

Full-Scale Exercise #2

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Table of Contents

CERT Drills and Exercises	1
What Is a Full-Scale Exercise?	1
Exercise Overview.....	2
For Exercise Staff.....	4
Lead Facilitator Guidelines.....	12
Appendix	23
Facilitator/Evaluator Briefing	
Exercise Overview	
<i>CERT Member/Volunteer Survivors and Actors Sign-In Sheets</i>	
<i>Sample Survivor Injury Cards</i>	
<i>Incident/Assignment Tracking Log</i>	
<i>Survivor Treatment Area Record</i>	
<i>Damage Assessment Form</i>	
<i>General Message Form</i>	
<i>Events and Evaluation Form for Lead Facilitator and Evaluator</i>	
<i>Events and Evaluation Form for Secondary Facilitator(s) and Evaluator(s)</i>	
<i>Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator</i>	
<i>Facilitator/Evaluator Feedback Form</i>	
<i>Participant Feedback Form</i>	
<i>After Action Report Form</i>	

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 #2”

Hazard: Explosion

Location: Local shopping center

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:

On a hot and muggy July afternoon there is an explosion at a manufacturing facility near a local shopping center. The shopping center is on the outskirts of the city and is under renovation. The Fire Department responded to the factory and confirmed the explosion was due to a natural gas leak. The Fire Department has responded and is now on scene working to control the fire. All their resources are committed.

CERT members are activated to assess damage at the mall. The team is staged in the parking lot outside the mall.

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 Post, 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 an explosion.

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 #2

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 3-4 SAR group locations, as well as volunteer actors who will need to be evacuated]. <ul style="list-style-type: none"> ○ 1 area loaded with survivors ○ 1 area with just a few survivors ○ 1-2 areas with a moderate number of survivors • 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)

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Item	Factors to Consider
	<ul style="list-style-type: none"> ○ Safety Officers (1 per location: Command Post, medical treatment area, SAR group locations) ○ CERT Public Information Officer to handle media, if invited. ● 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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Item	Factors to Consider
Exercise documents	<p>Make copies of the following (all except the map are included in the Appendix):</p> <ul style="list-style-type: none">• Facilitator/Evaluator Briefing: 1 copy per Facilitator and Evaluator• Exercise Overview: 1 copy per participant• <i>CERT Member and Volunteer Survivors and Actors Sign-In Sheets</i>• Local map, if needed• <i>Sample Survivor Injury Cards</i>: 1 card per survivor volunteer• <i>Incident/Assignment Tracking Log</i>: 3-4 copies, used at the Command Post• <i>Survivor Treatment Area Record</i>: 8-10 copies, for the medical treatment area• <i>Damage Assessment Form</i>: 2-3 copies per SAR group• <i>General Message Form</i>: 2-3 copies per SAR group• <i>Events and Evaluation Form for Lead Facilitator and Evaluator</i>: 1 copy per Command Post Facilitator and Evaluator• <i>Events and Evaluation Form for Facilitator(s) and Evaluator(s)</i>: 1 copy per Facilitator and Evaluator• <i>Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator</i>: 1 copy per medical treatment area Facilitator and Evaluator• <i>Facilitator/Evaluator Feedback Form</i>: 1 copy per Facilitator and Evaluator• <i>Participant Feedback Form</i>: 1 copy per participant• <i>After Action Report Form</i>: 1 copy per Facilitator

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.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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**
 - On a hot and muggy July afternoon there is an explosion at a manufacturing facility near a local shopping center. The shopping center is on the outskirts of the city and is under renovation.
 - The Fire Department responded to the factory and confirmed the explosion was due to a natural gas leak. The Fire Department has responded and is now on scene working to control the fire. All their resources are committed.

