**Purpose:** To work through elements of the impact that will affect the management of the plan. Remember, the question is not what exists, but what is *significant*.

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

Once the Project Agreement is in place, it’s time to understand the risks of the problem you’re trying to solve. These can be scenario-based, centered on a specific operation or general information for an all-hazards process. The Planning Teamdocuments the impact of the scenario or the situation the operation will encounter using this worksheet, which can be used later as a risk analysis for the final plan.

1. To prep the worksheet, the Planner should conduct a literature review on the anticipated impacts of the problems you will address on the major systems within your community. These can be research based (e.g. percentages of the population expected to take prophylaxis) or based on historical knowledge (e.g., the political leadership will become heavily involved in managing the response). The key is not to present raw facts like population or number of medical facilities or unclear organizational lines, but to describe how those would affect operations like evacuation, treatment and coordination.
2. In initial Planning Team brainstorms, this chart can be printed on ledger or legal paper to guide discussions. The research will be expanded with the ideas of Planning Team members. This is especially useful for determining what a given piece of research means (like how the number of bridges will impact evacuation or a piece of behavioral health data will impact messaging). **Remember, you need to imagine the world as it really would be based on available evidence without your plan in place. You are describing all of the overlapping problems as clearly as possible.**
3. The Planning Team and Stakeholders (as needed) will vet and edit the chart until they are satisfied it presents a concise picture of the incident impact, all-hazards risk or the situation for a given operation.

Some sample questions are given in green. When complete, this worksheet will present a starting point for your mission. It will tell the story of the anticipated conditions you will need to address, and will help you measure whether your plan will address those conditions.

|  |  |  |  |
| --- | --- | --- | --- |
| 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[[1]](#footnote-1)) | 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 evacuations? 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? |

1. 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-1)