

OPERATIONS SECTION CHIEF (OPS) JOB AID

Overview

Position: Operations Section Chief

An OPS should have ICS I-100 through I-300 training and position-specific training as OPS for a major or severe incident.

Section: Operations Section

Mission:

To assist in the preparation of action plans and provide for the overall tactical operation and management of field activities defined by Incident Action Plans (e.g., waste containment, cleanup, or disposal; shoreline treatment, wildlife rescue, etc.) Key goals include:

- Establish Operations Section
 - Use resources efficiently
 - Establish a staging area
 - Direct and deploy operational resources
 - Give operations briefings as required
 - Revise field tactics as required
 - Preserve evidence
 - Obtain access to private property as required
 - Demobilize Section
-

Duties:

- ❑ Report to the Incident Commander for situation briefing.
- ❑ Invoke duties of branch directors within the operations section to undertake preparation for deployment of staff and resources.
- ❑ Liaise with section chiefs and command staff to facilitate a coordinated effort.
- ❑ Report to the Incident Commander for situation briefing and assist in preparation of initial response strategy.
- ❑ Assemble and brief operation's branch directors on duties, safety and communication and the establishment of strike teams/task forces.
- ❑ Obtain initial incident action plan.
- ❑ Liaise with chief of logistics to arrange for required manpower and equipment to meet action plan objectives and to establish transportation and accommodation requirements (ICS form 215).
- ❑ Contact safety officer to determine if safety requirements are being met prior to undertaking field activities.
- ❑ Prepare daily reports on Operations progress.
- ❑ Maintain activity log (ICS form 214).

Continued on Next Page

Overview (Cont'd)

References

Below is a list of references that may be required while using this job aid:

- Oil Spill Field Operations Guide (FOG) (ICS OS-420-1)
- NIIMS ICS Position Manual, Operations Officer (NFES 1985)
- NIIMS Task Book for Operations Section Chief (NFES 2309)
- NFCG Reference Text (NFES 1960) 2309

Materials

Ensure these materials are available to the Operations Section Chief during an incident, if not already provided in a unit or section specific support kit.

- | | |
|---|---|
| <input type="checkbox"/> Field Operations Guide | <input type="checkbox"/> NIOSH TLV Guide |
| <input type="checkbox"/> Local telephone directory | <input type="checkbox"/> CHRIS Manual |
| <input type="checkbox"/> ICS Forms Catalog | <input type="checkbox"/> Communications Plan |
| <input type="checkbox"/> Contingency Plans | <input type="checkbox"/> TOMES |
| <input type="checkbox"/> Charts and maps | <input type="checkbox"/> CAMEO and SPEARS |
| <input type="checkbox"/> USN SUPSALV Salvor's Handbook | <input type="checkbox"/> Blank roster for assisting/cooperating agency |
| <input type="checkbox"/> NOAA Shoreline Cleanup Counter-Measures Manual | <input type="checkbox"/> Pens, pencils, note paper, stapler, Post-it Notes, other office supplies |
| <input type="checkbox"/> National SAR Manual | |
| <input type="checkbox"/> Federal Response Plan | |
| <input type="checkbox"/> Maritime Law Enforcement Manual Vol I & II | |

General Information

All radio communications to Incident Communications Center will be addressed: "(Incident Name) Communications".

Use clear text and ICS terminology (no codes) in all radio transmissions.

Initial Actions

General Tasks

Use the job aid below to assist with initial actions to be completed by the Operations Section Chief.

STEP	ACTION	✓
1.	Review common responsibilities contained in ICS OS-420-1.	<input type="checkbox"/>
2.	Obtain an initial brief from the Incident Commander <ul style="list-style-type: none">• Size and complexity of incident• Expectations of the IC• Incident objectives• Agencies/organizations/ stakeholders involved• Incident activities/situation• Special concerns	<input type="checkbox"/>
3.	Begin/maintain Unit/Activity Log (ICS 214)	<input type="checkbox"/>
4.	Acquire work materials from list on page 2	<input type="checkbox"/>
5.	Set up workstation	<input type="checkbox"/>

Operations Section Established

Identify Resources Below is a checklist for identifying and organizing resources.

