Functional Exercise #1
How to Use This Document

This document provides exercise Facilitators 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 Facilitator Guidelines. Use these guidelines to conduct the exercise.
4. Make copies of the supporting documents for participants. See the Appendix index for instructions.
5. Make copies of the Participant Feedback Form and ask participants to complete it after the exercise.
6. Complete the Facilitator/Evaluator Feedback 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 functional exercise that can be customized to meet local needs.

What Is a Functional Exercise?

Functional exercises are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. There is no actual field work in a functional exercise; all the activity is verbal.

The key focus of a functional exercise is on the operational decisions made by the Incident Command Post Team. Other members of the team may be involved in the exercise, but to a lesser degree. Once the Facilitator has presented the initial scenario, the Incident Commander (IC) and the Command Post Team verbally respond to the scenario and assign tasks to others on the team. The Facilitator then talks through a developing scenario and the Command Post Team verbally responds to the scenario developments. Participant learning is reinforced and feedback is provided through a hot wash at the conclusion of the exercise.

Functional exercises fall between a tabletop exercise and a full-scale exercise. More than a tabletop, where participants discuss what they might do, in a functional exercise the Command Post Team “takes action” – making decisions, simulating the deployment of resources, and responding to new developments. In comparison to a full-scale exercise, a functional exercise involves fewer participants and the movement of personnel and equipment is simulated. A functional exercise provides a more realistic simulation of an emergency compared to a tabletop and is typically conducted in “real-time” in a classroom setting or a designated site for a Command Post.

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

“Functional Exercise #1”

Hazard: Chemical leak and subsequent explosion

Location: Chemical plant and nearby neighborhood

Duration: 1-3 hours

Capabilities Exercised:

• Incident Command
• Communications
• Medical treatment area setup
• Documentation
• Sizeup

Exercise Objectives:

• Validate the decision-making process to prioritize incidents.
• Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and between team members.
• Evaluate procedures for setting up a medical treatment area.
• Evaluate methods for documenting actions taken.
• Validate CERT sizeup procedures.

Scenario:

At 10:00 a.m. on a Saturday morning a major explosion rocks the town shortly after a magnitude 6.1 earthquake has hit. Severe damage has been reported at a factory on the edge of town. The factory is open and has a full shift working.

Nearby homes report damage and one is on fire.

The local team is activated and assembles at the previously agreed-upon meeting point. The team can hear the sirens of the emergency response crews racing to the scene.
For Exercise Staff

Exercise Synopsis:
This exercise allows a CERT Incident Command Post Team to simulate their response to an explosion at a factory.

Once the emergency scenario is presented, an Incident Commander (IC) is selected. Based on his or her assessment of the situation, the IC then assigns some or all of the roles of Operations, Planning/Accountability, Medical, and Logistics. The Command Post Team then develops a plan to respond to the situation. The Operations Section Chief and/or IC may select Team Leaders for the SAR groups.

Facilitators observe the planning process and the decisions made by the team, and they use a list of messages to provide information to exercise participants that prompts them to make decisions. For example, if the Command Post Team decides to send a Search and Rescue (SAR) group to a damaged building, Facilitators may provide a message about the results of the initial search. Facilitators may also choose to pause the exercise at any point to examine the process and factors that led to a particular decision.

Periodically throughout the exercise the Facilitators can call for replacements to the Command Post Team. Any or all of the Command Post Team can be replaced. In addition to giving more CERT members the opportunity to participate and practice leadership decision making, this also gives participants practice in the process of transitioning leadership teams.

The exercise ends either when all actions have been discussed or the time limit is reached. At the conclusion of the exercise, a hot wash helps participants review what they have learned and provides feedback on the exercise.

Exercise Materials and Staff:

- Facilitators (1, or more if desired)
- Evaluators (1, or more if desired)
- Volunteers and/or simulated survivors
- Forms:
  - Local map, used during the exercise
  - General Message Form (from Fire Chief), used during the exercise
  - Photographs of factory and six houses, used during the exercise
  - Damage Assessment Form, used during the exercise
  - Events and Evaluation Form for Facilitator(s) and Evaluator(s), used by the Facilitator(s) and Evaluator(s) during the exercise
  - Facilitator/Evaluator Feedback Form, completed after the exercise
  - Participant Feedback Form, completed after the exercise
Exercise Staff Roles:

1. Facilitator

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

First, the Facilitator will lead and guide the exercise by presenting information. This will keep the exercise moving forward and ensure that the key decision points in the exercise are reached.

Second, the Facilitator will observe and coach. In this role he or she will observe the group process and discussion. As the exercise unfolds, he or she may need to step in and help the team members clarify their decision making by asking questions about their thought process and the factors they considered in making choices. For example, if they placed a high priority on helping a survivor who was probably dying, or if they decided to enter a building that was clearly too dangerous, work through their decision-making process so they realize the potential negative results of their decision.

While observing, the Facilitator should monitor the safety of the exercise activity. Typically, there is a low level of activity during functional exercises, but it is the Facilitator’s responsibility to interrupt the exercise if something unsafe is occurring or is about to occur.

The Facilitator should take notes on decisions made and actions taken so he or she can refer to them later. Use the Events and Evaluation Form for Facilitator(s) and Evaluator(s) to record notes.

Third, the 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 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 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.

2. 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 Facilitator(s) and Evaluator(s).
and Evaluator(s). 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.

Facilitator Guidelines

This exercise is highly interactive. The decisions made by the participants can alter the flow of the exercise. Suggested messages to be injected as the scenario unfolds, as well as potential responses, are provided in the Facilitator Guidelines. However, depending on the decisions made by the participants, you may need to improvise with your responses. The key to a successful functional exercise is to remain flexible and respond to decisions made by the participants in ways that reinforce the lessons of CERT Basic Training.

The exercise proceeds as follows:

- Present the step-by-step guidelines to the participants. What you say and do will prompt player actions. Some messages involve handing out a document. Those documents are included in the Appendix section following the Facilitator Guidelines. The forms and materials include:
  - A local map
  - A message from the Fire Department Officer
  - Photographs of the factory and the six damaged houses
  - A report on team injuries

- Give the team a chance to respond. Responses should be in the form of orders or instructions to other team members, or direct communication with other team members. These responses should simulate what would happen in a real-world scenario. For example, after the first message about what the team finds when it arrives on the scene, the IC might say something like “Okay, let’s get organized. Jim, I want you to head up the search and rescue operation. Mary, I want you to take over medical. Will, you’re the logistics officer. Miranda, you handle accountability.”

- Once the response is complete, provide feedback on the potential results of decisions made and discuss as appropriate.

- Move on to the next message.

- Continue until the exercise is concluded or until time is up.
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 1    | Prepare for the exercise. | • Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.  
• Make copies of the one-page Exercise Overview for each participant.  
• Brief exercise staff on their roles and responsibilities.  
• Orient the role-players (News reporter, Fire Department Officer). Describe the roles you want them to play and how you want them to play the role. |
| 2    | Introduce the exercise to all participants. | Distribute the one-page Exercise Overview to all participants.  
Explain that the purpose of the exercise is:  
• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.  
• To improve CERT’s operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.  
Explain how the exercise is conducted.  
• As opposed to a tabletop exercise, where the team discusses how it would respond, in this exercise the team members verbalize their decisions based on the information provided.  
• Responses should be in the form of orders or instructions to other team members, or direct communication with other team members. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• These responses should simulate what would happen in a real-world scenario. For example, when you get a message, you will role play how you would respond and what you would say.</td>
</tr>
</tbody>
</table>
| 3    | Review the goals of the exercise with all participants. | Explain the goals of the exercise.  
• Validate the decision-making process to prioritize incidents.  
• Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and between team members.  
• Evaluate procedures for setting up a medical treatment area.  
• Evaluate methods for documenting actions taken.  
• Validate CERT sizeup procedures. |
| 4    | Present the scenario to all participants. | • At 10:00 a.m. on a Saturday morning a major explosion rocks the town shortly after a magnitude 6.1 earthquake has hit.  
• Severe damage has been reported at a factory on the edge of town. The factory is open and has a full shift working.  
• Nearby homes report damage and one is on fire.  
• The local team is activated and assembles at the previously agreed-upon meeting point. The team can hear the sirens of the emergency response crews racing to the scene. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 5    | Tell the team:  
You have just arrived on the scene. Smoke is pouring from the blown-out windows of the plant. Emergency responders are still arriving and setting up equipment. Ambulances are arriving and blocking the road to the plant.  
[insert name] is the first on scene.  
Hand out the local map.  
Ask the team how they will respond based on what they know about the situation. | Expected Response:  
- A CERT Team Leader en route to the incident contacts 9-1-1 and gathers information about possible response hazards to determine a safe route and a good location to set up an Incident Command Post.  
- The first to arrive is the CERT IC and he or she establishes the CERT Command Post and assigns Command Team roles to other CERT members.  
- CERT Team Leaders and other roles are assigned appropriately and efficiently.  
- The CERT IC contacts the Fire Department and asks how the team can help.  
- The Fire Department Officer is identified and the IC introduces himself or herself and asks how CERT can help.  
- A medical treatment area and staging area is established and located in a safe and appropriate place.  
- CERT members will remain a safe distance from the factory and no CERT member will enter the building.  
Provide coaching if these actions are not being taken. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Hand the IC the message from the Fire Department Officer (asking for a damage assessment of the nearby houses).</td>
<td><strong>Expected Response:</strong>&lt;br&gt;• The CERT IC may contact the Fire Department Officer to get additional information if needed.&lt;br&gt;  o The Fire Department Officer tells him that he has a report of a strong smell of gas at House 6.&lt;br&gt;• The CERT IC notifies the CERT’s Operations Section Chief and provides the additional information on hazards.&lt;br&gt;&lt;br&gt;&lt;b&gt;Provide coaching if these actions are not being taken.&lt;/b&gt;</td>
</tr>
<tr>
<td>7</td>
<td>Tell the IC that the CERT’s Operations Section Chief has assigned two Search and Rescue (SAR) groups to assess the neighborhood.&lt;br&gt;SAR Group 1: Houses 1-3&lt;br&gt;SAR Group 2: Houses 3-6&lt;br&gt;Explain that the Team Leaders for each team are responsible for reporting to the Operations Section Chief and he or she will report the IC.&lt;br&gt;Distribute photographs of the houses.</td>
<td><strong>Expected response:</strong>&lt;br&gt;• At this point, the exercise participants should at least include an IC, an Operations Section Chief, and two SAR Team Leaders.&lt;br&gt;• If these roles are not assigned, then the Facilitator may coach the IC in assigning these roles.</td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Ask all exercise participants to temporarily assume a new role as SAR group members. They should complete the <em>Damage Assessment Forms</em> for each house, including:</td>
<td>Expected response: Players will properly complete forms.</td>
</tr>
<tr>
<td></td>
<td>• Whether the building is lightly, moderately, or severely damaged.</td>
<td>Expected response: • No, you should not leave individuals who need immediate medical care. These individuals should be treated.</td>
</tr>
<tr>
<td></td>
<td>• A summary of survivors found, including status (immediate, delayed, minor, dead).</td>
<td>• You can leave individuals who are deceased, delayed, or walking wounded when performing triage.</td>
</tr>
<tr>
<td></td>
<td>After teams have been working on the <em>Damage Assessment Forms</em> for several minutes, <strong>ask</strong>:</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Do you ever leave an “immediate” to continue the damage assessments if your medical care may help save him or her? When can you leave a survivor?</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>After discussion, participants resume their previous roles.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Proceed to Step 8.</td>
<td></td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| 8    | Give the leader of SAR Group 2 the following report:  
While checking out House 6, a team member tripped over lawn equipment and sprained his or her ankle. The injury was immediately treated by team members and the member can’t walk without severe pain. What should team members do? What should the Team Leader (TL) do? | Expected Response:  
- Team members should report to the TL. The team member should be held to the medical treatment area where basic aid may be provided and EMTs may provide further care when they arrive.  
- The Team Leader should report the injuries per its protocol and determine if the SAR group needs a replacement.  
Provide coaching if these actions are not being taken. |
| 9    | Tell the participants *Damage Assessments* have been completed.  
Ask:  
What do Team Leaders do with the Damage Assessments?  
Have participants develop a rescue plan based on prioritizing the six houses and survivors. | Expected response:  
A rescue plan is based on accurate damage reports and is designed to do the most good for the greatest number of survivors while ensuring the safety of all team members.  
Provide coaching if these actions are not being taken.  
Expected response:  
- Team Leaders turn in the *Damage Assessment Forms* to the Operations Section Chief.  
- The Operations Section Chief gives the rescue plan to the IC (or Planning Section Chief) and he IC shares the findings with the Fire Department. The team prioritizes incidents based on the team’s capabilities and the severity of the damage in each home.  
Provide coaching if these actions are not being taken. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 10   | A local news reporter comes up to the CERT IC and says: “I’m Marty Davis from Channel 4 news. We tried to talk to the Fire Chief, but he wouldn’t talk with us. Can you tell us what’s going on? We need to get the word out if there is danger of another explosion or if residents need to evacuate.” | Expected response:  
- The CERT IC responds to questions according to protocols.  
- If the team does not have protocols for this, then the IC should contact the Fire Department Officer for instructions about handling questions from the media.  
- If permitted to speak with the media, the IC may designate a Public Information Officer (PIO) or he or she may serve as the PIO.  
Provide coaching if these actions are not being taken. |

