{Text in green is instructional and can be removed when using the documents.}

Once you have a sense of the Strategies and Tactics involved in each Objective – and you know which Branch or Group owns each Objective, you can begin the in-depth planning on how to fullfill each Objective – including resource needs, information needs, some specific actions and how the Objective will be fulfilled for the most vulnerable. This is essentially to roadmap of the work required to meet the desired End State.

To prepare, this document should be populated with material from the outcome of your Courses of Action brainstorms.

Please note that a big part of the importance of this document is having the owners of each Objective discuss and debate its contents – and discuss those contents with outside stakeholders with whom they will coordinate. It should not just be sent out for review. Use this metric: If a specific group, organization or audience is mentioned within this document, they should have a role in developing its contents. Yes, that will make the process take longer, but the document is no good without that debate.

Once this is complete, it can serve as both an Objective-based chapter for a plan or an all-hazards guide for a particular Operation. The first two pages (through the strategy table) will be a good checklist for the owners of the Objective to use during an incident response.

Please note that some Pandemic-based language is used in this template. This should be adjusted for the Phases indicated in the Course of Action you are pursuing.

**Objective:** One specific *active* sentence for what you’re trying to do. Should be numbered.

|  |  |
| --- | --- |
| **EXECUTIVE OVERVIEW** | |
| **Overview**  A brief paragraph with executive highlights of the objective, mentioning major actions.  **Major Challenges in a Pandemic**  A bulleted list of the key issues or challenges that arise during a pandemic for this objective. Should answer the question *What’s the problem you’re trying to solve?* | **Responsibilities**  A bulleted list of the Agency responsibilities in this area. If there are key partnerships in other agencies, can list them here, too.  **Roles**   * A bulleted list of roles within the ICS Structure on this issue, including which Branch or Group owns the objective. * Other Groups (e.g., PIO) can be listed here if they have specific tasks within the objective. * Parts of the day-to-day org structure should be included for specific Subject Matter Expertise or program ownership related to this objective. |

**KEY XXXX STRATEGIES BY INTERVAL AND SCENARIO**

The following strategies will be used to accomplish the above objective during the various phases of the response. They are described in more detail in the following Operational Guide.

Here, each *objective* is broken into the *strategies* that are needed to accomplish it throughout all the Intervals of a *pandemic* for both a Mild/Moderate and a Severe *scenario*.

This chart is an executive level overview of all the strategies that may be undertaken. Key questions:

1. Are these the right strategies?
2. Are any key strategies missing?
3. Does the name of each strategy clearly indicate the work that will be done for it?

When complete, this should be a thumbnail view of the objective, and the numbered strategies should make it easy to find that piece of the larger document.

|  |  |  |
| --- | --- | --- |
| **Interval** | **Planning Scenarios** | |
| **Mild/Moderate** | **Severe[[1]](#footnote-1)** |
| Preparedness | Strategy x.x- |  |
| Investigation |  |  |
| Recognition |  |  |
| Initiation |  |  |
| Acceleration |  |  |
| Peak |  |  |
| Deceleration |  |  |
| Resolution |  |  |

**XXXX OPERATIONAL gUIDE (Interval-Based)**

XXXX issues for each interval are described here, with detailed strategies and tactics to combat those issues.

The bulk of the document describes what actions will be taken to accomplish each Strategy, along with some specific issues that arise for the Objective in each Interval.

### Preparedness Activities (Pre-Pandemic Interval)

Here there should be a brief breakdown of issues that occur related to the Objective for this Interval. Ask yourself:

* Does it summarize the interval adequately?
* Does it clearly show the problem we’re facing at this time?

*Strategy x.x This text should be the same as in the chart above.*

*There can be brief text here about what needs to happen to accomplish this strategy.*

* Specific actions to be taken to accomplish the Strategy should be listed in bullets underneath the Strategy. They should use ACTIVE language and the present tense, with the subject of the sentence assumed to be the Emergency Response Group that owns the objective unless noted otherwise. Additional information can be added after the initial action is stated, as needed.
* That is, “Take a trip to the doctor” is correct while “The patient has taken a trip to the doctor” is not correct. This is because Emergency Plans are prescriptive advice rather than reportage.
* If a Preparedness Objective has been completed, it should be marked complete, with a link to how a reader can access the final materials for that objective, if any.
* Some examples:
  + Take the subway to the city. The subway is an underground transportation system that avoids bridge traffic.
  + *PIO*: Draft a press release related to the work in this objective.
  + *OEM*: Coordinate multi-agency support for this objective.
  + Draft a procedure to be in place before a pandemic occurs. (COMPLETE as of 1/27/2011. Protocol stored at <http://shareport/sites/example> )

Note: The same guidance applies to each interval.