STEP	ACTION	✓						
1.	Identify resources <ul style="list-style-type: none"> Consult with Resource Unit Leader if assigned Consult with Division/Group Supervisors and Staging Area Managers 	<input type="checkbox"/>						
2.	Use the decision table below to evaluate span of control within the Operations Section <table border="1" data-bbox="630 676 1334 963"> <thead> <tr> <th>IF Span of Control is:</th> <th>THEN:</th> </tr> </thead> <tbody> <tr> <td>Optimal (e.g., 1-5 resources assigned)</td> <td>Maintain current staffing</td> </tr> <tr> <td>Exceeded or has the potential to be exceeded</td> <td>Create branches, divisions or groups as needed; assign resources</td> </tr> </tbody> </table> <p>NOTE: Establish division boundaries if using divisions. Reasons for establishing divisions or groups</p> <ul style="list-style-type: none"> Geographic constraints <i>Example: River, inlet, sound, bay, onshore, offshore, highway, mountains, valleys</i> Multi-functional operations occurring within one geographic area <i>Example: shoreline cleanup, near shore recovery, protective booming, emergency medical services, SAR, underwater operations</i> 	IF Span of Control is:	THEN:	Optimal (e.g., 1-5 resources assigned)	Maintain current staffing	Exceeded or has the potential to be exceeded	Create branches, divisions or groups as needed; assign resources	<input type="checkbox"/>
IF Span of Control is:	THEN:							
Optimal (e.g., 1-5 resources assigned)	Maintain current staffing							
Exceeded or has the potential to be exceeded	Create branches, divisions or groups as needed; assign resources							
3.	Identify other agency and RP technical specialists needed to meet objectives <p><i>Example: If shoreline protection is occurring, then consider need for sensitive area specialist, historical preservation specialist, and/or equipment specialist, archeologists, and Critical Incident Stress Management (CISM) teams.</i></p>	<input type="checkbox"/>						

Continued on Next Page

Operations Section Established (Cont'd)

Identify Resources (Cont'd)

The checklist for identifying and organizing resources is continued below.

STEP	ACTION	✓
4.	Identify and assign resources to specific functions NOTE: These may be assigned to divisions or groups, strike teams or task forces	<input type="checkbox"/>
5.	Establish communications with the field <ul style="list-style-type: none"> • Establish a communications schedule with branches, divisions, and group supervisors, e.g., every 4 hours check-in and pass status information. Information to pass includes: <ul style="list-style-type: none"> ➤ Daily activities ➤ Resources assigned ➤ Resource needs ➤ Weather conditions on site ➤ Safety constraints ➤ Accomplishments for inclusion into the operations brief, specified by time ➤ Tactics revision recommendations ➤ Assignment recommendations • Use alternative resources that are available <p><i>Examples: Cell phone, VHF/UHF radio, SAT phone, computer modem, or telephone</i></p>	<input type="checkbox"/>

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Operations Section Established (Cont'd)

Identify Resources (Cont'd)

The checklist for identifying and organizing resources is continued below.

STEP	ACTION	✓
6.	Determine current status of operations: <ul style="list-style-type: none"> • Consult with Situation Unit Leader, if assigned • Consult branches, divisions, groups, staging area managers, task forces, and strike teams <i>Examples of information to be obtained:</i> <ul style="list-style-type: none"> ➤ Current tactics employed ➤ Resources assigned ➤ Resource needs ➤ Weather conditions on site ➤ Safety constraints ➤ Tactical revisions recommended ➤ Assignment recommendations 	<input type="checkbox"/>
7.	Establish security and accountability for tactical resources <ul style="list-style-type: none"> • Establish security at staging areas • Establish on-site land security for divisions or groups • Establish waterside security <ul style="list-style-type: none"> ➤ Establish safety zones for waterside operations ➤ Have the Coast Guard issue Broadcast Notice to Mariners (BNTM) ➤ Establish security zones for events dealing with national security issues • Establish flight restrictions <ul style="list-style-type: none"> ➤ Have the Federal Aviation Administration issue Notice to Airmen (NoTAM) 	<input type="checkbox"/>

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Resources Used Efficiently (Cont'd)

