

THIS IS A RULEBOOK



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Acknowledgements

This is a TEST CRC Edition was created at the request of the Austin Health Department (Texas) staff to assist with training and exercising community reception center plans.

Lauren Finklea, physical scientist within CDC's National Center for Environmental Health, created all game concepts, rules, and mechanics. CDC Creative Services created all art.

We would like to thank all staff who tested this game and all corresponding components and documents.

Did we miss something?

We will routinely update the rulebook as we receive feedback. If you have a question on content or note something confusing, please let us know.

Contact simpler@cdc.gov.

About This is a TEST

The Centers for Disease Control and Prevention (CDC) designed *This is a TEST* (Training and Exercise Simulation Tool) to train emergency preparedness and response partners for various roles and responsibilities faced when responding to any incident. *TEST* is a collaborative game that bridges the gap between discussion and operational exercises. It uses narrative-based problems to foster teamwork, discuss resource management, and aid in understanding specific roles and responsibilities during an emergency.

TEST may be used as a training and exercise tool depending on the needs of the jurisdiction. *TEST* is aligned with adult learning principles and FEMA's <u>Homeland Security Exercise and</u> <u>Evaluation Program (HSEEP)</u> exercise design. Facilitators can modify objectives and gameplay to meet training and exercise requirements. Evaluation should align with HSEEP principles.

TEST is played over five rounds which include multiple phases that progress through response operations.

About These Rules

This rulebook accompanies *This is a TEST CRC (community reception center) Edition*. Players and facilitators are highly encouraged to watch the <u>playthrough video</u> before reading these rules or looking at other game content.

Because the game is complex, general concepts are explained first. Gameplay is later described step by step. The <u>FAQ section</u> has additional information. If you have more questions, contact <u>simpler@cdc.gov</u>.

Intended Audience

Staff, volunteers, or decision makers who would be involved in setting up or operating a CRC.

Technical Assistance

For technical assistance with This is a TEST CRC Edition

- Email <u>simpler@cdc.gov</u>.
- Reach out to your Public Health Emergency Preparedness (PHEP) program jurisdictional representative, or CDC Division of State and Local Readiness (DSLR) project officer or health department liaison officer (HDLNO).

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Scenario

A radiation emergency has occurred, and you are tasked with setting up a Community Reception Center (CRC) that will screen, decontaminate, and register the people who arrive. To operate a successful CRC, staff will need to work together and be mindful of the continuously unfolding situation as more and more meeple arrive. You have a base level of staff but will probably need to request additional staff throughout your shift. As in any emergency, time and resources are limited, so you will need to work efficiently to process meeple effectively and safely.

Requirements

- ✓ Facilitator¹
- ✓ 3–7 players
- ✓ Game set
- ✓ One coin

Playtime

 ✓ approximately 60 to 90 minutes but can be adjusted by adding or subtracting the number of rounds played.



Game Objectives²

- ✓ Process all meeple at your CRC by the end of the shift (game).
- ✓ Resolve all inject cards while managing hazard levels, public anxiety, and staff fatigue to make sure they don't hit "Game Over."

Cooperative Gameplay

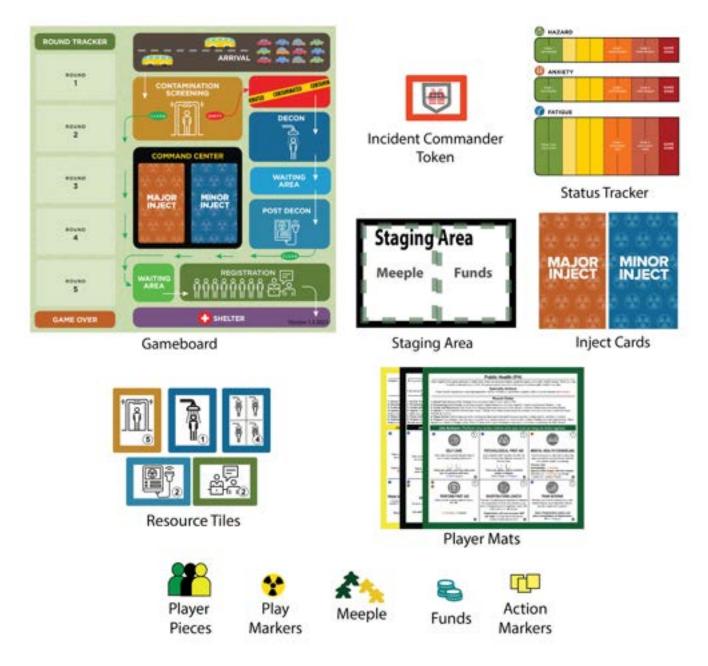
TEST is a fully cooperative game, which means that teams make all decisions together, and there are no individual winners.