- CERT members are activated to assess damage at the mall. The team is staged in the parking lot outside the mall.
- **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. <p>NOTE: This exercise takes place in a shopping center. This will give your CERT great public exposure. Consider appointing a Public Information Officer to handle media and public inquiries.</p>
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.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
		<ul style="list-style-type: none"> • Evaluate methods for documenting actions taken. • Validate CERT sizeup procedures.
4	<p>Review safety protocols with all participants. (See Player Briefing: rules of play and communications protocols)</p>	<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.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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>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"> • On a hot and muggy July afternoon there is an explosion at a manufacturing facility near a local shopping center. The shopping center is on the outskirts of the city and is under renovation. • The Fire Department responded to the factory and confirmed the explosion was due to a natural gas leak. The Fire Department has responded and is now on scene working to control the fire. All their resources are committed. • CERT members are activated to assess damage at the mall. The team is staged in the parking lot outside the mall.
7	Hand out a local map to participants.	If a map was prepared in advance, hand it out. If not, the team may want to construct a map of its own.
8	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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
9	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.
10	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 11-22.	The purpose of a message is to provide a simulated event that forces the team to alter its plan or procedure.
11	Start the exercise. Tell the IC that you are the Special Ops Battalion Chief: <i>I need a damage assessment report as soon as possible. I will need to know:</i> <ol style="list-style-type: none"> 1. <i>The number of buildings damaged and the level of structural damage.</i> 2. <i>The number of injured survivors, if any.</i> <i>We also need to evacuate the shopping center and secure the area to keep people out.</i>	Expected Response: The IC should then develop an action plan to: <ul style="list-style-type: none"> • Conduct a damage assessment. • Count survivors. • Facilitate the evacuation. • Secure the area. The IC should dispatch SAR groups to collect more information and send back a report and to take action.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
12	The reports come in from the SAR groups.	<p>Expected Response:</p> <p>The IC prepares and delivers a report to the Special Ops Battalion Chief. The report details:</p> <ul style="list-style-type: none"> • The number of buildings damaged and the level of structural damage. • The number of injured survivors and their status. • The status of the evacuation and/or steps being taken to evacuate and secure the area.
13	<p>Simulate this event:</p> <p><i>A young woman who works in one of the stores at the shopping center arrives at the Command Post. It was her day off, but when she heard about the crisis, she came in to see if she could help.</i></p>	<p>Expected Response:</p> <p>The Command Post Team identifies how she can be helpful and incorporates her into activities.</p>
14	<p>Simulate this event:</p> <p><i>A person comes up to the Command Post Team and says, "I manage the Big Box store. Where are the paramedics? They should be here. Who are you?"</i></p>	<p>Expected Response:</p> <p>The Command Post Team provides information on CERT. The Command Post Team explains that they are operating under the city's Emergency Operations Center (EOC) and the Fire Department. The Command Post Team provides as much status update as is available.</p>

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
15	<p>Simulate this event:</p> <p><i>A store employee comes up to the Command Post and says, "I was evacuated but my purse is still in the store where I work. I need my asthma inhaler that is in my purse."</i></p> <p>NOTE: You will need a volunteer for this message.</p>	<p>Expected Response:</p> <p>The Command Post Team takes the employee to the medical treatment area. The medical treatment area Team Leader sends a team member to accompany her to the store to get her purse.</p>
16	<p>Simulate this event:</p> <p><i>A worried parent barges into the Command Post and insists on getting information about his or her daughter who was shopping at the shopping center and won't answer her phone. The parent insists on speaking only to the IC.</i></p>	<p>Expected Response:</p> <p>The Command Post Team checks the medical treatment area and learns that there are no teenagers in the medical treatment area.</p>
17	<p>Tell the IC:</p> <p><i>The daughter just called and is okay. She has been evacuated.</i></p>	<p>No further action needed.</p>

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
18	<p>(After survivors have started arriving at the medical treatment center) Tell the medical treatment area Team Leader:</p> <p><i>Two survivors in your area that were delayed are now in shock.</i></p>	<p>Expected Response:</p> <p>The medical treatment area Team Leader makes sure that the two survivors are treated for shock. The Team Leader notifies the IC that there are now two immediates.</p>
19	<p>Simulate this event:</p> <p><i>A man walks up to the Command Post and offers to help. He explains that he is ex-military and a former medic. You notice that he walks with a severe limp.</i></p> <p>NOTE: If asked, he can explain that he was injured during the war.</p> <p>NOTE: You will need a volunteer for this message.</p>	<p>Expected Response:</p> <p>He is directed by the Command Post Team to the medical treatment area Team Leader. The medical treatment area Team Leader assigns him to help with survivors who have already been rescued.</p> <p>He should not be sent out with a team, as he will have trouble getting over debris.</p>
20	<p>Tell the IC:</p> <p><i>The EOC calls and says that the Fire Department will arrive in 7-8 minutes and needs a status update.</i></p>	<p>Expected Response:</p> <p>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.</p>

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
21	The reports come in from the SAR groups.	<p>Expected Response:</p> <p>The IC prepares a report that details:</p> <ul style="list-style-type: none"> • The number of injured survivors and their status. • The status of the evacuation and/or steps being taken to evacuate and secure the area.
22	<p>After 8 minutes, tell the IC:</p> <p><i>The EOC calls and says that the Fire Department is delayed and there is no estimate on when they will arrive.</i></p>	No immediate action needed.
23	Terminate the exercise.	<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.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
24	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 searching the buildings?○ 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?

