channeled through the Area Command. This will ensure a proper chain of command, and help to eliminate mixed signals or confusion.

(2) *Between Area Command, Incident Command, and Assisting and Cooperating Agencies.* The agencies that are assisting and/or cooperating on more than one of the incidents but are not part of the Command should provide representatives to the Area Command. These representatives should be fully integrated into the Area Command organization as Agency Representatives and will report to the Area Command Liaison Officer.

(3) *Between the Media and the Incidents.* Relations between these entities will be especially important in an Area Command setting. Incidents of significant size or scope are likely to attract tremendous media attention.

The Agency or Jurisdiction Administrators should establish a policy with the Area Commander for handling the media. These decisions should be passed on to ICs and PIOs. An Area Command PIO might be utilized.

One solution related to keeping the media informed is to schedule periodic media briefings at the Area Command facility location that will update the situation for all incidents. PIOs from the various incidents can provide the updates and schedule future media tours as appropriate.

C.10 Demobilization.

Demobilization planning will start at the Incident level. Area Command does not demobilize resources directly unless they are dispatching resources. The role of Area Command is to identify to the respective ICs what the priorities will be for demobilization, coordinate the demobilization of critical resources with the respective ICs, and identify what, if any, resources will be required to re-deploy to other assignments. Teams, crews, companies, task forces, or strike teams from an agency or jurisdiction that have been divided to support incidents should be reassembled prior to departure.

The Area Command demobilization plan should be provided to the ICs so that incident-level demobilization planning can proceed. Incidents should provide verbal information or copies of their demobilization schedules to the Area Command prior to actual demobilization and then wait for approval.

C.11 Unified Area Command.

Some incidents operating under an Area Command might be multi-agency and/or multi-jurisdictional, and might have a Unified Command structure in place. If this is the case, then the Area Command should also be a Unified Area Command. This will require full jurisdictional representation at the Unified Area Command.

It is essential that all parties are clear on agency/jurisdictional "strategic goals" and "rules of engagement."

Some examples of "strategic goals" that might be established in a civil unrest situation:

(1) Protection of civilian, fire fighter, and police personnel life is the primary priority.

(2) Protection of schools, libraries, hospitals, churches, police and fire stations, and industrial and commercial occupancies is of primary concern to fire commanders.

(3) Fire personnel do not assume any crowd control functions.

(4) Police personnel do not assume any fire-fighting functions.

The following are examples of "rules of engagement" that might be established in a civil unrest situation:

(1) Fire fighters are not to be unnecessarily exposed to hostile action (e.g., on aerial ladders used for elevated streams).

(2) No salvage operations are to be undertaken.

(3) No "overhaul" operation is to be undertaken.

Except in extremely aggravated circumstances, arrests should not be attempted by police personnel supporting fire suppression operations.

The Area Command becomes a Unified Area Command when incidents are multi-agency or multi-jurisdictional. Major disasters such as earthquakes, floods, multiple fires, or severe storms might 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 an Area Command to manage the impacted area.

C.11.1 Area Command Summary.

Establishing Area Command for a spontaneous event requires a significant period of time, in that personnel need to be mobilized to assist Area Command prior to its activation. Area Command is a management tool and should only be implemented on an as-needed basis. Resources assigned to Area Command remain assigned until released by the Area Commander. As time permits, an IAP for the entire Area should be developed that will be provided and used for each operational period. When operationally practical, the dispatch of resources should be returned to the dispatch center and Area Command should be deactivated. The dispatch center can provide better incident and resource status compared to an Area Command.

Some of the criteria that should be considered when selecting an Area Command location include the following:

(1) Close proximity to incidents

(2) Sufficient space for staff, displays, and meetings

(3) Suitability for continuous operation

(4) Adequate capabilities to support radio and other communication with incidents and agency offices, such as phone, facsimile, and computer connections

(5) Availability of backup power

(6) Adequate and secure parking

(7) Proximity to commercial sources of support for food and lodging

Most departments identify incidents by a chronological incident number assigned at the dispatch center. When Area Command is implemented, incidents will be discovered within the geographic area and communicated to Area Command. Often, time constraints or high activity do not permit the Area Command to contact the dispatch center for an incident number; a department should have a standard alternative temporary incident numbering plan at Area Command. One system that has been tested and demonstrated to work is to use the Battalion or Division identifier and use a numerical sequence behind the number. Examples are Division 1-1, 1-2, and 1-3 and Battalion 3-1, 3-2, and 3-3. As time permits, which might be at the conclusion of the incident, these incidents should be given to the dispatch center to transform them into official incident numbers.