### Pre-Pandemic Intervals: Investigation and Recognition

*Strategy x.x*

### Pandemic Intervals: Initiation, Acceleration, Peak Transmission, Deceleration, and Resolution

For a Mild/Moderate Scenario during these intervals:

*Strategy x.x*

For a Severe Scenario during these intervals:

*Strategy x.x*

|  |
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| **Targeted Populations** |
| The following populations have been targeted for specific focus, because they are at risk for either clinical or situational vulnerabilities.  For more information, including definitions and guidance for these targeted populations, see the attached document: *Vulnerability and Targeted Populations* |

The information in this chart is given as an example. Use material from your Vulnerability Matrix to pre-populate this area. The owners of each Objective should discuss hear how to make sure their Objective will be successful for the most vulnerable.

Please consider:

* What specific or out-of-the-box actions should we take to reach these at-risk groups?
* What day-to-day systems can we engage or build on during a pandemic for this purpose?
* Are there groups we’re missing, that we should address later in the planning process?

|  |  |  |
| --- | --- | --- |
| Population | Vulnerability Mapping | How Addressed *Note strategies by number* |
| Children | Supervision, Transportation, Risk or Morbidity/ Mortality, Risk of Exposure, Public Health Systems Impact |  |
| Homebound Individuals | Independence, Transportation, Public Health Systems Impact |  |
| Homeless Individuals | Supervision, Medical Care, Communication, Public Health Systems Impact |  |
| Individuals in Congregate Settings | Supervision, Independence, Risk of Exposure |  |
| Individuals in Jails and Prisons | Transportation, Communication, Risk of Exposure |  |
| Individuals with Poor Access to Care | Medical Care, Independence, Public Health Systems Impact |  |
| Pregnant Women | Medical Care, Risk of Morbidity/ Mortality |  |

\*Many people in these Targeted Populations would have various Functional Vulnerabilities. Some would have no Functional Vulnerabilities but are at risk because of the nature of Pandemic Influenza. Other groups, not listed here, would also have key vulnerabilities, like those with chronic diseases or dementia*. Please note if there are key groups or populations which the plan should address.*

|  |
| --- |
| **Resource Needs** |
| Identify resources needed to accomplish these strategies without regard to resource availability. The object is to identify the resources needed to make the operation work, and then match available resources to these requirements.  From FEMA: “Resource identification is particularly important for supporting children; individuals with disabilities, access, and functional needs; and household pets and service animals. These individuals will require a range of communication, transportation, sheltering, human service, medical, and other resources throughout the life of an incident. Examples include, but are not limited to, durable medical equipment, oxygen, paratransit vehicles, accessible shelters, personal assistance services, and sign language interpreters. Identifying these requirements and the resources for meeting them ahead of time will help planners fully support individuals with disabilities and others with access and functional needs.”  **PLEASE STAR RESOURCES IF NOT CURRENTLY AVAILABLE.** |

This chart should list key resources needed to accomplish all the strategies, by number. Some things to keep in mind:

* If it’s a normal, all-hazards resource, you don’t really need to list it, unless you’re worried about it being taken away during a response.
* Staff count as resources. If additional staff are needed, please list them here, by type or in teams.
* Likely we will need more of some things in a Severe scenario than a Mild/Moderate, which is why there are two columns. If you need the more of something in a Sever scenario, you should not that here, too.

|  |  |  |
| --- | --- | --- |
| **Strategy**  (Numeric code) | **Additional Resources (Mild/Moderate)**  *(In bulleted list, specific kind and type with numbers if known, e.g., 3 Epidemiological Teams w/ 1 Doc, 2 nurses apiece*) | **Additional Resources (Severe)** |
| EX.1 | * Facility to hold refrigerated vaccine | * Second storage facility |
| **X.1** |  |  |

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| **Information Needs** |
| This is a list of the key information and intelligence needs for each of the strategies within the objectives. Please note gaps or inconsistencies, along with key information need to make key decisions or trigger actions. **If any piece of information threatens to derail the entire objective please star (\*) it.** |

After Action Reports usually say that communication is the biggest problem in a response. That doesn’t mean communication *equipment*, but rather *what information* gets communicated. Usually, it’s not enough.

This chart lets you specific key information needs for each information and the source of that information. Consider:

* What inputs do you to get your job done?
* Do you want Planning Section to provide or do you want it straight from the source?
* How often do you need that information?

|  |  |  |
| --- | --- | --- |
| **Strategy**  (Numeric code) | **Information Needed (Mild/Moderate)**  *(In bulleted list, specific information needed to successfully fulfill that strategy. Note SEVERE if only needed in a severe scenario.*) | **Information Needed (Severe)** |
| EX.1 | * Latest policy decisions clearly communicated (Source) | * Current status of city services (Source) |
| **X.1** |  |  |

1. Same as Mild/Moderate unless stated otherwise. [↑](#footnote-ref-1)