NOTE: This may be done with a role-player filling the role of the reporter. This can be played up so that the reporter is very pushy.
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 11   | A Fire Department Officer arrives at the CERT Command Post and tells the CERT IC: “We’ve got the fire under control now, but my guys are wrapped up getting the injured out of the north end of the factory. Can you send some of your folks to check out the south end of the factory? That doesn’t seem like it was too badly damaged and we’ve determined there are no toxic fumes in the building.” | Expected response:  
- The CERT Operations Section Chief communicates with Team Leaders to determine which SAR group is best able to respond to the Fire Department Officer’s request.  
- The IC communicates with the Fire Department Officer about the CERT’s ability to respond.  
- The IC and the Command Post Team adjust priorities as requested by the Fire Department.  
Provide coaching if these actions are not being taken. |

**Ask the CERT Command Post Team:**

*How will you respond to the Officer’s request?*
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Tell the Command Post Team the following: A large crowd has formed around the CERT Command Post and some people are shouting and insisting they get answers to these questions: NOTE: Facilitators or role-players can play the roles of these people. “My brother was working in the plant today. His name is Bill Wilson. Can you tell me if you’ve found him? PLEASE, I have to know if he’s alright.” “Hey, I need to get my car to my house. I have to get my kids out of there. You’ve got to move these people out of my way.” “Hello – hey, I know you’re kinda busy here, but I’ve got first-aid training. Can I do anything to help?” “I’m just visiting my grandparents, but I’m a member of my local CERT. How can I help?” Role-players keep shouting until their concern is addressed.</td>
<td>Expected response: - Secure your Command Post by calling law enforcement and requesting they create a safe perimeter around the Command Post Team so they can continue to manage the incident. - The IC or other officers respond appropriately to the requests. - Sample responses might include: o Check with Medical to see if Bill Wilson is in the medical treatment area. o Ask the woman with the car to wait. o Have the person with first-aid training report to the medical treatment area Team Leader. o Assign the CERT volunteer to the team assessing the south end of the factory. Provide coaching if these actions are not being taken. - Discuss how to handle the situation if information on Bill Wilson either is or is not available. - Discuss what to do if the woman with the car refuses to wait. - Discuss what might happen if the volunteer is poorly trained.</td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>13</td>
<td>The Fire Department Officer comes back and asks for an accounting of the team’s activities during the emergency. He wants to know:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Who did you assign to search the buildings?</td>
<td>Expected response:</td>
</tr>
<tr>
<td></td>
<td>• When did they do this?</td>
<td>The IC has adequate documentation and will answer the Fire Department Officer’s</td>
</tr>
<tr>
<td></td>
<td>• What conditions did they find?</td>
<td>questions and discuss how the responses reflect the CERT program’s training and</td>
</tr>
<tr>
<td></td>
<td>• What did you do next?</td>
<td>protocols.</td>
</tr>
<tr>
<td></td>
<td>• How did you track your teams?</td>
<td>Provide coaching if these actions are not being taken.</td>
</tr>
<tr>
<td></td>
<td>• How did you track survivors?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• How were citizens controlled or used?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• How were priorities communicated to others on your team?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• How did you interface with the Fire Department?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>NOTE: The Facilitator or a role-player can play the role of the Fire Department Officer.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>End the exercise.</td>
<td>Invite all participants and staff members to the hot wash.</td>
</tr>
</tbody>
</table>
## CERT Drills and Exercises: Functional Exercise #1

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 15   | Conduct the hot wash with all participants and staff members. | 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, and providing additional information and coaching. Bear in mind that, although you have more experience and knowledge, participants will likely learn more if you coach them through their decision-making process than if you tell them what they should have done. Questions you might want to ask include:  
1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?  
2. What parts of the team’s response could have been done better? What should be changed in the future to help the team perform more effectively?  
3. What do you think you did well in this exercise?  
4. What would you like to do differently next time?  
5. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members? |
| 16   | Distribute the Participant Feedback Form to all participants. | Ask participants to complete the form. |
| 17   | Distribute the Facilitator/Evaluator Feedback Form. | Ask all Facilitators/Evaluators to complete the form. |
Appendix
Index of Forms and Materials

Local map (1 page): 1 copy per participant is distributed during the exercise

General Message Form (from Fire Department Officer) (1 page): 1 copy per Facilitator is distributed during the exercise

Photographs of factory and six houses (7 pages): 1 set per team is distributed during the exercise

Damage Assessment Form (1 page): 3 copies per team are distributed during the exercise

Events and Evaluation Form for Facilitator(s) and Evaluator(s) (6 pages): 1 copy per 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
Local Map
Our crews are currently fully engaged fighting the fire at the factory. I need you to get your teams out in the neighborhood to assess the damage to the nearby homes. I’ve gotten reports of hazards in the area, so be careful.
[This page is intentionally left blank]
Photographs of Factory and Six Houses

Factory
Survivors:

**Elderly woman in living room:**
- Bone projecting from right leg
- Breathing once every 4 seconds
- Knows name, date, and what happened
- Color returns to finger tips in 2 seconds

**Elderly man in basement:**
- Both legs deformed
- Breathing once every second
- Not responsive to questions
- Color returns to finger tips in 3 seconds
House 2

Survivors:

**Young boy in front yard:**
- Right arm is deformed
- Breathing once every 3 seconds
- Knows name, date, and what happened
- Color returns to finger tips in 4 seconds
- Screaming for someone to help his mother

**Woman in kitchen:**
- Chest pain with possible broken ribs
- Breathing once every second
- Knows name, date, and what happened
- Color returns to finger tips in 2 seconds

**Man in living room:**
- Bleeding from a scalp wound
- Knows name, date, and what happened
- Color returns to finger tips quickly
- Breathing once every 4 seconds
[This page is intentionally left blank]
Survivors:

Woman on first floor:
- Large piece of wood in left thigh
- Breathing once every 3 seconds
- Color returns to finger tips quickly
- Alert

Man on stairway:
- No visible injury, blank stare
- Cannot feel air movement
- Color does not return to finger tips
[This page is intentionally left blank]
Survivors:

Man in living room:
- Severe bleeding from head wound
- Breathing once every 2 seconds
- Not responsive to questions
- Color returns to finger tips in 4 seconds

Woman in upstairs bedroom:
- Impaled object in abdomen; breathing difficulties
- Breathing once every 3 seconds
- Can’t remember what happened
- Color returns to finger tips in 5 seconds

Child in upstairs bedroom:
- 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
Survivors:

Man on front lawn:
- Massive head injury
- Not breathing
- Unresponsive
- Color does not return to finger tips

Woman on front lawn:
- Both legs deformed
- Breathing once every 5 seconds
- Knows name, date, and what happened
- Color returns to finger tips in 1 second
[This page is intentionally left blank]
Survivors:

Man on front lawn:

- Reports inside smells like gas
- Says tap water tastes funny
[This page is intentionally left blank]
## SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
</tbody>
</table>

### OBSERVATIONS

CERT MEMBER:

PAGE ____ OF _____
[This page is intentionally left blank]
## Events and Evaluation Form for Facilitator(s) and Evaluator(s)

<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| Local map distributed. Team responds and arrives at meeting point. Command Post is established. [ICS, Communications] | • CERT Team Leader en route to incident contacts 9-1-1 and gathers information about possible response hazards to determine safe route and good location to set up Incident Command Post.  
• First to arrive becomes CERT IC and establishes CERT Command Post and assigns Command Team roles to other CERT members.  
• CERT Team Leaders and other roles are assigned appropriately and efficiently.  
• CERT IC contacts Fire Department and asks how team can help.  
• Fire Department Officer is identified and IC introduces himself or herself and asks how CERT can help.  
• Medical treatment area and staging area is established and located in safe and appropriate place. | Time action was completed: __________  
Completion:  
No _____ Yes _____ Partial _____  
Notes: |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
<th>Notes</th>
</tr>
</thead>
</table>
| IC receives the message from the Fire Department Officer (asking for a damage assessment of the nearby houses). | • CERT IC contacts Fire Department Officer to get additional information on hazards mentioned in message.  
  o The Fire Department Officer tells him that he has report of strong smell of gas at House 6.  
• CERT IC notifies Operations Section Chief and provides additional information on hazards. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |       |
| Operations Section Chief has assigned two Search and Rescue (SAR) groups to assess the neighborhood.  
SAR Group 1: Houses 1-3  
SAR Group 2: Houses 3-6  
Team Leaders for each team are responsible for reporting to the Operations Section Chief and he or she will report the IC. | • Exercise participants should at least include an IC, an Operations Section Chief, and two SAR Team Leaders. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |       |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team completes <em>Damage Assessments</em>.</td>
<td>• <em>Damage Assessments</em> completed correctly.</td>
<td>Time action was completed: __________  Completion:</td>
</tr>
<tr>
<td>[Sizeup]</td>
<td></td>
<td>No ____ Yes ____ Partial ____ Notes:</td>
</tr>
<tr>
<td>Team is asked if it should ever leave an “immediate” to continue the damage</td>
<td>• No, you should not leave individuals who need immediate medical care. These individuals should be treated.</td>
<td>Time action was completed: __________  Completion:</td>
</tr>
<tr>
<td>assessments if your medical care may help save him or her.</td>
<td>• You can leave individuals who are deceased, delayed, or walking wounded when performing triage.</td>
<td>No ____ Yes ____ Partial ____ Notes:</td>
</tr>
<tr>
<td>[Triage]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leader of SAR Group 2 receives team injury report.</td>
<td>• The Team Leader reports injury to the Operations Section Chief.</td>
<td>Time action was completed: __________  Completion:</td>
</tr>
<tr>
<td>[Sizeup, Prioritizing]</td>
<td>• Team Leader determines if the SAR group needs a replacement.</td>
<td>No ____ Yes ____ Partial ____ Notes:</td>
</tr>
<tr>
<td>Message/Event</td>
<td>Expected Action</td>
<td>Actual Observed</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Participants develop a rescue plan based on prioritizing the six houses and survivors. [Prioritizing] | • Rescue plan is based on accurate damage reports and is designed to do the most good for the greatest number of survivors while ensuring the safety of all team members.  
• Operations Section Chief gives the rescue plan to IC (or Planning Section Chief) and IC shares findings with Fire Department. Team prioritizes incidents based on team’s capabilities and severity of damage in each home.                                                   | Time action was completed: __________  
Completion:                                                                                                                     | No ____ Yes ____ Partial ____  
Notes:                                                                                                                                                                                                                                 |
| Local news reporter wants to talk to the CERT IC. [Communications]           | • CERT IC responds to questions according to protocols.  
• CERT IC briefs on pertinent issues, if permitted                                                                                                                                   | Time action was completed: __________  
Completion:                                                                                                                     | No ____ Yes ____ Partial ____  
Notes:                                                                                                                                                                                                                                 |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| Fire Department Officer arrives and requests some help. There are no team SAR crews immediately available at the Command Post.  | • IC communicates with field staff to determine which team is best able to respond to Fire Department Officer's request.  
• IC communicates with Fire Department Officer about CERT’s ability to respond. | Time action was completed: _________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |
| Large crowd forms and starts shouting concerns.  | • IC informs police that officers are needed to secure Command Post (if needed).  
• IC or other officers respond appropriately to requests.  
• Sample responses might include:  
  o Check with Medical to see if Bill Wilson is in medical treatment area.  
  o Ask woman with car to wait.  
  o Have person with first-aid training report to medical treatment area Team Leader.  
  o Assign CERT volunteer to team assessing south end of factory. | Time action was completed: _________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| Fire Department Officer comes back and asks for accounting of CERT’s activities during emergency.                                                                                                           | • IC has adequate documentation to answer the Fire Department Officer’s questions.                                                                                                                                 | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                   |
Facilitator/Evaluator Feedback Form

Exercise Name:  Exercise Date:  

Name (Optional):  Role (Optional):  

CERT/Organization: 

1. 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.