Tasks	Below is a checklist for using resources efficiently.				
	STEP	ACTION			✓
	1.	Develop strategies, tactics and assignments, based on incident type and IC's immediate objectives			<input type="checkbox"/>
	ICS 202 Example:				
	Mission area <i>example</i>	Objective	Strategy	Tactic	Assignments
	Oil Spill	Skim all free-floating oil on the Savannah River by 2000	Skim oil at source Collect oil as it flows down the river before reaching staging areas	Place OSRV down current from leaking tank ship Deploy collection boom at Ocean Terminal slip no.1 and skim oil	Oil Skimmer Group - <ul style="list-style-type: none"> • Use Georgia Responder 600' from leaking tank ship • Deploy helo to direct skimming resources • Deploy 300' of 18" harbor boom and deploy weir skimmer and 3 vacuum trucks to recover product
	Search and Rescue (SAR)	Conduct search to rescue 3 potential victims 20 miles offshore at position --- by (time based on input time given by RCC)	Surface search based on prevailing weather conditions, i.e., temperature, wave height and wind	Parallel search or expanding square search dependant on situation, e.g., PIW, or in rafts, etc.	Single resource - <ul style="list-style-type: none"> • 41436 search area B-1

Resources Used Efficiently (cont'd)

Tasks	Below is a checklist for using resources efficiently.			
STEP	ACTION			✓
ICS 202 Example (cont'd)				<input type="checkbox"/>
Mission area example	Objective	Strategy	Tactic	Assignments
Hurricane Operations	Verify Savannah River channel is safe for navigation by 2400	Assess ATON damage & positions Conduct hydrographic surveys of channel	Complete offshore areas first due to wx conditions Complete inland surveys	Waterways Group <ul style="list-style-type: none"> • (2) 21' & (1) 55' ATON vessels • (2) 35' hydrographic survey craft
Maritime Law Enforcement	Intercept/interdict drug smuggling operations on the M/V "Gotta Joint" based on most current intelligence	Establish harbor surveillance at Elba Island Cut and Field's Cut	ID each transiting vsl that fits description Set up "picket boats" using undercover local marine resources to ID suspect vsl	LE Task Force 3 <ul style="list-style-type: none"> • HH-65A • 41325 • 22354 • 20 MP boat • 22 MP boat

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Resources Used Efficiently (Cont'd)

Tasks

The checklist for using resources efficiently is continued below.

STEP	ACTION	✓
3.	Establish immediate for next operational period tactics <ul style="list-style-type: none"> • Consult division/group supervisor and Strike Teams/Task Force Leaders for recommended tactics and resource needs • See major accomplishments for revised tactics if major change in situation • Use ICS 215 (Operational Planning Worksheet) to develop operational tactics for next operational period 	<input type="checkbox"/>
4.	Address personnel safety issues <ul style="list-style-type: none"> • Consult with Safety Officer if assigned • Identify the 11 common safety hazards <ul style="list-style-type: none"> ➤ Slips, trips and falls ➤ Oxygen hazards ➤ Explosion hazards ➤ Toxicity hazards ➤ Radiation hazards (Ionizing and Non-Ionizing) ➤ Electrical hazards ➤ Noise hazards ➤ Thermal hazards (heat and cold) ➤ Chemical hazards ➤ Cargo chemical agents, non-cargo ➤ Biological hazards (virus, bacterial, fungus, parasite, or living organism that can cause disease in humans) 	<input type="checkbox"/>

Continued on Next Page

Resources Used Efficiently (Cont'd)

Tasks

The checklist for using resources efficiently is continued below.

