

Full-Scale Exercise #1

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How to Use This Document

This document provides the Lead Facilitator with all information and materials needed to plan, conduct, and evaluate an exercise. Do the following:

1. Read through the entire exercise and supporting materials.
2. Decide how to localize the scenario in a way that reflects likely challenges in your community and tests your CERT members' skills and techniques.
3. Familiarize yourself with the flow of the exercise by thoroughly reviewing the For Exercise Staff and Lead Facilitator Guidelines sections, as well as the supporting documents.
4. Use the For Exercise Staff section to plan the exercise.
5. Use the Lead Facilitator Guidelines to conduct the exercise.
6. Using the instructions provided, make copies of the supporting documents for participants and Facilitators/Evaluators.
7. Make copies of the *Participant Feedback Form* and ask participants to complete it after the exercise.
8. Complete the *Facilitator/Evaluator Feedback Form* after the exercise.
9. Complete the *After Action Report Form* after the exercise.

CERT Drills and Exercises

The Community Emergency Response Team (CERT) Program educates ordinary people from all walks of life about disaster preparedness and weapons of mass destruction and trains them in basic disaster response skills, such as fire safety, light search and rescue, and disaster medical operation. Using the training, CERT members can assist others in their neighborhood or workplace following an event and can take a more active role in preparing their community.

The National CERT Program has developed a library of drills and exercises. These exercises have been designed in a ready-for-use format and include complete instructions, detailed lists of materials, and all supporting forms.

This document is used by the Facilitator(s) and supports the delivery of a full-scale exercise that can be customized to meet local needs.

What Is a Full-Scale Exercise?

Full-scale exercises are typically the most complex and resource-intensive type of exercise because they are staged in a realistic field environment and involve many participants. Full-scale exercises give the team an opportunity to practice and validate their plans, policies, and a wide variety of the skills covered in *CERT Basic Training*. Volunteers play the role of survivors and moulage is used to add realism. These exercises may involve other agencies, although role-players representing other agencies can be used if desired.

Full-scale exercises begin with a description of the scenario. An Incident Commander (IC) and Command Post Team serve at the Incident Command Post and other participants organize into functional teams to size up the situation and complete tasks as assigned. Personnel and resources may be mobilized and deployed to the scene where actions would be conducted, as if a real incident had occurred. The full-scale exercise simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

The exercise site for a full-scale exercise may require a large indoor and/or outdoor space, and site logistics require planning. Safety issues, particularly regarding the use of props and special effects, must be monitored. Throughout the duration of the exercise, many activities occur simultaneously and numerous Facilitators and Evaluators are needed. Participant learning is reinforced and feedback is provided through a hot wash at the conclusion of the exercise.

For descriptions and other types of exercises for CERTs, please visit www.fema.gov/cert and click on CERT Exercises.

Exercise Overview

“Full-Scale Exercise #1”

Hazard: High winds

Location: Local housing complex

Duration: 3-6 hours

Capabilities Exercised:

- Incident Command
- Sizeup
- Communications
- Hazardous materials identification
- Medical treatment area setup
- Medical triage
- Lifesaving intervention
- Head-to-toe assessments.
- Splinting and bandaging
- Search procedures – interior
- Rescue procedures
- Patient transport
- Documentation
- Scene management

Exercise Objectives:

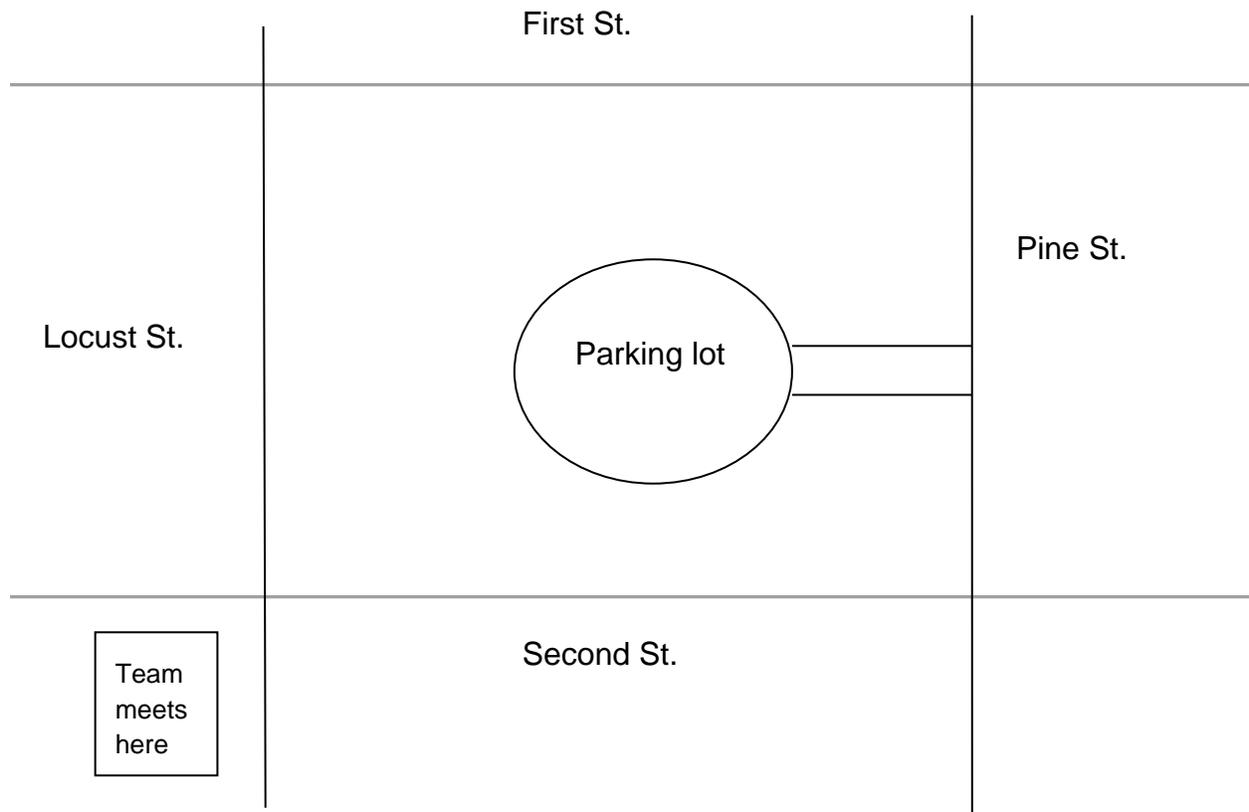
- Validate the decision-making process to prioritize incidents.
- Validate the plan to establish an Incident Command structure.
- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members.
- Assess application of search and rescue procedures.
- Assess application of medical procedures.
- Evaluate methods for documenting actions taken.
- Validate CERT sizeup procedures.

Scenario:

A strong wind storm has hit the community. Power lines and communications are down. Traffic signals all over town are not working. A housing complex in your CERT's service area has been badly damaged. There are reports of numerous survivors in the buildings.