¹ Facilitators can range from a trainer or exercise facilitator to someone who has read the rules and watched the playthrough video.

² The facilitator sets learning and exercise objectives.

Components

The components for TEST CRC are shown in the following images.



Incident Commander Token

The **Incident Commander** leads dialogue and makes final decisions on injects and spending of funds.

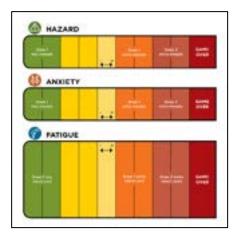
The **Incident Commander Token** is passed to the right after each round to allow different players to take on the leadership role.

Emergency Management player will be Incident Commander for Round 1.

Status Tracker

The **Status Tracker** has three meters that players reference and use throughout the game: **Hazard, Anxiety,** and **Fatigue**. Play markers and player pieces mark the status of each meter.

- **Hazard** represents the safety issues that might arise at the CRC. One play marker measures the Hazard status throughout the game.
- **Anxiety** represents the public's anxiety around the event while at the CRC. One play marker measures the Anxiety status throughout the game.
- **Fatigue** represents staff (player) fatigue from working at the CRC. Each player has a Fatigue game piece that matches the color of the player mat. *This means that each player has their own fatigue status.*



Throughout the game, players will move pieces on the Status Tracker to the **right** (indicated by the **+** symbol) or to the **left** (indicated by the **-** symbol) based on decisions and actions taken.



Green Zone (1) Benefits

When players have any piece in any **green area** (1) on the meters, the team receives a benefit.

- Draw 1 less meeple when the Hazard and/or Anxiety status is in the green.³
- Draw 1 less inject when any player Fatigue status is in the green.

³ If the marker is in green for both Hazard and Anxiety, players would draw 2 less meeple.



Orange/Red Zone (2-3) Penalties

When players have *any* piece in **orange** (2) or **red** (3) **areas**, the team receives a penalty.

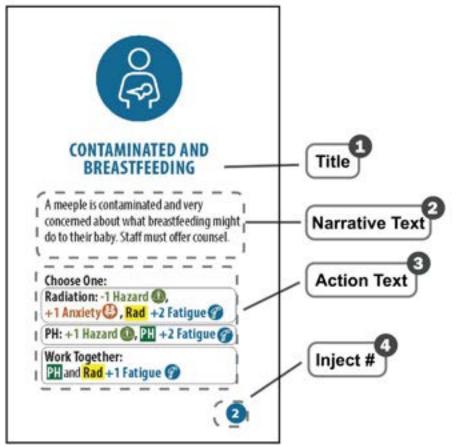
- Draw 1 (*orange*) or 2 (*red*) more meeple when the Hazard and/or Anxiety status is in the orange/red.
- Draw 1 (*orange*) or 2 (*red*) more inject(s) when any player Fatigue status is in the orange/red.

Dark Red Zone (4) Penalty

If any piece reaches **Game Over** (4) on any status meter, the game immediately ends.

Inject Cards

Injects are scenarios that will happen during your CRC operation and will affect the status tracker meters, game resources, and arriving meeple.



Injects always have a title (1), narrative text (2), action text (3) and an inject number (4).

