## Initial Planning Phase: Analyzing & Proposing [See Phase 1 Strategy Outline ] Hours

1. **Assess** the situation and draft end goal.
* Goal: Broad statement that indicates the intent and scope of a solution to problems identified by planners.

 For example: Fit-test school nurses with N95s for infection control.

1. Lay-out **time** **frame** and potential constraints impacting the beginning of operation and end goal (e.g. waiting for federal guidance on N95 use).
2. List major **objectives** (3-4), **strategies** (10-12) and possible roadblocks (4-5).
* Objective: Desired end-state of the operation, specific and identifiable actions carried out during the operation.

See ICS S.M.A.R.T. objectives: Specific, Measurable, Action-oriented, Realistic and Time-sensitive.

For example: Fit test 1400 nurses with N95s by January 15th.

* Strategy: Methods selected to accomplish objectives by developing projects and allocating resources to implement them.

For example: Use 200 DOHMH qualified personnel in 4 locations in the 5 boroughs during off school hours to process 1400 nurses by January 15th.

1. **Assign** a member of your staff to each established task or group of tasks (including planning). If there is a need for additional help, request accordingly (e.g. request additional planners to OEPR). Consider assigning staff track and requests personnel and material resources and to manage demobilization plan at this stage.
2. Provide first **estimates** of staffing (approximate range) and resources needed for the operation with specific description of types/skills, quantities, purpose. A finance representative can assist with cost projections and estimates.

## Second Planning Phase: Organizing & Detailing [see Phase 2 Task List] Days

1. Establish **project management** guidelines including: resource tracking, demobilization, project calendaring, meetings schedule (daily, weekly), agendas and tasks lists.
2. Get input from subject matter experts (**SMEs**) when necessary and consider legal implications of operation and plan.
3. Obtain feedback and vetting from **leadership** (submit and present your strategies).
4. List and reach out to/establish contact with **partners** (within agency or citywide).
5. Draw plan **outline** including (but not limited to) the following **[**see Phase 2 Plan Outline**]** :
* Time frame: Completion date, length of operation
	+ Target population: E.g. population/area to reach, language/translation, demographics, cultural environment
* Logistics involved: Facility (site visit, access, hours), transport, food, material (development, distribution) and printing of material (time, costs, process, vendor)
* Finance: Consult with finance to discuss funding sources, projections and budgeting, estimate costs of Personnel and Other Than Personnel Services, expenses tracking
* Staffing: Additional staff requests with specific days/hours of operation, necessary skills, reporting structure, training (development, timeline), safety, cancellations, dismissals, surge staff, demobilization notice
* Security involved: DOH Police, NYPD, DCAS, building personnel, fire warden, facility access

## Third Planning Phase: Refining and Implementing Days to Week(s)

1. Launch **Personnel** and **Other Than Personnel** **Services** requests, logistics, training sessions and safety plan. The Logistics plan should include the facility(ies) (MOUs on use/access, pre-visit, custodian, security), transportation (vehicles, drivers, parking permits, routes), food (vendors and orders), equipment (e.g. AV, tables, documents).
2. Start **finance** procedures: Payroll numbers, payroll set-ups, staffing policies, reimbursement policies, invoice tracking.
3. Draft detailed **next** **steps** and demobilization plans (includes reverse logistics).
4. Consider **evaluation** strategy.
5. Be ready to **review and adjust** your plan as it is implemented to maintain relevance to goal and objectives.