The day is cool and cloudy. It has been raining lightly all day, and the temperature is expected to fall sharply when the sun sets. [NOTE: Timing and weather can be adjusted for local conditions.]

Emergency services are managing responses in other parts of town. The local CERT has been activated to assess damage and to rescue and treat survivors in the complex. CERT members have just arrived at the pre-designated meeting point. Many of them have brought completed *Damage Assessment Forms* with them.



For Exercise Staff

Exercise Synopsis:

The exercise begins with a description of the emergency situation. Following this, the team proceeds through a complete scenario, which involves establishing an Incident Command structure, a medical treatment area, and Search and Rescue (SAR) groups. The SAR groups search buildings, identify hazards, triage survivors, and apply lifesaving interventions. Survivors are then transported to a medical treatment area for head-to-toe assessments, splinting, and bandaging.

These activities are performed in a scenario where buildings have been damaged and people injured as the result of strong winds. This could be caused by a hurricane, tornado, or very strong thunderstorm.

NOTE: While this exercise presents specific details for facilitating the exercise, many of these can be modified to fit the local environment. Feel free to modify the exercise to meet local needs. The only constants should be ensuring participant safety and creating a good learning experience.

Planning Considerations:

This table describes the factors that will need to be considered when planning the exercise.

Item	Factors to Consider
Time of year	<ul style="list-style-type: none">• What will the temperature be?• What is the weather likely to be?• How many hours of daylight will you have?
Number of teams/people participating	<ul style="list-style-type: none">• How many CERT members do you have? Are there enough for a good exercise?• How many SAR groups do you want and how many people should be in each group?• Do you want to mix members of different CERT programs?

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #1

Item	Factors to Consider
Exercise site	<p>You will need a facility with one or more buildings that can be used to simulate the disaster.</p> <ul style="list-style-type: none"> • Does it have space for a Command Post, a medical treatment area, and one location for each SAR group? [NOTE: There should be at least three locations, as well as an out-of-sight area to set up a lifting and cribbing site (see Step 16)]. • Is there a place to set up food and water? • Is there a place to set up portable toilets? • How many other people will you have to work around at the site?
Parking	<ul style="list-style-type: none"> • Where will participants park? • Is there adequate capacity? • Do you need parking lot assistants?
Food and water	<p>You will need food and water for all players, survivors, actors, and exercise staff.</p> <ul style="list-style-type: none"> • What will be provided? • Who will provide it? • Who will set it up, distribute it, and clean it up?
Exercise staff	<ul style="list-style-type: none"> • Can you get enough Facilitators, Evaluators, and Safety Officers to have one of each at each location (Command Post, medical treatment area, and SAR group locations)? You should have the following exercise staff: <ul style="list-style-type: none"> ○ Lead Facilitator (1) ○ Facilitators (1 per location: Command Post, medical treatment area, SAR group locations) ○ Evaluators (1 per location: Command Post, medical treatment area, SAR group locations) ○ Safety Officers (1 per location: Command Post, medical treatment area, SAR group locations) ○ CERT Public Information Officer to handle media, if invited.

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Item	Factors to Consider
	<ul style="list-style-type: none"> • Who is responsible for planning and coordinating what tasks? • Who will serve what roles during the exercise? • When will you schedule a pre-meeting with the Facilitators, Evaluators, and Safety Officers to brief them?
Survivors and actors	<ul style="list-style-type: none"> • How many do you want to have at each SAR group location? • Can you get enough volunteers, or will you have to substitute some mannequins or cutouts? • Who will do moulage for the volunteer survivors?
Exercise materials	<ul style="list-style-type: none"> • Clipboards: one for each Facilitator and Evaluator • Materials for use in the medical treatment area: <ul style="list-style-type: none"> ○ Splinting ○ Bandaging • Materials for use in rescue operations: <ul style="list-style-type: none"> ○ Blankets or stretchers ○ Chairs ○ Levers and cribbing material • Wood, furniture, and other materials to simulate interior damage to the buildings • Materials to simulate a variety of hazards: <ul style="list-style-type: none"> ○ Wires and cables to simulate electrical hazards ○ Labeled barrels, jugs, or oil drums to simulate chemical hazards • Mannequins or other objects to simulate survivors • Portable toilets
Exercise documents	<p>Make copies of the following:</p> <ul style="list-style-type: none"> • Facilitator/Evaluator Briefing: 1 copy per Facilitator and Evaluator • Exercise Overview: 1 copy per participant

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Item	Factors to Consider
	<ul style="list-style-type: none"> • <i>CERT Member and Volunteer Survivors and Actors Sign-In Sheets</i> • <i>Completed Damage Assessment Forms, 1 set for the Command Post Team</i> • <i>Sample Survivor Injury Cards: 1 card per survivor volunteer</i> • <i>Incident/Assignment Tracking Log: 3-4 copies, used at the Command Post</i> • <i>Survivor Treatment Area Record: 8-10 copies, for the medical treatment area</i> • <i>Damage Assessment Form: 2-3 copies per SAR group</i> • <i>General Message Form: 2-3 copies per SAR group</i> • <i>Events and Evaluation Form for Lead Facilitator and Evaluator: 1 copy per Command Post Facilitator and Evaluator</i> • <i>Events and Evaluation Form for Facilitator(s) and Evaluator(s): 1 copy per Facilitator and Evaluator</i> • <i>Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator: 1 copy per medical treatment area Facilitator and Evaluator</i> • <i>Facilitator/Evaluator Feedback Form: 1 copy per Facilitator and Evaluator</i> • <i>Participant Feedback Form: 1 copy per participant</i> • <i>After Action Report Form: 1 copy per Facilitator</i>

Exercise Staff Roles:

NOTE: Separate descriptions are provided for Facilitator, Evaluator, and Safety Officer. Manpower constraints may require that two of the roles be combined at a location. One person should NOT do all three roles.

There are two types of Facilitators:

- The Lead Facilitator will stay at the Command Post.
- Other Facilitators will monitor the other exercise locations, e.g., the medical treatment area and the SAR group locations.

1. *Lead Facilitator*

The Lead Facilitator will serve the traditional role of an exercise controller and will have several key responsibilities during the exercise.

The Lead Facilitator will play five roles for this exercise.

First, the Lead Facilitator will assign roles to exercise staff and brief them on the details of the exercise.

Second, the Lead Facilitator will lead and guide the exercise by presenting information at the Command Post. He or she will follow the Lead Facilitator Guidelines to keep the exercise moving forward. He or she will provide messages to the exercise participants to ensure key decision points in the exercise are reached.

Third, the Lead Facilitator will observe and coach. In this role, he or she will observe the actions of exercise participants and be on the alert for potential safety issues. If the Lead Facilitator observes a safety concern, he or she may need to intervene and stop the exercise.

The Lead Facilitator may also intervene to help the team members at the Command Post clarify their decision making by asking questions about their thought process and the factors they considered in making choices.