C.12 Scenarios.

Experience has demonstrated that Area Command is established as necessary to provide command authority and coordination for multiple incidents in proximity. Area Command has the option to manage all incidents in the designated area or prioritize resources with ICs assigned within the geographic area.

C.12.1 Unplanned Event.

Area Command has been established in a geographic area encompassing two battalions of a city fire department impacted by a flash flood. Numerous incidents are occurring in the area, including multiple fires, collapsed structures, and trapped or stranded individuals. In this scenario Incident Commanders (ICs) are assigned to each incident. The Area Commander receives resource requests from the ICs, then coordinates and prioritizes allocation of assigned area resources to the individual incidents. The Area Command requests and obtains additional agency and mutual aid resources through the local fire department dispatch center. Area Command is assigned specific radio channels for use.

The fire department is organized in Division and Battalion boundaries. The Area Command Post is established at the Administrative Division office location in close proximity to the two impacted battalions. There are existing tools, equipment, and communications systems pre-installed to reduce the setup time for Area Command Post. In the event the predesignated location becomes nonoperable, a Command Officer's vehicle or a special communication unit will be available for use.

The Area Command has been established because of the following:

(1) Several major incidents or the potential of many incidents of a similar type in close proximity are occurring.

(2) Critical human or property values are at risk due to the incidents, which require a large demand for resources.

(3) Conflicts are encountered with resource allocation and coordination among incidents in close proximity.

The local dispatch center continues to dispatch resources to incidents as long as possible, until the Area Command is operational and able to assume this function. The dispatch and prioritization function will require a significant number of personnel to track different incidents and assigned resources. Certain company personnel have been trained during past training exercises. The Area Commander has briefed each IC that the ability to provide resources and services in the Area will be balanced with the other priorities within the jurisdiction. The Area Commander has also made it clear that ICs might have to adjust incident strategies, tactical objectives, and resource assignments due to the lack of resources during a given operational period.

Once Area Command is established, contact between agency or jurisdictional administrators and the respective incidents are channeled through the Area Command. This ensures a proper chain of command and helps eliminate mixed signals or confusion. Agencies assisting and/or cooperating on more than one of the incidents that are not part of Area Command provide an Agency Representative to Area Command through the Area Command Liaison Officer.

Media relations will be especially important in this Area Command setting. The agency administrator has established a policy that the Area Command will be the media contact. Area Command has established an Area Command PIO and a media briefing schedule at the Area Command location.

C.12.2 Examples of Unplanned Events.

C.12.2.1 Example 1: Weather-Related Event.

This event occurs without the ability to preplan specific actions. A microburst spawned from a thunderstorm has created high wind damage to several structures within a one square mile area. Several small fires erupted, gas is leaking, and there are a number of injuries.

The responding Battalion Chief establishes a geographic impacted area and provides this information to the dispatch center. The dispatch center confers with the senior duty officer of the fire agency and then advises the Battalion Chief to establish an Area Command and their responsibilities will be limited to that assignment for the duration of the situation. The impacted area is identified and mapped at the dispatch center, and all incidents within this area are identified and relayed to Area Command once it is implemented. The Area Command Post and staging location for resources are established using the Battalion Chief's vehicle at a local fire station. Dedicated radio channels are provided to manage Area Command. If the impact area expands outside the established area, the dispatch center will be notified and the new area boundary established. Requested resources are provided to Area Command by the dispatch center for use within the impacted area. When responding units find a circumstance that requires multiple resources to resolve the situation, a company officer is designated as IC.

Area Command prioritizes each incident and allocates and dispatches resources to each Incident Commander. The Area Command also establishes a sufficient resource pool to handle additional incidents that might develop. Based upon the size and complexity of the incidents, additional resources are requested by Area Command through the dispatch center. The dispatch center or DOC projects the need for personnel recall and mutual aid and makes the necessary arrangements to accomplish those tasks.

C.12.2.2 Example 2: Civil Disturbance.

