[CRC Drill Name]

Exercise Plan

[Date]

[Sponsoring organization]

# Administrative Handling Instructions

1. The title of this document is [CRC Drill Name] Exercise Plan.
2. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate [sponsoring organization] directives. Reproduction, distribution, or release of this document, in whole or in part, without the prior approval of [name of person/drill organizers] is prohibited.
3. The Exercise Plan (ExPlan) gives elected and appointed officials, observers, members of the media, and players from participating organizations information they need to observe or participate in the drill. Some drill material is intended for the exclusive use of drill planners, controllers, and evaluators, but players may view other materials that are necessary to their performance. All drill participants may view the ExPlan.
4. The Drill Coordinators are:

[sponsoring organization main contact name, title, organization, address, phone, email]

[contact information for any other drill coordinators]

1. The Drill Planning Team members include:

|  |  |
| --- | --- |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |

**Contents**

[Administrative Handling Instructions iii](#_Toc419460772)

[Drill Overview 1](#_Toc419460773)

[General Information 2](#_Toc419460774)

[Introduction 2](#_Toc419460775)

[Purpose 2](#_Toc419460776)

[Drill Objectives and Core Capabilities 3](#_Toc419460777)

[Participant Roles and Responsibilities 3](#_Toc419460778)

[Drill Assumptions and Artificialities 5](#_Toc419460779)

[Assumptions 5](#_Toc419460780)

[Artificialities 5](#_Toc419460781)

[Scenario Confidentiality 6](#_Toc419460782)

[Media Coverage 7](#_Toc419460783)

[Drill Tools 7](#_Toc419460784)

[Drill Logistics 9](#_Toc419460785)

[Schedule 9](#_Toc419460786)

[Safety 9](#_Toc419460787)

[Alcohol and Illegal Drugs 10](#_Toc419460788)

[Smoking 10](#_Toc419460789)

[Weapons Policy [delete section if not applicable] 11](#_Toc419460790)

[Fire Safety [delete section if not applicable] 11](#_Toc419460791)

[Emergency Medical Services [delete section if not applicable] 11](#_Toc419460792)

[Electrical and Generating Device Hazards [delete section if not applicable] 11](#_Toc419460793)

[Site Access 11](#_Toc419460794)

[Security 11](#_Toc419460795)

[Media/Observer Coordination [delete section if not applicable] 11](#_Toc419460796)

[Drill Identification 12](#_Toc419460797)

[Post-Drill and Evaluation Activities 13](#_Toc419460798)

[Debriefings 13](#_Toc419460799)

[Hot Wash 13](#_Toc419460800)

[Actor Debriefing 13](#_Toc419460801)

[Controller and Evaluator Debriefing 13](#_Toc419460802)

[Feedback Forms 13](#_Toc419460803)

[Evaluation 13](#_Toc419460804)

[Exercise Evaluation Guides 14](#_Toc419460805)

[After-Action Report 14](#_Toc419460806)

[Improvement Planning 14](#_Toc419460807)

[Improvement Plan 14](#_Toc419460808)

[After-Action Meeting 14](#_Toc419460809)

[Participant Information and Guidance 15](#_Toc419460810)

[Drill Rules 15](#_Toc419460811)

[Participant Instructions 16](#_Toc419460812)

[Before the Drill 16](#_Toc419460813)

[During the Drill 16](#_Toc419460814)

[After the Drill 17](#_Toc419460815)

[Participant Logistics 17](#_Toc419460816)

[Parking and Transportation 17](#_Toc419460817)

[Security 17](#_Toc419460818)

[Food and Drink 17](#_Toc419460819)

[Restroom Facilities 17](#_Toc419460820)

[Drill Cleanup 17](#_Toc419460821)