Fourth, the Lead Facilitator will conduct a hot wash (debrief). The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making. It is a balance between:

- Asking participants why they made the choices they did and what they learned.
- Providing additional information and coaching.

Bear in mind that, although the Lead Facilitator may have more experience and knowledge, participants will likely learn more if coached through their decision-making process than if they are told what they should have done.

During the hot wash and after the exercise, the Lead Facilitator has additional responsibilities including collecting feedback on the exercise and how beneficial it was for CERT participants, and providing input to improve future CERT exercises.

Fifth, the Lead Facilitator will wrap up the exercise, overseeing clean-up and ensuring that all players and volunteers are accounted for.

2. *Facilitators*

Two of the Facilitator's roles are similar to those of the Lead Facilitator, but they are carried out at the location of one of the SAR groups.

First, the Facilitator will set up his or her location. This includes placing the survivors.

Second, the Facilitator will lead and guide the exercise by presenting information at the SAR group location. He or she will provide messages to the exercise participants to ensure key decision points in the exercise are reached.

Third, the Facilitator will observe and coach. In this role, he or she will observe the actions of exercise participants and be on the alert for potential safety issues. If the Facilitator observes a safety concern, he or she may need to intervene and stop the exercise.

The Facilitator may also intervene to help the team members at the SAR group location clarify their decision making by asking questions about their thought process and the factors they considered in making choices.

Fourth, the Facilitator will collect any survivor volunteers at the conclusion of the exercise and invite them to attend the hot wash.

3. *Evaluator*

The primary responsibility of the Evaluator is to assess the exercise based on the events and expected actions listed on the *Events and Evaluation Form* for his or her area. The Evaluator typically has a passive role and does not interfere with the exercise unless he or she is also playing the role of Facilitator.

4. *Safety Officer*

Every location (Command Post, medical treatment area, SAR group location) should have a Safety Officer. This role may be performed by a Facilitator or Evaluator if staff is limited.

5. *Survivor and Actor Volunteers*

Survivor volunteers are needed.

- 3-5 survivors per SAR group (mannequins can be used for these)
- 5 additional volunteers to act as neighbors who show up at the Command Post

Be sure to account for all volunteers at the end of the exercise.

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Suggested Exercise Schedule:

A blank Exercise Schedule Template is included in the Facilitator/Evaluator Briefing in the Appendix.

Time	Personnel	Activity
MM/DD/YYYY		
0730	Facilitators/Evaluators	Arrive on site and participate in briefing
0800	Selected Facilitators and exercise staff members	Exercise site setup
0830	Participants (players, actors, other volunteers)	Registration
0830	Facilitators	Communications check
0845	Participants	Player briefing
0900	All	Report to various locations
0915	All	Start of exercise
1200	All	End of exercise
Immediately after the exercise	Participants, Facilitators, Evaluators	Hot wash
1300	Facilitators/Evaluators	Event debriefing

Player Briefing:

The following information should be provided to participants prior to the start of the exercise. The goal of the briefing is to ensure that participants are comfortable and prepared for a safe, instructive, and enjoyable learning experience.

- **Welcome**
- **Review scenario**
 - A strong wind storm has hit the community. Power lines and communications are down. Traffic signals all over town are not working. A housing complex in your CERT's service area has been badly damaged.
 - The day is cool and cloudy. It has been raining lightly all day, and the temperature is expected to fall sharply when the sun sets. [NOTE: Timing and weather can be adjusted for local conditions].

- Emergency services are managing responses in other parts of town. The local CERT has been activated to assess damage and to rescue and treat survivors in the complex. CERT members have just arrived at the pre-designated meeting point. Many of them have brought completed *Damage Assessment Forms* with them.
- **Review rules of play**
 - Safety is our paramount concern. Follow your CERT training and remember that this is just an exercise. Be safe at all times. If you have questions about the exercise or potential actions, ask a Facilitator or Evaluator. These will be people wearing (*insert appropriate information here*).
 - The exercise will take place (*Insert a description of the boundaries of the exercise area. Be very clear about what is in-bounds and what is out-of-bounds.*)
 - The exercise will begin shortly and will continue until either all survivors have been rescued or time is up.
 - The exercise will be terminated by THREE LONG WHISTLE BLASTS.
 - The same signal will be used if we need to terminate the exercise early.
 - Return to the (*insert location*) at the end of the exercise.
- **Review communications protocols**
 - Use the procedures you learned during your training to communicate with each other during the exercise.
 - If you need to communicate with staff, find a Facilitator or Evaluator.
 - Should you need to communicate something outside the scope of the exercise, preface your statement with “Real world . . .” So, for example, if you have twisted your ankle, say “Real world . . . I’ve twisted my ankle and need medical attention.”
 - If a Facilitator or Evaluator needs to communicate with you outside the scope of the exercise, he or she will say “Real world: Facilitator says . . .” So, for example, if the Facilitator or Evaluator observed an unsafe carry technique, he or she would say “Real world: Facilitator says STOP.”
 - If the exercise needs to be called off, the signal will be THREE LONG BLASTS on a whistle. At this point, all players would return to the (*insert proper location*).

Lead Facilitator Guidelines

Step	Action	What to Say/Do
1	Prepare for the exercise.	<ul style="list-style-type: none"> • See the Planning Considerations section for details. • Have survivors and disaster props in place, including the lifting and cribbing site for Step 15.
2	Introduce the exercise to all participants.	<p>Distribute the two-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> • To provide an opportunity for the team to practice most of the skills covered in <i>CERT Basic Training</i> in a realistic environment. • To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.
3	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none"> • Validate the decision-making process to prioritize incidents. • Validate the plan to establish an Incident Command structure. • Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members. • Assess application of search and rescue procedures. • Assess application of medical procedures. • Evaluate methods for documenting actions taken. • Validate CERT sizeup procedures.

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Step	Action	What to Say/Do
4	Review safety protocols with all participants. (See Player Briefing: rules of play and communications protocols)	<p>Ask the participants:</p> <ul style="list-style-type: none">• Does everyone have the appropriate equipment they need to participate (e.g., helmet, goggles, N95 dust mask, medical gloves, work gloves, boots, etc.)? <p>Explain the protocols to communicate safety issues during the exercise.</p> <ul style="list-style-type: none">• “REAL WORLD: FACILITATOR SAYS STOP” is how the Facilitator or other exercise staff may stop the exercise.• For example, if staff were to observe players carrying a survivor in an unsafe manner, the exercise would be stopped temporarily and the safety issue would be addressed.• If the exercise needs to be called off due to an emergency, the signal will be THREE LONG WHISTLE BLASTS.• The Facilitator may also stop the exercise for the purpose of coaching the participants. For example, if CERT members placed a high priority on helping a victim who was probably dying, or if they decided to enter a building that was clearly too dangerous, the Facilitator may work through the decision-making process with the members.

