



SCRIPT AND INSTRUCTIONS

EXTREME EVENT: ROCK CITY

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Key

Black text is the facilitator’s script (the part you actually read aloud).

Blue italics indicates instructions for facilitator/helpers.



indicates a timing tip.



indicates when to play a sound effect.



indicates when to switch to a new visual effect on the projection screen.

PREPARE PHASE



This phase takes about 20 minutes. Players sit in their sector groups to decide which resources to invest in. You may tailor the intro to fit your group and your personality.



Play ROCK CITY AMBIANCE as players enter the game room.



Play Rock City PowerPoint on a continuous loop throughout this phase.



When you are ready to start the game, play FANFARE to get everyone's attention.

[Encourage everyone to take a seat at their sector tables.]

It's time to get started!

This room has been transformed into Rock City, a town where we all live. For the next hour, we'll embark on an adventure that raises interesting and surprising questions about disasters and resilience.

Just like in a real disaster, you won't know what's coming next, and there won't always be an easy answer. Just make the best decisions you can at each stage, and afterward we'll debrief on what happened.

So, are you ready, Rock City? *[Wait for response. Solicit enthusiasm!]* Come on, you can do better than that! I said, "Are you ready, Rock City?"

That's the kind of enthusiasm that shows Rock City really *rocks!* I love this place, don't you? We've got it all—the gorgeous historic district, outstanding public transit, and the best weather.

All of which means we're invincible, right? *[Wait for response.]*

Wrong! As your Chief Resilience Officer, I am here to remind you that disaster lurks around every corner. We are all, in fact, doomed.

Just kidding! But seriously, here in Rock City, we are trying to figure out what it takes to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events. We call this resilience.

As your name tags indicate, you are all important leaders in this city. Where are Rock City's Households? Raise your hands.

Excellent. Now where are our Community Groups? *[Have each group raise their hands as you call their table.]* Businesses? First Responders? Local & State Officials? Federal Officials? Great!

Please take a few minutes to introduce yourselves to the people at your table from the perspective of the character on your name tag. Think about your specific role in the community and what your character brings to the table. When you're done, take a look at the sector card on your table and read it aloud to your group. Okay, go!

[Allow a few minutes for introductions.]

Alright, is everyone ready? That was the easy part. Here comes the hard part. You are gathered in your sectors today as part of an ongoing process to build coalitions within and across each of the sectors in our community. Your goal is to help Rock City become more resilient.

Now, everyone has different priorities for our city. Some people want to restore the historic district, which hasn't been updated in decades. I'll admit it's losing its shine. Others say we should expand the central hospital, which is way

undersized for our growing population. Still others want us to do more to attract tourists and conventions to our business district.

But luckily, the one thing we all agree on is the need to invest in resilience. We all saw what that city 100 miles to the south went through after just a few tremors. Then there were the floods up north. And sometimes those wildfires get a little too close for comfort, if you ask me!

This is a big city with a lot of valuable buildings and high population density. We need to be prepared.

[Hold resource cards in the air.] Each sector will receive a set of resources to consider.

[Distribute resource cards, prepare phase rules, and resource description sheets to each sector.]

Your table has a set of 24 resources to consider. Some of these are long-term investments that would help Rock City for years to come. Others are short-term resources that could become crucial during a crisis.

But time and funding are limited! As a group, you must select 12 resources to invest in and 12 resources to discard. Then, distribute your selected resources among the players at your table.

Use the resource description sheets to learn more about the resources. If you need a refresher on key facts about our city, check out the slideshow. I'll give you a 3 minute warning when you'll need to start wrapping up.

Invest wisely—Rock City is counting on you!



Observe players to see how quickly they're progressing. Give a 3-minute

warning when it looks like sectors are wrapping up. Allow enough time for discussion, but not enough time for players to get bored.

Take 3 more minutes to make your final selections and distribute the 12 selected resources at your tables.

RESPOND PHASE



This phase takes about 20-30 minutes. Players solve challenges affecting their neighborhoods.

Okay, it's time to make your final selections! I need one person from each sector to hold up the 12 resource cards that your group did not invest in.

[Collect discards.]