<table>
<thead>
<tr>
<th>Assessment Factor</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The exercise was well structured and organized.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The exercise scenario(s) was plausible and realistic.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The exercise documentation provided to assist in preparing for and participating in the exercise was useful.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>This exercise allowed the CERT to practice and improve priority capabilities.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

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.

_______________________________________________________________________

_______________________________________________________________________

_______________________________________________________________________
Participant Feedback Form

Exercise Name: 

Exercise Date: 

Name (Optional): 

CERT/Organization: 

4. 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.

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

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

Strengths: _____________________________________________________________

_____________________________________________________________________

_____________________________________________________________________

Areas for improvement: ________________________________________________

_____________________________________________________________________

_____________________________________________________________________

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

_____________________________________________________________________

_____________________________________________________________________

_____________________________________________________________________
Functional Exercise #2
Table of Contents
CERT Drills and Exercises ........................................................................................................ 1
What Is a Functional Exercise? ............................................................................................ 1
Exercise Overview ................................................................................................................ 2
For Exercise Staff ................................................................................................................. 3
Facilitator Guidelines .......................................................................................................... 5
Appendix ............................................................................................................................... 13

Local map
12 completed Damage Assessment Forms
4 General Message Forms
Survivor Assessment Summary
Events and Evaluation Form for Facilitator(s) and Evaluator(s)
Facilitator/Evaluator Feedback Form
Participant Feedback Form

How to Use This Document
This document provides exercise Facilitators 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 Facilitator Guidelines. Use these guidelines to conduct the exercise.
4. Make copies of the supporting documents for participants. See the Appendix index for instructions.
5. Make copies of the Participant Feedback Form and ask participants to complete it after the exercise.
6. Complete the Facilitator/Evaluator Feedback 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 functional exercise that can be customized to meet local needs.

What Is a Functional Exercise?

Functional exercises are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. There is no actual field work in a functional exercise; all the activity is verbal.

The key focus of a functional exercise is on the operational decisions made by the Incident Command Post Team. Other members of the team may be involved in the exercise, but to a lesser degree. Once the Facilitator has presented the initial scenario, the Incident Commander (IC) and the Command Post Team verbally respond to the scenario and assign tasks to others on the team. The Facilitator then talks through a developing scenario and the Command Post Team verbally responds to the scenario developments. Participant learning is reinforced and feedback is provided through a hot wash at the conclusion of the exercise.

Functional exercises fall between a tabletop exercise and a full-scale exercise. More than a tabletop, where participants discuss what they might do, in a functional exercise the Command Post Team “takes action” – making decisions, simulating the deployment of resources, and responding to new developments. In comparison to a full-scale exercise, a functional exercise involves fewer participants and the movement of personnel and equipment is simulated. A functional exercise provides a more realistic simulation of an emergency compared to a tabletop and is typically conducted in “real-time” in a classroom setting or a designated site for a Command Post.

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

“Functional Exercise #2”

Hazard: Severe wind/rain storm
Location: Local neighborhood
Duration: 1-3 hours

Capabilities Exercised:
- Incident Command
- Communications
- Documentation
- Sizeup

Exercise Objectives:
- Validate the decision-making process to prioritize incidents.
- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and between team members.
- Evaluate methods for documenting actions taken.
- Validate CERT sizeup procedures.

Scenario:
At 10:00 a.m. on a Thursday morning a severe storm hits the town. Wind and rain are so severe that everyone must seek shelter for the duration of the storm. By 5:00 p.m. the storm has passed.

The local team assembles at the previously agreed-upon meeting point. Initial reports suggest that damages across town ranges from minor to severe.

NOTE: This scenario can take place during any season.
For Exercise Staff

Exercise Synopsis:

This exercise allows a CERT Incident Command Post Team to develop action plans in response to a severe storm.

Once the emergency scenario is presented, an Incident Commander (IC) is selected. Based on an initial assessment of the situation, the IC then assigns some or all of the roles of Operations, Planning/Accountability, Medical, and Logistics. The Command Post Team then develops a plan to respond to the situation. The Operations Section Chief and/or IC may select Team Leaders for the SAR groups.

Facilitators observe the planning process and the decisions made by the team, and they use a list of messages to provide information to exercise participants that prompts them to make decisions. For example, if the Command Team decides to send a Search and Rescue (SAR) group to a damaged building, Facilitators may provide a message about the results of the initial search. Facilitators may also choose to pause the exercise at any point to examine the process and factors that led to a particular decision.

Periodically throughout the exercise the Facilitators can call for replacements to the Command Post Team. Any or all of the Command Post Team can be replaced. In addition to giving more CERT members the opportunity to participate and practice leadership decision making, this also gives participants practice in the process of transitioning leadership teams.

Exercise Materials and Staff:

- Facilitators (1, or more if desired)
- Evaluators (1, or more if desired)
- Volunteers and/or simulated survivors
- Forms:
  - Local map, used during the exercise
  - 12 completed Damage Assessment Forms, used during the exercise
  - 4 General Message Forms, used during the exercise
  - Survivor Assessment Summary, used during the exercise
  - Events and Evaluation Form for Facilitator(s) and Evaluator(s), used by the Facilitator(s) and Evaluator(s) during the exercise
  - Facilitator/Evaluator Feedback Form, completed after the exercise
  - Participant Feedback Form, completed after the exercise
Exercise Staff Roles:

1. **Facilitator**

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

First, the Facilitator will lead and guide the exercise by presenting information. This will keep the exercise moving forward and ensure that the key decision points in the exercise are reached.

Second, the Facilitator will observe and coach. In this role he or she will observe the group process and discussion. As the exercise unfolds, he or she may need to step in and help the team members clarify their decision making by asking questions about their thought process and the factors they considered in making choices. For example, if they placed a high priority on helping a survivor who was probably dying, or if they decided to enter a building that was clearly too dangerous, work through their decision-making process so they realize the potential negative results of their decision.

While observing, the Facilitator should monitor the safety of the exercise activity. Typically, there is a low level of activity during functional exercises, but it is the Facilitator’s responsibility to interrupt the exercise if something unsafe is occurring or is about to occur.

The Facilitator should take notes on decisions made and actions taken so he or she can refer to them later. Use the *Events and Evaluation Form for Facilitator(s) and Evaluator(s)* to record notes.

Third, the 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 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 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.

2. **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 Facilitator(s)*
and Evaluator(s). 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.

Facilitator Guidelines

This exercise is highly interactive. The decisions made by the participants can alter the flow of the exercise. Suggested messages to be injected as the scenario unfolds, as well as potential responses, are provided in the Facilitator Guidelines. However, depending on the decisions made by the participants, you may need to improvise with your responses. The key to a successful functional exercise is to remain flexible and respond to decisions made by the participants in ways that reinforce the lessons of CERT Basic Training.

The exercise proceeds as follows:

- After providing a message, give the team a chance to respond. Some messages involve handing out a document. Those documents are included in the Appendix section following the Facilitator Guidelines. The forms and materials include:
  - A local map
  - 12 completed Damage Assessment Forms
  - 4 General Message Forms
  - A Survivor Assessment Summary
- Give the team a chance to respond. Responses should be in the form of orders or instructions to other team members, or direct communication with other team members. These responses should simulate what would happen in a real-world scenario. For example, after the first message, the IC might say something like “Okay, let’s get organized. Jim, I want you to head up the search and rescue operation. Mary, I want you to take over medical. Will, you’re the logistics officer. Miranda, you handle accountability.”
- Once the response is complete, provide feedback on the potential results of decisions made and discuss as appropriate.
- Move on to the next message.
- Continue until the exercise is concluded or until time is up.
Facilitator Guidelines (Continued)

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prepare for the exercise.</td>
<td>• Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Make copies of the one-page Exercise Overview for each participant.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Brief exercise staff on their roles and responsibilities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Orient the role-player (Fire Department Officer). Describe the role you want him or her to play and what you want him or her to say (see #8 in Facilitator Guidelines).</td>
</tr>
<tr>
<td>2</td>
<td>Introduce the exercise to all</td>
<td>Distribute the one-page Exercise Overview to all participants.</td>
</tr>
<tr>
<td></td>
<td>participants.</td>
<td>Explain that the purpose of the exercise is:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• To improve CERT’s operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Explain how the exercise is conducted.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• As opposed to a tabletop exercise, where the team discusses how it would respond, in this exercise the team members verbalize their decisions based on the information provided.</td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
|      | • Responses should be in the form of orders or instructions to other team members, or direct communication with other team members.  
• These responses should simulate what would happen in a real-world scenario. For example, when you get a message, you will role play how you would respond and what you would say. |
| 3    | Review the goals of the exercise with all participants. | Explain the goals of the exercise.  
• Validate the decision-making process to prioritize incidents.  
• Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and between team members.  
• Evaluate methods for documenting actions taken.  
• Validate CERT sizeup procedures. |
| 4    | Present the scenario to exercise participants.  
NOTE: This scenario can take place during any season. | • At 10:00 a.m. on a Thursday morning a severe storm hits the town. Wind and rain are so severe that everyone must seek shelter for the duration of the storm.  
• By 5:00 p.m. the storm has passed.  
• Your team assembles at the previously agreed-upon meeting point. Initial reports suggest that damages across town ranges from minor to severe. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 5    | **Tell the team:**  
  An eerie quiet has fallen on the town in the wake of the storm. As you survey the scene, you notice that some buildings are severely damaged, while others seem relatively untouched. The windows in the shopping center seem to all be broken and glass glitters on the sidewalk. You can hear people yelling, but it isn’t clear where the voices are coming from.  
  **Hand out** the local map.  
  **Explain that the team** is not large and they **will have to do an initial assessment** in order to prioritize rescue activities. Ask the team how they will respond based on what they know about the situation. | **Expected Response:**  
  - IC is identified and other Command Post Team positions are assigned appropriately and efficiently.  
  - The Command Post is established.  
  - The medical treatment area is established and located in an appropriate place.  
  - The team IC or Operations Section Chief appropriately assigns teams to do an initial survey of the nearby buildings.  
  **Provide coaching if these actions are not being taken.** |
| 6    | The initial survey teams have reported back. **Distribute** the 12 completed *Damage Assessment Forms*.  
  **Ask the IC to develop a plan for rescuing the survivors.** | **Expected Response:**  
  Search and Rescue (SAR) groups are sent out to appropriately prioritized locations.  
  **Provide coaching if these actions are not being taken.** |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 7    | Give the IC the message from the SAR group at House 8, reporting smelling gas in the area. | Expected Response:  
• The IC sends another group and instructs the Team Leader to locate the gas leak and shut it off with a non-sparking wrench.  
• The IC may choose to also notify the Fire Department Officer.  
Provide coaching if these actions are not being taken. |
| 8    | Tell the IC a Fire Department Officer has just arrived.                | Expected Response:  
The IC reviews available documentation to determine priorities for the EMT team.  
Provide coaching if these actions are not being taken. |
|      | **Ok, sorry it’s taken us so long to get here. We’ve been pretty busy. What’s your situation? I’ve got an EMT team available. Where should we send them?** | NOTE: The Fire Department Officer can be a role-player. |
|      | **Have the Fire Department Officer ask the IC how he or she has prioritized locations for the EMTs.** |                                      |
| 9    | Give the Operations Section Chief the second message from the SAR group saying that a member of the team has been injured. | Expected response:  
The Operations Section Chief dispatches a SAR group to rescue the injured team member.  
Provide coaching if these actions are not being taken. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| **10** | Tell the Operations Section Chief:  
* A second team from a nearby town has arrived to help. The team has six trained members and two members who are still in training.  
* Ask the Operations Sections Chief how he or she will deploy these new resources. | Expected response:  
The Operations Section Chief assesses the current situation and disburses the newly arrived team appropriately.  
Provide coaching if these actions are not being taken. |
| **11** | Tell the medical treatment area Team Leader:  
* Rescue teams have brought back a number of survivors. At this point, they are lying or sitting randomly in the medical area.  
* Distribute the Survivor Assessment Summary and ask the medical treatment area Team Leader how he plans to proceed from here. | Expected response:  
The medical treatment area Team Leader manages the placement of survivors, requests appropriate resources, has people conduct head-to-toe assessments, and gets documentation to the IC.  
Provide coaching if these actions are not being taken. |
| **12** | Give the third message about incoming weather to the IC. | Expected response:  
- The medical treatment area is moved to a safe place.  
- The SAR groups are recalled.  
Provide coaching if these actions are not being taken. |
<p>| <strong>13</strong> | End the exercise. | Invite all participants and staff members to the hot wash. |</p>
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 14   | Conduct the hot wash with all participants and staff members.         | 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, and providing additional information and coaching. Bear in mind that, although you have more experience and knowledge, participants will likely learn more if you coach them through their decision-making process than if you tell them what they should have done. Questions you might want to ask include:  
1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?  
2. What parts of the team’s response could have been done better? What should be changed in the future to help the team perform more effectively?  
3. What do you think you did well in this exercise?  
4. What would you like to do differently next time?  
5. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members? |
| 15   | Distribute the Participant Feedback Form to all participants.          | Ask participants to complete the form.                                                                                                                                                                          |
| 16   | Distribute the Facilitator/Evaluator Feedback Form.                    | Ask all Facilitators/Evaluators to complete the form.                                                                                                                                                         |
Appendix
Index of Forms and Materials