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Step	Action	What to Say/Do
5	Facilitate the exercise at the Command Post.	<p>Your role in this exercise will be as facilitator, observer, and coach.</p> <ul style="list-style-type: none"> • Facilitate by providing messages that require the Incident Commander (IC) to take action. • Observe to ensure safety for both survivors and CERT members. • Coach when necessary. • Take notes on decisions made and actions taken so you can refer to them later. Use the <i>Events and Evaluation Form for Lead Facilitator and Evaluator</i> to record your notes.
6	Present the scenario to all participants.	<ul style="list-style-type: none"> • A strong wind storm has hit the community. Power lines and communications are down. Traffic signals all over town are not working. A housing complex in your CERT's service area has been badly damaged. There are reports of numerous survivors in the buildings. • The day is cool and cloudy. It has been raining lightly all day, and the temperature is expected to fall sharply when the sun sets. [NOTE: Timing and weather can be adjusted for local conditions.] • Emergency services are managing responses in other parts of town. The local CERT has been activated to assess damage and to rescue and treat survivors in the complex. CERT members have just arrived at the pre-designated meeting point. Some of them have brought completed <i>Damage Assessment Forms</i> with them. • NOTE: The complex is bordered by four streets: First St., Second St., Locust St., and Pine St.. The meeting place is at the corner of Second and Locust.

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Step	Action	What to Say/Do
7	Distribute the exercise forms.	<ul style="list-style-type: none"> • <i>Incident/Assignment Tracking Log</i> to the IC • <i>Survivor Treatment Area Record</i> to the medical treatment area Team Leader • Blank <i>Damage Assessment Forms</i> and <i>General Message Forms</i> to the SAR groups
8	Provide initial instructions.	Instruct the group to: <ul style="list-style-type: none"> • Establish a command structure. • Choose the location for the medical treatment area.
9	Provide messages to the IC as appropriate. Time and pace your message to complement the flow of the exercise. The messages and responses are detailed in Steps 10-18.	The purpose of a message is to provide a simulated event that forces the team to alter its plan or procedure.
10	Tell the IC: <i>Individual CERT members collected damage assessment information on the way to the scene.</i>	Hand the IC the first six completed <i>Damage Assessment Forms</i> : <ul style="list-style-type: none"> • On Locust • Mid-block on Pine • On First • Pine and First • Second and Pine • Second Instruct the Command Post Team to develop an action plan to respond to the situation, including defined roles and assigned tasks. Expected Response: The IC should prioritize the incidents and dispatch SAR groups to take action or collect more information and send back a report.

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Step	Action	What to Say/Do
11	Tell the IC: <i>The reports have come back and one SAR group found more damage.</i>	Hand the IC the <i>Damage Assessment Form</i> for "Complex parking area off Pine." Expected Response: The IC should reprioritize the incidents and send the SAR groups from "On Locust," "Mid-block on Pine," and "Pine and Second" to the parking lot.
12	Tell the IC: <i>The Fire Department has just sent word that a Fire Department Officer will be on scene in 12-13 minutes. The officer needs an up-to-date situation status report.</i>	Expected Response: The IC should send a runner to each SAR group location and the medical treatment area requesting a report ASAP. The report should include the number and conditions of all survivors identified so far. NOTE: The runner is not needed if the team is communicating with radios or mobile phones.
13	After 13 minutes, tell the IC: <i>The Fire Department Officer has arrived and requests a report.</i>	Expected Response: The IC is able to account for the locations of all SAR groups and can summarize the number and conditions of all survivors identified so far.
14	Tell the IC: <i>You have received word that (insert name of a CERT member who is on one of the SAR groups)'s son was injured in the storm and is in the emergency room. You need to find that team member so he or she can go to the hospital.</i>	Expected Response: The IC consults that <i>Incident/Assignment Tracking Log</i> , locates the CERT member, sends a runner to notify the team member, and, if possible, replaces the team member.

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Step	Action	What to Say/Do
15	<p>Simulate this event:</p> <p><i>A neighbor has just walked up to the Command Post and offered to help. When asked about his skills, he says that he is a nurse's aide at the hospital.</i></p>	<p>Expected Response:</p> <p>The IC hands the volunteer over to the Medical Officer to help in the medical treatment area.</p>
16	<p>Tell the IC:</p> <p><i>The Fire Department has gotten a call that there might be one or two people injured in a house on Locust Street. They want you to send a team to check it out.</i></p> <p>NOTE to Facilitator: At this site the SAR group will find a "child" trapped under furniture. The SAR group will have to do lifting and cribbing to remove the child.</p>	<p>Expected Response:</p> <p>The IC reviews team assignments and dispatches a SAR group to the location.</p>
17	<p>Tell the Command Post Team:</p> <p><i>The IC just collapsed from exhaustion.</i></p>	<p>Expected Response:</p> <p>The Command Post Team is able to reassign tasks and replace the IC smoothly and quickly.</p>
18	<p>The next four messages are optional. They can be used at the Facilitator's discretion, depending on the pacing of the exercise.</p>	

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Step	Action	What to Say/Do
	<p>Simulate this event:</p> <p><i>An older person who is disoriented wants to know what is happening and who all these people are.</i></p>	<p>Expected Response:</p> <p>The Command Post Team manages the person's anxiety without interfering with the incident response.</p>
	<p>Tell the IC:</p> <p><i>The Medical Officer has a personal emergency and has to leave.</i></p>	<p>Expected Response:</p> <p>The Command Post Team is able to reassign tasks and replace the Medical Officer smoothly and quickly.</p>
	<p>Tell the IC:</p> <p><i>A hysterical but uninjured person insists that someone come to her house because her dog has run away.</i></p>	<p>Expected Response:</p> <p>The IC explains that they cannot leave to search for a missing dog and finds a task to keep the person busy.</p>
	<p>Tell the IC:</p> <p><i>A message arrives from the Fire Department: They have just received a weather advisory warning of strong thunderstorms approaching the area.</i></p>	<p>Expected Response:</p> <p>The medical treatment area is assessed in light of the changing weather and is relocated as appropriate.</p>
19	<p>Terminate the exercise.</p>	<ul style="list-style-type: none"> • When all survivors have been rescued, or the time has run out, terminate the exercise. • Make sure that all survivor volunteers have been accounted for and that all CERT members are present. • Thank all participants and invite them to the hot wash.

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Step	Action	What to Say/Do
20	Conduct the hot wash with all participants and staff members.	<ul style="list-style-type: none"> • When the exercise has run its course, conduct the hot wash. The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making. To do this, it is best to balance asking participants why they made the choices they did and what they learned, and providing additional information and coaching. • Participants will learn more if you coach them through their decision-making process rather than if you tell them what they should have done. • NOTE: You may want to consider having the survivor volunteers participate in the hot wash. They have a unique perspective on the exercise and can provide useful insights to the process. • Questions you may want to bring up to the group include: <ul style="list-style-type: none"> ○ What challenges did the Command Post Team face at the beginning of the exercise? How were they addressed? ○ As the exercise progressed, did the Command Post Team face any additional challenges? ○ What challenges did the SAR groups face while conducting search and rescue? ○ During the search and rescue operation, what worked well? What could have been done better? ○ What challenges did the medical treatment area team face and how were they addressed?

