[CRC Drill Name]

Player Handbook

[Date]

[Sponsoring organization]

# Administrative Handling Instructions

1. The title of this document is [CRC Drill Name] Player Handbook.
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 Player Handbook describes the roles and responsibilities of drill players. It is intended to supplement the Exercise Plan (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] |

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**Appendices**

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# 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) is detonated 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

This Player Handbook is intended to supplement the Exercise Plan (ExPlan), although some material has been repeated for context. The ExPlan should be consulted for information about topics such as participant roles and responsibilities, drill organization, drill assumptions and artificialities, general drill logistics, drill rules, and general participant instructions.

The purpose of this manual is to help players understand their roles and responsibilities in drill execution and evaluation. Information in this manual will be discussed in the player briefing/orientation prior to the start of drill play, with participants free to ask questions concerning their roles, responsibilities, and rules of drill play.

## Purpose

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. The purpose of this drill is to evaluate player actions in operating a CRC in response to a radiological/nuclear incident against current CRC plans and procedures.

A CRC performs the following elements:

* Receives, registers and tracks potentially 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.

## Drill Objectives

The following drill objectives describe the expected outcomes for the drill.

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

## Confidentiality

This CRC Drill is an unclassified exercise. Control of drill information is based on public sensitivity regarding the nature of the exercise rather than the actual exercise content. Some drill material is intended for the exclusive use of drill planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance. All drill participants may view the ExPlan and Player Handbook.

All drill participants should use appropriate guidelines to ensure proper control of information within their areas of expertise 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.

# Player Information and Guidance

## Player Preparation

### Player Package

The player package consists of the Player Handbook, ExPlan, badge, and other drill tools as necessary. Players must bring their packages and any additional professional materials specific to their assigned drill activities.

### Player Briefing

The Player Briefing will assist in preparing players for a successful drill. This briefing is the time for players to ask questions and ensure that they completely understand their roles and responsibilities. Player questions should be addressed and information clarified so that players feel confident that they can demonstrate their performance effectively.

## Drill Start, Suspension, and Termination

This CRC Drill will be conducted on [date], beginning at [time]. Drill play is scheduled for [duration] or until the Drill Director and Lead Controller determine that the drill objectives have been met at each station. The Drill Director will announce the start of the drill. The Drill Director will announce drill suspension or termination and will instruct participants to stop in place safely.

If an actual emergency occurs, the drill may be suspended or terminated at the discretion of the Drill Director, depending on the nature of the incident. The designated phrase in case of a medical or other emergency is “**real-world emergency**.” The Drill Director will announce resumption of the exercise.

## General Drill Concept

This CRC Drill is intended to cover the activities at the CRC once it has been activated, set up, and staffed, although players may wish to make adjustments to their stations. Play begins immediately before the arrival of the first “members of the public” to the CRC. Although you will be presented with a scenario at the start of the drill, play will generally be directed by the characteristics of the individual members of the public who come through the CRC. Volunteer actors have been recruited to play these individuals. The Actor Controller will give each actor an Actor Card that tells them the demographic information and other characteristics that the actor is to portray as that particular individual. Actors may be directed to portray people who do not speak English, have special needs, are children, and/or are upset, belligerent, or any of a number of other possibilities you might encounter in a real emergency situation. Players should handle each individual as called for in the CRC plans, procedures, and protocols.

The Actor Controller will also give each actor a Contamination Card indicating the level of contamination present. When CRC staff use radiation detection equipment to check for contamination, the actor will hand the card to the Radiological Controller at that station. The Radiological Controller will observe the player’s use of the radiation detection instrumentation and provide the simulated instrument readings indicating the areas and extent of contamination. Players should make decisions regarding decontamination, referral, and dose assessment as called for in the CRC plans, procedures, and protocols.

Each actor is likely to play more than one member of the public visiting the CRC. As each actor passes through the CRC, he or she will receive another set of Actor and Contamination Cards from the controllers and proceed again, in a different role, through the CRC.

Play will be restricted to the delineated areas surrounding [the drill site]. Players should implement actions as they would in real life within the confines of the CRC. Play in a particular situation ends at the boundaries of those delineated areas. For example, if a belligerent person needs to be escorted out of the CRC, players should escort the individual out the door of the CRC to the boundary (or as called for in the CRC plans, procedures, and protocols) and end the play of that particular situation there, returning to his or her station within the CRC.