Local map (1 page): 1 copy per participant is distributed during the exercise

12 Completed Damage Assessment Forms (12 pages): 1 set per team is distributed during the exercise

4 General Message Forms (4 pages): 1 set per Facilitator is distributed during the exercise

Survivor Assessment Summary (3 pages): 1 copy per Facilitator is distributed during 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

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
LOCATION:
HOUSE 1

SIZE UP
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OBSERVATIONS

Most of the roof is gone and almost all of the windows are broken. Front door was locked. No response when we shouted to see if anyone was in the home. There are two cars in the driveway. The hood of one was warm.

CERT MEMBER:
Marco
**DAMAGE ASSESSMENT FORM**

<table>
<thead>
<tr>
<th>LOCATION:</th>
<th>HOUSE 2</th>
</tr>
</thead>
</table>

**SIZE UP**

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OBSERVATIONS**

Many roof tiles are gone. The chimney has broken at the roofline - bricks litter the yard. Some are still sliding off the roof.

Some of the siding has come off the house.

Woman outside screaming for help - says her husband is trapped inside.

**CERT MEMBER:**

*Sue*
**LOCATION:**
HOUSE 3

### SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OBSERVATIONS

Building has shifted off its foundation. The front wall is bulging outward. All windows are shattered.

We heard a voice from inside screaming for help.

CERT MEMBER:
DeVahn
## DAMAGE ASSESSMENT FORM

| LOCATION: | HOUSE 4 |

### SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>☑️</td>
<td>☑️</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OBSERVATIONS

Missing roof shingles and a lot of broken glass.

Woman came out and asked if we had bandages because her son has a bad cut. She explained that she was a nurse and could treat him. We gave her some bandages and said we'd be back.

CERT MEMBER:

Joellen
[This page intentionally left blank]
**DAMAGE ASSESSMENT FORM**

| LOCATION: | HOUSE 5 |

**SIZE UP**

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H₂O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OBSERVATIONS**

Porch roof has collapsed, blocking the front door. A large tree has fallen onto the side of the house. Young boy with a bleeding head wound was seen at second floor window crying and yelling for his mother. He said he couldn’t wake her up.

**CERT MEMBER:** Lo Singh
LOCATION:
HOUSE 6

SIZE UP
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H20 LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

OBSERVATIONS

Seems mostly intact with the exception of a few broken windows. Teenager at the front door said his dad had a heart attack and was unconscious on the second floor.

CERT MEMBER:
Lola
[This page intentionally left blank]
**LOCATION:**

**HOUSE 7**

### SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H2 O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

### OBSERVATIONS

Windows all broken. Thin stream of smoke coming from a second-floor window. No cars in the driveway.

**CERT MEMBER:**

Malika
[This page intentionally left blank]
**LOCATION:**

**HOUSE 8**

### SIZE UP

(choose if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H₂O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>×</td>
<td>?</td>
<td>?</td>
<td>?</td>
<td>×</td>
<td></td>
</tr>
</tbody>
</table>

### OBSERVATIONS

A power pole has fallen in front of the house and live wires are lying across the front lawn. Front of house seems intact, but team did not assess the rear.

Heard voices inside the house, but couldn’t make out what they were saying.

**CERT MEMBER:**

Chuck
DAMAGE ASSESSMENT FORM  CERT  DATE

LOCATION:  HOUSE 9

SIZE UP
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OBSERVATIONS

Entire roof is gone, exposing the second floor.
Rubble and debris in the yard. Dog tied to front porch – barks and snarls at anyone who gets close.
Woman lying on the front porch bleeding heavily from a cut on her arm. Left leg appears to be broken. She was not able to answer our questions or restrain the dog.

CERT MEMBER:  Lizzie

PAGE 1 OF 1
**DAMAGE ASSESSMENT FORM**

**CERT**

**DATE**

| LOCATION: | Store 1 |

### SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H₂O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>🔔</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>?</td>
<td></td>
</tr>
</tbody>
</table>

### OBSERVATIONS

Contents strewn on floor and outside store. Flat metal roof partially folded back over the store. We could see three people lying on the floor unconscious and legs protruding from under one set of shelves.

**CERT MEMBER:**

Hakim

PAGE 1 OF 1
[This page intentionally left blank]
<p>| LOCATION: | Store 2 |
| SIZE UP | (check if applicable) |</p>
<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H₂O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OBSERVATIONS**

Window missing entirely and sparks visible inside the darkened store.

Voice from inside said he was the manager and there were six people trapped in the office. The door is blocked and they can’t get out. One person has a broken arm, one is bleeding badly, and one is unconscious.
[This page intentionally left blank]
LOCATION:
Store 3

SIZE UP
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H2O LEAK</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OBSERVATIONS

Roof partially collapsed. Voices inside calling for help. Front door is blocked by a fallen tree branch.

CERT MEMBER:
Benny
<table>
<thead>
<tr>
<th>TO</th>
<th>POSITION</th>
<th>Operations Section Chief</th>
</tr>
</thead>
<tbody>
<tr>
<td>FROM</td>
<td>POSITION</td>
<td>SAR Team Leader</td>
</tr>
<tr>
<td>SUBJECT</td>
<td></td>
<td>Injured team member</td>
</tr>
<tr>
<td>MESSAGE</td>
<td></td>
<td>We are in front of House 8. The wind is shifting around pretty quickly, but every once in a while we can smell gas. Can’t really tell where it’s coming from. We need some help here.</td>
</tr>
<tr>
<td>SIGNATURE</td>
<td>POSITION</td>
<td>Jonas Lapierre</td>
</tr>
<tr>
<td>DATE</td>
<td>TIME</td>
<td>SIGNATURE/POSITION</td>
</tr>
</tbody>
</table>
**General Message #2**

<table>
<thead>
<tr>
<th>TO</th>
<th>POSITION</th>
<th>Incident Commander</th>
</tr>
</thead>
<tbody>
<tr>
<td>FROM</td>
<td>POSITION</td>
<td>Team Leader</td>
</tr>
<tr>
<td>SUBJECT</td>
<td>Frank injured</td>
<td></td>
</tr>
<tr>
<td>DAT</td>
<td>TIME</td>
<td></td>
</tr>
</tbody>
</table>

**MESSAGE**

Frank was climbing over a fallen tree to get into the back of House 8. The tree rotated and trapped him under a large branch. I'm pretty sure he has a broken leg.

**SIGNATURE**

Lissy Stewart

**REPLY**

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>SIGNATURE/POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TO</td>
<td>POSITION</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>FROM Jim Lawson</td>
<td>POSITION</td>
<td>Fire Department Officer</td>
</tr>
<tr>
<td>SUBJECT Weather Arriving Soon</td>
<td>DAT</td>
<td>TIME</td>
</tr>
<tr>
<td>MESSAGE</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>We just got word from the National Weather Service that another severe thunderstorm is going to hit our area in about 30 minutes. Take all necessary precautions.</td>
<td></td>
</tr>
<tr>
<td>SIGNATURE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Officer Lawson</td>
<td>POSITION</td>
<td></td>
</tr>
</tbody>
</table>

**REPLY**

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>SIGNATURE/POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
[This page intentionally left blank]
Sorry to have to tell you this, but one of our rescue teams just found your daughter. A tree branch fell on her and then hit a store window. She has a broken arm and some cuts.

The ambulance just took her to the hospital.
<table>
<thead>
<tr>
<th>Location</th>
<th>Survivor</th>
<th>Condition</th>
</tr>
</thead>
</table>
| House 1  | 1        | Bone projecting from right leg  
Breathing once every 4 seconds  
Knows name, date, and what happened  
Color returns to finger tips in 2 seconds |
| House 2  | 1        | Numerous cuts and abrasions  
Responds to verbal commands  
Color returns to finger tips in 1 second  
Breathing once every 3 seconds |
|          | 2        | Chest pain with possible broken ribs  
Breathing once every 1 second  
Not able to speak  
Color returns to finger tips in 2 seconds |
| House 3  | 1        | Back injury, unable to move  
Breathing once every 4 seconds  
Knows name, date, and what happened  
Color returns to finger tips in 2 seconds |
| House 4  | 1        | Cuts on right arm  
Color returns to finger tips in 1 second  
Breathing once every 5 seconds |
|          | 2        | Minor cuts and abrasions. Says she has medical training. |
| House 5  | 1        | Severe bleeding from head wound  
Breathing once every 2 seconds  
Not responsive to questions  
Color returns to finger tips in 4 seconds |
|          | 2        | Blood oozing from head wound  
Chest is not rising  
Finger tips blue/grey |
| House 6  | 1        | Bleeding from a scalp wound  
Knows name, date, and what happened  
Color returns to finger tips quickly  
Breathing once every 4 seconds |
<p>|          | 2        | Unconscious, heart rate 42, breathing once every second |</p>
<table>
<thead>
<tr>
<th>Location</th>
<th>Survivor</th>
<th>Condition</th>
</tr>
</thead>
</table>
| **House 9** | 1 | Severe bleeding from left arm  
Left leg broken  
Breathing once every 4 seconds  
Knows name, date, and what happened  
Color returns to finger tips in 4 seconds |
| **Store 1** | 1 | 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 |
|  | 2 | Impaled object in abdomen; breathing difficulties  
Breathing once every 3 seconds  
Can’t remember what happened  
Color returns to finger tips in 5 seconds |
|  | 3 | Left ankle swollen and deformed  
Breathing once every 4 seconds  
Knows name, date, and what happened  
Color returns to finger tips in 5 seconds |
|  | 4 | Both legs deformed  
Breathing once every second  
Not responsive to questions  
Color returns to finger tips in 3 seconds |
| **Store 2** | 1 | Compound Fracture, Right Forearm  
Breathing once every 3 seconds  
Color returns to finger tips quickly  
Responds to verbal commands |
|  | 2 | Facial injuries  
Knows name, date, and what happened  
Color returns to finger tips in 2 seconds  
Breathing once every 4 seconds |
|  | 3 | Both legs deformed  
Breathing once every 5 seconds  
Knows name, date, and what happened  
Color returns to finger tips in 1 second |
<table>
<thead>
<tr>
<th>Location</th>
<th>Survivor</th>
<th>Condition</th>
</tr>
</thead>
</table>
| 4        |          | Severe head injury  
Not breathing  
Not responsive to questions  
Color returns to finger tips in 4 seconds |
| 5        |          | Right arm is deformed  
Alert  
Color returns to finger tips in 1 second  
Breathing once every 5 seconds |
[This page intentionally left blank]
### Events and Evaluation Form for Exercise Facilitator(s) and Evaluator(s)