Congratulations on making these tough choices. Becoming a more resilient city is hard work, but is critically important! Now, I figure we'll be prepared for just about anything...



Start EARTHQUAKE sound effect, then keep reading the script.



End Rock City PowerPoint and start Earthquake PowerPoint (on continuous loop).

Oh no! Earthquake—strong shaking!!!

Immediately DROP, COVER, and HOLD ON. Stay where you are and drop to the ground. Take cover under a desk or table, and hold on to it firmly.

[Demonstrate actions and encourage players to get under tables. Continue reading as they do so.]



Doorways are not any safer—that’s a myth. If you can’t get to a table, move to an interior wall. Look out for hazards like mirrors, windows, and heavy objects above you. If you’re in a wheelchair, lock your wheels and protect your head and neck with your arms. Don’t try to go outside!

[Wait for everyone to get in position.]

Whew! It seems like the earthquake is over, so you can come out slowly, watching for any hazards.

[Flip over challenge boards so players can see the challenges. Remove sector cards and prepare phase rule sheets from tables.]

Oh, my goodness. That earthquake really shook things up. Serious problems are happening in every neighborhood around the city! *[Create suspense through a sense of urgency in your voice and actions.]*

Quick! Get up! Take your resources with you and go to your neighborhoods to help your community respond to the crisis.

If you're so distraught that you can't remember where you live, check your name tag.

Who lives in Quarrytown? Raise your hand! Head over that way! *[Point to location of each neighborhood to help guide players to their neighborhoods.]*

Midtown, over there! Old City...The Falls...Hillside...Rock Center – there, there, there, and there!

Don't forget to bring your resources with you. Your neighborhood will need them!

[Distribute respond phase rule sheets to each table. Once everyone has found their new tables, continue reading the script.]

Every neighborhood in our city is facing a challenge. *[Point to a nearby challenge board for reference.]*

You have two viable options. You'll work with your neighbors to pick an option. Ask yourselves two questions:

- 1. What's the right thing to do?**
- 2. What's best for the city as a whole?**

Under each option is a list of resources you need. These are divided into five categories.

Each neighborhood earns 100 points for each category completed within the option it has selected. So, if your group chooses Option B and you complete 3 categories on the right-hand side of your board, you get 300 points.

Your goal is to fill all five categories for your selected option. You also want to contribute to the resilience of the city as a whole.

Here are the details:

- 1. Add a resource card to your board by placing the card onto its corresponding spot on your board.**
- 2. If there is an “OR” between two resources, you need ONE or the OTHER to fulfill that category.**
- 3. If two resources are next to each other and there’s no “OR” between them, then you need BOTH cards to fulfill that category.**
- 4. You may switch to the other option on your board if circumstances require it. But, there is no extra credit if you complete (or attempt) both options.**
- 5. To give or trade a resource, simply hand the resource card to the other player.**

One more thing—please assign one of your players to stay at your neighborhood’s table. This person should monitor your challenge board and listen for important messages and updates. You never know what might happen in the aftermath of an earthquake!

Now’s the time to weigh your options, use your resources, and put your coalitions into action! Go!

[Issue surprise challenges to make this phase more complex and exciting. We recommend issuing a surprise challenge about every five minutes throughout this phase; however, none are strictly required. They can be used in any order.]

SURPRISE CHALLENGE – FIRE

(pick one neighborhood or apply to whole city)

 *Play CHALLENGE sound effect.*

A downed power line has started a fire in [*specific neighborhood or whole city*]. To stop the blaze, you must offer a firefighting resource to the Fire Chief.

This includes any card containing the word “fire:” 10 Fire/Rescue Personnel, Fire-Resistant Building Materials, Fire-Suppression System, Fireproof Safe, 5 Fire Extinguishers, or 10 Fire Trucks.

Hurry! You have one minute to protect your neighborhood and save your resources!

[One firefighting resource is required per affected neighborhood, so if this challenge is issued to the whole city, 6 resources are required.

After the resources are offered to the Fire Chief, they are discarded.

If a neighborhood fails to produce the required card, ask players to put all resources they are currently holding face down on the table. Choose two cards at random and discard them. These resources have “burned down” in the blaze and can no longer be used. Players may then collect the remaining cards and resume play.]