A community experiences a civil disturbance that involves three fire department battalions. Experience has demonstrated that it will be advantageous to establish Area Command in proximity to the impacted tactical area along with staged resources. This Area Command will not initially be a Unified Area Command with the local law enforcement agency unless the law enforcement Area Command collocates with the fire department Area Command.

Police, sheriff, and highway patrol officers are immediately requested by the fire dispatch center to provide escorts for fire and EMS responders and are asked to stage at or near the fire department Area Command location. Body armor will be made available for all fire service resources operating within the impacted tactical area.

In this community, the fire department has established pre-designated secure locations for Area Command sites. In this situation, it is located at a fire department Division office (a geographic area of the community, covering five fire battalions). Because of the widespread area of impact involving three battalions and the need to continue adequate protection for the remainder of the community, Fire Area Command will perform all dispatch functions for fire and EMS incidents within an identified geographic area, using the resources that are assigned to the Area by the community's fire dispatch center.

The involved fire department's Shift Commander has notified the dispatch center of the establishment of the Area Command and has directed them to forward all requests for fire and/or EMS services within this impacted tactical area to Area Command by either fax, mobile data terminal, dispatch teletype, or telephone for dispatch. The Shift Commander advises that a radio channel will be used as a last resort because available radio channels will be very limited. This supervisor further advises the dispatch center that Area Command will notify them when the Area Commander is set up and ready to take over dispatch responsibility.

The Area Commander will request the number of fire companies and ambulances deemed appropriate for the initial situation. This request will be reviewed for approval by the involved fire department's Duty Officer. The dispatch center is advised to make preparations for additional resource deployment should the Area Commander determine that is necessary as the civil disturbance develops. Based upon these projections, the dispatch center will request assistance from private ambulance providers and fire mutual aid resources.

The department has previously determined that, for this type of situation, forming Task Forces comprised of three engines (or two engines and a truck company) with a leader (typically one of the company officers) or a five engine Strike Team with a leader (Battalion Chief) is the most viable option for dispatch and tracking of resources and to provide the appropriate level of safety for their personnel. A preplanned resource numbering system is used to identify the Task Forces and Strike Teams.

The department has previously determined that for EMS incidents, the use of Medical Task Forces comprised of one engine and two ambulances (one Advanced Life Support and one Basic Life Support) or one engine and one ambulance along with an EMS Squad apparatus will be used. The goal is to have one fire officer in charge of the Task Force.

A standard operating procedure (SOP) for Area Command is in place. The region's fire agencies have conducted exercises to enhance their Area Command operations and have predesignated companies that routinely train on taking calls, dispatching, and tracking resources. Radio channels are identified for use by Area Command to include separate dispatch and command channels as a minimum.

A system has been put in place so that new incidents transmitted to Area Command from field resources operating within the impacted area are dated, timed, and numbered at Area Command and then at a later time officially numbered by the dispatch center. The system used for all incidents given to Area Command by field resources within the identified geographic area will be numbered using the Division number followed by a sequence of numbers (e.g., Division 1-1, 1-2, 1-3), and recording a date and time of the incident.

Fire Area Command meets with the law enforcement agencies, and it is agreed for safety of personnel that a police escort comprised of one police unit will be assigned to each Task Force and Strike Team dispatched.

Area Command identifies an Area Command PIO to handle inquiries from local news.

At the conclusion to the high incident activity, Area Command returns the responsibility for dispatching to the department dispatch center.

C.12.3 Example of a Planned Event.

This scenario describes a planned event that is managed at the Battalion level. The event is an air show at a general aviation airport. The crowd is expected to number 20,000 over the two days of the event. Potential exists for heat-related health emergencies and other incidents associated with large crowds. The Blue Angels and the Army Golden Eagles Parachute Team will be performing two shows a day. This event will be managed by a Unified Area Command consisting of an airport manager, a fire battalion chief, and a police captain.

The Unified Area Commanders are responsible for approving the event IAP for the Area. The IAP identifies a Command Post location at the airport terminal and staging locations for emergency response resources. Resources available to Area Command are staged at strategic locations within the Area to facilitate rapid deployment.