STEP	ACTION	✓																											
5.	<p>Identify/assign resources to accomplish objectives</p> <p>Develop and implement emergency response plan if situation involves release of substance above the Threshold Limit Value (TLV)</p> <p>Use decision table below for emergency situations and time critical situations as deemed reasonable and necessary</p> <table border="1"> <thead> <tr> <th>IF Commercial Resources are</th> <th>THEN Use</th> </tr> </thead> <tbody> <tr> <td>Available and adequate</td> <td>Commercial first</td> </tr> <tr> <td>Unavailable or Inadequate</td> <td>Government resources</td> </tr> </tbody> </table>	IF Commercial Resources are	THEN Use	Available and adequate	Commercial first	Unavailable or Inadequate	Government resources	<input type="checkbox"/>																					
IF Commercial Resources are	THEN Use																												
Available and adequate	Commercial first																												
Unavailable or Inadequate	Government resources																												
6.	<p>Provide statistical information critical to the success of the operation, which is needed by controlling/directing agencies; obtain data needed from Division/Group Supervisors</p> <p><i>Example: Use the worksheet below (for oil spills) to calculate the percentage of oil recovered;</i></p> <table border="1"> <thead> <tr> <th>Step</th> <th>ACTION</th> <th>CALCUATION</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Enter total gallons (oil + water mixed) recovered by skimmers</td> <td>_____ gal</td> </tr> <tr> <td>2.</td> <td>Estimate percentage of oil in oil/water mix</td> <td>_____ %</td> </tr> <tr> <td>3.</td> <td>Multiply Step 1 by Step 2 to determine amount of oil recovered by skimmers</td> <td>_____ gal</td> </tr> <tr> <td>4.</td> <td>Enter amount of oil recovered in absorbents</td> <td>_____ gal</td> </tr> <tr> <td>5.</td> <td>Enter amount of oil recovered by other means</td> <td>_____ gal</td> </tr> <tr> <td>6.</td> <td>Add Steps 3, 4, and 5 to determine total oil recovered</td> <td>_____ gal</td> </tr> <tr> <td>7.</td> <td>Enter total amount of oil spilled</td> <td>_____ gal</td> </tr> <tr> <td>8.</td> <td>Divide Step 6 by Step 7 to determine percentage of oil recovered</td> <td>_____ %</td> </tr> </tbody> </table>	Step	ACTION	CALCUATION	1.	Enter total gallons (oil + water mixed) recovered by skimmers	_____ gal	2.	Estimate percentage of oil in oil/water mix	_____ %	3.	Multiply Step 1 by Step 2 to determine amount of oil recovered by skimmers	_____ gal	4.	Enter amount of oil recovered in absorbents	_____ gal	5.	Enter amount of oil recovered by other means	_____ gal	6.	Add Steps 3, 4, and 5 to determine total oil recovered	_____ gal	7.	Enter total amount of oil spilled	_____ gal	8.	Divide Step 6 by Step 7 to determine percentage of oil recovered	_____ %	<input type="checkbox"/>
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6.	Add Steps 3, 4, and 5 to determine total oil recovered	_____ gal																											
7.	Enter total amount of oil spilled	_____ gal																											
8.	Divide Step 6 by Step 7 to determine percentage of oil recovered	_____ %																											
7.	Provide critical statistical information to situation unit.	<input type="checkbox"/>																											

Staging Areas Established

Tasks

Below is a checklist for setting up the staging areas.

STEP	ACTION	✓						
1.	Establish staging area in close proximity to incident operations	<input type="checkbox"/>						
2.	Establish staging area away from all hazards. Use the decision table below	<input type="checkbox"/>						
<table border="1"> <thead> <tr> <th>IF:</th> <th>THEN Select a Staging Area:</th> </tr> </thead> <tbody> <tr> <td>Water</td> <td> <p>Large enough to accommodate vessel resources, i.e. shipyard for larger vessels, marinas/boat ramps for smaller vessels to provide rapid access to incident</p> <p>Other considerations:</p> <ul style="list-style-type: none"> • Tidal conditions • Currents • Provides personnel adequate access to/from vessel </td> </tr> <tr> <td>Land</td> <td>To accommodate any size vehicle – access roads present to accommodate resources to respond to incident</td> </tr> </tbody> </table>			IF:	THEN Select a Staging Area:	Water	<p>Large enough to accommodate vessel resources, i.e. shipyard for larger vessels, marinas/boat ramps for smaller vessels to provide rapid access to incident</p> <p>Other considerations:</p> <ul style="list-style-type: none"> • Tidal conditions • Currents • Provides personnel adequate access to/from vessel 	Land	To accommodate any size vehicle – access roads present to accommodate resources to respond to incident
IF:	THEN Select a Staging Area:							
Water	<p>Large enough to accommodate vessel resources, i.e. shipyard for larger vessels, marinas/boat ramps for smaller vessels to provide rapid access to incident</p> <p>Other considerations:</p> <ul style="list-style-type: none"> • Tidal conditions • Currents • Provides personnel adequate access to/from vessel 							
Land	To accommodate any size vehicle – access roads present to accommodate resources to respond to incident							
3.	Assign Staging Area Manager <ul style="list-style-type: none"> • Refer to Field Operations Guide, page 5-3, for Staging Area Manager responsibilities • Staging Area Managers coordinate with Resource Unit Leader 	<input type="checkbox"/>						

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Staging Areas Established (Cont'd)

Tasks (Cont'd)

The checklist for setting up the staging areas is continued below.