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Step	Action	What to Say/Do
		<ul style="list-style-type: none"> • Since documentation is a key part of every CERT response, ask specific questions during the hot wash that would likely require the IC to refer to documentation for answers. Questions might include: <ul style="list-style-type: none"> ○ How were CERT members divided into functional teams? ○ What actions were taken and by whom? ○ Why were certain actions taken? ○ What conditions did the search teams find? ○ What did you do next? ○ How did you manage accountability? ○ How did you track survivors? ○ How did the team members communicate with the Command Post Team? ○ How were citizens interactions managed or utilized? ○ How did you interface with the Fire Department? <p>NOTE: Documentation may be done in a variety of ways – from structured forms, to notes on scrap cardboard, to writing on the back of a hand. The format isn't important, but retaining the information is.</p>
21	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.
22	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Ask all Facilitators and Evaluators to complete the form.

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Appendix

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Index of Forms and Materials

Facilitator/Evaluator Briefing (2 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

Exercise Overview (2 pages): 1 copy per participant is distributed at the beginning of the exercise

CERT Member and Volunteer Survivors and Actors Sign-In Sheets (2 pages each): 1 copy of each is distributed to the sign-in area before the exercise

Sample Survivor Injury Cards (3 pages): 1 card per survivor volunteer is used to prepare survivors prior to the exercise

Completed *Damage Assessment Forms* (7 pages): 1 set given to the Command Post Team in two parts at the beginning of the exercise

Incident/Assignment Tracking Log (1 page): 3-4 copies are used at the Command Post and distributed during the exercise

Survivor Treatment Area Record (1 page): 8-10 copies are used at the medical treatment area during the exercise

Damage Assessment Form (1 page): 2-3 copies per SAR group are distributed during the exercise

General Message Form (1 page): 2-3 copies per SAR group are distributed during the exercise

Events and Evaluation Form for Lead Facilitator and Evaluator (6 pages): 1 copy per Command Post Facilitator and Evaluator is distributed before the exercise

Events and Evaluation Form for Facilitator(s) and Evaluator(s) (4 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator (2 pages): 1 copy per medical treatment area Facilitator and Evaluator is distributed before the exercise

Facilitator/Evaluator Feedback Form (1 page): 1 copy per Facilitator and Evaluator is distributed after the exercise

Participant Feedback Form (1 page): 1 copy per participant is distributed after the exercise

After Action Report Form (4 pages): 1 copy per Facilitator is distributed after the exercise

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Facilitator/Evaluator Briefing

[To be given to Facilitators and Evaluators prior to the start of the exercise]

A full-scale exercise gives CERTs an opportunity to implement a wide range of emergency response procedures in a realistic but safe environment.

The exercise begins with a description of the emergency situation. Following this, the team proceeds through a complete scenario which involves establishing an Incident Command System, a medical treatment area, and Search and Rescue (SAR) groups. The SAR groups search buildings, identify hazards, triage survivors, and apply lifesaving interventions. Survivors are then transported to a medical treatment area for head-to-toe assessments, splinting, and bandaging.

These activities are performed in a scenario where buildings have been damaged and people injured as the result of high winds.

Scenario:

A strong wind storm has hit the community. Power lines and communications are down. Traffic signals all over town are not working. A housing complex in your CERT's service area has been badly damaged. There are reports of numerous survivors in the buildings.

The day is cool and cloudy. It has been raining lightly all day, and the temperature is expected to fall sharply when the sun sets. [NOTE: Timing and weather can be adjusted for local conditions.]

Emergency services are managing responses in other parts of town. The local CERT has been activated to assess damage and to rescue and treat survivors in the complex. CERT members have just arrived at the pre-designated meeting point. Many of them have brought completed *Damage Assessment Forms* with them.

Exercise Objectives:

- Validate the decision-making process to prioritize incidents.
- Validate the plan to establish an Incident Command structure.
- Assess plans and protocols for communicating between the CERT and professional responders, between CERT Command Post and the field, and among team members.
- Assess application of search and rescue procedures.
- Assess application of medical procedures.
- Evaluate methods for documenting actions taken.
- Validate CERT sizeup procedures.

Exercise Overview

“Full-Scale Exercise #1”

Hazard: High winds

Location: Local housing complex

Duration: 3-6 hours

Capabilities Exercised:

- Incident Command
- Sizeup
- Communications
- Hazardous materials identification
- Medical treatment area setup
- Medical triage
- Lifesaving intervention
- Head-to-toe assessments.
- Splinting and bandaging
- Search procedures – interior
- Rescue procedures
- Patient transport
- Documentation
- Scene management

Exercise Objectives:

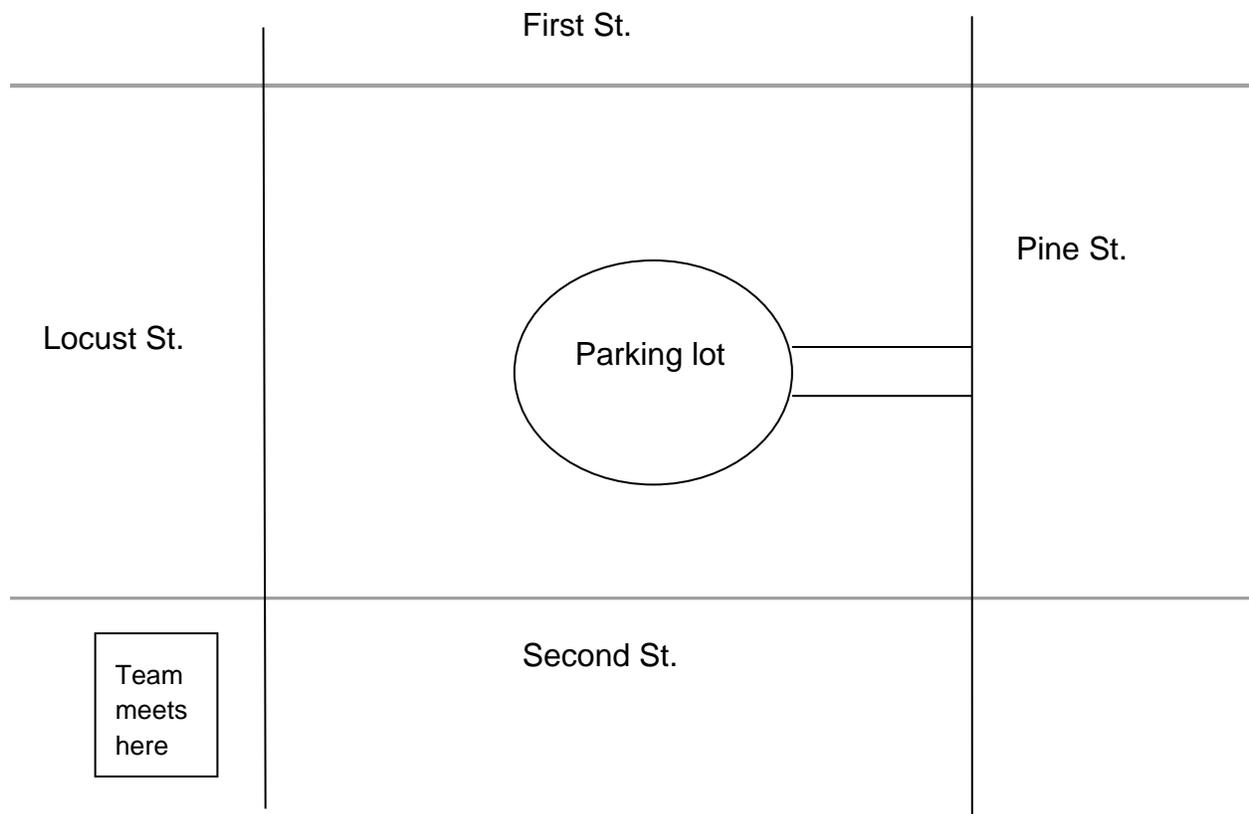
- Validate the decision-making process to prioritize incidents.
- Validate the plan to establish an Incident Command structure.
- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members.
- Assess application of search and rescue procedures.
- Assess application of medical procedures.
- Evaluate methods for documenting actions taken.
- Validate CERT sizeup procedures.