The geographic area for the Unified Area Command is identified as the airport property and written documentation of this area is given to the department's dispatch center. If the geographic area expands during the incident, for example, due to an off-facility aircraft crash in close proximity, this area would be identified, expanded, and coordinated with the dispatch center. Maps that identify the geographic area are available at the Unified Area Command Post to ensure that incidents given to the Area Command by dispatch are within the pre-identified area. During the event, incidents within the identified area are transferred from the dispatch center to Unified Area Command by mobile data terminal, radio, phone, or fax and are confirmed by the same means. All incidents transferred to Unified Area Command that are determined to be outside the identified area and not part of the event are returned immediately to the dispatch center and managed as a normal incident by dispatch. It is assumed that the Unified Area Command will become very busy and therefore will only handle incidents within the identified area that are part of the event.

A communication plan is part of the IAP for the identified area, and the Area Command, working in cooperation with the jurisdictional agencies dispatch center, identifies predesignated radio channels for use during the event. This includes sufficient channels to facilitate dispatch, a command channel, and a tactical channel. These channels will be used in a direct (vs. repeat) mode, as there are limited channels available to the jurisdictional agencies. The jurisdictional agencies are using other city agency radio channels (Public Works) that are available for use during the event. The Communications Section is very important to facilitating the necessary communications between the dispatch to Unified Area Command, Unified Area Command to resources, or to ICs within the Unified Area Command.

C.12.4 Comparative Definitions.

Comparisons are found in Table C.12.4(a) and Table C.12.4(b).

Table C.12.4(a) Comparative Definitions

Term	Definition
Incident Management Systems	The management system used to direct all operations at the incident scene. The Incident Commander (IC) is located at an Incident Command Post (ICP) at the incident scene.
Unified Command	An application of the Incident Command System (ICS) used when there is more than one agency or jurisdiction with incident jurisdiction. Agencies or jurisdictions work through a Unified Command at a single ICP to establish a common set of objectives and strategies and a singe Incident Action Plan (IAP).
Area Command (Unified Area Command)	Establish as necessary to provide command authority and coordination for two or more incidents, often in proximity. Area Command works directly with ICs. Area Command becomes Unified Area Command when Incidents are multi-agency or multi-jurisdictional. Area Command is established at a fixed location other than ICP.
Multi-Agency Coordination System (MACS)	An active or formal system used to coordinate resources and support between agencies or jurisdictions at the regional level. MAC functions are carried out by the MAC Group, which interacts with agencies or jurisdictions, not with incidents.
Emergency Operations Center (EOC)	Also called Expanded Emergency Command and Control Centers, etc., EOCs are used in varying ways at all levels of government and within private industry to provide agency coordination, direction, and control during emergencies, as determined by agency or jurisdictional policy.
Department Operations Center (DOC)	A DOC can be established to manage the individual agency's resources and coverage within the jurisdiction. It can facilitate mutual aid requests or assistance for hire requests. The DOC will handle individual agency issues such as recall of personnel and staffing of resources.

Table C.12.4(b) Comparison of Multi-Agency Coordination (MAC) Group and Area Command

MAC Group	Area Command
Expansion of the off-site coordination and support system	Expansion of the on-site command function of the Incident Command System (ICS)
Agency administrators or designees from the agencies involved or heavily committed to the incident	Consists of the most highly skilled incident management personnel
Generally consists of the MAC Group (agency administrations), MAC Group Coordinator, and an intelligence and information support staff	Generally consists of an Area Commander, Area Command Planning Chief, and Area Command Logistics Chief
Is the agency administrator or designee	Is delegated authority for specific incident(s) from the agency administrator
Allocates and reallocates resources through the dispatch system by setting incident priorities	Assigns and reassigns resources allocated by MAC, Department of Operations Center (DOC), Emergency Operations Center (EOC), or the normal dispatch system organization
Makes coordinated agency administrator–level decisions on issues that affect multiple agencies	Ensures that incident objectives and strategies are complementary between Incident Management staffs under its supervision

Statement of Problem and Substantiation for Public Input

(Suggest adding annex material on Emergency Operations Center and the relationship between Command and EOC Management). A source of information is the Incident Management Site

"Ready.gov" specific to emergency operations centers. Too often the role of the EOC is confused with the role of Command. This needs to be clearly understood as part of the JPR's for Incident Commander.

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Committee Statement

Resolution: CI-7-NFPA 1026-2020
Statement: The technical committee is considering using the 1561 as a model an Area Command Annex and outlining the interaction of the EOC with the incident commander. A task group will review and make recommendations for the second draft.