STEP	ACTION	✓
5.	Coordinate with property owners for possible staging area use <ul style="list-style-type: none"> • Consult applicable Contingency Plans • Coordinate with Logistics Section Chief for possible lease agreements • Coordinate with state or local agencies if publicly owned 	<input type="checkbox"/>

Resources Redirected

Tasks

Below is a checklist for redirecting resources.

STEP	ACTION	✓																	
1.	Analyze resource allocation within divisions and groups. Use the decision table below <ul style="list-style-type: none"> • Identify resources not fully utilized • Identify resource deficiencies <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>IF Resource Is</th> <th>AND</th> <th>AND</th> <th>THEN</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Needed</td> <td>Available from staging</td> <td style="text-align: center;">→</td> <td>Redirect to deficient division or group</td> </tr> <tr> <td>NOT available from staging</td> <td style="text-align: center;">→</td> <td>Order from RUL and assign</td> </tr> <tr> <td rowspan="2">Surplus</td> <td rowspan="2">Assigned to division or group</td> <td>Potential need exists</td> <td>Assign to staging</td> </tr> <tr> <td>No potential</td> <td>Demobilize</td> </tr> </tbody> </table>	IF Resource Is	AND	AND	THEN	Needed	Available from staging	→	Redirect to deficient division or group	NOT available from staging	→	Order from RUL and assign	Surplus	Assigned to division or group	Potential need exists	Assign to staging	No potential	Demobilize	<input type="checkbox"/>
IF Resource Is	AND	AND	THEN																
Needed	Available from staging	→	Redirect to deficient division or group																
	NOT available from staging	→	Order from RUL and assign																
Surplus	Assigned to division or group	Potential need exists	Assign to staging																
		No potential	Demobilize																
2.	Inform Resource Unit Leader of resource move	<input type="checkbox"/>																	

Operations Brief Given

Tasks

Below is a checklist for completing an operations brief.

STEP	ACTION	✓
1.	Refer to page 13-1 in the Field Operations Guide (ICS OS-420-1) or other organizational field guide that tells OPS how to conduct an operations brief	<input type="checkbox"/>
2.	Brief current response actions and last shift's accomplishments <ul style="list-style-type: none"> • By Division, Group, Task Force (TF) and Strike Team (ST) • By ST and TF if not assigned to a Group or Division 	<input type="checkbox"/>
3.	Brief objectives for next operational period	<input type="checkbox"/>
4.	Provide weather information <i>Example: sea state, wave height, wind speed/direction, precipitation, forecast/current trends</i>	<input type="checkbox"/>
5.	Brief Division, Group and Air Operation assignments Use ICS Incident Action Plan (IAP)	<input type="checkbox"/>
6.	Provide safety messages	<input type="checkbox"/>
7.	Provide trajectory analysis	<input type="checkbox"/>
8.	Provide communication updates	<input type="checkbox"/>
9.	Provide transportation updates	<input type="checkbox"/>

Revise Tactics in Response to Catastrophe

Tasks

Below is a checklist for revising tactics in response to a catastrophe.

