**Drill Planning Meetings and Discussion Points**

The Drill Planning Team will typically plan the drill during a series of planning meetings, such as those described here. The CRC Drill Toolkit provides templates for agendas and Microsoft PowerPoint presentation for these meetings. However, Drill Planning Team members should decide the type and number of planning activities needed to successfully plan the CRC Drill.

**Concept and Objectives Meeting**

Primary Focus

The Concept and Objectives (C&O) Meeting is the formal beginning of the planning process. It is held to identify the scope and objectives of the drill. The C&O Meeting may be attended by members of the Drill Planning Team, if they have already been identified, or by other representatives of the sponsoring organization and other participating organizations and stakeholders. The C&O Meeting helps planners determine the drill program priorities to be addressed, design objectives based on those priorities, align drill objectives to core capabilities, and identify Drill Planning Team members. The C&O Meeting can be conducted in conjunction with the Initial Planning Meeting.

Discussion Points

Topics or issues to be covered during the C&O Meeting include the following:

* Drill scope
* Proposed drill objectives and their aligned core capabilities
* Local issues, concerns, and sensitivities
* Drill scenario
* Drill planning team
* Participants and anticipated extent of play for drill participants
* Drill assumptions and artificialities
* Proposed drill location, date, and duration
* Drill logistics
* Drill planning timeline and milestones
* Drill control and evaluation concepts
* Drill security organization and structure
* Available drill resources

Action Items

* Determine what elements of the CRC the drill should emphasize.
* Review the Capabilities, Tasks, and Objectives provided in the Toolkit and identify where revisions are needed to meet the goals for the drill.
* Determine how best to use the Toolkit to include a wide variety of people (including vulnerable populations) and a wide variety of mock casualty types and issues (conventional, radiological, psychosocial, communication) so as to ensure a realistic drill.
* Identify any local issues, concerns, or sensitivities that may need to be taken into account in planning the drill, either in terms of its execution or in terms of what the CRC needs to be able to handle.
* Review the Scenario provided in the Toolkit and identify whether adjustments will be needed. The Scenario assumes that play begins after the CRC has been established and staffed. If play will start at a different point, it will be necessary to identify additional objectives and actions and plan to update the scenario, Master Scenario Events List (MSEL), and injects as needed to test those objectives.
* Identify members of the Drill Planning Team and their associated responsibilities.
* Identify the organizations that will participate in all areas of the drill, including drill planning, setting up, controlling, evaluating, simulating, playing, acting, training of actors, cleaning up, and reporting.
* Consider whether there are other organizations that should be approached about participating in another aspect of the drill, such as the American Red Cross to provide refreshments as a way to exercise their mass feeding capability. The participation of people with actual functional, access, and/or mobility challenges as actors also greatly enhances the realism of CRC drills.
* Identify appointed and elected officials and other key stakeholders that need to be kept informed of drill-related information.
* Identify potential simulation needs.
* What non-participating groups might players need to contact?
* What other player actions will be simulated?
* Will all radiation detection equipment be used, will sampling for internal dosimetry take place, will full decontamination (e.g., showers) be used, will pets and service animals participate or be simulated?
* Identify potential locations, dates, and durations for the drill. To aid in selecting a location, see the Guidance for Venue Selection in the Toolkit.
* Identify a timeline from planning to drill to evaluation:
* Ensure sufficient time for planning meetings, participant recruiting and logistics, actor training, site setup, pre-briefings and information dissemination, day-of briefings, drill, hot wash, evaluation of Participant Feedback Forms, drafting After Action Report and Improvement Plan, After Action Meeting

Outcomes

The following outcomes are expected from the C&O Meeting:

* Agreement regarding drill concept (scope, type, mission area[s], drill program priorities), general drill objectives, and aligned core capabilities
* Consensus on the target drill timeframe
* Anticipated extent of participation
* Identification of Drill Planning Team members
* Drill planning timeline with milestones, including the date of the next planning meeting

**Initial Planning Meeting**

Primary Focus

The Initial Planning Meeting marks the beginning of the drill development phase. As noted above, it may be held together with the C&O Meeting. Its purpose is to finalize the drill scope and objectives and to identify drill design requirements and conditions (e.g., assumptions and artificialities), participant extent of play, and scenario. Drill Planning Team members also determine drill location, schedule, duration, and other relevant details.