<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| Local map distributed. Team responds with limited members and does an initial assessment in order to prioritize rescue activities. Team is asked to respond based on what they know about the situation. [ICS, Sizeup] | • IC and Command Post Team positions are assigned appropriately and efficiently.  
• Command Post is established.  
• Medical treatment area is established and located in appropriate place.  
• IC appropriately assigns SAR groups to do an initial survey of the nearby buildings. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |
| IC develops plan for rescuing the survivors based on the 12 *Damage Assessment Forms*. [Sizeup] | • Priorities are determined after reviewing assessments.  
• SAR groups are sent out to appropriately prioritized locations. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| IC receives message from SAR group at House 8, reporting smelling gas in the area. [Communication, Prioritizing] | • IC sends another group and instructs Team Leader to locate the gas leak and shut it off with a non-sparking wrench.  
• IC may choose to also notify the Fire Department Officer. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                                                                               |
| Fire Department Officer arrives and asks where EMT team should be sent. Fire Chief also asks the IC how he or she has prioritized locations for the EMTs. [Communication, Documentation] | • IC reviews available documentation to determine where EMTs should go.  
• IC explains decisions to Fire Department Officer. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                                                                               |
| IC receives message from SAR group saying a team member has been injured. [Communication, Prioritizing] | • Operations Section Chief dispatches SAR group to rescue injured team member. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                                                                               |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Section Chief is asked how newly-arrived resources will be deployed.</td>
<td>• Operations Section Chief assesses current situation and disburses newly-arrived team appropriately.</td>
<td>Time action was completed: ________ Completion: No ____ Yes ____ Partial ____ Notes:</td>
</tr>
<tr>
<td>[Sizeup]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical treatment area Team Leader is asked how he plans to proceed based on the Survivor Assessment Summary.</td>
<td>• Medical treatment area Team Leader manages the placement of survivors, requests appropriate resources, has people conduct head-to-toe assessments, and gets documentation to IC.</td>
<td>Time action was completed: ________ Completion: No ____ Yes ____ Partial ____ Notes:</td>
</tr>
<tr>
<td>[Communication, Documentation]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| IC receives message about incoming weather.                                  | • Medical treatment area is moved to safe place.  
• SAR groups are recalled.                                                                                                                                                                                     | Time action was completed: ________ Completion: No ____ Yes ____ Partial ____ Notes: |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| IC receives message about injured daughter. [Prioritizing] | IC leaves for hospital. Team replaces IC and continues smooth operations. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |
Facilitator/Evaluator Feedback Form

Exercise Name: 
Exercise Date: 

Name (Optional): Role (Optional): 
CERT/Organization: 

1. 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.

<table>
<thead>
<tr>
<th>Assessment Factor</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The exercise was well structured and organized.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The exercise scenario(s) was plausible and realistic.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The exercise documentation provided to assist in preparing for and participating in the exercise was useful.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>This exercise allowed the CERT to practice and improve priority capabilities.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

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.

   ______________________________________________________
   ______________________________________________________
   ______________________________________________________
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.

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

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.

   ____________________________________________________________________________________
   ____________________________________________________________________________________
   ____________________________________________________________________________________
Functional Exercise #3
[This page intentionally left blank]
How to Use This Document

This document provides exercise Facilitators 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 Facilitator Guidelines. Use these guidelines to conduct the exercise.
4. Make copies of the supporting documents for participants. See the Appendix index for instructions.
5. Make copies of the Participant Feedback Form and ask participants to complete it after the exercise.
6. Complete the Facilitator/Evaluator Feedback Form after the exercise.
[This page is intentionally left blank]
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 functional exercise that can be customized to meet local needs.

What Is a Functional Exercise?

Functional exercises are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. There is no actual field work in a functional exercise; all the activity is verbal.

The key focus of a functional exercise is on the operational decisions made by the Incident Command Post Team. Other members of the team may be involved in the exercise, but to a lesser degree. Once the Facilitator has presented the initial scenario, the Incident Commander (IC) and the Command Post Team verbally respond to the scenario and assign tasks to others on the team. The Facilitator then talks through a developing scenario and the Command Post Team verbally responds to the scenario developments. Participant learning is reinforced and feedback is provided through a hot wash at the conclusion of the exercise.

Functional exercises fall between a tabletop exercise and a full-scale exercise. More than a tabletop, where participants discuss what they might do, in a functional exercise the Command Post Team “takes action” – making decisions, simulating the deployment of resources, and responding to new developments. In comparison to a full-scale exercise, a functional exercise involves fewer participants and the movement of personnel and equipment is simulated. A functional exercise provides a more realistic simulation of an emergency compared to a tabletop and is typically conducted in “real-time” in a classroom setting or a designated site for a Command Post.

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

“Functional Exercise #3”

Hazard: Truck crash
Location: Local shopping area
Duration: 1-3 hours

Capabilities Exercised:
- Incident Command
- Communications
- Hazardous materials identification
- Medical triage
- Scene management
- Documentation
- Sizeup

Exercise Objectives:
- Validate the decision-making process to prioritize incidents.
- Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, and between team members.
- Assess team procedures for identifying the presence of hazardous materials and taking appropriate steps to reduce risks.
- Evaluate the process for assessing and prioritizing survivor conditions.
- Evaluate the procedures for managing responses from other people in a disaster area.
- Evaluate methods for documenting actions taken.
- Validate CERT sizeup procedures.

Scenario:
During a severe ice storm, a multi-vehicle car accident engages the local fire and police departments. Shortly afterwards, a truck slides off the interstate, rolls down an embankment, and crashes into the rear of a three-story building. The building contains several small shops on the first floor and apartments on the upper two floors. The Fire Department has activated the team and requested they do a preliminary assessment and report back.
For Exercise Staff

Exercise Synopsis:
This exercise allows a team to develop plans in response to a simulated severe storm. Once the emergency scenario is presented, an Incident Commander (IC) is selected. Based on his or her assessment of the situation, the IC then assigns some or all of the roles of Operations, Planning/Accountability, Medical, and Logistics. The Command Team then develops a plan to respond to the situation.

Facilitators observe the planning process and the decisions made by the team, and they use a list of suggested messages to provide additional information in response to the decisions made. For example, if the Command Post Team decides to send a Search and Rescue (SAR) group to a damaged building, Facilitators may respond by informing the team of the results of the initial search. Facilitators may also choose to pause the exercise at any point to examine the process and factors that led to a particular decision.

Periodically throughout the exercise the Facilitators can call for replacements to the Command Post Team. Any or all of the Command Post Team can be replaced. In addition to giving more team members the opportunity to participate and practice leadership decision making, this also gives participants practice in the process of transitioning leadership teams.

Exercise Materials and Staff:
- Facilitators (1, or more if desired)
- Evaluators (1, or more if desired)
- Role-players (3), can be played by Facilitator(s)
- Forms:
  - 7 completed Damage Assessment Forms, used during the exercise
  - 2 Cell Phone Pictures of Hazmat Symbols, used during the exercise
  - Events and Evaluation Form for Facilitator(s) and Evaluator(s), used by the Facilitator(s) and Evaluator(s) during the exercise
  - Facilitator/Evaluator Feedback Form, completed after the exercise
  - Participant Feedback Form, completed after the exercise
Exercise Staff Roles:

1. **Facilitator**

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

First, the Facilitator will **lead and guide** the exercise by presenting information. This will keep the exercise moving forward and ensure that the key decision points in the exercise are reached.

Second, the Facilitator will **observe and coach**. In this role he or she will observe the group process and discussion. As the exercise unfolds, he or she may need to step in and help the team members clarify their decision making by asking questions about their thought process and the factors they considered in making choices. For example, if they placed a high priority on helping a survivor who was probably dying, or if they decided to enter a building that was clearly too dangerous, work through their decision-making process so they realize the potential negative results of their decision.

While observing, the Facilitator should monitor the safety of the exercise activity. Typically, there is a low level of activity during functional exercises, but it is the Facilitator’s responsibility to interrupt the exercise if something unsafe is occurring or is about to occur.

The Facilitator should take notes on decisions made and actions taken so he or she can refer to them later. Use the **Events and Evaluation Form for Facilitator(s) and Evaluator(s)** to record notes.

Third, the 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 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 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.
2. **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 Facilitator(s) and Evaluator(s)*. 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.

**Facilitator Guidelines**

This exercise is highly interactive. The decisions made by the participants can alter the flow of the exercise. Suggested messages to be injected as the scenario unfolds, as well as potential responses, are provided in the Facilitator Guidelines. However, depending on the decisions made by the participants, you may need to improvise with your responses. The key to a successful functional exercise is to remain flexible and respond to decisions made by the participants in ways that reinforce the lessons of *CERT Basic Training*.

The exercise proceeds as follows:

- After providing the message, give the team a chance to respond. Some messages involve handing out a document. Those documents are included in the Appendix section following the Facilitator Guidelines. The forms and materials include:
  - 7 completed *Damage Assessment Forms*, including two images of hazmat symbols
- Give the team a chance to respond. Responses should be in the form of orders or instructions to other team members, or direct communication with other team members. These responses should simulate what would happen in a real-world scenario. For example, after the first message, the team might decide Jim will be the IC. He might say something like “Okay, we have to get started right away and hope the rest of the team gets here soon. Bill and Tamara, do a quick initial survey of the scene and get back to me as soon as you can. We’ve only got 10 minutes to get back to the Chief.”
- Once the response is complete, provide feedback on the potential results of decisions made and discuss as appropriate.
- Move on to the next message.
- Continue until the exercise is concluded or until time is up.
Facilitator Guidelines (Continued)

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 1    | Prepare for the exercise. | • Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.  
• Make copies of the one-page Exercise Overview for each participant.  
• Brief exercise staff on their roles and responsibilities.  
• Orient the role-players (Fire Department volunteer, Channel 4 News reporter, and Fire Department Officer). Describe the role you want him or her to play (i.e., “You’re a volunteer in a Fire Department”) and what you want him or her to say (see #5, #9 and #11 in Facilitator Guidelines). |
| 2    | Introduce the exercise to all participants. | Distribute the one-page Exercise Overview to all participants.  
Explain that the purpose of the exercise is:  
• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.  
• To improve CERT’s operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.  
Explain how the exercise is conducted.  
• As opposed to a tabletop exercise, where the team discusses how it would respond, in this exercise the team members verbalize their decisions based on the information provided. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
|      |        | • Responses should be in the form of orders or instructions to other team members, or direct communication with other team members or role-players.  
• These responses should simulate what would happen in a real-world scenario. For example, when you get a message, you will role play how you would respond and what you would say. |
| 3    | Review the goals of the exercise with all participants. | Explain that the goals of the exercise are to:  
• Validate the decision-making process to prioritize incidents.  
• Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, and between team members.  
• Assess team procedures for identifying the presence of hazardous materials and taking appropriate steps to reduce risks.  
• Evaluate the process for assessing and prioritizing survivor conditions.  
• Evaluate the procedures for managing responses from other people in a disaster area.  
• Evaluate methods for documenting actions taken.  
• Validate CERT sizeup procedures. |
### CERT Drills and Exercises: Functional Exercise #3