STEP	ACTION	✓						
1.	Identify hazards	<input type="checkbox"/>						
2.	Form task force or group to address emergency conditions (fire, SAR, salvage, etc.) <ul style="list-style-type: none"> • Identify immediate strategies and tactics • Identify resource needs <ul style="list-style-type: none"> ➤ Specialized equipment ➤ Incident specific trained personnel 	<input type="checkbox"/>						
3.	Exchange information with the Incident Commander. Use the decision table below <table border="1" data-bbox="630 919 1265 1171" style="margin-left: 20px;"> <thead> <tr> <th>IF:</th> <th>THEN:</th> </tr> </thead> <tbody> <tr> <td>Separate incident</td> <td>Meet with IC for ICS 201 brief</td> </tr> <tr> <td>Major change in incident</td> <td>Brief the IC on changes as outlined in FOG, page 13</td> </tr> </tbody> </table>	IF:	THEN:	Separate incident	Meet with IC for ICS 201 brief	Major change in incident	Brief the IC on changes as outlined in FOG, page 13	<input type="checkbox"/>
IF:	THEN:							
Separate incident	Meet with IC for ICS 201 brief							
Major change in incident	Brief the IC on changes as outlined in FOG, page 13							

Access to Private Property (oil and hazardous material spills only)

Tasks

Below is a decision table used to access private property

IF Owner is	AND Owner Can	AND Adjacent Property Is	THEN
Cooperative	→	→	1. Document condition of property 2. Enter
Uncooperative	Be persuaded	→	1. Document condition of property 2. Enter
	NOT be persuaded	Available and suitable	1. Document condition of adjacent property 2. Enter adjacent property
		NOT available or NOT suitable	1. Contact local, state, federal law enforcement for escort 2. Document condition of property 3. Enter

Section/Unit Demobilized

Tasks

Below are demobilization responsibilities applicable to all personnel assigned to this section/unit.

STEP	ACTION	✓
1.	Evaluate need for demobilization beginning early on during the event	<input type="checkbox"/>
2.	Provide input to the demobilization plan	<input type="checkbox"/>
3.	Consult with Liaison Officer, Demobilization Unit Leader, and Planning Section Chief for release priorities	<input type="checkbox"/>
4.	Receive Demobilization Plan from Demobilization Unit Leader/Planning Section Chief	<input type="checkbox"/>
5.	Brief subordinates regarding demobilization	<input type="checkbox"/>
6.	Supervise demobilization of unit, including storage of supplies	<input type="checkbox"/>
7.	Coordinate with Decontamination Unit Leader (if assigned) to identify contaminated resources to be demobilized; otherwise the Operations Section Chief is responsible for decontamination of resources	<input type="checkbox"/>
8.	Provide Supply Unit Leader with a list of supplies to be replenished	<input type="checkbox"/>
9.	Forward all Section/Unit documentation to Documentation Unit	<input type="checkbox"/>
10.	Complete Check-out Sheet	<input type="checkbox"/>

Information Exchange Matrix

Inputs/Outputs

Below is an input/output matrix to assist the Operations Section Chief in exchanging information with other ICS positions.

Meet With:	WHEN:	OPS OBTAINS:	OPS PROVIDES:
Incident Commander	Check-in brief Command staff meeting Planning meeting Pre-ops brief	IC expectations Response objectives (prioritized list) Motivational remarks	Feedback on status of objectives Recommended strategy and tactics to meet objectives Completed ICS 215
Planning Section Chief	Tactics pre-planning meeting Planning meeting IAP prep meeting	Alternative strategies and tactics Proposed IAP Briefing on situation, critical/sensitive areas, resource status/availability, weather Completed ICS 204's	Proposed strategies and tactics for next operational period Input to demobilization plan Branch/Division/Group boundaries/functions Information needed to complete ICS 204's
Logistics Section Chief	Tactics pre-planning meeting	Transportation updates Prognosis for resource availability	Transportation needs Resource needs
Safety Officer	Planning meeting	Safety message	Brief on strategy and tactics for next operational period
Resource Unit Leader	Tactics pre-planning meeting Planning meeting	Resource status	Resource needs / surplus ICS 215

Continued on Next Page

Information Exchange Matrix (Cont'd)

Meet With:	WHEN:	OPS OBTAINS:	OPS PROVIDES:
Situation Unit Leader	Tactics pre-planning meeting	Weather Future projections for incident	
Division and Group Supervisors Task Force Leaders Strike Team Leaders	Planning Meeting Pre-ops brief	Current response actions Shift accomplishments Ops facilities assignment update Transportation needs Communications needs Berthing, meals, rest concerns Future resource needs	Communications plan Division/Group/Air/Strike Team/Task Force assignments