Drill Planning Team members should be assigned responsibility for activities associated with designing and developing drill documents, such as the Exercise Plan (ExPlan), and coordinating drill logistics.

Discussion Points

Topics or issues to be covered during the Initial Planning Meeting include the following:

* Relevant plans, policies, and procedures to be tested in the drill
* Clearly defined drill objectives and aligned core capabilities
* Drill scenario
* Evaluation requirements, including Exercise Evaluation Guide (EEG) capability targets and critical tasks
* Simulation planning
* Local issues, concerns, or sensitivities
* Drill logistics
* Extent of play for each participating organization and identification of drill participants, including players, controllers, evaluators, and actors
* Drill participants’ roles and responsibilities
* Consensus regarding the date, time, and location for the next meeting

Action Items

* Identify the plans, procedures, etc. to be tested and identify actions within them that drill participants should be sure to demonstrate.
* Revise the Capabilities, Tasks, and Objectives provided in the Toolkit as needed to fully test these plans and procedures and meet the goals for the drill.
* Make any required revisions to the Scenario provided in the Toolkit to allow for the actions needed to fulfill the goals for the drill.
* Review the EEGs provided in the Toolkit and identify where changes will be needed to capture the actions that meet the goals for the drill.
* Determine whether controllers will be permitted to stop play in their area to provide guidance or training to players.
* Determine whether a SimCell will be needed:
  + What organizations will not be playing that need to be simulated?
  + What type of simulation is needed – incoming or outgoing? That is, will players need to contact non-participants or will the simulation be for injects, or both?
  + Who will handle the simulation – will the controllers be able to handle it or should there be dedicated simulators?
  + How will simulation take place? Is there a need to develop particular props or handouts? Does there need to be a phone line for players to contact a SimCell?
* Review the templates in the Toolkit and determine what other documentation will be needed.
* Determine the extent to which each participating organization will be involved and how Evaluators, Controllers, and Players will be supplied. Identify Drill Director, Safety Controller, Lead Controller, Lead Evaluator, and onsite Support Staff.
* Determine whether individual Evaluators and Controllers will be identified in advance and, if so, whether there will be pre-registration and training. If pre-registration will take place for Evaluators and Controllers, determine how it will be handled and the Drill Planning Team member responsible for it. If there will not be pre-registration, determine whether there will be a mechanism to distribute drill information before the drill or whether all instructions will need to be given onsite the day of the drill.
* Determine whether individual Players will be identified in advance and if so whether there will be pre-registration and training. If pre-registration will take place for Players, determine how it will be handled and the Drill Planning Team member responsible for it. If there will not be pre-registration, determine whether there will be a mechanism to distribute drill information before the drill or whether all instructions will need to be given onsite the day of the drill.
* Determine how Actors (and any other volunteers) will be recruited and trained.
  + Is there a sponsoring group?
  + How will the Actors be trained so as to enhance the realism of the drill?
  + Will the Actors have an incentive for participation?
  + Will individual Actors be pre-registered?
  + Are volunteer waivers needed?
  + Who will be responsible for registration and waivers, the Drill Planning Team or a sponsoring group?
  + How will Actors be debriefed at the end of the drill so that their insights are not lost?
* Identify when (day, time, and duration (e.g., 4 hours of play)) and where the drill will be held. (See the Selecting a Venue sheet in the Toolkit.)
* Finalize the duties of each drill participant role, including whether Controllers will also serve as Evaluators (see the Sample Policies document in the Toolkit).
* Determine how many of each role will be needed (see the CRC Drill Supply List and Suggested Staffing in the Toolkit).
  + How many total individuals should pass through the CRC in what timeframe?
  + How will a variety of people (including vulnerable populations) and a wide variety of mock casualty types and issues (conventional, radiological, psychosocial, communication) be included?
  + How many Actors are needed to play those individuals?
  + How many Evaluators and Controllers per station, etc.?
* Begin to review and revise the Exercise Plan provided in the Toolkit to reflect the decisions made.
* Assign responsibilities for handling planning and logistics to specific members of the Drill Planning Team, with budget and timeline.