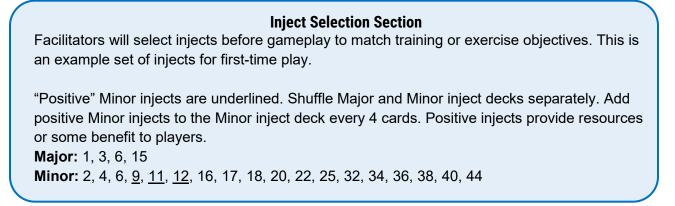
Action text (3) shows how an action affects the Hazard, Anxiety and/or Fatigue meters.

The **plus (+)** and **minus (-)** signs next to each action (e.g. Radiation, PH (Public Health), or Work Together) show the cost of the action.

A **plus (+) sign** can mean moving forward on the status meter, receiving funds, or gaining resources or meeple.

A **minus (-) sign** can mean moving backwards on the status meter, paying funds, or losing resources or meeple.

The **inject number** (4) is used by the facilitator or exercise design team and aligns with postexercise discussion questions.



Player Mats

Player mats provide information about the actions each player can take in the game. They are based on staff responsibilities at an actual CRC.

Each player has their own individual mat with six actions to choose from. Each mat is broken into sections.



The **top section** of the player mat (1) gives a description of the role at a CRC and indicates what each player in the game specializes in–such as getting resources, managing staff fatigue, or managing public anxiety.

The **middle section** (2) describes the six phases of play for each round.

The **bottom section** (3) describes actions that the player can take related to the duties for that position.

Some actions are limited (once or twice per game), as noted in the action.

Each action has a **cost** for use, which is in the "PAY" circle at the top right of the player action (4).

Gameplay Based on Number of Players

Required Roles for Gameplay

At a minimum, the **Emergency Management (EM)**, **Public Health (PH)**, and **Radiation (RAD)** roles are required to play the game. All other players can be added to fit the training or exercise audience and needs.

Player Actions

The number of actions any one player may take from their player mat during a round varies depending on how many players are in the game.

- For 3–4 player games, players may perform *multiple* actions on their player mat in each round.
- For 5–7 player games, each player may perform *only one* action on their player mat per round.

Combined Roles

There are combined roles for **Public Information Officer (PIO)** and **Public Health (PH)** (labeled **PHI**), and **Hospital Coordinator (HC)** and **Fire and Police (FP)** (labeled **HFP**). These are found on opposite sides of player mats. These can be used if

- injects are selected that require those players
- players would like to explore additional roles and responsibilities at a CRC represented by missing players

For example, a 3-player game could use EM, PH, and RAD or EM, PHI, and RAD, which allows for wider variation in injects and player actions.

Gameplay Overview

TEST consists of five rounds. Rounds represent one hour of your work shift. At the end of each round, the play marker will move to the next round on the Round Tracker. Rounds 1–4 consist of six phases. Round 5 *only* has Phase 2 (Processing) where players have closed their CRC but are trying to process any remaining meeple.

Phases:

1. Arrival

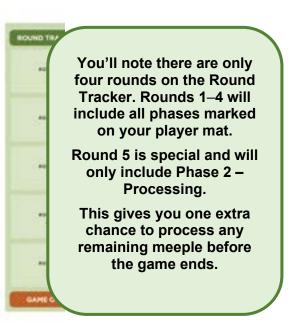
New meeple arrive and are placed on the board from the Staging Area.

2. Processing

Meeple move through the stations based on the capacity of each station.

3. Funds and Resources

Funds are added to the team pool of available funds from the Staging Area. Any resources that are on the Round Tracker are placed at stations.



4. Injects

Inject cards are drawn and read aloud. The

Incident Commander guides the team through a collaborative decision-making process to resolve issues on selected inject cards.

5. Player Action

Players work together and spend their available funds to carry out the actions on their player mats. These actions can get resources or help lower levels on the Status Trackers.

6. Prepare

New meeple and funds are placed on the Status Tracker to prepare for the next round. The role of Incident Commander moves to the player to the right.

Player Roles:

Emergency Management (EM)

Specialize in gaining resources to increase capacity and reducing Hazard.