**Appendices**

Appendix A: Drill Schedule

Appendix B: Drill Participants

Appendix C: Communications Plan

Appendix D: Drill Site Maps

Appendix E: Participant and Actor Feedback Forms

Appendix F: Acronyms

# Drill Overview

|  |  |
| --- | --- |
| **Drill Name** | [Insert the formal name of drill, which should match the name in the document header] |
| **Drill Dates** | [Indicate the start and end dates of the drill. If only one day, include the start and end times.] |
| **Scope** | This is a drill, planned for [drill duration] at [drill location]. Play is limited to activities within the Community Reception Center (CRC) after the CRC has been activated and staffed. |
| **Mission Area(s)** | Response  |
| **Core Capabilities** | Mass Care Services, Environmental Response/Health and Safety, Public Health and Medical Services, Public Information and Warning |
| **Main Objective** | The purpose of this drill is to evaluate player actions against current response plans and procedures for the elements of a response to a radiological incident that take place at a CRC.  |
| **Threat or Hazard** | Radiological/nuclear incident |
| **Scenario** | An Improvised Nuclear Device (IND) detonates in a city 100 miles away; the population is evacuated to other communities, and CRCs are established to screen the evacuees for contamination and provide assistance, referrals, and information. |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being used, if applicable] |
| **Participating Organizations** | [List participating organizations; if lengthy, include just the primary organizations here and the full list of participating agencies in Appendix B.] |
| **Point of Contact** | [Insert the name, title, agency, address, phone number, and email address of the primary drill point of contact (e.g., drill director or sponsor)] |

# General Information

## Introduction

Government authorities and other experts believe a real probability exists that radiological or nuclear devices could be used in a terrorist attack in the future. Therefore, public health authorities should plan for the potential use of radiological or nuclear devices that could quickly overwhelm crisis management personnel. Population monitoring is an essential, often overlooked element in radiation emergency response planning. Many critical components of population monitoring should be put in place in the first few hours after a radiological or nuclear incident, before the arrival of federal assets that might be used to assist in the monitoring efforts. Significant effort would be required to identify, screen, measure, and monitor populations (people and their pets) for exposure to radiation or contamination from radioactive materials. Therefore, localities should establish Community Reception Centers (CRCs) to provide contamination screening and decontamination services to people displaced by a large-scale radiation incident. CRCs will be established to assess people for exposure, contamination—and the need for decontamination—and to register people for follow-up monitoring, medical assessment, or medical management if necessary. CRCs also provide psychological first aid as appropriate, and give referrals when additional psychological support is needed. Finally, because people will have many questions and information needs related to CRC operations, another important role for CRCs involves communication and the provision of information to individuals being screened.

This CRC Drill is designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to operating a CRC. A drill is a complex event that requires detailed planning. To ensure an effective exercise, subject matter experts and local representatives from numerous agencies have taken part in the planning process and will take part in drill conduct and evaluation.

This Exercise Plan (ExPlan) was produced by the CRC Drill Planning Team. This drill is evidence of the growing public safety partnership between Federal, State and local jurisdictions regarding the response to the threat of radiological/nuclear terrorism that our Nation and its communities face.

## Purpose

The purpose of this drill is to evaluate player actions in operating a CRC in response to a radiation emergency against current CRC plans and procedures.

A CRC performs the following elements:

* Receives, registers and tracks potentially radiologically contaminated persons.
* Screens the affected population for external contamination.
* Decontaminates persons with identified external contamination
* Provides first aid for minor injuries.
* Provides psychosocial first aid as needed.
* Refers individuals for additional medical, psychological, or health physics assistance as necessary.
* Addresses the communication and information issues related to the operation of the CRC.

A CRC operating in the aftermath of a nuclear detonation will find itself dealing with a wide variety of people (including vulnerable populations) with a wide variety of impacts and needs (medical, radiological, psychosocial, informational).

## Drill Objectives and Core Capabilities

The following drill objectives in the table below describe the expected outcomes for the drill. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area. The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Drill Planning Team.

| Drill Objective | Core Capability |
| --- | --- |
| Activate and manage a CRC with the appropriate command structure, assets, and resources to handle [XXX] evacuees over an [X]-hour period. | Mass Care Services |
| Conduct radiological monitoring and decontamination operations for potentially contaminated populations. | Environmental Response/Health and Safety |
| Conduct radiological assessments to determine if follow-up medical care is needed. | Public Health and Medical Services |
| Provide psychosocial support and screen and provide referral for medical needs to sick and injured presenting at the CRC. | Public Health and Medical Services |
| Address the communication and information issues related to the operation of the CRC. | Public Information and Warning |

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the drill. Groups of participants involved in the drill, and their respective roles and responsibilities, are as follows:

* **Players.** Players are participating agency personnel who have an active role in responding to the simulated emergency. They will initiate actions in response to the simulated emergency. Players will perform their regular and/or assigned roles and responsibilities in the CRC during the drill.
* **Actors.** Actors simulate specific roles during drill play. They typically are volunteers who have been recruited to play the role of survivors or others affected by the incident. For this CRC drill, the actors will be volunteers playing the role of members of the general public who have been advised to go to the CRC or who have decided to self-report. Actors will be given both Actor and Contamination cards, telling them what role to play, what behaviors or symptoms to display, and what levels of contamination they have. After each actor completes the CRC process, the actor should turn in his or her cards to the Actor Controller and receive new cards. Actors may receive several sets of cards so that they can go through the CRC several times to simulate a large population attending the CRC. An Actor Controller will be assigned to manage this group.
* **Controllers.** Controllers set up and operate the drill site, plan and manage drill play, and direct the pace of drill play. Controllers provide key data to players and may prompt or initiate certain player actions to ensure drill continuity. Controllers are the only participants who will provide information or direction to the players. Controllers may compress time to ensure drill continuity and completion. Some controllers may also act as evaluators. Designated controllers will be assigned to handle the actors, observers, and media. Controllers routinely include members of the Drill Planning Team.
* **Simulation Cell (SimCell).** SimCell controllers generate injects[[1]](#footnote-1) for, receive player responses for, and provide information in place of nonparticipating organizations that would likely participate actively if drill events were real. Simulations can take be generated from the SimCell area by telephone, fax, email, handout, or other communications channels as called for in the drill plans or through face-to-face contact with players. Players will receive the SimCell contact information to be used to interact with all non-participating agencies. However, for this CRC drill, the involvement of the SimCell is expected to be very limited, with play mainly driven by the actors as directed by the Symptomology Cards, discussed later in this ExPlan and in other participant handbooks.
* **Evaluators.** Evaluators work as a team with controllers; they may also serve as controllers. Evaluators evaluate and provide feedback on a designated functional area of the drill or a designated part of the CRC. They will observe, assess, and document participant performance against the emergency plans and procedures established for the CRC using the Exercise Evaluation Guides (EEGs). Information provided by evaluators forms the basis for the findings and recommendations in the After-Action Report (AAR). Evaluators are typically chosen from planning committee members or agencies or organizations that are participating in the drill. They are chosen based on their expertise in the functional area(s) they have been assigned to review during the drill and their familiarity with local emergency response plans and procedures.
* **Observers.** Observers visit or view selected segments of the drill. Observers do not play in the drill, nor do they perform any control or evaluation functions. Observers will view the drill from a designated observation area and must remain within the observation area during the drill. Observers may include Very Important Persons (VIPs), such as elected officials; VIPs may be grouped separately. A controller will be assigned to manage these groups. [Delete bullet if not applicable]
* **Media.** Some members of the media may be present as observers, pending approval by the sponsor organization and the Drill Planning Team. A controller will be assigned to manage this group. Media interaction also may be simulated as part of the drill to enhance realism and meet related drill objectives. [Delete bullet if not applicable]
* **Support Staff.** The drill support staff includes individuals who perform administrative and logistical support tasks during the drill (e.g., registration, catering).

## Drill Assumptions and Artificialities

In any drill, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Drill participants should accept that assumptions and artificialities are inherent in any drill and should not allow these considerations to negatively impact their participation.

### Assumptions

The following assumptions apply to the CRC drill:

* The drill is conducted in a no-fault learning environment; this means that capabilities, plans, systems, and processes, not individuals, will be evaluated.
* Drill simulation will be realistic and plausible and will contain sufficient detail so that players can respond.
* Drill players will react to information and situations as they are presented, in the same manner as if the simulated incident were real.
* Players will operate in accordance with existing plans, procedures, and practices and will participate during the drill. The goals and objectives of the drill will be consistent with established plans and procedures.
* Players are expected to complete all documentation as called for in the CRC plans and procedures. Examples of the type of records expected to be completed by the players may include registration forms, CRC supply forms, and CRC assignments and time sheets.
* Play is assumed to begin after the decision to stand up the CRC has been made, the CRC facility has been set up, and CRC staff members are in place. [Planners may also decide to include setting up and staffing the CRC as part of the drill.]

### Artificialities

Any drill includes artificialities that may either enhance or take away from drill realism. The Drill Planning Team recognizes and accepts the following as necessary to facilitate accomplishment of the drill objectives:

* Because the drill is relatively small and takes place at a single location, face-to-face communication for controllers and evaluators should be sufficient. [Indicate if there are other means of communication for controllers and evaluators, such as a radio.]
	+ Drill communication and coordination is limited to participating drill organizations, venues, and the SimCell.
* Because the drill is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by controllers or simulators.
* The SimCell will simulate agencies and individuals who will not take part in the drill, including the following: [list organizations and individuals to be simulated].
* Players should simulate contacts with non-participating agencies and individuals by [calling a designated number, giving a note to a controller, etc.].
* [Indicate any additional simulations to be used in the drill.]
* Only the communication methods listed in Player Handbook are available for players to use during the drill. All player communications over radios or telephones or in writing will be preceded by the phrase “**this is a drill.**”
* Volunteer actors will be used to simulate the population processed through the CRC. Some actors may be required to be processed several times to represent the expected numbers to be processed during that timeframe.
	+ All medical assistance, other than taking vital signs, will be simulated. [Indicate whether other aspects, such as decontamination or the presence of pets and service animals, will be simulated.]
	+ If a CRC procedure would call for a person to leave or be removed from the CRC to another location, play will continue until the person is outside the main door of the CRC.
	+ Participating agencies may need to balance drill play with real-world emergencies. Real-world emergencies take priority.