## Simulation

Because the drill is of limited duration and scope, certain details will be simulated. Simulation will occur through a combination of actor interaction, controller injects[[1]](#footnote-1), and simulation by the Simulation Cell (SimCell)[[2]](#footnote-2).

Any needed player contact with the following organizations or individuals will be simulated.

* [name or organization or individual]
* [name of organization or individual]

If a player needs to contact any of these organizations or individuals, he or she should [tell a controller that this is what the player would normally do; act out the scenario with the controller, clearly indicating to the controller who is being contacted, how, using what contact information, and for what purpose; call the SimCell at XXX-XXX-XXXX and act out the scenario, clearly indicating to the simulator who is being contacted, how, using what contact information, and for what purpose].

In addition, some player actions will be simulated: [add/delete/qualify as needed]

* Players will use the appropriate radiation detection equipment according to procedure.
* Actors playing individuals requiring decontamination [will/will not] actually shower. [Add if needed: If you are required to shower, you will be instructed, prior to the drill, to wear appropriate swimwear under your clothing.]
* Individuals may be referred to internal dose assessment, but no actual assessment activities will take place and the person will then proceed to registration.
* Individual actors may tell players that they have pets, but actual pets will not be present. [The Drill Planning Team will determine if actual animals are to be used and if waivers and precautions are required.]
* A player may identify that a person needs first aid and take him or her to that station or have first aid staff summoned, but no actual first aid activities will take place.
* [other]

Otherwise, players should conduct operations as normally as possible and proceed to respond as called for in CRC plans, procedures, and protocols until stopped by the controller or evaluator.

Controllers may also provide follow-up or other “injects” to players to respond to, in order to enable players to fully demonstrate the target objectives.

## Player Communications

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.

Player communications undertaken as part of play (i.e., communications necessary to respond to the scenario) should take place through normal channels as called for in CRC plans, procedures, and protocols, with the exception of those to be simulated as described above.

## Observers and Media

Media representatives and other observers, including VIPs, may be present during the drill. These individuals will be escorted by a controller at all times and will remain in designated areas. Please notify an evaluator, controller, or other drill staff if you see individuals who are not drill participants in areas designated for play.

Observers and media representatives have been instructed not to interfere with play or talk to the players during the drill.

## Player Instructions

Review the ExPlan for instructions that apply to all drill participants.

### Before the Drill

* Review appropriate CRC plans, procedures, and protocols.
* Review the ExPlan and Player Handbook.
* Attend required briefings.
* Report to the drill check-in location at the time designated in the drill schedule and meet with the drill staff. The Lead Controller or Drill Director will present the Player Briefing.

### During the Drill

* Wear your drill ID badge at all times; unauthorized/unidentified persons will be removed from the site. Player badges will be issued at check-in.
* Avoid personal conversations with drill controllers and evaluators.
* Respond to the situations presented by the actors as called for in CRC plans, procedures, and protocols. Actually perform the needed actions, except as noted above under Simulation or as directed by a controller or evaluator.
* If any actions you take are not obvious, state aloud what you are doing so that the evaluator assigned to your area can take note. If you believe that an important action is not being observed by an evaluator, keep your own notes of events, including time of occurrence and your actions (using Appendix A).
* Begin and end all drill communications (other than face-to-face communication within the CRC) with the statement, “**This is a drill.**” This precaution is taken so that anyone who overhears the conversation will not inadvertently mistake drill play for an actual emergency.
* Do not ask controllers or evaluators to prompt you regarding what a specific response should be. They can clarify information but cannot provide coaching.
* However, individual controllers may choose 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.] The controller will suspend play in their immediate area by calling a “**time out**.”
* If you notice observers, members of the media, or others in the drill play area outside of their designated areas, notify drill staff (controller, evaluator, support staff, or Drill Director).
* Remember that photography, videotaping, or recording of drill play is not allowed without permission from the drill organizers. Likewise, tweeting, uploading, posting, etc. of drill information is not allowed without permission from the drill organizers.

### After the Drill

* Complete and submit a Participant Feedback Form. Turn this in, along with any notes you took, to the Lead Controller at the full Hot Wash.
* Participate in a brief Hot Wash at your assigned CRC Station and in the full Hot Wash among all participants.
* Assist in cleanup of the drill site as requested.