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Present the scenario to exercise participants.</td>
<td>• During a severe ice storm, a multi-vehicle car accident engages the local fire and police departments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Shortly afterwards, a truck slides off the interstate, rolls down an embankment, and crashes into the rear of a three-story building.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The building contains several small shows on the first floor and apartments on the upper two floors.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The Fire Department has activated the team and requested that it do a preliminary assessment and report back.</td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| 5    | Select three members of the team. Say that they are the first team members to arrive.  
Explain that there is no sign of the others. They may be delayed by icy roads.  
A volunteer firefighter arrives and tells the team:  
_I just got here – I’m not sure what the situation is, but I just got a message from my Battalion Chief. She’s ordered me to get to the traffic accident right away. She also needs an initial assessment of the situation here immediately so she can make resource allocation decisions. She needs the assessment within the next 10 minutes and wants you to call her on her cell phone. Here’s her cell number..._  
Ask the team how they will respond based on what they know about the situation. | Expected Response:  
• One member of the team becomes the Incident Commander.  
• The Command Post is established.  
• The other two members become a Search and Rescue (SAR) group and are dispatched to do an initial assessment and report back in 8 minutes.  
Provide coaching if these actions are not being taken. |
| 6    | The initial survey team has reported back.  
Distribute the initial _Damage Assessment Form_ along with Cell Phone Picture of Hazmat Symbol #1.  
Ask the Incident Commander (IC) how he or she will respond to this information. | Expected Response:  
• The Incident Commander (IC) calls the Battalion Chief and gives her an overview of the situation.  
• The IC tells the Battalion Chief that only three team members are on site, but others are expected.  
Provide coaching if these actions are not being taken. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 7    | Explain that the Battalion Chief tells the IC that the Fire Department’s resources will be tied up at the accident for the foreseeable future. Additional members of the team arrive. Ask the three initial members how the newly-arrived members will be assigned and what tasks the team should now perform. | Expected Response:  
- The initial team briefs the rest of the team on the situation.  
- The role of the IC may be changed.  
- Leadership positions are assigned appropriately and efficiently.  
- The medical treatment area is established and located in an appropriate place.  
- The IC assigns teams to do a survey of the site.  
- The IC reports back to the Battalion Chief that the full team is on site and is beginning search and rescue operations.  
Provide coaching if these actions are not being taken. |
| 8    | Distribute Cell Phone Picture of Hazmat Symbol #2. Ask how the rescue plan will change as a result of the initial survey. | Expected response:  
The shed is too dangerous to enter and no rescue team would be assigned.  
Provide coaching if these actions are not being taken. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 9    | A news reporter from the local TV station arrives on site, approaches the IC, and says:  
*Hi, I’m Jean Wallace from Channel 4 News. Can you give me an update on the situation? We’ve heard this is a hazmat situation. Should people in this neighborhood evacuate immediately?*  
NOTE: The reporter can be a role-player. He/she should be very insistent about getting information, as the public has a right to know if they are in danger.  
*Ask* the Incident Commander how he/she would respond. | Expected response:  
- The IC provides a brief recap of what is currently known, if permitted by their sponsoring agency.  
- The IC assigns another team member to be the Public Information Officer (PIO) if necessary.  
- The IC says he or she will provide further information as it becomes available.  
*Provide coaching if these actions are not being taken.* |
| 10   | SAR groups return.  
*Distribute* the other 6 *Damage Assessment Forms* (Furniture Store, Flower Shop, First-Floor Apartment, Second-Floor Apartment, Truck, Shed).  
*Ask* the Command Team how it will respond to this information. | Expected Response:  
An appropriate rescue plan is developed and SAR groups are sent out to prioritized locations.  
*Provide coaching if these actions are not being taken.* |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
</table>
| 11   | Tell the IC that the Battalion Chief is calling on the IC’s cell phone and says: Hey, it looks like things are under control here and I can start sending resources your way. What’s your current status? What do you need? | Expected response:  
- The IC may ask the Operations Section Chief to give the Battalion Chief an update.  
- The Operations Section Chief uses the documentation to brief the Battalion Chief.  
  - The most critical areas are the woman from the Flower Shop with a potential heart attack and the trapped driver of the truck.  
  - The team does not have resources to deal with either of these incidents; therefore, they aren’t priorities.  
  Provide coaching if these actions are not being taken. |
| 12   | End the exercise. | Invite all participants and staff members to the hot wash. |
| 13   | Conduct the hot wash with all participants and staff members. | 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, and providing additional information and coaching. Bear in mind that, although you have more experience and knowledge, participants will likely learn more if you coach them through their decision-making process than if you tell them what they should have done. |
### CERT Drills and Exercises: Functional Exercise #3

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Questions you might want to ask include:</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1. What parts of the team's response to this scenario did you think went well? What factors contributed to this success?</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>2. What parts of the team's response could have been done better? What should be changed in the future to help the team perform more effectively?</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>3. Are there any CERT forms you used or could have used to improve documentation of situation needs?</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>4. What do you think you did well in this exercise?</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>5. What would you like to do differently next time?</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>6. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members?</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Distribute the <em>Participant Feedback Form</em> to all participants.</td>
<td>Ask participants to complete the form.</td>
</tr>
<tr>
<td>15</td>
<td>Distribute the <em>Facilitator/Evaluator Feedback Form</em>.</td>
<td>Ask all Facilitators/Evaluators to complete the form.</td>
</tr>
</tbody>
</table>
Appendix
[This page is intentionally left blank]
Index of Forms and Materials

*Damage Assessment Forms* (7 pages): 1 set per team is distributed during the exercise

2 *Cell Phone Pictures of Hazmat Symbols* (2 pages): 1 copy of each per team is distributed during 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

*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
**DAMAGE ASSESSMENT FORM**

**CERT MEMBER:** Marco

**DATE:**

**LOCATION:**

PARKING LOT FACING FRONT OF BUILDING

### SIZE UP

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING OUT</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

### OBSERVATIONS

- Two stores on first floor - furniture store on right and flower shop on left.
- Apartments on second and third floors. Stairway is on left side of building.
- Truck hit the right rear of building and damaged back wall of furniture store. Smelly fluid is leaking out of truck.
- Some smoke is coming from window of furniture store.
- Store on left seems undamaged. Sign on door says “Open,” but no one visible through door.
- Child waving frantically at us from second-floor window.
- Somebody screaming in one apartment - couldn’t tell which one.
- Small shed in back. Truck grazed it before hitting building - broke a window. Someone groaning inside the shed, door was blocked. Hazmat sign on building. I took a cell phone picture.
[This page intentionally left blank]
Cell Phone Picture of Hazmat Symbol #1

1
(Red)

1
(Blue)

1
(White)

1
(Yellow)
Cell Phone Picture of Hazmat Symbol #2

```
2  (Blue)
  
4  (Red)
  
1  (Yellow)
  
(White)
```
[This page intentionally left blank]
**DAMAGE ASSESSMENT FORM**

<table>
<thead>
<tr>
<th>LOCATION:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FURNITURE STORE</td>
<td></td>
</tr>
</tbody>
</table>

**SIZE UP**

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**OBSERVATIONS**

Smoke is no longer coming from the window. There is some smoke inside, but not a lot – seems to be coming from a smoldering trash can fire.

Woman on the floor and unconscious. Smoke inhalation? Her pulse is rapid and blood is returning to her fingertips in 7 seconds.

**CERT MEMBER:**

Sue
## DAMAGE ASSESSMENT FORM

<table>
<thead>
<tr>
<th>CERT</th>
<th>DATE</th>
</tr>
</thead>
</table>

**LOCATION:**
FLOWER SHOP

### SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td><strong>X</strong></td>
<td><strong>X</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OBSERVATIONS

The inside of the store is a mess. A lot of stuff fell off shelves when the truck hit the building. No structural damage visible.

Woman in rear of store is conscious but disoriented. She is on the floor - no visible injuries. She is complaining of severe chest pain and can’t walk.

**CERT MEMBER:**
Devahn

PAGE 1 OF 1
## DAMAGE ASSESSMENT FORM

<table>
<thead>
<tr>
<th>LOCATION:</th>
<th>FIRST-FLOOR APARTMENT</th>
</tr>
</thead>
</table>

### SIZE UP

(Check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OBSERVATIONS

No structural damage, just shelves that fell over - lots of broken dishes. Very upset young child; mother has a broken leg. She seems disoriented.

### CERT MEMBER:

Joellen
**LOCATION:**
SECOND-FLOOR APARTMENT

**SIZE UP**
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td>✔️</td>
<td>✔️</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**OBSERVATIONS**

Can’t get the door open, something is blocking it from the other side. With more people we can probably push it open. Screaming was coming from this unit. There’s a young boy inside. He told us his mom is on the floor and he can’t get her to wake up.

**CERT MEMBER:**
Lo Singh
[This page intentionally left blank]
The truck is a sewage disposal vehicle. The driver is pinned in the cab by the steering wheel. He is conscious and in a lot of pain. Looks like his chest was injured by the steering wheel. Driver is disoriented and breathing rapidly. Slow perfusion.
[This page intentionally left blank]
**LOCATION:**

**SHED**

### SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OBSERVATIONS

Door to the shed is blocked by something inside. There is a man inside trapped under a fallen set of shelves. He is conscious, but can’t move. He told us the hazmat sign is at least 10 years old and the only chemicals in the shed are stains and glue for the furniture shop. He’s in a lot of pain. Should we go in and get him out?

**CERT MEMBER:**

*Malika*
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| First three team members arrive.                                              | • One member of team becomes IC.                                                                                                                   | Time action was completed: __________  
|                                                                               |   • Command Post is established.                                                                                                                   | Completion: __________  
|                                                                               |   • The other two members become SAR group and are dispatched to do initial assessment and report back in 8 minutes. | No ____ Yes ____ Partial ____  
| [Prioritizing, Sizeup]                                                       |                                                                                                                                                     | Notes:                                                                                              |
| Volunteer firefighter arrives and says that Battalion Chief needs initial    | • IC calls Battalion Chief and provides overview of situation.                                                                                      | Time action was completed: __________  
| assessment in 10 minutes.                                                     |   • IC lets Battalion Chief know that only 3 team members are on site.                                                                          | Completion: __________  
| [Communications]                                                              |                                                                                                                                                     | No ____ Yes ____ Partial ____  
|                                                                               |                                                                                                                                                     | Notes:                                                                                              |
| Initial Scene Assessment                                                      | • Incidents are prioritized appropriately.                                                                                                         | Time action was completed: __________  
| Damage Assessment Form                                                        |                                                                                                                                                     | Completion: __________  
| distributed along with Cell Phone Picture of Hazmat Symbol #1.               |                                                                                                                                                     | No ____ Yes ____ Partial ____  
<p>| [Communications, Sizeup, Hazmat]                                              |                                                                                                                                                     | Notes:                                                                                              |</p>
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battalion Chief tells IC that his</td>
<td>• IC briefs rest of team on situation.</td>
<td>Time action was completed: __________</td>
</tr>
<tr>
<td>resources will be tied up at accident</td>
<td>• Leadership positions assigned appropriately and efficiently.</td>
<td>Completion:</td>
</tr>
<tr>
<td>for foreseeable future.</td>
<td>• Medical treatment area is established and located in an appropriate place.</td>
<td>No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td>Rest of team arrives.</td>
<td>• IC or Operations Section Chief assigns teams to do initial assessment of site.</td>
<td>Notes:</td>
</tr>
<tr>
<td>[ICS, Communications]</td>
<td>• IC reports back to Battalion Chief that the full team is on site and is</td>
<td></td>
</tr>
<tr>
<td></td>
<td>beginning search and rescue operations.</td>
<td></td>
</tr>
<tr>
<td>Cell Phone Picture of Hazmat</td>
<td>• No SAR group would be sent to shed. Location is too dangerous. HAZMAT</td>
<td>Time action was completed: __________</td>
</tr>
<tr>
<td>Symbol #2 distributed.</td>
<td>placard is a stop sign for CERT members.</td>
<td>Completion:</td>
</tr>
<tr>
<td>[Hazmat, Sizeup]</td>
<td></td>
<td>No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Notes:</td>
</tr>
<tr>
<td>Message/Event</td>
<td>Expected Action</td>
<td>Actual Observed</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Channel 4 News reporter arrives.                                             | • IC provides reporter with overview of what is currently known about situation. CERTs protocols regarding communication with press are followed.  
• IC assigns another team member to be Public Information Officer.  
• IC says he or she will provide further information as it becomes available. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                                               |
| [Scene Management, ICS]                                                      | ![Table content](https://example.com/table_content.png)                                                                                                                                                    |------------------------------------------------------------------------------------------------------|

| SAR groups return with 6 other Damage Assessment Forms (Furniture Store, Flower Shop, First-Floor Apartment, Second-Floor Apartment, Truck, Shed). | • Appropriate rescue plan is developed.  
• SAR groups are sent to prioritized locations. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                                               |
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
</table>
| Battalion Chief calls on IC cell phone and asks for briefing. What is the status? What is needed? [Communications, Documentation, Triage] | • CERT IC or Operations Section Chief briefs Battalion Chief on situation and has all necessary documentation needed.  
  o Most critical areas are woman from Flower Shop with potential heart attack and trapped driver of truck.  
  o Team does not have resources to deal with either of these incidents. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes: |
Facilitator/Evaluator Feedback Form

Exercise Name: Exercise Date:
Name (Optional): Role (Optional):
CERT/Organization:

1. 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.