Outcomes

The following outcomes are expected from the Initial Planning Meeting:

* Clearly defined drill objectives and aligned core capabilities
* Initial capability targets and critical tasks, which will be reviewed and confirmed prior to the next planning meeting
* Identified drill scenario variables (e.g., threat scenario, scope of hazard, venue, conditions)
* A list of participating drill organizations and anticipated organizational extent of play
* Plan for recruiting and training volunteer actors and identifying evaluators, controllers, and other needed participants (e.g., simulators)
* Draft Exercise Plan
* Identification and availability of all source documents (e.g., policies, plans, procedures) needed to draft drill documents and presentations
* A refined drill planning timeline with milestones
* Determination of preferred communication methods among the Drill Planning Team
* Clearly identified and assigned responsibility for drill logistical issues
* A list of tasks to be accomplished by the next planning meeting with established dates for completion and responsible planning team members identified
* An agreed-upon date, time, and location for the next planning meeting and the actual drill

**Midterm Planning Meeting**

The Midterm Planning Meeting provides additional opportunities to settle logistical and organizational issues that may arise during drill planning.

Primary Focus

During the Midterm Planning Meeting, the Drill Planning Team will continue to discuss drill organization and staffing concepts, scenario and timeline development, scheduling, logistics, and administrative requirements. It is also held to review draft documentation and develop the MSEL and injects.

The MSEL is a chronological list that supplements the drill scenario with event synopses, expected participant responses, and responsible personnel. It includes specific scenario events (or injects) that prompt players to implement the plans, policies, procedures, and protocols that require testing during the drill, as identified in the capabilities-based planning process. It also records the methods that will be used to provide injects (e.g., phone call, radio call, e-mail).

For the CRC drill, the MSEL itself is brief in terms of events in the scenario. Instead, play will mainly be driven by the Actors who will play the role of members of the general public who are coming through the CRC. Their contamination levels and other characteristics (e.g., health status, behavioral status, and special needs) are identified by the Contamination and Actor Cards, respectively. These cards, collectively called “Symptomology Cards,” will serve as the main source of “injects” for the drill. (See the Symptomology Cards and their related instructions provided in the Toolkit for more about their use.) However, the Drill Planning Team may include other events or injects during play in order to drive participants to perform all of the actions identified as necessary to demonstrate the selected capabilities, tasks, and objectives and meet the goals for the drill.

In developing the MSEL and injects, the Drill Planning Team should ensure that the events in the MSEL and the situations presented in the injects (i.e., Symptomology Cards) will cover all of the tasks, conditions, and standards set forth by each drill objective and ensure that the critical tasks and core capabilities identified in the EEGs can be demonstrated during the drill.

The Actor Cards and Contamination Cards provided in the toolkit offer a wide variety of contamination situations and human interactions. The Drill Planning Team should select the cards for play that reflect the objectives they wish to test. To ensure that the drill is realistic, planners should include a variety of people (including vulnerable populations) and a wide variety of mock casualty types and issues (conventional, radiological, psychosocial, communication). Blank cards are available to capture additional contamination and human interaction scenarios that the Drill Planning Team may identify. In addition, the Drill Planning Team may identify other injects, such as visits from the media or elected officials, or events that provide deeper testing of CRC stations, such as failure of screening equipment, to fully meet the objectives for the drill. These should be documented and included in the MSEL and simulations prepared as appropriate.

MSEL entries should address the following questions:

* Is the event key (i.e., is it directly related to meeting a drill objective)?
* What is the desired critical task? Who will demonstrate the critical task?
* What will stimulate the behavior (e.g., course of play, phone call, actor, video)?
* Who originates the stimulant? Who receives it and how?
* What action is the player expected to complete?
* Should a contingency entry be developed for injection into the drill in case the players fail to demonstrate the critical task?

Prior to the Midterm Planning Meeting, the Drill Planning Team Leader should engage elected and appointed officials, and any other key stakeholders, to provide awareness of the planning process, address any questions, and ensure alignment with guidance and intent.