• Public Health (PH)

Specializes in gaining registration desks, increasing registration capacity, reducing some Hazard and Anxiety.

• Radiation (Rad)

Specialize in reducing their own Fatigue and gaining contamination screening resources.

• Public Information Officer (PIO)

Specialize in reducing Anxiety and decreasing the number of meeple arriving to your CRC.

- Fire and Police (FP) Specialize in reducing Hazard, Fatigue and gaining decontamination resources.
- Hospital Coordinator (HC) Specialize in reducing Hazard, Anxiety and gaining additional ambulances.
- Volunteer Coordinator (VC) Specializes in reducing Anxiety, Fatigue, and gaining additional resources.

Game End

The game ends either after five rounds are completed or if any of the play markers or player pieces reach **Game Over** on the Status Tracker.

GAME OVER

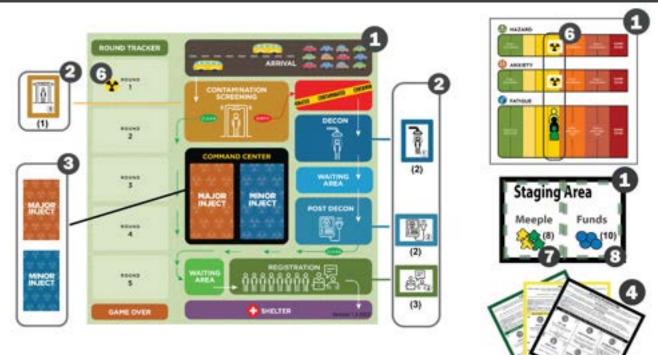
Players win if they can process all meeple (move them through the gameboard to the shelter) without reaching Game Over by the end of Round 5.

Players lose if any marker or piece reaches Game Over or if they are unable to process all meeple (move all meeple through the gameboard to the shelter) by the end of Round 5.

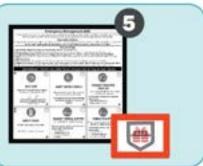
Setup

- 1. **Gameboards:** Place your main gameboard in the middle of the table. Place the Status Tracker and Staging Area beside it.
- 2. **Resources:** Place resource tokens on the board, matching resource images to locations on the board.
 - 1 Portal Monitor at Contamination Screening
 - 2 Showers at Decon (Decontamination)
 - 2 Handheld Detectors at Post-Decon
 - 3 Registration
 - 1 Ambulance (Only if playing with a Hospital Coordinator)

Example Setup



- 3. **Injects:** Place inject cards on the board. (See <u>Inject Selection Section</u> for more information.)
- 4. **Player Mats:** Each player takes 1 player mat matching the role they are playing in the game and places it in front of them.
- 5. **Incident Commander:** Give the Incident Commander Token to the player who is assigned the role of Emergency Management.



- 6. **Player Pieces and Play Markers:** Place player pieces and play markers on the Status Tracker and gameboard.
 - Place player pieces in the far-right yellow area in the Fatigue bar on the Status Tracker.
 - Place 1 play marker each in Hazard and Anxiety in the far-right yellow areas.
 - Place 1 play marker on Round 1 on the gameboard.
- Meeple: Add 30 green (12 with black "x" contamination marks) and 12 yellow (4 with black "x") meeple to a bag or container and mix. This is the available meeple pool. Draw 8 meeple randomly and place them in the Staging Area. (See <u>Prepare</u> section, Table 1 for more information.)
- 8. Funds: Place 10 funds in the Staging Area.
- 9. **Remaining Pieces:** Set any remaining pieces to the side for later use.

Gameplay

This section will provide additional details and tips for first-time players. Players should defer to their facilitator to help work through the process clearly and efficiently.

Watch the <u>playthrough video</u> for an example of a first round of gameplay.

1. Arrival

The Incident Commander takes all meeple from the Staging Area and places them on Arrival in the parking area on the gameboard. After the first round, the new meeple are added to those left over from the previous round.