## Scenario Confidentiality

This CRC drill deals with operation of a Community Reception Center in the event of a radiological incident. As such, the drill poses politically sensitive issues and may portray detailed response plans and potential response shortcomings. Planners and participants must treat drill-related information as sensitive.

This CRC drill is an unclassified drill. The control of information is based more on public sensitivity regarding the nature of the drill than on actual drill content. To meaningfully evaluate current plans and policies, normal operating procedures are used for all player communications during the drill. Media guidance will be pre-coordinated in the event of public inquiries.

All written or typed material generated during the planning and conduct of this drill should be treated as sensitive. All material generated during this drill should be disposed of as sensitive waste when no longer needed to facilitate drill play or documentation. The intent of these procedures is to preclude sensitive materials and the nature of this drill from being inadvertently released in any form.

Some drill material is intended for the exclusive use of drill planners, controllers, and evaluators, while players may view other material. All drill participants may view the Exercise Plan, but the Controller/Evaluator Handbooks and Exercise Evaluation Guides are not intended for drill players.

All drill participants should use appropriate guidelines to ensure the proper control of information within their areas and protect this material in accordance with current state and local directives.

Public release of this drill’s materials to third parties is a coordinated responsibility of the drill organizer and the participating agencies.

### Media Coverage

This drill enables players to demonstrate increased readiness to deal with a Public Health Radiation Exposure event. Any public safety drill may be a newsworthy event. Special attention must be given to the needs of media representatives, allowing them to get as complete and accurate a story as possible; however, their activities must not compromise drill realism, safety, or objectives.

The drill organizer is responsible for disseminating public information before the drill. The planning team will work with the sponsoring organization to prepare a pre-drill news release for review by the participating agencies. After the news release is finalized, it will be distributed to the participating agencies and to the media as appropriate.

The planning team and sponsoring organization will establish an appropriate plan to work with members of the media during the drill. Members of the media, as well as VIPs and other observers, 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. Note that this policy refers to real media covering the drill – simulated media covering the emergency response should be handled as called for in the CRC’s own plans and policies.

## Drill Tools

All players, controllers, and evaluators must be familiar with the information published in this **ExPlan**. This ExPlan provides information on the overall structure of the drill and rules of play to be followed by all participants.

The **Controller/Evaluator Handbook** provides final control instructions and essential materials required for the successful control and conduct of the functional exercise. This handbook includes the scenario, Master Scenario Events List, details on the controller structure, the timeline, and other specific information to assist controllers in performing their duties. It also provides a guide for evaluators' roles, responsibilities, and tasks. The handbook delineates the evaluator team organization and assignments, and provides instructions and tools for evaluators, including EEGs. Only controllers and evaluators may have access to this handbook.

The **Player Handbook** provides additional information for those participating in the drill as Players, including further details about their roles.

The **Actor Instructions** provide information on the drill for those volunteering as evacuees/survivors or other members of the public visiting the CRC. Actors may also view the ExPlan. The Actor Instructions explain the actors’ general role, provides guidance on how to act and what to expect during the drill.

**Symptomology Cards** will be provided by the controllers to the actors.

* An Actor Card will tell the actor how to play his or her role, including demographic information for the role and any special instructions on how to act.
* A Contamination Card will provide information about the body parts that are contaminated and to what level. Actors will give the Contamination Card to the Radiological Controller when CRC staff use radiation detection instruments to monitor for contamination.

After the drill, all participants will be asked to complete **Feedback Forms** (see Appendix E) and provide their candid comments on response activities at the CRC and the drill itself. The form for actors solicits feedback on drill design and play from an actor’s perspective, including their assessment of the performance of the players in handling the members of the public the actors were asked to portray. The form for other participants also solicits feedback on drill design and play, as well as feedback on training or changes to plans and procedures that might be helpful.

# Drill Logistics

## Schedule

Appendix A provides the detailed schedule for the drill, including pre-drill and post-drill activities. Controllers, evaluators, players, and actors will receive information about what to expect before the drill. All controllers and evaluators will attend a comprehensive Controller and Evaluator Briefing before the drill to learn their assigned responsibilities.