Scenario:

A strong wind storm has hit the community. Power lines and communications are down. Traffic signals all over town are not working. A housing complex in your CERT's service area has been badly damaged. There are reports of numerous survivors in the buildings.

The day is cool and cloudy. It has been raining lightly all day, and the temperature is expected to fall sharply when the sun sets. [NOTE: Timing and weather can be adjusted for local conditions.]

Emergency services are managing responses in other parts of town. The local CERT has been activated to assess damage and to rescue and treat survivors in the complex. CERT members have just arrived at the pre-designated meeting point. Many of them have brought completed *Damage Assessment Forms* with them.



Sign-In Sheet for CERT Members

Name	Organization	Phone Numbers	Time In
		Cell: Emergency:	

Sign-In Sheet for CERT Members

Name	Organization	Phone Numbers	Time In
		Cell: Emergency:	

Sign-In Sheet for Volunteer Survivors and Actors

Name	Phone Numbers	Time In
	Cell: Emergency:	

Sign-In Sheet for Volunteer Survivors and Actors

Name	Phone Numbers	Time In
	Cell: Emergency:	

Sample Survivor Injury Cards

These cards are intended to simplify the process of creating volunteer survivors. They can be used in two ways.

1. If you have volunteer survivors, use these descriptions to create roles for them. Brief the volunteers on the nature of their injuries, how they might behave, and any information you want them to share with SAR staff.
2. If you are using simulated survivors, such as gingerbread cutouts, you can attach a label to each with one of the descriptions.

NOTE: Injury classification (Immediate, Delayed, Minor, Dead) is for your planning purposes. This information should not be shared with volunteer survivors or included with the descriptions placed on simulated survivors.

<p>SURVIVOR #1 - Minor</p> <p>Compound Fracture, Right Forearm</p> <p>Breathing once every 3 seconds</p> <p>Color returns to finger tips in less than 2 seconds</p> <p>Responds to verbal commands</p>	<p>SURVIVOR #2 - Minor</p> <p>Facial injuries</p> <p>Knows name, date, and what happened</p> <p>Color returns to finger tips in 2 seconds</p> <p>Breathing once every 4 seconds</p>
<p>SURVIVOR #3 - Minor</p> <p>Visibly pregnant (about 5 months), cuts on right arm</p> <p>Color returns to finger tips in 1 second</p> <p>Breathing once every 5 seconds</p> <p>Note: This survivor has first aid training.</p>	<p>SURVIVOR #4 - Minor</p> <p>Numerous cuts and abrasions</p> <p>Responds to verbal commands</p> <p>Color returns to finger tips in 1 second</p> <p>Breathing once every 3 seconds</p>
<p>SURVIVOR #5 - Minor</p> <p>Bleeding from a scalp wound</p> <p>Knows name, date, and what happened</p> <p>Color returns to finger tips in less than 2 seconds</p> <p>Breathing once every 4 seconds</p>	<p>SURVIVOR #6 - Minor</p> <p>Right arm is deformed</p> <p>Alert</p> <p>Color returns to finger tips in 1 second</p> <p>Breathing once every 5 seconds</p>
<p>SURVIVOR #7 - Delayed</p> <p>Large piece of wood in left thigh</p> <p>Breathing once every 3 seconds</p> <p>Color returns to finger tips in less than 2 seconds</p> <p>Alert</p>	<p>SURVIVOR #8 - Delayed</p> <p>Bone projecting from right leg</p> <p>Breathing once every 4 seconds</p> <p>Knows name, date, and what happened</p> <p>Color returns to finger tips in 2 seconds</p>

<p>SURVIVOR #9 - Delayed</p> <p>Both legs deformed Breathing once every 5 seconds Knows name, date, and what happened Color returns to finger tips in 1 second</p>	<p>SURVIVOR #10 - Delayed</p> <p>Left ankle swollen and deformed Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds</p>
<p>SURVIVOR #11 – Delayed</p> <p>Both feet crushed by concrete block Breathing once every 3 seconds Knows name, date, and what happened Color returns to finger tips in 1 second</p>	<p>SURVIVOR # 12 - Delayed</p> <p>Back injury, unable to move Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds</p>
<p>SURVIVOR #13 – Delayed</p> <p>Right arm and leg are deformed Breathing once every 3 seconds Knows name, date, and what happened Color returns to finger tips in 4 seconds</p>	<p>SURVIVOR #14 - Immediate</p> <p>Large piece of wood in left thigh Breathing once every 2 seconds Alert and responsive Color returns to finger tips in 3 seconds</p>
<p>SURVIVOR #15 - Immediate</p> <p>Severe cut on right thigh, heavy bleeding Breathing once every 5 seconds Knows name, date, and what happened Color returns to finger tips in 3 seconds</p>	<p>SURVIVOR #16 - Immediate</p> <p>Both legs deformed Breathing once every 1 second Not responsive to questions Color returns to finger tips in 3 seconds</p>
<p>SURVIVOR #17 - Immediate</p> <p>Impaled object in abdomen; breathing difficulties Breathing once every 3 seconds Can't remember what happened Color returns to finger tips in 5 seconds</p>	<p>SURVIVOR #18 - Immediate</p> <p>Amputated left arm, bleeding controlled Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 4 seconds</p>
<p>SURVIVOR #19 - Immediate</p> <p>Severe bleeding from head wound Breathing once every 2 seconds Not responsive to questions Color returns to finger tips in 4 seconds</p>	<p>SURVIVOR #20 - Immediate</p> <p>Chest pain with possible broken ribs Breathing once every second Knows name, date, and what happened Color returns to finger tips in 2 seconds</p>

