**Purpose:** Establishes the public health mission for your plan from your Incident Commander or Agency head. Directs planning at all levels- strategic, operational, and tactical.

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| **Problem Statement[[1]](#footnote-1)** | | |
|  | | |
| Leadership guidance (Proposed)[[2]](#footnote-2) | | |
| Describes leadership vision and operational priorities to measure achievement of the objectives. | **END STATE** |  |
| Indicates the action to be taken and the reason therefore. | **MISSION** | . |
| *Goals*indicate general methods for achieving the mission and end state, specifying desired results. | **GOALS** (3-4) |  |
| *Objectives* are more specific and identifiable actions carried out during the operation. They lead to achieving response goals and determining the actions that participants in the operation must accomplish. | **OBJECTIVES *(8-10)*** |  |

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| Operational Approach |
| Rough idea of how the Commander would like to see the problem solved. Think big picture goals. |

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| --- | --- | --- | --- | --- | --- |
| Problem Frame | Lines of Effort | Intermediate Steps | | Success Frame | End State Objectives |
|  |  | Preparedness/Mitigation | Response ---------------------------------------------Recovery |  |  |
| Condition 1 | Line of Effort 1 |  |  | Condition 1 |  |
|  |  |  |  |  |  |
| Condition 2 | Line of Effort 2 |  |  | Condition 2 |  |
|  |  |  |  |  |  |
| Condition 3 | Line of Effort 3 |  |  | Condition 3 |  |
|  |  |  |  |  |  |
| Condition 4 | Line of Effort 4 |  |  | Condition 4 |  |
|  |  |  |  |  |  |

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| The part/aspect of the disaster that must be address to achieve the end state (scenario) and/or the element that enables us to accomplish our objectives (mission).[[3]](#footnote-3) | CENTER OF GRAVITY | Scenario:  Mission: |

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| Network of Means |
| A map of partners and resources which can be leveraged to combat the problem. These resources will be used to determine the operational approach. For each, list RESOURCES they could provide (e.g., medications, outreach), RISKS from the partnership (e.g. bad press, logjams), and PARALLEL EFFORTS you need from them (e.g., security plan, distribution knowledge). |

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| Framing the Problem |
| A systems analysis of the NYC environment for potential impacts and known operational risks (Political, Response, Economic, Social, Information, Infrastructure, Physical Environment and Time).[[4]](#footnote-4) Highlight or circle those elements that need to be targeted to achieve a positive end state. Used in developing the Problem Statement. |

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| Major Systems | Subsystems | Significant Impact Characteristics | Effects on the Community |
| *Key aspects of a society.* | *Sample parts of each aspect.* | *Using research and discussion, list the information about your area that will matter for your response, by system* | *For each piece of information, detail its risk for your community or your operations. How could it make what you’re doing harder?* |
| Political | Government  Political Parties  Unions  NGOs | How will your political leadership react? Will the power base of the community be affected? | Will you be able to conduct a science-based response? Will organization partnerships be affected? |
| Response Resources  (“Military” in original text[[5]](#footnote-5)) | Leadership  Resources | Are specific elements of your response capacity likely to be affected? Will your staff be available? | What operations will you have to scale back given these impacts? Will leadership need more depth? Are alternate sites or equipment needed? |
| Economic | Production  Distribution  Retail  Investment | Will the business productivity in the community be affected? Will this cause evacuation? Could businesses close long-term, hurting the vitality of the community? | Will monetary resources for the response be available? Will economic conditions lower response rates for your interventions? Will communities be unable to recover because of economic impacts? |
| Social | Identity  Basic Needs  Institutions  Affinity Groups | Will the way people think about themselves or the government be affected? Will they trust each other or the guidance you create? What institutions will the turn to for support and how might those be affected? | Will your operation have problems partnering with the community or soliciting volunteers? Will there be difficulties overcoming mistrust? |
| Infrastructure | Utilities  Transportation  Industry  Public Facilities | Will keys operations in the community be impacted? Alternatively, might they choose to shut down? Will this create a lack of supply, electricity or transportation for victims? How will the type and scope of buildings affect the incident? | Will your staff face problems that prohibit them from working? Will the lack of infrastructure create health or medical issues? |
| Informational | Mass Communication (Broadcast, Print, Internet)  IT Architecture  Responder Comm. | Will these systems continue to function? Are backup systems likely to be affected? | Will independent messagers (e.g., bloggers, tweeters) undercut your work? Will intense scrutiny of response operations make it difficult to accomplish your objectives? |
| Environment | Weather and Climate  Land and Sea  Terrain | Will different parts of the community be differently affected because of terrain? How will weather affect the incident? How will natural resources or agriculture be affected? | Will resources need to be deployed differently in different areas of the city? What considerations for weather are needed? |
| Time | Hours, Days, Weeks | Changes through time are an important part of planning that are often overlooked. Here, describe how time will affect your operation. Is the event fast moving? Will there be warning? Will the population get restless after a few days? Will recovery take many months? | Will you need extra resources over time? Do certain decisions have to be made by certain deadlines in order to keep the population’s trust? |

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1. This table and much in the following document owes a debt to Kem, J. *Design: Tools of the Trade.* U.S. Army Command and General Staff College, 2009. [↑](#footnote-ref-1)
2. Except where noted, the definitions here are from FEMA’s *Developing and Maintaing Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101* [↑](#footnote-ref-2)
3. Taken from FM 3-0. *Operations.* U.S. Department of the Army, 2008. 6-35. [↑](#footnote-ref-3)
4. Based on Joint Planning Doctrine and Army Field Manual 3-0 for Operational Planning. [↑](#footnote-ref-4)
5. Systems breakdown based on Joint Military Publication 2-01.3 *Joint Intelligence Preparation of the Operational Environment*, : http://www.fas.org/irp/doddir/dod/jp2-01-3.pdf [↑](#footnote-ref-5)