2. Processing

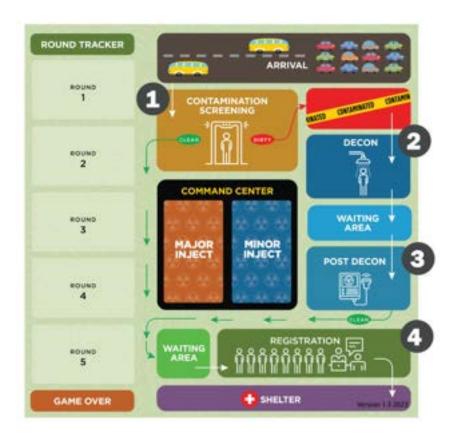
Select meeple to move through the CRC. Players should work through each station one at a time.

Process meeple in station order:

- 1. Contamination Screening
- 2. Decon
- 3. Post-Decon
- 4. Registration

The processing power of each station depends on how many resources are available and their total number of <u>meeple points</u>. Total processing power is the sum of all meeple points found on the resources at that station.

Any meeple that can't be processed to the Shelter due to lack of resources are left waiting until the next round. Meeple at the Shelter may be removed from the board. Do not put meeple back in the available meeple pool.



Meeple Points

Meeple points are a key concept in the game.

The meeple points available for each resource are printed in the bottom right corner of the resource. There are two meeple colors used in the game.

Meeple color represents how many meeple points are needed to process that meeple.

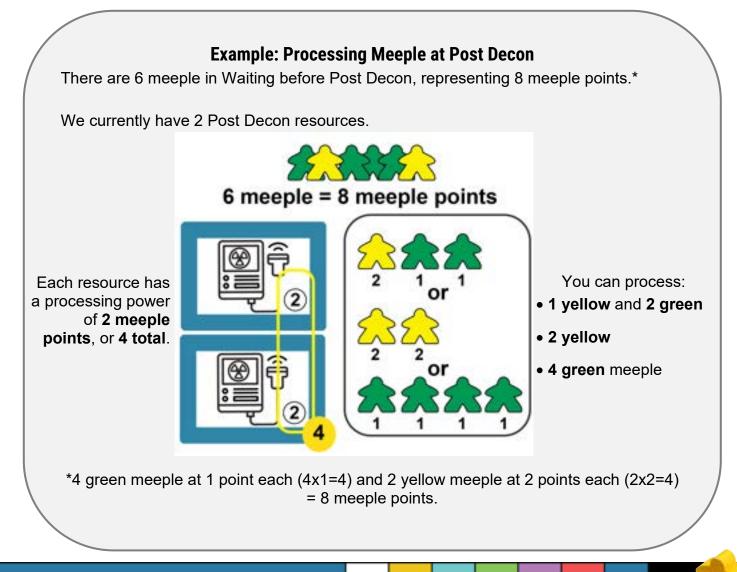
- Green meeple = 1 meeple point
- Yellow meeple = 2 meeple points

Yellow meeple represent people who are sick, might need additional assistance, or have access or functional needs.

Helpful Tip

It's important to prioritize meeple who need assistance. Ideal CRCs have the resources and staffing to properly accommodate those in need.

At the end of each round, if **yellow meeple** are in line at *any* station, move the marker +2 Anxiety on the Status Tracker.



Special Station Processing

Contamination Screening has special station processing rules.

Contamination Screening

- Check if meeple need decontamination by flipping them over to check their feet for a black **X**.
- Meeple with a black X need decontamination. They follow the red "dirty" arrow to the Contaminated area.
- All other meeple follow the green "clean" arrows to Waiting before Registration.

3. Funds and Resources

The Incident Commander takes the funds from the Staging Area and adds them to any current or leftover funds from the previous round.

Funds roll over each round. Each new round, players will receive 10 additional funds (shown in Phase 6, Table 1).

Resources and Funds awarded during injects and player actions from the previous round (phrased "next round" on the inject card or player mats) are gained during the current phase and placed on the gameboard. No additional meeple may be processed with newly gained resources placed in this phase until the next round during Phase 2 (Processing).