Participants will check in and assemble at the times and locations noted in Appendix A. Participants will receive final instructions and briefings in accordance with their roles. All participants must be in their assigned places for the state of the drill no later than [time, date.]

Exercise play will begin as CRC staff members receive their assignments and actors begin to come through the CRC. Play will proceed in accordance with established plans and procedures. The drill will conclude at the direction of the Drill Director and upon the substantial completion of operations and attainment of the drill objectives. The drill is expected to end at [time]. An informal debrief, known as a Hot Wash, for controllers, evaluators, and players will occur shortly after the drill to gather the first impressions of participants.

## Safety

Drill participant safety takes priority over drill events. Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. The following general requirements apply to the drill:

* Safety is everyone’s concern; safety concerns override drill execution.
	+ Use the phrase “real-world” to describe an issue requiring reporting or assistance.
* A Safety Controller is responsible for participant safety; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Drill Director will determine if a real-world emergency warrants a pause in drill play and when drill play can be resumed. [The Drill Director can also fill this role.]
* All controllers, evaluators, and drill staff members will serve as safety observers while drill activities are underway. Any safety concerns must be immediately reported to the Safety Controller.
* Participants will be responsible for their own and each other’s safety during the drill. All persons associated with the drill must stop play if, in their opinion, a real safety problem exists. After the problem is corrected, drill play can be resumed.
* If the problem is confined to a particular area of the CRC, play may continue in the other areas, at the discretion of the Safety Controller or Drill Director.
* All participants will comply with their respective organization’s environmental, health, and safety plans and procedures, as well as appropriate federal, state, and local environmental health and safety regulations.
* Unauthorized persons are not permitted in the drill play area; badges must be worn at all times to identify authorized persons.

The following procedures should be used in case of a real emergency during the drill:

* All injuries, incidents, and accidents, regardless of severity, must be reported immediately to the nearest controller.
* Anyone who observes a participant who is seriously ill or injured will immediately notify the closest controller, and, within reason and training, render first aid.
	+ Use the phrase “real-world emergency” to identify an emergency that requires assistance.
* The controller aware of a real emergency will notify the Safety Controller, Lead Controller, and Drill Director and may initiate the “real-world emergency” broadcast if appropriate. The controller or designee will contact 911 or appropriate emergency personnel immediately in the event of an actual medical or safety emergency.
* If the nature of the emergency requires suspension of the drill at the CRC, all drill activities at that facility will immediately cease. Drill play may resume after the situation has been addressed.
* If the nature of the emergency requires suspension of the drill at only a portion of the CRC stations, play may continue in the other areas, at the discretion of the Safety Controller or Drill Director.
	+ If a real emergency occurs that affects the entire drill, the drill may be suspended or terminated at the discretion of the Drill Director and Lead Controller.

### Alcohol and Illegal Drugs

Alcohol consumption will not be allowed during the drill, and the use of illegal drugs is strictly prohibited. If a controller detects the presence of alcohol or illegal drugs on a participant, or if a participant is believed to be under the influence of alcohol or illegal drugs, the controller will remove the participant from the drill and report the participant to his or her supervisor for appropriate follow-on action.

### Smoking

Smoking will not be permitted inside the CRC or indoor drill venues. Smoking may be allowed outdoors or at designated places indoors or outdoors. [Replace with the facility’s own policy.]

### Weapons Policy [delete section if not applicable]

Weapons will not be permitted at the CRC site, except for security and other personnel who would normally carry a weapon while undertaking their duties under the CRC plans and procedures. [Replace with organization or venue-specific guidelines as needed.]

### Fire Safety [delete section if not applicable]

Standard fire and safety regulations relevant to the [jurisdiction, venue, or organization] will be followed during the exercise. [Insert any organization- or venue-specific guidelines or protocols.]

### Emergency Medical Services [delete section if not applicable]

The sponsor organization will coordinate with local emergency fire and medical services in the event of a real-world emergency. [Insert any organization- or venue-specific guidelines or protocols.]

### Electrical and Generating Device Hazards [delete section if not applicable]

All electrical and generating devices will be clearly marked to prevent inadvertent contact. All generating devices will be located in areas where exhaust gases will not pose any potential exposure to drill participants (i.e., away from buildings to prevent buildup of carbon monoxide inside). All applicable electrical and generating device safety requirements should be documented prior to the start of the drill. Cords will be taped down or otherwise secured. [Insert any organization- or venue-specific guidelines or protocols.]

## Site Access

### Security

If the drill takes place in a secure facility, the sponsor organization is responsible for arranging participant access and appropriate security measures during the drill.

