{Text in GREEN is instructional and can be removed before use.}

At this point, a Course of Action should be agreed on by leadership OR your Planning Team has decided to explore a particular Course of Action in more depth.

Usage:

1. This worksheet can be printed on ledger or legal sized paper and used to brainstorm the responsibilities of each piece of your response organization throughout the chosen Course of Action. It can also be used to get more detail on a Course of Action before it goes to leadership.
2. You should set up this chart before a meeting by putting your Groups or Branches in the lefthand column with their assigned Objective(s). If available, you should us the complete *Courses of Action Worksheet Level One* for reference. Remember the “litmus test” – each incident Objective is usually owned by one Branch or Group within the Operations Section or another part of the response structure. If a Branch or Group has more than one Objective, consider breaking into subgroups to help keep the Mission clear.
3. During a series of meetings, discuss how each Group or Branch will meet its assigned Objective(s) through a flexible series of strategies/tactics throughout the phases of the response. It may be good to meet with each Group or Branch separately during this process and then unite their ideas.
4. Remember that even though a Support section like Finance or Planning may not “own” an Objective, they will perform critical strategies in support of an Operational Objective which should be documented here in the row for the Objective they’re supporting. Later in the process you can break those strategies out into additional timelines.
5. This is more specific than the Level One Worksheet, since you are working to discover concrete tactics that will be employed and you’ll need to discuss issues like information flow and task allocation. However, remember that you’re still planning for a chaotic system and it’s more important to empower the leaders of each group than to lock down every detail of their actions.

Once the Strategies and Tactics are agreed on, the preparation of the plan can begin by working through each *Objective Fulfillment Guide*.

**Purpose:** To detail strategies and some tactics that each piece of the response would own for a given Course of Action. Can also be used for one particular Branch (i.e., a scenario or operation)

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| EM Phase | Mitigation | Prevention/Protection | Response |  |  |  |  |  |  | Recovery |  |  |  |  |
| D+ Sample Time Phase | D- Years/Decades | D- Weeks/Years Prior | D+ 0.5 | 1 | 2 | 3 | 4 | 5 | 10 | 20 | 30 | 40 | 50 | 100 |
| CDC Pandemic Intervals(Example) |  |  | Investigation/Recognition | | Initiation | | Acceleration | | Peak | Deceleration | |  |  |  |
| Plan Time Phase (User Defined) |  |  |  | |  | |  | |  |  | |  |  |  |
| COLUMNS | (Mitigation Strategies Here) | (Prevention/Protection Strategies Here) | (Immediate Response Strategies) | | (Continuous Response Strategies) | | | | (Strategies for transition to Recovery) | (Initial Recovery Strategies) | | | (Strategies that lead to normalcy) | |
| Section/Branch/Group:  Objective Owned: | How will we change the underlying structures of the community to ease the completion of the objective? | How can we achieve the Objective before a response through coordination or putting new systems in place? | How will we focus on the Objective in the first hours? | | How will coordinate, assign tasks, communicate information and bring resources to bear to fulfill the Objective? | | | | How will we coordinate the responsibilities for recovery within the Objective and deal with the lessening of the community’s interest? | How will we verify that the Objective has been accomplished and the End State achieved? | | | How will we return to a steady state? | |
| Section/Branch/Group:  Objective Owned: |  |  |  | |  | | | |  |  | | |  | |
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