4. Injects

The Incident Commander draws a base level of 1 Major inject and 3 Minor inject cards. The total number of Minor injects drawn in any round can be modified based on the position of players' Fatigue on the Status Tracker.

The Incident Commander passes injects out to the group to read aloud.

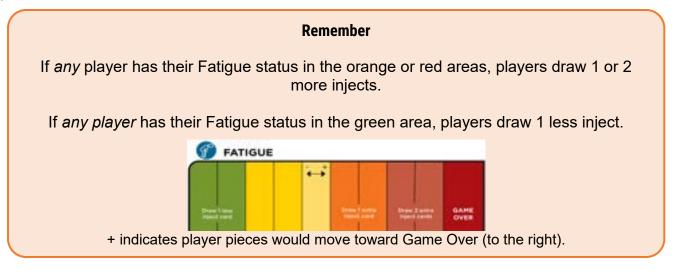
Some injects don't have a choice and will just happen.

Others may have conditions (such as having lines at a station) that players can ignore if the conditions aren't met.

After all cards have been read, players discuss which options they would like to take for each card and decide how to proceed as a group. The Incident Commander makes the final decision.



Players can choose to resolve injects in any order, but all injects must be resolved before the phase ends.



Helpful Tip When considering injects or future player actions, the Incident Commander can set aside funds as a placeholder. This may help with determining how many funds might be needed to accomplish all injects and perform player actions in the next phase.

5. Player Actions

Players can perform any action on their player mat if funds are available.⁴ Some actions have limits to how many times they may be used during a game.

Following are some examples of player actions. For additional clarification on player actions, see the <u>FAQ</u> section or talk to your facilitator.

Helpful Tips

- To keep track of actions you might take, place funds on them.
- Get resources early for greatest processing efficiency.
- Be proactive with reducing meters on the Status Tracker.
- Perform actions that cost "0" often.
- Colored circles in the top left of each action can tell you if that action affects a meter on the Status Tracker. For example, the Self-Care action impacts Fatigue, which is colored in blue text when appearing on player actions, injects, and the Status Tracker.

⁴ For 3-4 player games, players can perform multiple actions on their player mat each round, except for Self-Care. For 5+ player games, players may perform only one action on their player mat each round.

Performing Self-Care and Using Cubes (Action Markers)

Every player can perform Self-Care to reduce fatigue. When a player selects this option, they may move their meeple two spaces back on the status meter for Fatigue. Once a player selects this action, they cannot complete any other action from their mat in that round.

Each player can use this only twice per game, as shown by the two squares. Players use the **action markers** to indicate that they have completed an action that has limited use.



Example:

Radiation has used the Self-Care action once and is going to use it again. They place an action marker on the second square on their player mat under Self-Care. Radiation can no longer perform Self-Care for the rest of the game.

Using Ambulance

When playing with the Hospital Coordinator, injects may refer meeple to the hospital.

If players choose this option, they use their ambulance token in the parking area. If there is no ambulance available, the Hospital Coordinator can gain 1 additional ambulance.

When sending meeple to the hospital, players must pay 2 funds, and the Hospital Coordinator gains 2 Fatigue on the Status Tracker.



6. Prepare

Unless altered by an inject, player action, or Hazard and Anxiety levels on the Status Tracker, the Incident Commander will add new **meeple and funds to the game** as follows:

- Preparing for Round 2 (End of Round 1) Draw 12 meeple and 10 funds.
- Preparing for Round 3 Draw 12 meeple and 10 funds.
- **Preparing for Round 4** Draw 8 meeple and 10 funds.
- Preparing for Round 5 No additional meeple are drawn. The next and final round is for trying to process any remaining meeple.

The Incident Commander checks the CRC gameboard to see if there are any yellow meeple waiting in line at *any* station. If there are yellow

Table 1: Meeple and Funds for Each Round

Round	Meeple	Funds
1 (Setup)	8	10
2	12	10
3	12	10
4	8	10
5	0	0

Some inject cards may add or subtract to the number of meeple or funds added during each round.

meeple waiting, move the marker for the Anxiety status to the right 2 spaces (+2 Anxiety).