To prevent interruption of the drill, access to drill sites, including the SimCell and participant waiting areas, is limited to drill participants. Observers and the media must remain in their designated areas unless escorted. Players should advise a controller or evaluator of any unauthorized persons.

Staff at the drill registration table will control entry into the drill site, and only authorized personnel will be permitted access into the drill play areas.

Although this is an unclassified drill, participants must take appropriate security measures to safeguard sensitive information and material throughout the drill. Each participating organization should follow its internal security procedures, augmented as necessary, to comply with drill requirements.

### Media/Observer Coordination [delete section if not applicable]

Media organizations or other groups with observers attending the event, including VIPs, should coordinate with the sponsor organization for access to the drill site. Media/Observers will be escorted to designated areas and accompanied by a drill controller at all times. Sponsor organization representatives and/or the observer controller may be present to explain drill conduct and answer questions. Drill participants should be advised of media and/or observer presence.

### Drill Identification

Identification badges will be issued to all drill participants at the registration table. These badges must be worn at all times. The table below describes these badges.

|  |  |  |  |
| --- | --- | --- | --- |
| **Group** | **Badge** | **Group** | **Badge** |
| Controllers | Green | Players | Yellow |
| Evaluators | Red | Media | Pink |
| Observers | Blue | Actors | Orange |
| Support Staff | Brown |  |  |

# Post-Drill and Evaluation Activities

## Debriefings

Post-drill debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning.

### Hot Wash

At the conclusion of drill play, the Lead Controller or Exercise Director will facilitate a Hot Wash to allow players to express their opinions about the drill and their own performance. Controllers may begin by holding a Hot Wash in individual CRC stations to discuss the activities of a particular station, before joining together in a drill-wide Hot Wash. During the Hot Wash, drill participants can discuss strengths and areas for improvement. Evaluators can seek clarification regarding player actions and decision-making processes. All participants may attend; however, observers are not encouraged to attend the meeting. The Hot Wash will last about 30 minutes. Evaluators should take notes during the Hot Wash and include these observations in their analysis.

### Actor Debriefing

Because actors in the drill have a unique vantage point (they are the people who are on the receiving end of CRC operations), it is important to gather their feedback and tap their insights. At the conclusion of drill play, the Lead Controller or Drill Director will facilitate a debriefing/discussion to allow actors to discuss their experiences, share their insights, and express their opinions about the drill. This will take place at the same time as the Hot Washes for the individual stations and before the drill-wide Hot Wash.

### Controller and Evaluator Debriefing

Controllers and evaluators will attend a debriefing immediately following the Hot Wash. During this debriefing, led by the Exercise Director or Lead Controller, controllers and evaluators will discuss their observations, provide an overview of their observed functional areas, and discuss strengths and areas for improvement. Evaluators will complete their EEGs for submission to the Lead Evaluator and begin the process of outlining issues to be included in the AAR.

### Feedback Forms

Each participant should complete a Feedback Form (see Appendix E). There are separate forms for Actors and other participants. These forms provide participants with the opportunity to comment candidly on emergency response activities and drill effectiveness. Feedback forms will be collected at the conclusion of the Hot Wash.

## Evaluation

All evaluations are preliminary and may be revised on the basis of information from other controllers, evaluators, or players. If a controller or evaluator did not observe specific aspects of performance, drill players may be asked to comment. The evaluation should indicate that this information was provided by players.

### Exercise Evaluation Guides

EEGs assist evaluators in collecting relevant drill observations. EEGs document drill objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs, coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the drill and compile the AAR.

### After-Action Report

The AAR is a written report that outlines strengths and areas for improvement identified during the drill. The AAR should begin by summarizing basic drill information, including the drill name, scope, purpose, and objectives; dates; location; participating organizations; brief scenario description; and overall performance assessment. It also includes the name of the drill sponsor and point of contact. The main focus of the AAR is on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. It should provide an assessment for each capability observed and each station of the CRC. It will also include issues and recommendations suggested by controller, evaluator, and player comments. The AAR will be drafted by a core group of individuals from the Drill Planning Team and the Lead Evaluator.

## Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

### Improvement Plan

The Improvement Plan identifies specific recommendations and corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by key stakeholders, such as elected and appointed officials, from the organizations participating in the drill, and discussed and validated during the After-Action Meeting.