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

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.

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
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.

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

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.

_____________________________________________________________________________________

_____________________________________________________________________________________

_____________________________________________________________________________________
[This page intentionally left blank]
Functional Exercise #4
Table of Contents

CERT Drills and Exercises ........................................................................................................ 1
What Is a Functional Exercise? .............................................................................................. 1
Exercise Overview ................................................................................................................ 1
For Exercise Staff ................................................................................................................ 3
Facilitator Guidelines .......................................................................................................... 5
Appendix ............................................................................................................................... 14

Map of the Park
7 Damage Assessment Forms
Events and Evaluation Form for Facilitator(s) and Evaluator(s)
Facilitator/Evaluator Feedback Form
Participant Feedback Form

How to Use This Document

This document provides exercise Facilitators 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 Facilitator Guidelines. Use these guidelines to conduct the exercise.
4. Make copies of the supporting documents for participants. See the Appendix index for instructions.
5. Make copies of the Participant Feedback Form and ask participants to complete it after the exercise.
6. Complete the Facilitator/Evaluator Feedback Form after the exercise.
[This page is intentionally left blank]
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 functional exercise that can be customized to meet local needs.

What Is a Functional Exercise?

Functional exercises are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. There is no actual field work in a functional exercise; all the activity is verbal.

The key focus of a functional exercise is on the operational decisions made by the Incident Command Post Team. Other members of the team may be involved in the exercise, but to a lesser degree. Once the Facilitator has presented the initial scenario, the Incident Commander (IC) and the Command Post Team verbally respond to the scenario and assign tasks to others on the team. The Facilitator then talks through a developing scenario and the Command Post Team verbally responds to the scenario developments. Participant learning is reinforced and feedback is provided through a hot wash at the conclusion of the exercise.

Functional exercises fall between a tabletop exercise and a full-scale exercise. More than a tabletop, where participants discuss what they might do, in a functional exercise the Command Post Team “takes action” – making decisions, simulating the deployment of resources, and responding to new developments. In comparison to a full-scale exercise, a functional exercise involves fewer participants and the movement of personnel and equipment is simulated. A functional exercise provides a more realistic simulation of an emergency compared to a tabletop and is typically conducted in “real-time” in a classroom setting or a designated site for a Command Post.

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

“Functional Exercise #4”

Hazard: Natural gas leak
Location: Local park
Duration: 1-3 hours

Capabilities Exercised:
- Incident Command
- Communications
- Medical triage
- Search procedures – exterior
- Documentation
- Sizeup

Exercise Objectives:
- Validate the decision-making process to prioritize incidents.
- Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post Team and the field, and between team members.
- Evaluate the process for assessing and prioritizing survivor conditions.
- Evaluate methods for documenting actions taken.
- Validate CERT sizeup procedures.

Scenario:

It is a warm, sunny spring day and many people are enjoying the afternoon in a local park. A CERT member is also in the park in the picnic pavilion with family.

At about 3:30 p.m. a series of explosions is heard across the park, followed by the screams of the injured.

The team member who was in the park is uninjured, as is his (or her) family.
For Exercise Staff

Exercise Synopsis:
This exercise allows a team to develop plans in response to a gas line explosion in a local park.

Facilitators observe the planning process and the decisions made by the team, and they use a list of suggested messages to provide additional information in response to the decisions made. For example, if the Command Post Team decides to send a Search and Rescue (SAR) team to a specific area, Facilitators may respond by informing the team of the results of the initial search. Facilitators may also choose to pause the exercise at any point to examine the process and factors that led to a particular decision.

Periodically throughout the exercise the Facilitators can call for replacements to the Command Post Team. Any or all of the Command Post Team can be replaced. In addition to giving more team members the opportunity to participate and practice leadership decision making, this also gives participants practice in the process of transitioning leadership teams.

Exercise Materials and Staff:
- Facilitators (1, or more if desired)
- Evaluators (1, or more if desired)
- Role-player (1), can be played by Facilitator(s)
- Forms:
  - Map of the Park, used during the exercise
  - 7 completed Damage Assessment Forms, used during the exercise
  - Events and Evaluation Form for Facilitator(s) and Evaluator(s), used by the Facilitator(s) and Evaluator(s) during the exercise
  - Facilitator/Evaluator Feedback Form, completed after the exercise
  - Participant Feedback Form, completed after the exercise
Exercise Staff Roles:

1. Facilitator

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

First, the Facilitator will lead and guide the exercise by presenting information. This will keep the exercise moving forward and ensure that the key decision points in the exercise are reached.

Second, the Facilitator will observe and coach. In this role he or she will observe the group process and discussion. As the exercise unfolds, he or she may need to step in and help the team members clarify their decision making by asking questions about their thought process and the factors they considered in making choices. For example, if they placed a high priority on helping a survivor who was probably dying, or if they decided to enter a building that was clearly too dangerous, work through their decision-making process so they realize the potential negative results of their decision.

While observing, the Facilitator should monitor the safety of the exercise activity. Typically, there is a low level of activity during functional exercises, but it is the Facilitator’s responsibility to interrupt the exercise if something unsafe is occurring or is about to occur.

The Facilitator should take notes on decisions made and actions taken so he or she can refer to them later. Use the Events and Evaluation Form for Facilitator(s) and Evaluator(s) to record notes.

Third, the 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 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 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.
2. **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 Facilitator(s) and Evaluator(s)*. 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.

**Facilitator Guidelines**

This exercise is highly interactive. The decisions made by the participants can alter the flow of the exercise. Suggested messages to be injected as the scenario unfolds, as well as potential responses, are provided in the Facilitator Guidelines. However, depending on the decisions made by the participants, you may need to improvise with your responses. The key to a successful functional exercise is to remain flexible and respond to decisions made by the participants in ways that reinforce the lessons of CERT Basic Training.

The exercise proceeds as follows:

- After providing a message, give the team a chance to respond. Some messages involve handing out a document. Those documents are included in the Appendix section following the Facilitator Guidelines. The forms and materials include:
  - 7 completed *Damage Assessment Forms*
- Give the team a chance to respond. Responses should be in the form of orders or instructions to other team members, or direct communication with other team members. These responses should simulate what would happen in a real-world scenario. For example, after the first message, the first team member on site assumes the role of Incident Commander (IC). As team members arrive, he or she might say something like “Okay, we have to get started right away and hope the rest of the team gets here soon. Here is what I know: the explosions were from a rupture in a natural gas line. The gas has now been shut off.”
- Once the response is complete, provide feedback on the potential results of decisions made and discuss as appropriate.
- Move on to the next message.
- Continue until the exercise is concluded or until time is up.
Facilitator Guidelines (Continued)

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prepare for the exercise.</td>
<td>• Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Make copies of the one-page Exercise Overview for each participant.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Brief exercise staff on their roles and responsibilities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Orient the role-player (volunteer firefighter). Describe the role you want him or her to play and what you want him or her to say (see #6 and #13 in Facilitator Guidelines).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ask for a volunteer from the team. (This person will play the role of the team member in the park as explained in #4 below.)</td>
</tr>
<tr>
<td>2</td>
<td>Introduce the exercise to all</td>
<td>Distribute the one-page Exercise Overview to all participants.</td>
</tr>
<tr>
<td></td>
<td>participants.</td>
<td>Explain that the purpose of the exercise is:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• To improve CERT’s operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.</td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>Explain how the exercise is conducted.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• As opposed to tabletop exercises, where the team discusses how it would respond, in this exercise the team members verbalize their response decisions based on the information provided.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Responses should be in the form of orders or instructions to other team members, or direct communication with other team members or role-players.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• These responses should simulate what would happen in a real-world scenario. For example, when you get a message, you will role play how you would respond and what you would say.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Review the goals of the exercise with all participants.</td>
<td>Explain that the goals of the exercise are to:</td>
</tr>
<tr>
<td></td>
<td>• Validate the decision-making process to prioritize incidents.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post team and the field, and between team members.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Evaluate the process for assessing and prioritizing survivor conditions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Evaluate methods for documenting actions taken.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Validate CERT sizeup procedures.</td>
<td></td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| 4    | Present the scenario to exercise participants. | Expected Response:  
• Team member on site calls 9-1-1 and reports the emergency.  
• Team member alerts his or her team leader of the emergency and his or her current location (the picnic pavilion).  
• Team leader coordinates with Emergency Services.  
Provide coaching if these actions are not being taken. |
|      | • It is a warm, sunny spring day and many people are enjoying the afternoon in a local park. A CERT member is also in the park picnic pavilion with family.  
• At about 3:30 p.m. a series of explosions is heard across the park, followed by the screams of the injured.  
• The team member who was in the park is uninjured, as is his (or her) family. | |
| 5    | The local team is activated by the Fire Department Officer.  
The Fire Department Officer explains that the explosions were due to a rupture in a natural gas line and that the gas has now been shut off.  
Team members report to the Taylor St. parking lot where they are met by the team member who was on site at the time of the explosion.  
Tell the group to respond to this situation. | Expected Response:  
• The team member who was on site briefs the arriving members on what he or she currently knows. As the first team member on site, he or she assumes the role of Incident Commander (IC).  
• Other leadership positions are assigned appropriately and efficiently.  
• The Command Post is established.  
• The medical treatment area is established and located in an appropriate place.  
Provide coaching if these actions are not being taken. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Volunteer firefighter delivers the following message from the Fire</td>
<td><strong>Expected Response:</strong></td>
</tr>
<tr>
<td></td>
<td>Department Officer:</td>
<td>• The IC finds a better way to communicate with the Fire Department Officer –</td>
</tr>
<tr>
<td></td>
<td>*We are fully committed on the west side of the park. This map of the</td>
<td>cell phone, radio, or a runner (last resort).</td>
</tr>
<tr>
<td></td>
<td>park shows our current locations. We’ve had reports of multiple</td>
<td>• The Operations Section Chief marks the map with a search grid.</td>
</tr>
<tr>
<td></td>
<td>injuries east of the Turgid Stream, but don’t have the resources to</td>
<td>• The Operations Section Chief assigns available team members to begin</td>
</tr>
<tr>
<td></td>
<td>cover that yet. Can you check the area east of the stream and get</td>
<td>searching the assigned area of the park.</td>
</tr>
<tr>
<td></td>
<td>me a casualty count and status?</td>
<td><strong>Provide coaching if these actions are not being taken.</strong></td>
</tr>
<tr>
<td></td>
<td>Firefighter leaves. Tell the Command Post Team to respond to this</td>
<td></td>
</tr>
<tr>
<td></td>
<td>situation.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The first Search and Rescue (SAR) team reports come back. Distribute</td>
<td><strong>Expected Response:</strong></td>
</tr>
<tr>
<td></td>
<td>the first 6 Damage Assessment Forms.</td>
<td>• The IC contacts the Fire Department Officer and gives an overview of the</td>
</tr>
<tr>
<td></td>
<td>NOTE: Do not distribute the final Damage Assessment Form, the one for</td>
<td>situation.</td>
</tr>
<tr>
<td></td>
<td>the bus, at this time.</td>
<td>• The IC prioritizes the incidents and deploys SAR groups to rescue survivors.</td>
</tr>
<tr>
<td></td>
<td>Tell the Command Post Team to respond to this situation.</td>
<td><strong>Provide coaching if these actions are not being taken.</strong></td>
</tr>
<tr>
<td>8</td>
<td>Five more team members arrive.</td>
<td><strong>Expected Response:</strong></td>
</tr>
<tr>
<td></td>
<td>Tell the Command Post Team to respond to this situation.</td>
<td>• New team members are assigned appropriately to either new/existing SAR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>groups or to the medical treatment area.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Provide coaching if these actions are not being taken.</strong></td>
</tr>
<tr>
<td>Step</td>
<td>Action</td>
<td>What to Say/Do</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 9    | **Inform the IC:**  
One of your groups has just sent a runner to tell you that a firefighter is telling them they have control of this situation and the group should conduct a search on the west side of the stream. He is insisting they do what he tells them to.  
Tell the Command Post Team to respond to this situation. | **Expected response:**  
- The IC contacts the Fire Department Officer to ask for clarification.  
Provide coaching if these actions are not being taken. |
| 10   | **Tell the IC:**  
We just received a message from one of your groups. They need two additional people to help with a rescue.  
Tell the Command Post Team to respond to this situation. | **Expected response:**  
- Current resource allocations are reviewed using the assignment documentation.  
- Two team members are reassigned to the group requesting resources.  
Provide coaching if these actions are not being taken. |
| 11   | **Tell the IC that his or her spouse insists that their child is too upset to stay and the IC must drive them home.**  
Tell the Command Post Team to respond to this situation. | **Expected Response:**  
- The current IC leaves to take care of his or her family.  
- A new IC assumes the role and continues coordinating the response.  
Provide coaching if these actions are not being taken. |
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Another SAR group reports back. Distribute the final Damage Assessment Form describing the situation on the bus.</td>
<td>Expected Response:&lt;br&gt;- Additional resources are allocated for the rescue at the bus.&lt;br&gt;- Resources are reallocated from SAR to the medical treatment area to support the incoming injured survivors. Provide coaching if these actions are not being taken.</td>
</tr>
<tr>
<td></td>
<td>Tell the Command Post Team to respond to this situation.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Tell the IC the volunteer firefighter is back. He says: &lt;br&gt;Hey, it looks like things are under control over on the other side and we can start sending resources your way. What’s your current status? What do you need?</td>
<td>Expected response:&lt;br&gt;- The IC asks the Operations Section Chief to give the firefighter an update.&lt;br&gt;- The Operations Section Chief talks with the medical treatment area Team Leader and they use documentation to brief the firefighter. Provide coaching if these actions are not being taken.</td>
</tr>
<tr>
<td></td>
<td>Tell the IC Team to respond to this situation.</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>End the exercise.</td>
<td>Invite all participants and staff members to the hot wash.</td>
</tr>
<tr>
<td>15</td>
<td>Conduct the hot wash with all participants and staff members.</td>
<td>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, and providing additional information and coaching. Bear in mind that, although you have more experience and knowledge, participants will likely learn more if you coach them through their decision-making process than if you tell them what they should have done.</td>
</tr>
</tbody>
</table>
### CERT Drills and Exercises: Functional Exercise #4