The Incident Commander passes the Incident Commander token to the player on the right and moves the play marker to the next round on the Round Tracker.

Remember

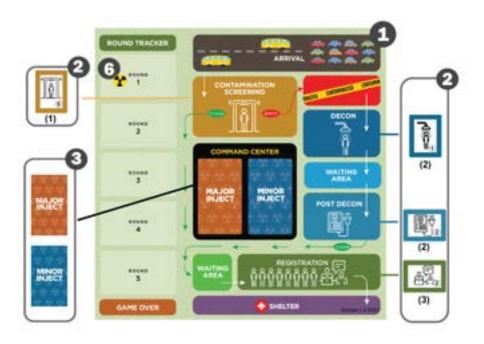
There is a **fifth round** that you can use to process any remaining meeple in your CRC.

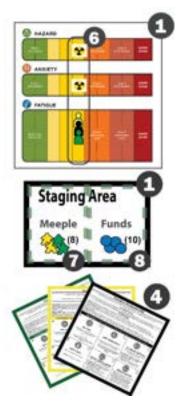
You will perform only **Phase 2 (Processing)**. Do **not** draw new meeple, funds, or inject cards.

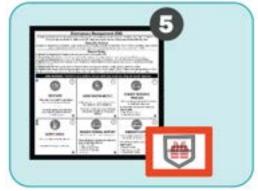
Quick Start Rulebook

How to set up the game

- 1. Place gameboard, Staging Area, and Status Tracker on table.
- 2. Place resources on gameboard (numbers listed beneath each).
- 3. Place inject cards on gameboard.
- 4. Hand out player mats.
- 5. Give Incident Commander Token to Emergency Management player.
- 6. Place play markers and player pieces on the Status Tracker and Round 1 on board.
- 7-8. Place 8 meeple and 10 funds on Staging Area.







What to do each round

Rounds 1–3: Complete all phases (1–6).

Round 4: Complete all phases but skip drawing additional meeple and funds at the end of the round.

Round 5: Complete Phase 2 only (Processing).

What to do each phase

1. Arrival

• Take meeple from Staging Area and place on Arrival on gameboard.

2. Processing

Go through each station (1-4) and process meeple as resources allow (see graphic).

- Processing power is on the bottom left of each resource. (See <u>Meeple Points</u> section for more detail.)
 - Add up the processing power from each resource to determine the total processing power for that station.
 - Green meeple are worth 1 meeple point.
 - ✓ Yellow meeple are worth 2 meeple points.

Contamination Screening: Meeple with a **black** "**X**" on the bottom go to Decon (2) from Contamination Screening (1).



Meeple not processed to the Shelter during the round stay on the gameboard at the station where they were at the end of the most recent round.

3. Funds and Resources

- Gain all funds from the Staging Area and add them to your current funds.
- Place any resources on the board that are from injects or actions that said "next round" on gameboard.

4. Injects

- Each round has a base of 1 Major and 3 Minor injects, but modifications (+/- Minor injects) are made to the base number depending on player Fatigue on the status tracker. Incident Commander calculates the injects for the round, draws inject cards, and passes cards to players to read each aloud before making decisions.
- Resolve all injects.

5. Player Action

- Perform player actions from player mats by paying the cost in the right corner of each action.
- Based on number of players, players may take one or more actions (See page 9). Use action markers to cover squares where noted on mats to show that limited actions have been completed.

6. Prepare

• Rounds 1–3: Check Status Tracker for meeple and funds modification and combine with base levels in table. The current Incident Commander draws meeple and funds and places them on the Staging Area.

Round	Meeple	Funds
1 (Setup)	8	10
2	12	10
3	12	10
4	8	10
5	0	0

During Round 1, the Incident Commander will prepare for Round 2, drawing 12 meeple and 10 funds.

• Rounds 1–4: The current Incident Commander passes the Incident Command Token to the player on their right and moves the play marker to the next round.