### After-Action Meeting

The After-Action Meeting is a meeting held among decision-makers and policy-makers from the exercising organizations, as well as the Lead Evaluator and members of the Drill Planning Team, to debrief the drill and to review and refine the draft AAR and Improvement Plan. Meeting participants should receive a copy of the AAR and Improvement Plan to review before the meeting. The After-Action Meeting should be an interactive session, providing attendees the opportunity to discuss and validate the observations and corrective actions in the draft AAR and Improvement Plan.

# Participant Information and Guidance

## Drill Rules

The following general rules govern drill play:

* + The Drill Director will initiate and end drill play.
* Begin and end all drill messages and communications made by telephone, email, radio, or in writing with the phrase, “**This is a drill.**”
* Controllers can temporarily stop drill play for any reason by saying “**Time out.**”
* Real-world emergency actions take priority over drill actions. In the event of a real emergency, say “**This is a real-world emergency.**”
* If a real emergency occurs during the drill, controllers will immediately suspend drill play and evaluate the situation. The Drill Director and Safety Controller will then decide if the drill can be safely resumed.
	+ Drill participants will comply with real-world emergency procedures, unless otherwise directed by the control staff.
	+ All participants must understand the scope of the drill. Anyone unsure about a certain organization’s or agency’s participation in the drill should ask the Drill Director or Lead Controller.
	+ Players should accept that parts of the scenario may seem implausible. The drill has objectives that must be satisfied and may require doing things that may not be as realistic as expected.
	+ Players will use routine, in-place agency communications systems. In no instance will drill communications interfere with real-world emergency communications.
	+ Any communications intended for non-playing organizations should be directed to a controller or the SimCell.
* Players who contact the SimCell as part of play must identify the organization or individual with whom they wish to speak.
* Players should not engage in casual conversations with controllers, evaluators, observers, or members of the media. If asked a question, the player should give a short, concise answer. If the player is busy and cannot immediately respond, he or she should indicate so but report back with an answer at the earliest time possible.
	+ Except for actions identified in the list of actions to be simulated, or as otherwise directed by drill controllers, players should respond to drill events and information as if the emergency were real.

Controllers will only give players information that they are specifically designated to disseminate from their assigned functional area. Players are expected to obtain other necessary information through existing emergency information channels based on existing plans and procedures.

Photos of drill players, actors, or activity may not be taken, distributed, released, or posted (including on social media) without permission of the drill organizers.

## Participant Instructions

All participants should follow certain guidelines before, during, and after the drill to ensure a safe and effective drill. Instructions for particular roles (i.e., players, evaluators, controllers, actors, observers) are provided in role-specific handbooks.

### Before the Drill

* + Review appropriate organizational plans, procedures, and drill support documents.
	+ Be at the appropriate site at least 30 minutes before the drill starts. Wear the appropriate uniform and/or identification item(s).
	+ Sign in at the registration table when you first arrive and obtain additional drill information and your drill identification badge.
	+ Follow the directions given to you at registration to meet the rest of the participants with your role and your supervisor (i.e., Lead Evaluator, Lead Controller, actor controller, observer/media controller).
	+ Read all drill-related handouts and participate in any pre-drill briefings.

### During the Drill

* Respond to drill events and information as if the emergency were real, unless otherwise directed by a drill controller.
* All drill communications will begin and end with the statement “**This is a drill.**” This precaution is taken so that anyone who overhears the conversation will not mistake drill play for a real-world emergency.
* Players should speak when taking an action. This procedure will ensure that evaluators are aware of critical actions as they occur.
* A controller may call for a “time out” in his or her area to provide clarification or training to players for a critical action. [The Drill Planning Team will need to determine if this will be permitted during the drill.]
* Players, evaluators, and controllers should maintain a log of their activities.

### After the Drill

* + Players, evaluators, and controllers should participate in the Hot Wash immediately following the drill.
	+ Complete the Actor or Participant Feedback Form (see Appendix E). This form allows participants to comment candidly on emergency response activities and drill effectiveness. Provide the completed form to a controller or evaluator.
	+ Provide any notes or materials generated from the drill to a controller or evaluator for review and inclusion in the AAR.

## Participant Logistics

### Parking and Transportation

Parking will be available at the drill sites. [Indicate if there are specific places evaluators, controllers, players, and actors should park and whether public transportation is available.]

### Security

 [Indicate whether participants will need to go through security in order to access the drill site.]

### Food and Drink

[Indicate what refreshments are available for all drill participants and where they are located; indicate whether they will need to bring their own meal(s) or whether they should expect to go to a cafeteria or off site for a meal*.*]

### Restroom Facilities

[Indicate the location of restroom facilities for all drill participants and whether they are separate from those used by the CRC.]

### Drill Cleanup

After the drill, controllers, evaluators, and players will begin cleanup operations to restore the area to pre-drill conditions. All agencies will assist in these efforts.