Discussion Points

Topics or issues to be covered during the Midterm Planning Meeting include the following:

* Identification of drill venue artificialities and/or limitations
* Construction of the MSEL and injects (including Symptomology Cards)
* Agreement on final logistical items
* Comments on draft drill documentation
* Assignment of additional responsibilities

Action Items

* Based on the plans, policies, and procedures to be tested and the actions within them that drill participants will need to demonstrate:
  + Revise the MSEL provided in the Toolkit, select Symptomology Cards (see the instructions for use of the Symptomology Cards in the Toolkit), and prepare other injects as needed to drive those actions.
  + Update the EEGs provided in the Toolkit to help Evaluators document those actions.
* Continue to review and revise Toolkit materials as needed to reflect the design of the drill:
* Exercise Plan, Controller/Evaluator Handbook, Player Handbook
* Revise the drill schedule provided in the MSEL as needed.
* Determine layout of the drill venue.
* In addition to the space for the CRC, determine where registration will take place and where briefing areas, waiting areas, and refreshments will be located.
* Designated a Drill Planning Team member to handle interaction with the drill site to ensure that everything is in place before the drill and obtain details on security, etc.
* Determine whether there a need for a special internal communication system for the drill.
* Is face-to-face interaction between Controllers and Evaluators sufficient or do they also need radios?
* How will the SimCell operate (both in terms of incoming and outbound interactions)?
* Determine what is needed from the supply list and who will ensure it is procured and in place for the drill.
* Finalize drill staffing assignments.
* Determine which groups need to participate in the Hot Wash (all Evaluators, Controllers, and Players should be there).
* Will smaller Hot Washes take place at individual CRC stations before the full Hot Wash?
* Determine whether there are observers, media, VIPs, etc. who need to be invited or wish to attend.
* Who will contact them?
* Do they need special logistical arrangements?
* How will they be escorted and how many Controllers should be assigned to them?
* What is the policy for their participation? For example, observers, VIPs, and members of the media will stay in a designated area so as not to impede or interfere with drill play. Any changes or exceptions to this protocol (e.g., to enable press photographers or VIPs to observe drill play close up) requires the express permission of the drill coordinators.
* Continue to review and revise Toolkit materials related to implementation of the drill and make any additional materials that are needed:
* Player Handouts, Actor Instructions, Briefings, Participant Feedback Form, name badges
* Review and finalize Sample Policies from Toolkit.
* Draft a press release/media strategy.

Outcomes

The following outcomes are expected from the Midterm Planning Meeting:

* Final agreement on the drill site
* Fully reviewed MSEL
* Well-developed injects (including Symptomology Cards)
* Fully reviewed Exercise Plan
* Draft Controller/Evaluator Handbook, including EEGs
* Draft Player Handbook
* Draft guides for actors, observers, and media
* Finalization of date, time, and location of the next planning meeting

**Final Planning Meeting**

The Final Planning Meeting is the final forum for reviewing drill processes and procedures. Both before and after the Final Planning Meeting, the Drill Planning Team Leader should engage elected and appointed officials, and any other key stakeholders, to ensure that the drill is aligning with their intent, address any questions, and receive any last-minute guidance.

Primary Focus

During the Final Planning Meeting, the Drill Planning Team will ensure that all elements of the drill are ready for conduct. Prior to the meeting, the Drill Planning Team should receive final drafts of all drill materials. No major changes to the drill’s design, scope, or supporting documentation should take place at or following the Final Planning Meeting. The Final Planning Meeting ensures that all logistical requirements have been met, outstanding issues have been identified and resolved, and drill products are ready for printing.

Discussion Points

Topics or issues to be covered during the Final Planning Meeting include the following:

* Conduct a comprehensive, final review and approve all remaining draft drill documents (e.g., Exercise Plan, MSEL, Symptomology Cards, Controller/Evaluator Handbook, EEGs, Player Handbook) and presentation materials
* Review all drill logistical activities (e.g., schedule, registration, attire, special needs) and determine how the necessary information will be communicated to drill participants
* Resolve any open drill planning issues and identify last-minute concerns

Outcomes

The Final Planning Meeting should not generate any significant changes. The following outcomes are expected:

* Attendees understand and approve drill processes and procedures.
* Logistical elements, including equipment, facilities, and schedule, are confirmed.
* Drill documents and materials for production are approved.
* Last-minute issues are identified and resolved.

Follow-Up

The Drill Planning Team finalizes all publications, prepares all supporting materials, rehearses presentations and briefings, and prepares to conduct the drill. Prior to the drill, documentation and any additional instructions should be disseminated to the appropriate personnel (e.g., controllers, evaluators, simulators, players).