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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>
25	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.
26	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Ask all Facilitators/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

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

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

Evaluation Form for Facilitator(s) and Evaluator(s) (6 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

Evaluation Form for Medical Treatment Area Facilitator and Evaluator (3 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 Post, 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 an explosion.

Scenario:

On a hot and muggy July afternoon there is an explosion at a manufacturing facility near a local shopping center. The shopping center is on the outskirts of the city and is under renovation. The Fire Department responded to the factory and confirmed the explosion was due to a natural gas leak. The Fire Department has responded and is now on scene working to control the fire. All their resources are committed.

CERT members are activated to assess damage at the mall. The team is staged in the parking lot outside the mall.

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.

Exercise Overview

“Full-Scale Exercise #2”

Hazard: Explosion

Location: Local shopping center

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:

On a hot and muggy July afternoon there is an explosion at a manufacturing facility near a local shopping center. The shopping center is on the outskirts of the city and is under renovation. The Fire Department responded to the factory and confirmed the explosion

was due to a natural gas leak. The Fire Department has responded and is now on scene working to control the fire. All their resources are committed.

CERT members are activated to assess damage at the mall. The team is staged in the parking lot outside the mall.

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 Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Alert</p>	<p>SURVIVOR #8 - Delayed</p> <p>Bone projecting from right leg Breathing once every 4 seconds Knows name, date, and what happened 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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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
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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

SCRIBE

PAGE ____ OF ____

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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)
<p>An Incident Command structure is established.</p> <p>[ICS]</p>	<p>IC identified.</p> <p>Other command positions assigned.</p> <p>SAR groups established and assigned.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Special Ops Battalion Chief needs a damage assessment report as soon as possible.</p> <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage • Number of injured survivors, if any <p>Special Ops Battalion Chief also needs team to evacuate shopping center and secure the area to keep people out.</p>	<p>IC develops action plan to:</p> <ul style="list-style-type: none"> • Conduct damage assessment. • Count survivors. • Facilitate evacuation. • Secure area. <p>IC dispatches SAR groups to collect more information and send back report and to take action.</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)
[ICS, Prioritizing, Communications, Documentation]		
Reports come in from SAR groups. [Communication, Documentation]	IC prepares and delivers report to Special Ops Battalion Chief. Report details: <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage. • Number of injured survivors and their status. • Status of evacuation and/or steps being taken to evacuate and secure area. 	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Young woman who works in one store at shopping center arrives at Command Post. It was her day off, but when she heard about the crisis, she came in to see if she could help. [Scene Management]	Command Post Team identifies how she can be helpful and incorporates her into activities.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Person comes up to Command Post Team and says, "I manage the Big Box store. Where are the paramedics? They should be here. Who are you?"</p> <p>[Scene Management]</p>	<p>Command Post Team provides information on CERT. Command Post Team explains that they are operating under the city's Emergency Operations Center (EOC) and Fire Department. Command Post Team provides as much status update as is available.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Store employee comes up to Command Post and says, "I was evacuated but my purse is still in the store where I work. I need my asthma inhaler that is in my purse."</p> <p>[Sizeup, Prioritizing, Scene Management]</p>	<p>Command Post Team takes employee to medical treatment area. Medical treatment area Team Leader sends team member to accompany her to store to get her purse.</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>Worried parent barges into Command Post and insists on getting information about his or her daughter who was shopping at shopping center and won't answer her phone. Parent insists on speaking only to IC.</p> <p>NOTE: After Command Post Team responds, daughter calls and is okay. She has been evacuated. End of event.</p> <p>[Scene Management]</p>	<p>Command Post Team checks medical treatment area and learns that there are no teenagers in medical treatment area.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Man walks up to Command Post and offers to help. He explains that he is ex-military and a former medic. He walks with a severe limp.</p> <p>NOTE: If asked, he explains that he was injured during the war.</p> <p>[ICS, Scene Management]</p>	<p>He is directed by Command Post Team to medical treatment area Team Leader. Medical treatment area Team Leader assigns him to help with survivors who have already been rescued.</p> <p>He should not be sent out with a team, as he will have trouble getting over debris.</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>EOC calls and says that Fire Department will arrive in 7-8 minutes and needs a status update.</p> <p>[Communications]</p>	<p>IC sends runner to each SAR group location and medical treatment area requesting a report ASAP. Report should include 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>Reports come in from SAR groups.</p> <p>[Communications, Documentation]</p>	<p>IC prepares report that details:</p> <ul style="list-style-type: none"> • Number of injured survivors and their status. • Status of evacuation and/or steps being taken to evacuate and secure the area. 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>After 8 minutes, EOC calls and says that Fire Department is delayed and there is no estimate on when they will arrive.</p> <p>[Communications]</p>	<p>No immediate action needed.</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) Communication protocols are followed. [Communications]	<ul style="list-style-type: none"> • Within Command Post Team • Command Post to teams • Team to professional responders 	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 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.