Appendix A: Drill Schedule

| **Time** | **Personnel** | **Activity** | **Location** |
| --- | --- | --- | --- |
| [Date, Time] | Controllers, evaluators, and support staff | Pre-Event Controller and Evaluator Training | [Location] |
| [Date. Time] | Players | Pre-Event Player Training | [Location or electronic] |
| [Date, Time] | Actors | Pre-Event Actor Training | [Location or electronic] |
| **[Date]** |
| [Time] | Support staff | Set up and stage CRC facility | [Location] |
| **[Date]** |
| [Time] | Controllers, evaluators, and support staff | Check-in for final instructions and communications check | [Location] |
| [Time] | Actors | Check-in for final instructions | [Location] |
| [Time] | Players | Check-in for final instructions | [Location] |
| [Time] | Media/Observers/ VIPs | Media/Observer/VIP Briefing | [Location] |
| [Time] | All participants | Final Pre-Drill Briefing | [Location] |
| [Time] | All participants | All participants take their stations | [Location] |
| **[Time]** | **All participants** | **Drill Starts** | **[Location]** |
| [Time] | All participants | Drill Ends | [Location] |
| Immediately After the Drill | Actors | Actor Debriefing | [Location] |
| Immediately After the Drill | Players, controllers, and evaluators | Hot Wash, turn in all Participant Feedback Forms | [Location] |
| Immediately After Hot Wash | Controllers and evaluators | Controller and evaluator debriefing, complete EEGs | [Location] |
| Immediately After the Hot Wash | Players and support staff, joined later by controllers and evaluators | Site Breakdown/Cleanup | [Location] |
| **[Date]** |
| [Time] | Controllers, evaluators, and elected and appointed officials | After Action Meeting | [Location] |

Appendix B: Drill Participants

|  |
| --- |
| Participating Organizations |
| **Federal** |
|  |
|  |
|  |
| **State** |
|  |
|  |
|  |
|  |
| **[Jurisdiction A]** |
|  |
|  |
|  |
| **[Jurisdiction B]** |
|  |
|  |
|  |

[The following table can be organized in alphabetical order by name, grouped by organization, or grouped by role. Prepare a separate table to list Actors.]

| Individual Participants |
| --- |
| **Name** | **Organization** | **Role** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

Appendix C: Communications Plan

All non face-to-face spoken and written communications will start and end with the statement [“This is a drill.”]

**Player Communications**

**Drill communications do not interfere with real-world emergency communications.** Players use routine organization communications systems. Additional communication assets may be made available for the drill. Each venue or organization coordinates its internal communication networks and channels.

**Controller Communications**

The principal methods of information transfer for controllers during the drill are [in person, landline or cellular telephone, radio, fax, and e-mail]. The controller communications network allows the Drill Director or Senior Controller to make and announce universal changes in exercise documentation, such as changes to the Master Scenario Events List.

The primary means of communication among the SimCell, Controllers, and Players is [means of communication, e.g., in person radio (channels), telephone]. A list of key [telephone and fax numbers and radio call signs] will be available before the drill starts.

**Communications Check**

Before the drill, the SimCell will conduct a communications check with all interfacing communications nodes to ensure redundancy and uninterrupted flow of control information.

**Player Briefing**

The Lead Controller will provide scenario details to participants to begin drill play. Technical handouts or other materials also may be provided to orient players with the drill.

**Public Affairs**

The sponsor organization and participating organizations are responsible for coordinating and disseminating public information before the drill. The drill venue should follow internal procedures.

Appendix D: Drill Site Maps

Figure D.1: [Map Title]

[Insert map]

Figure D.2: [Map Title]

[Insert map]

Appendix E: Participant and Actor Feedback Forms

Appendix F: Acronyms

| **Acronym** | **Definition** |
| --- | --- |
| AAR | After-Action Report |
| CRC | Community Reception Center |
| EEG | Exercise Evaluation Guide |
| ExPlan | Exercise Plan |
| MSEL | Master Scenario Events List |
| SimCell | Simulation Cell |
| VIP | Very Important Person |

1. An “inject” is an event that prompts players to implement the plans, policies, and procedures that the Drill Planning Team wants the drill to validate. Drill controllers provide injects to players to drive play towards the achievement of the drill’s objectives. Injects can be written, oral, televised, and/or transmitted by any means (e.g., fax, telephone, e-mail, voice, radio). Injects can be planned, or they can be developed, either in advance or on the spot, to be used if needed to drive play towards a certain objective. [↑](#footnote-ref-1)