How to End the Game

The game ends either when any player piece or play marker hits Game Over on the Status Tracker or the five rounds have ended. Players win if they process all meeple within the five rounds.

This section provides detailed information on *TEST CRC* mechanics and answers to common questions received from pilot testing and implementation.

Complex Cards and Player Actions

Meeple in Line

What do I do if an inject card refers to "meeple in line," but there are no meeple? Immediately resolve that card. No further action required.

Removing Resources

What happens if an inject card says to remove X number of resources, leaving a station with no resources?

Always leave one resource token at each location. Remember that each card is 1 resource.

Replace Yellow with Green Meeple

If an inject card or player action states "replace a yellow meeple with a green meeple," can I replace a yellow meeple anywhere on the board or only in arrival?

Players may replace a yellow meeple anywhere on the board with a green meeple. Green meeple are taken from the unused meeple pool. Yellow meeple are placed with already processed meeple off the board and out of the way.

Meeple Processing after Gaining Resources

If resources are immediately added to the board by inject cards or player actions, can I then process meeple waiting for that resource before the next round?

No. Meeple are processed only during Phase 2 (Processing). They remain on the board unprocessed until the next round.

Game Components

Resource Tokens

How many resources do resource tokens represent?

Resource tokens can represent a combination of resources. For example, Registration represents 2 registration desks per card. When injects mention removing 1 resource, players remove 1 resource token from the board.

Shuffling Inject Cards

Should I shuffle the inject cards?

No, unless told otherwise by your facilitator. The inject cards are typically in a specific order designed to meet exercise or training objectives.

Adding and Subtracting Meeple

How do I know if I have to add or subtract the number of meeple arriving for the next round?

An inject card, player action, or the Hazard and/or Anxiety level will cause you to add or subtract meeple for the next round. For inject cards that change arriving meeple numbers, place them on the Round Tracker for the round it impacts.

Modifying Meeple Amounts

What if I want more or less contaminated meeple or a different proportion of yellow to green meeple in my game?

Discuss this with your facilitator. These rules are for the base game. Facilitators may change meeple numbers to fit training and exercise goals.

Running Out of Meeple

What do I do if there are no meeple left in the available meeple pool?

Place all meeple that have been processed back into the available meeple pool.

Status Tracker

If there is more than one player Fatigue in the orange "Draw 1 extra inject" area on the Status Tracker, would the number of injects be multiplied by the number of players?

No, players will draw only 1 extra inject if there is any player in the orange. This is the same if there are multiple players in the red or green areas. The "Draw x" only applies once, no matter how many players are in that area.

If there is one player in the green, one in the orange, and one in the red area for Fatigue, are the inject modifications added?

Yes, in this case, there would be a total of 2 injects drawn. Green (-1) + Orange (+1) + Red (+2) = 2 total extra injects.

Glossary of Terms

Abbreviations

- **CRC** Community Reception Center
- **EM** Emergency Management
- **FP** Fire and Police
- IC Incident Commander
- HC Hospital Coordinator
- HFP Hospital Coordinator/Fire and Police
- PIO Public Information Officer
- PH Public Health
- PHI Public Health/Public Information Officer
- **RAD** Radiation
- VC Volunteer Coordinator

Key Terms and Definitions

Access and functional needs (AFN)

Includes individuals who need assistance due to any condition (temporary or permanent) that limits their ability to act. To have access and functional needs does not require that the individual have any kind of diagnosis or specific evaluation. Individuals having access and functional needs may include, but are not limited to, individuals with disabilities, seniors, and populations having limited English proficiency, limited access to transportation, and/or limited access to financial resources to prepare for, respond to, and recover from the emergency. (FEMA)

Available Meeple Pool

Collection of meeple that have not been put into play and are available to be drawn to be places on the board.

Meeple

small boardgame piece, usually with a stylized human form.

Phase

Breakup of stages or portions of a round that signify different portions of gameplay actions.

Round

Completion of all phases. In this game, there are six phases in a round.