<p>SURVIVOR #21 - Immediate</p> <p>Severe head injury Not breathing Not responsive to questions Color returns to finger tips in 4 seconds</p>	<p>VICTIM # 22 - Dead</p> <p>Massive head injury Not breathing Unresponsive Color does not return to finger tips</p>
<p>VICTIM #23 - Dead</p> <p>Blood oozing from head wound Chest is not rising Finger tips blue/grey</p>	<p>VICTIM #24 - Dead</p> <p>No visible injury, blank stare Cannot feel air movement Color does not return to finger tips</p>
<p>VICTIM #25 - Dead</p> <p>Wood impaled in neck Breathing once every second Not responsive Color returns to finger tips in 4 seconds</p>	

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DAMAGE ASSESSMENT	CERT	DATE
--------------------------	------	------

LOCATION
On Locust St.

SIZE UP

(check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
											X				

OBSERVATIONS

Coming down Locust. Just saw some branches in yards. People were out picking up debris. I asked if anyone had checked with all the neighbors to make sure that they were okay and no one had.

SCRIBE
Angela

PAGE ____ OF ____

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DAMAGE ASSESSMENT	CERT	DATE
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LOCATION
Mid-block on Pine St.

SIZE UP

(check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS			
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING	
						X										

OBSERVATIONS

Building along Pine looks damaged from the outside.
There are some trees down across Pine.

SCRIBE
Carmine

PAGE ____ OF ____

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DAMAGE ASSESSMENT	CERT	DATE
--------------------------	------	------

LOCATION
On First St.

SIZE UP
 (check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
		X									X				

OBSERVATIONS

Coming along Cherry and smelled gas when I was almost at the corner of First and Locust.

SCRIBE
George

PAGE ____ OF ____

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DAMAGE ASSESSMENT	CERT	DATE
--------------------------	------	------

LOCATION
Pine and First St.

SIZE UP

(check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING

OBSERVATIONS

Near corner of Pine and First met some people who were trying to get some friends to answer the door. They didn't know if the friends were home. A few windows were broken.

SCRIBE
Yoh Li

PAGE ____ OF ____

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DAMAGE ASSESSMENT	CERT	DATE
--------------------------	------	------

LOCATION

Second and Pine Sts.

SIZE UP

(check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
						x		?	?		x				

OBSERVATIONS

House on Second. House looks okay but woman out front was screaming for help.

SCRIBE

Juan

PAGE ____ OF ____

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DAMAGE ASSESSMENT	CERT	DATE
--------------------------	------	------

LOCATION
Second St.

SIZE UP

(check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
						X		?	?		X				

OBSERVATIONS

*Driving down Pine. Big tree blew over on back of house on Second.
 Tree has crashed through roof.*

SCRIBE
Sheila

PAGE ____ OF ____

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DAMAGE ASSESSMENT	CERT	DATE
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LOCATION

Complex parking area off Pine St.

SIZE UP

(check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
			X			X		X	X	?	X				

OBSERVATIONS

Major damage on the inside of the complex. Windows broken, porticos collapsed, cars pushed into each other. Some survivors outside with injuries. Some trapped in cars. Fire hydrant broken by car and spurting water.

SCRIBE

Danny

PAGE ____ OF ____

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INCIDENT/ASSIGNMENT TRACKING LOG		CERT		DATE			
INCIDENT		INCIDENT		INCIDENT		INCIDENT	
LOCATION		LOCATION		LOCATION		LOCATION	
TEAM		TEAM		TEAM		TEAM	
TEAM LEADER/CONTACT #		TEAM LEADER/CONTACT #		TEAM LEADER/CONTACT #		TEAM LEADER/CONTACT #	
START TIME	END TIME	START TIME	END TIME	START TIME	END TIME	START TIME	END TIME
1		1		1		1	
2		2		2		2	
3		3		3		3	
4		4		4		4	
5		5		5		5	
OBJECTIVES		OBJECTIVES		OBJECTIVES		OBJECTIVES	
RESULTS		RESULTS		RESULTS		RESULTS	
CERT LEADER/ INCIDENT COMMANDER					PAGE ___ OF ___		
SCRIBE							

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SURVIVOR TREATMENT AREA RECORD		CERT		DATE		
TIME IN	NAME OR DESCRIPTION	TRIAGE TAG (circle)	CONDITION/TREATMENT (update as needed)		MOVED TO	TIME OUT
		IMMED DELAY MINOR				
		IMMED DELAY MINOR				
		IMMED DELAY MINOR				
SCRIBE				PAGE ___ OF ___		

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DAMAGE ASSESSMENT	CERT	DATE
--------------------------	------	------

LOCATION

SIZE UP
(check if applicable)

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING

OBSERVATIONS

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GENERAL MESSAGE		
TO	POSITION	
FROM	POSITION	
SUBJECT	DATE	TIME
MESSAGE		
SIGNATURE	POSITION	
REPLY		
DATE	TIME	SIGNATURE/POSITION

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Events and Evaluation Form for Lead Facilitator and Evaluator

Facilitator: Your role in this exercise will be as facilitator, observer, and coach.

- Facilitate by providing messages that require the Command Post Team to take action. The messages are included in this form.
- Observe to ensure safety for both survivors and CERT members.
- Coach when necessary.
- Take notes on decisions made and actions taken so you can refer to them later.

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
An Incident Command structure is established. [ICS]	IC identified. Other command positions assigned. SAR groups established and assigned.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Initial damage assessment reports received. [Prioritizing]	Incidents/survivors are assigned priorities, action plan is developed and communicated to players, and SAR groups are dispatched.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Reports have come back and one SAR group found more damage.</p> <p>[Prioritizing]</p>	<p>IC reprioritizes incidents and sends SAR groups from "On Locust," "Mid-block on Pine," and "Pine and First" to the parking lot.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Fire Department has just sent word that a Fire Department Officer will be on scene in 12-13 minutes. Officer needs an up-to-date situation status report.</p> <p>[Communications, Documentation]</p>	<p>IC sends runner to each SAR group location and medical treatment area requesting a report ASAP. Report should include the number and conditions of all survivors identified so far.</p> <p>[NOTE: Runner not needed if radios or mobile phones are used.]</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Fire Department Officer arrives and requests a report.</p> <p>[Communications, Documentation]</p>	<p>IC is able to account for locations of all SAR groups and can summarize number and conditions of all survivors identified so far.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<p align="center">Message/Event</p>	<p align="center">Expected Action</p>	<p align="center">Actual Observed (To be filled in by Evaluators during the exercise)</p>
<p>IC receives word that (insert name of a CERT member who is on one of the SAR groups)'s son was injured in the storm and is in the emergency room. IC needs to find that team member so he or she can go to the hospital.</p> <p>[ICS]</p>	<p>IC consults <i>Incident/Assignment Tracking Log</i>, locates CERT member, sends runner to notify team member, and, if possible, replaces team member.</p> <p>[NOTE: Runner not needed if radios or mobile phones are used.]</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Neighbor walks up to Command Post and offers to help. When asked about his skills, he says that he is a nurse's aide at the hospital.</p> <p>[Scene Management]</p>	<p>IC hands volunteer over to medical treatment area Team Leader to help in medical treatment area.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Fire Department has gotten a call that there might be an injured child in a house on Locust Street. They want CERT to send a team to check it out.</p> <p>[Prioritizing]</p>	<p>IC reviews team assignments and dispatches SAR group to the location.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
IC collapses from exhaustion. [ICS]	Command Post Team is able to reassign tasks and replace IC smoothly and quickly.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(Optional) Older person who is disoriented wants to know what is happening and who all these people are. [Scene Management]	Command Post Team manages person's anxiety without interfering with incident response.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(Optional) Medical treatment area Team Leader has a personal emergency and has to leave. [ICS]	Command Post Team is able to reassign tasks and replace the medical treatment area Team Leader smoothly and quickly.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