SURPRISE CHALLENGE – EMERGENCY AID

(apply to whole city)

 *Play HAPPY sound effect.*

Your coalitions are working so well that you’ve been able to arrange a shipment of emergency aid from outside the state.

Each neighborhood should send one representative to the front of the room. These city leaders will decide which resources are most needed.

[Once you have representatives from all 6 neighborhoods, give these players the entire discard pile. Give them 3 minutes to select a total of TWO cards. These cards can now be used to solve challenges.

[If players cannot reach consensus after 3 minutes, cards are returned to the discard pile and play resumes.]

SURPRISE CHALLENGE – CHASM

(apply to whole city)

 *Play CHALLENGE sound effect.*

Everybody freeze! We've just discovered that the earthquake created a giant rupture in the ground!

[Point to the masking tape line on the floor that you created before the game.]

From now on, you can pass cards over this chasm, but you cannot walk across it.

SURPRISE CHALLENGE – TRAIN DERAILMENT

(pick one neighborhood or apply to whole city)

 *Play TRAIN sound effect.*

Oh no! Track damage has caused a train carrying hazardous material to derail. Emergency response resources are urgently needed on the scene.

Remove the following cards from your challenge board now.

- **Geiger Counter**
- **Mountaineering Knowledge**
- **Flashlights, Batteries, Solar Charger**
- **20 Two-Way Radios**

These resources can no longer be used to solve your neighborhood’s challenge.

[Walk over and place an “X” card in the resource slots for Geiger Counter; Mountaineering Knowledge; Flashlights, Batteries, Solar Charger; and 20 Two-Way Radios on the challenge boards of affected neighborhoods. If any resource cards were already in these slots, they must be discarded.]

[Proceed with script once you are ready to wrap up this phase. It is not necessary to wait until everyone has solved their challenges; allow enough time for lively discussion/exchange of resources, but not enough time for players to get bored.]

Heads up Rock City residents! It's time to stop exchanging resources and return to your neighborhoods to solve your challenges as best you can! There's now a temporary bridge across the rupture, so you can walk across it safely.

[Help players return to their neighborhoods. If needed, allow a few minutes for players to make final selections on their challenge boards.]

RECOVER PHASE



This phase takes about 10 minutes. You'll enter scores for each neighborhood.

Whew! The earthquake and aftershocks have stopped and things are calm again. It's time to assess the damage.

Did our preparations pay off? Were we able to activate our coalitions to successfully move resources to areas in need around the city?



End Earthquake PowerPoint and open Scoreboard PDF.

Quarrytown: You guys faced a terrible situation in which you had to choose between search and rescue or fighting a fire. Which option did you pick, and why did you make that decision?

[Allow for brief discussion, then check board and enter score for Quarrytown – 100 points for each completed category.]

Midtown: In your neighborhood, the city’s center for adults with special needs was severely damaged. Did you establish a specialized temporary shelter, or reconnect everyone with their caregivers? What factors influenced your choice?

[Discuss, then check board and enter score for Midtown.]

The Falls: The dam collapsed and the water was threatening to flood our only water treatment plant. You could open a flood gate to divert the water through the business district, or sacrifice the water treatment plan to spare the businesses. Which option did you choose, and why?

[Discuss, then check board and enter score for The Falls.]

Old City: You had to make a gut wrenching choice about whether to prioritize search and rescue around a collapsed clock tower or evacuate a flooding nursing home. What did you do, and what were your reasons?

[Discuss, then check board and enter score for Old City.]

Hillside: When aftershocks put a campground at risk of a landslide and a historic hotel at risk of collapse, you had to choose which area to evacuate first. Did you clear the road and evacuate the hotel, or evacuate the campground via the river? What factors influenced your choice?

[Discuss, then check board and enter score for Hillside.]

Rock Center: You had a possible chemical leak at the central hospital, but the city’s other hospitals were already overcrowded. You could create a temporary medical shelter in the city center, or transfer everyone to hospitals out of town. Which option did you choose, and why?

[Discuss, then check board and enter score for Rock Center.]