Facilitator: When setting up survivors at your location, there should not be any immediates.

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
When the SAR group arrives, describe what the group sees (number of stores, what the apparent damage is).	This will allow SAR group to complete the damage assessment report the group needs to send to the IC.	
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:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Sizeup procedures are followed. [Sizeup]	Per <i>CERT Basic Training</i> Group develops an action plan to: <ul style="list-style-type: none"> • Immediately develop report that includes: <ul style="list-style-type: none"> ○ Number of buildings damaged and level of structural damage ○ Number of injured survivors and their status • Facilitate the evacuation. • Secure the area. 	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Report developed and sent. [Communications, Documentation]	Report details: <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage. • Number of injured survivors and their status. • Status of evacuation and/or steps being taken to evacuate and secure the area. 	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Evacuation plan is implemented. [ICS]	Any people who are not injured are escorted from exercise area.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Simulate this event: <i>Store owner won't evacuate.</i> [Scene Management]	Team Leader does best he or she can to convince store owner to leave. If store owner absolutely insists on staying, Team Leader can't force him or her to leave.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Plan to secure area is implemented. [ICS]	Area to be secured is defined and "secured." The best way is to post people 20-30 feet apart.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(This may or may not happen) Runner from Command Post comes up and asks if there are any teenagers in the area. [communications] [NOTE: Communication may be by radio or mobile phone if these are used.]	Facilitator: Tell Team Leader to say no.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>(This may or may not happen) Runner from medical treatment area and an “employee” arrive and say they need to get a purse from a store because “employee” needs her asthma inhaler.</p> <p>[Communications]</p>	<p>Facilitator: Tell Team Leader to “find” purse and give it to employee.</p>	<p>Time action completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>After exercise has been underway for awhile, tell the Team Leader:</p> <p><i>A SAR group member trips over a piece of debris and injures his or her ankle. He or she cannot walk.</i></p> <p>NOTE: Recruit one of the SAR group members to simulate this event.</p> <p>[Prioritizing, Communications]</p>	<p>SAR group notifies IC. Team stops SAR activity and transports team member back to medical treatment area.</p>	<p>Time action completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>

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"> • SAR group to Command Post • Within SAR group • SAR group to professional responders 	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(General) Search and rescue procedures are followed. [Search and Rescue]	Per <i>CERT Basic Training</i>	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(General) Medical procedures are applied. [Medical Procedures]	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:

Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator

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

- Facilitate by providing one message that requires the members at the medical treatment area to take action. The message is 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)
<p>Command Post Team brings employee to medical treatment area. Employee needs her purse that has her asthma inhaler. Purse is in store from which she was evacuated.</p> <p>[Prioritizing, Scene Management]</p>	<p>The medical treatment area Team Leader sends a team member to accompany her to the store to get her purse.</p> <p>NOTE to Facilitator: Any of the SAR group Facilitators will be prepared for this event.</p>	<p>Time action completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>(After survivors have started arriving at medical treatment area) Tell medical treatment area Team Leader:</p> <p><i>Two survivors in medical treatment area that were delayed are now in shock.</i></p> <p>[Medical Procedures]</p>	<p>Medical treatment area Team Leader makes sure that two survivors are treated for shock. Medical treatment area Team Leader notifies IC that there are now two immediates.</p>	<p>Time action completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Volunteer is directed by Command Post Team to medical treatment area Team Leader. He is ex-military and a former medic. He walks with a severe limp. [Scene Management]	Medical treatment area Team Leader assigns him to help with survivors who have already been rescued. He should not be sent out with a team, as he will have trouble getting over debris.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(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:

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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.)

Conclusions

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