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>What to Say/Do</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Questions you might want to ask include:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. What parts of the team’s response could have been done better? What should be changed in the future to help the team perform more effectively?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. What do you think you did well in this exercise?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Are there any CERT forms you used or could have used to improve documentation of situation needs?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. What would you like to do differently next time?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members?</td>
</tr>
</tbody>
</table>

| 16   | Distribute the *Participant Feedback Form* to all participants. | Ask participants to complete the form. |
| 17   | Distribute the *Facilitator/Evaluator Feedback Form*.       | Ask all Facilitators/Evaluators to complete the form. |
[This page intentionally left blank]
Appendix
Index of Forms and Materials

Map of the Park (1 page): 1 copy per participant is distributed during the exercise

*Damage Assessment Forms* (7 pages): 1 set per team is distributed during 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

*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
# Damage Assessment Form

**CERT**

**DATE**

**LOCATION:**

**Survivor 1 - West Side of the Woods**

## Size Up

(check if applicable)

<table>
<thead>
<tr>
<th>Fires</th>
<th>Hazards</th>
<th>Structure</th>
<th>People</th>
<th>Roads</th>
<th>Animals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burning</td>
<td>Out</td>
<td>Gas Leak</td>
<td>Electric</td>
<td>Chemical</td>
<td>Damaged</td>
</tr>
<tr>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Observations

Survivor has broken leg. Can’t walk. Rapid breathing - 40 breaths per minute.

**CERT Member:**

Marjorie

Page 1 of 1
**LOCATION:**
SURVIVOR 2 - SW CORNER OF WOODS

**SIZE UP**
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>H2O LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

X

**OBSERVATIONS**

Survivor's legs are burned. In a lot of pain. Blood returns to fingertips in 4 seconds.

**CERT MEMBER:**
Howard
[This page intentionally left blank]
**LOCATION:**
SURVIVOR 3 - FIELD SOUTH OF WOODS

**SIZE UP**
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H2O LEAK</td>
<td></td>
<td></td>
<td>COLLAPSED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>INJURED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TRAPPED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DEAD</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ACCESS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NO ACCESS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>INJURED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TRAPPED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ROAMING</td>
</tr>
</tbody>
</table>

- BURNING
- OUT
- GAS LEAK
- H2O LEAK
- ELECTRIC
- CHEMICAL
- DAMAGED
- COLLAPSED
- INJURED
- TRAPPED
- DEAD
- ACCESS
- NO ACCESS
- INJURED
- TRAPPED
- ROAMING

**OBSERVATIONS**


**CERT MEMBER:**
Johan
[This page intentionally left blank]
# DAMAGE ASSESSMENT FORM

**LOCATION:**
Survivor 4 - By stream across from ball fields

## SIZE UP

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burning</td>
<td>Out</td>
<td>Gas leak</td>
<td>Electric</td>
<td>Chemical</td>
<td>Damaged</td>
</tr>
<tr>
<td>[X]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## OBSERVATIONS

Survivor appears uninjured. Conscious but disoriented. Can’t remember what happened or what day it is.

**CERT MEMBER:**
Amina
LOCATION:
SURVIVOR 5 - FIELD ACROSS FROM BALL FIELD

SIZE UP
(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OBSERVATIONS

Elderly man struck by flying debris. No apparent pulse or respiration. Attempts to start breathing failed.

CERT MEMBER:
Sissy
**LOCATION:**

**SURVIVOR 6 - NEAR STREAM JUST SOUTH OF JOHNSON ST.**

**SIZE UP**

(check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OBSERVATIONS**

Large piece of glass protruding from left arm. Blood oozing from the wound. Conscious and alert.

Says she is an OR nurse at the hospital.

**CERT MEMBER:**

Lorenzo
[This page intentionally left blank]
**LOCATION:**

**BUS ON TAYLOR ST SOUTH OF INTERSECTION WITH JOHNSON**

### SIZE UP

(please check if applicable)

<table>
<thead>
<tr>
<th>FIRES</th>
<th>HAZARDS</th>
<th>STRUCTURE</th>
<th>PEOPLE</th>
<th>ROADS</th>
<th>ANIMALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURNING</td>
<td>OUT</td>
<td>GAS LEAK</td>
<td>ELECTRIC</td>
<td>CHEMICAL</td>
<td>DAMAGED</td>
</tr>
</tbody>
</table>

- **X**
- **X**

### OBSERVATIONS

Looks like a school bus was driving by the park when the explosions started. The driver was startled and the bus crashed into a telephone pole. Many injuries. Front door is jammed. Rear exit is several feet above the ground – kids afraid to jump.

- Boy 1 – Broken wrist. Hysterical.
- Girl 2 – No visible injuries, unconscious.
- Boy 2 – Broken leg, seems to be pinned under the bus driver's seat.
- Boy 3 – Bone protruding through left arm. Blood returning to fingertips in 6 seconds.
- Boy 4 – Large bump on forehead. Disoriented
- 10 other children with minor cuts and scrapes.

**CERT MEMBER:**

Marcus
<table>
<thead>
<tr>
<th>Message/Event</th>
<th>Expected Action</th>
<th>Actual Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explosions occur throughout the park. [ICS, Communications]</td>
<td>• CERT member in park calls 9-1-1 and reports emergency.</td>
<td>Time action was completed: _________ Completion: No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td></td>
<td>• CERT member alerts his or her team leader.</td>
<td>Notes:</td>
</tr>
<tr>
<td></td>
<td>• Team leader coordinates with Emergency Services.</td>
<td></td>
</tr>
<tr>
<td>Local team is activated. Team members report to parking lot. [ICS, Communications]</td>
<td>• Team member on site briefs arriving members on what he or she currently knows.</td>
<td>Time action was completed: _________ Completion: No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td></td>
<td>As first team member on site, he (or she) assumes the role of IC.</td>
<td>Notes:</td>
</tr>
<tr>
<td></td>
<td>• Other leadership positions are assigned appropriately and efficiently.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The Command Post is established.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Medical treatment center is established and located in an appropriate place.</td>
<td></td>
</tr>
<tr>
<td>Message/Event</td>
<td>Expected Action</td>
<td>Actual Observed</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Fire Department Officer asks CERT for assistance.</td>
<td>IC finds better way to communicate with Fire Department Officer – cell phone,</td>
<td>Time action was completed: _________</td>
</tr>
<tr>
<td>[ICS, Communication, Exterior Search]</td>
<td>radio, or runner (last resort).</td>
<td>Completion:</td>
</tr>
<tr>
<td></td>
<td>Operations Section Chief marks map with search grid.</td>
<td>No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td></td>
<td>Operations Section Chief assigns available team members to begin searching the</td>
<td>Notes:</td>
</tr>
<tr>
<td></td>
<td>assigned area of park.</td>
<td></td>
</tr>
<tr>
<td>First survivor injury reports come in.</td>
<td>IC and Operations Section Chief review and prioritize reports.</td>
<td>Time action was completed: _________</td>
</tr>
<tr>
<td>[ICS, Communications, Sizeup, Exterior Search]</td>
<td>IC calls Fire Department Officer and gives him an overview of the situation.</td>
<td>Completion:</td>
</tr>
<tr>
<td></td>
<td>IC or Operations Section Chief redeploy SAR groups to rescue survivors.</td>
<td>No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td>Additional team members arrive.</td>
<td>New team members are assigned appropriately to either new/existing SAR</td>
<td>Time action was completed: _________</td>
</tr>
<tr>
<td>[ICS, Communications, Documentation]</td>
<td>groups, the Command Post Team, or to the medical treatment area.</td>
<td>Completion:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Notes:</td>
</tr>
<tr>
<td>Message/Event</td>
<td>Expected Action</td>
<td>Actual Observed</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Firefighter tries to redirect team actions.</td>
<td>• IC contacts Fire Department Officer to ask for clarification.</td>
<td>Time action was completed: __________ Completion: No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td>[ICS, Communications]</td>
<td></td>
<td>Notes:</td>
</tr>
<tr>
<td>Request for additional resources to help with a rescue received.</td>
<td>• Current resource allocations reviewed.</td>
<td>Time action was completed: __________ Completion: No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td>[ICS, Documentation]</td>
<td>• Resources reallocated for rescue.</td>
<td>Notes:</td>
</tr>
<tr>
<td>IC leaves to take care of family.</td>
<td>• New IC assumes role and continues to coordinate response.</td>
<td>Time action was completed: __________ Completion: No ____ Yes ____ Partial ____</td>
</tr>
<tr>
<td>[ICS]</td>
<td></td>
<td>Notes:</td>
</tr>
<tr>
<td>Message/Event</td>
<td>Expected Action</td>
<td>Actual Observed</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Late *Damage Assessment Form* arrives with many new injuries. [ICS, Communications, Triage] | • Additional resources allocated for rescue at bus.  
• Resources are reallocated from SAR to medical treatment area to support incoming injured survivors. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                                                                 |
| Fire Department Officer requests status update. [ICS, Communications, Documentation]       | • IC or the Operations Section Chief gives the Fire Department Officer an update.  
• IC and the Operations Section Chief talk with medical treatment area Team Leader and use documentation to brief Fire Department Officer on the status of survivor conditions. Other documentation is used to share additional information about the incident status. | Time action was completed: __________  
Completion:  
No ____ Yes ____ Partial ____  
Notes:                                                                                                                                 |
Facilitator/Evaluator Feedback Form

Exercise Name: Exercise Date:

Name (Optional): Role (Optional):

CERT/Organization:

1. 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.

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

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.

   ____________________________________________________________________
   ____________________________________________________________________
   ____________________________________________________________________
   ____________________________________________________________________
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.

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

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.

________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________