Well done everyone! It looks like we had *[number]* neighborhoods get all the resources they needed through key investments in short- and long-term resources while effectively activating their coalitions across the city.

Resilience isn't just about one neighborhood or one challenge. It's about Rock City as a whole, isn't it? Let's see how we did as a city. *[Show total score.]*

Really great work!

 *Play APPLAUSE sound effect.*

ADAPT PHASE

 *During this phase you'll discuss the game and help players draw lessons about resilience in real life. It takes about 15-20 minutes.*

Let's take a few moments to reflect on how we did and think about how Rock City might be more resilient in the future.

1. Let's go back to the beginning of the game during the Prepare Phase when we were in our sector meetings. Think about how you came to a consensus about what resources to invest in.

Were there any interesting dynamics in your conversations? How did you decide which disaster types to focus on, and how did you weigh different short- and long-term resources?

[Call on someone from each sector: Households, Community Groups, Businesses, First Responders, Local & State Government, Federal Government.]

2. **Now, let's talk about what happened when the earthquake hit and you went to your neighborhoods.**

Was the event anything like what you expected? How well did the resources you selected during the Prepare phase help address the actual challenges you faced?

Also, if your neighborhood switched from one option to the other at some point, tell us about why you did that.

[Call on someone from each neighborhood: Rock Center, Hillside, Old City, The Falls, Midtown, Quarrytown.]

3. **Think about the dynamic in the room when people were exchanging resources to solve their neighborhood challenges.**

What strategies did you use to communicate with other players? How useful were the coalitions you made at your sector meetings in the beginning of the game once the earthquake hit?

Were other neighborhoods willing to share resources and information with you, or did people take a more competitive approach?

[Call on players who you saw sharing resources and those who you saw hoarding or bartering.]

4. **When you were responding to the crises in your neighborhoods, there were a few surprise events that shifted your priorities or capabilities.**

How did these affect your neighborhood? How did they affect the city as a whole?

[Discuss each of the challenges you deployed: Fire, Emergency Aid, Chasm, and/or Train Derailment.]

5. **What elements of the game felt like something that could happen in real life? What elements didn't feel very realistic? What can we learn about becoming more resilient from a game like this?**

[Ask probing questions to expand the conversation and drive home the key learning outcomes related to coalition building, short- and long-term resource investment, and city planning for earthquake resilience.]



Advance to next slide on Scoreboard PDF.

This game was developed in collaboration with experts and staff of the Resilience Project at the National Academies of Sciences, Engineering, and Medicine.

The Academies has pointed out that America could be more resilient in the future if the nation acts to ensure that the following conditions exist in 2030. Let's read them together.

1. **Information on risks and vulnerabilities to individuals and communities is transparent and easily accessible by all.**
2. **All levels of government, communities, and the private sector have designed resilience strategies and operation plans based on this information.**
3. **Proactive investments and policy decisions – including those to prepare for, mitigate, respond to, and recover from disasters – have reduced the human and economic toll of disasters.**
4. **Community coalitions are widely organized and supported to provide essential services before and after disasters occur.**
5. **Recovery after disasters is rapid, and the per capita federal cost of responding to disasters has been declining for a decade.**

What these goals highlight is that in order for communities and our nation to become more resilient now and in the future, we need to think carefully about investing in both short-term and long-term resources, especially across different sectors.

Today's Extreme Event game focused on goal #4 in particular—the critical role of community coalitions.

To get through the game, you had to build coalitions within your sectors, within your neighborhood, and across the city as a whole. You put your coalitions into action first by working together to figure out which resources you needed to invest in to make the city more resilient. Then you used those coalitions and others when you shared resources and communicated information about neighborhood challenges and needs during the earthquake and its aftermath.

I hope this experience has made it clear that we need to lay the groundwork now and reach out to other people in all sectors of our community to create coalitions that will stand the test of any potential disaster.

Does anyone have any closing thoughts that they would like to share?

Well done, everyone!

 *Play APPLAUSE sound effect.*

[If using printed post-game handouts, distribute them now.]

*End of game. Thanks for playing!
Please take a moment complete our 5-minute survey at Extreme-Event.org.
We'd love to hear how your game went!*