<p align="center">Message/Event</p>	<p align="center">Expected Action</p>	<p align="center">Actual Observed (To be filled in by Evaluators during the exercise)</p>
<p>(Optional) Hysterical but uninjured person insists that someone come her house because her dog has run away.</p> <p>[Scene Management]</p>	<p>IC explains that they cannot leave to search for a missing dog and finds a task to keep person busy.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>(Optional) Message arrives from the Fire Department: They have just received a weather advisory warning of strong thunderstorms approaching the area.</p> <p>[Sizeup]</p>	<p>Medical treatment area is assessed in light of the changing weather and is relocated as appropriate.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>(General) Communication protocols are followed.</p> <p>[Communications]</p>	<ul style="list-style-type: none"> • Within Command Post Team • Command Post to teams • Team to professional responders 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
(General) Actions taken are documented. [Documentation]	Per <i>CERT Basic Training</i>	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Events and Evaluation Form for Facilitator(s) and Evaluator(s)

Facilitator: Your role in this exercise will be as facilitator, observer, and coach.

- Facilitate by providing messages that require the SAR group to take action. The messages are included in this *Evaluation Form*.
- Observe to ensure safety for both survivors and CERT members.
- Coach when necessary.
- Take notes on decisions made and actions taken so you can refer to them later.

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Describe what SAR group sees and hears. Describe condition of facility based on the incident.		
Group arrives on site. [ICS]	Team Leader is identified. Other positions assigned (Safety Officer, runner) [NOTE: Runner not needed if radios or mobile phones are used.]	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Sizeup procedures are followed. [Sizeup]	Per <i>CERT Basic Training</i> If needed, more resources are requested.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>After exercise has been underway for awhile, simulate this event:</p> <p><i>A disoriented person walks up and asks if someone can help. When asked what the problem is, he reveals a deep cut in his arm that is spurting blood.</i></p> <p>[Sizeup, Medical Procedures]</p>	<p>Appropriate medical intervention is provided.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Additional messages to be used at discretion of Facilitator depending on timing and pace of exercise.</p>		
<p>To SAR group transporting a survivor:</p> <p><i>The hallway is blocked. You can't get through.</i></p> <p>[Sizeup]</p>	<p>SAR group must find alternate route to transport survivor.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p><i>A team member has been incapacitated while not wearing PPE.</i></p> <p>[Sizeup, Search and Rescue]</p>	<p>SAR group shifts its operation to rescue the incapacitated member.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>(General) Communication protocols are followed.</p> <p>[Communications]</p>	<ul style="list-style-type: none"> • SAR group to Command Post • Within SAR group • SAR group to professional responders 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>(General) Search and rescue procedures are followed.</p> <p>[Search and Rescue]</p>	<p>Per <i>CERT Basic Training</i></p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
(General) Medical procedures are applied. [Medical Procedures]	Per <i>CERT Basic Training</i>	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(General) Actions taken are documented. [Documentation]	Per <i>CERT Basic Training</i>	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator

Facilitator: Your role in this exercise will be as facilitator, observer, and coach.

- Observe to ensure safety for both survivors and CERT members.
- Coach only when absolutely necessary.
- Take notes on decisions made and actions taken so you can refer to them later.

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
(General) Communication protocols are followed. [Communications]	<ul style="list-style-type: none"> • Team to Command Post • Within team • Team to professional responders 	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(General) Medical procedures are applied. [Documentation]	Per <i>CERT Basic Training</i>	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
(General) Actions taken are documented. [Documentation]	Per <i>CERT Basic Training</i>	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Facilitator/Evaluator Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

Role (Optional):

CERT/Organization:

- Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the following statements, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

Assessment Factor	Strongly Disagree			Strongly Agree	
The exercise was well structured and organized.	1	2	3	4	5
The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
This exercise allowed the CERT to practice and improve priority capabilities.	1	2	3	4	5
This exercise helped the CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5

- Based on today's exercise, list observed key strengths and/or areas that need improvement.

Strengths: _____

Areas for improvement: _____

- Please provide recommendations on how this exercise or future exercises could be improved or enhanced.

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Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

1. Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

Assessment Factor	Strongly Disagree			Strongly Agree	
The exercise was well structured and organized.	1	2	3	4	5
The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
This exercise allowed me to practice and improve priority capabilities.	1	2	3	4	5
This exercise helped my CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures	1	2	3	4	5
After this exercise, I believe my CERT is better prepared to deal successfully with the scenario(s) that was exercised.	1	2	3	4	5

2. Based on today's exercise, list observed key strengths and/or areas that need improvement.

Strengths: _____

Areas for improvement: _____

3. Please provide recommendations on how this exercise or future exercises could be improved or enhanced.

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After Action Report Form

Executive Summary:

(Provide a brief overview of the exercise, the major strengths demonstrated during the exercise, and the areas that require improvement.)

Exercise Name:

Duration:

Exercise Date:

Type of Exercise: Full-Scale

Scenario: *(Briefly describe the exercise scenario.)*

Location:

Participating Organizations:

Number of Participants:

Players: _____

Survivor Role-Players: _____

Facilitators: _____

Evaluators: _____

Exercise Goals and Objectives:

(Briefly list the goals and objectives for the exercise.)

Exercise Events Synopsis

(The "Exercise Events Synopsis" section should be used to provide an overview of the scenario and the actions taken by the players to respond to the simulated event.)

Task <i>(Describe the task.)</i>	Performance <i>(What did the team do well? What needed improvement?)</i>	Recommendation <i>(What should the team do differently in the future?)</i>

Conclusions

(Summarize what needs to happen to improve performance and the steps that should be taken to ensure improvement.)