# Drill Evaluation

## General Concept of Evaluation

Drill evaluation assesses an organization’s capabilities to accomplish a mission, function, or objective. Evaluation provides an opportunity to assess performance of critical tasks to capability target levels. Evaluation is accomplished by the following means:

* Observing the event and collecting supporting data;
* Analyzing collected data to identify strengths and areas for improvement; and
* Reporting drill outcomes in the After-Action Report (AAR).

The goal of drill evaluation for the CRC Drill is to validate strengths and identify improvement opportunities for the participating organization(s). In evaluating this CRC Drill, evaluators will seek to validate plans, procedures, and protocols of participating agencies and determine their level of capability with regard to the exercised target capabilities. Validation will attempt to answer the following questions:

* Were established plans, procedures, and protocols followed during the drill?
* Did the agencies do what they said they were going to do?
* Were the plans, procedures, and protocols effective?
* What level of capability do the plans, procedures, and protocols establish?

This validation is accomplished by the following means:

* Observing the event and collecting supporting data
* Analyzing the data to compare performance against expected outcomes
* Determining and suggesting what changes need to be made to procedures, plans, staffing, equipment, communications, organizations, and interagency coordination to ensure expected outcomes

The evaluation results will provide an opportunity to identify ways to build on strengths and improve capabilities. Because jurisdictions are testing new and emerging plans, skills, resources, and relationships in response to a changed homeland security environment, every drill, exercise, or event can be expected to result in multiple findings and recommendations for improvement.

## Controllers and Evaluators

Controllers and evaluators (which may be the same person) will be located throughout the area of play. Generally, one controller and one evaluator will be assigned to each station throughout the CRC, although some may also be assigned as “floaters” and move throughout the CRC. Controllers may provide information to you related to the scenario and provide guidance on actions to complete and actions to simulate. Evaluators will be located so that they can observe player actions and hear conversations without interfering in those activities. Players should expect both evaluators and controllers to take notes on player actions. Evaluators will not generally provide feedback on player performance during play, but evaluators may ask questions of players to more fully understand and document player actions. Players should also take notes on their own observations to share during the Hot Wash (using Appendix A).

Individual controllers may also suspend play in their immediate area by calling a “**time out**.” This may be done 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.] Evaluators should note in the EEG notes and activity logs if this occurs.

## Hot Wash and Participant Feedback Forms

Immediately after completion of the drill, controllers at each station throughout the CRC will lead a short Hot Wash for players, controllers, and evaluators to discuss their immediate reactions to the drill. This will be followed by a full Hot Wash of players, controllers, and evaluators from all stations of the CRC.

The Hot Wash is an opportunity for players to express their opinions about the drill and their own performance. Evaluators may seek clarification regarding player actions so that they can complete their evaluations. Drill participants can also discuss general strengths and areas for improvement.

After the Hot Wash, players should turn in their completed Participant Feedback Forms. These forms are intended to serve as a means for players to comment candidly on emergency response activities and drill effectiveness.

## After Action Report/Improvement Plan

Based on their observations and the input of controllers and players, the evaluators will compile the AAR. For each core capability exercised, the AAR will include a rating of how the drill players performed, as well as strengths and areas for improvement. Specific issues and observations will be identified for each capability and activity, and recommendations for resolving issues will be provided, based on input from controllers, evaluators, players, and drill planners.

Following completion of the draft AAR, elected and appointed officials confirm observations identified in the AAR, and determine which areas for improvement require further action. As part of the improvement planning process, elected and appointed officials identify corrective actions to bring areas for improvement to resolution and determine the appropriate organization with responsibility for those actions. Corrective actions are consolidated in the Improvement Plan, which is included as an appendix to the AAR.

Appendix A: Events Log

Drill Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Player Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Player Role/Station: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Appendix B: Acronyms

| **Acronym** | **Term** |
| --- | --- |
| AAR | After-Action Report |
| CRC | Community Reception Center |
| ExPlan | Exercise Plan |
| IND | Improvised Nuclear Device |
| 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)
2. A SimCell is used to generate injects for, receive player responses for, and provide information in place of nonparticipating organizations that would likely participate actively if drill events were real. Physically, the SimCell is a working location for the simulators (controllers) who portray these nonparticipating organizations or individuals, either through various communications mechanisms or face-to-face with players. [↑](#footnote-ref-2)