

## **Functional Exercise #1**

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### 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.

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### 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 [www.citizencorps.gov/cert](http://www.citizencorps.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 victims
- 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 victim 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:

- 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.

**Facilitator Guidelines (Continued)**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>1</b>	Prepare for the exercise.	<ul style="list-style-type: none"> <li>• Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.</li> <li>• Make copies of the one-page Exercise Overview for each participant.</li> <li>• Brief exercise staff on their roles and responsibilities.</li> <li>• 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.</li> </ul>
<b>2</b>	Introduce the exercise to all participants.	<p>Distribute the one-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> <li>• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.</li> <li>• To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.</li> </ul> <p>Explain how the exercise is conducted.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Responses should be in the form of orders or instructions to other team members, or direct communication with other team members.</li> </ul>

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
		<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>3</b>	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none"> <li>• Validate the decision-making process to prioritize incidents.</li> <li>• Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and between team members.</li> <li>• Evaluate procedures for setting up a medical treatment area.</li> <li>• Evaluate methods for documenting actions taken.</li> <li>• Validate CERT sizeup procedures.</li> </ul>
<b>4</b>	Present the scenario to all participants.	<ul style="list-style-type: none"> <li>• At 10:00 a.m. on a Saturday morning a major explosion rocks the town shortly after a magnitude 6.1 earthquake has hit.</li> <li>• Severe damage has been reported at a factory on the edge of town. The factory is open and has a full shift working.</li> <li>• Nearby homes report damage and one is on fire.</li> <li>• 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.</li> </ul>

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>5</b></p>	<p><b>Tell the team:</b></p> <p><i>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.</i></p> <p>[insert name] is the first on scene.</p> <p><b>Hand out the local map.</b></p> <p><b>Ask the team how they will respond based on what they know about the situation.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• CERT Team Leaders and other roles are assigned appropriately and efficiently.</li> <li>• The CERT IC contacts the Fire Department and asks how the team can help.</li> <li>• The Fire Department Officer is identified and the IC introduces himself or herself and asks how CERT can help.</li> <li>• A medical treatment area and staging area is established and located in a safe and appropriate place.</li> <li>• CERT members will remain a safe distance from the factory and no CERT member will enter the building.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>6</b>	<p><b>Hand the IC the message from the Fire Department Officer</b> (asking for a damage assessment of the nearby houses).</p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• The CERT IC may contact the Fire Department Officer to get additional information if needed.                             <ul style="list-style-type: none"> <li>○ The Fire Department Officer tells him that he has a report of a strong smell of gas at House 6.</li> </ul> </li> <li>• The CERT IC notifies the CERT's Operations Section Chief and provides the additional information on hazards.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>7</b>	<p><b>Tell the IC that the CERT's Operations Section Chief has assigned two Search and Rescue (SAR) groups to assess the neighborhood.</b></p> <p>SAR Group 1: Houses 1-3 SAR Group 2: Houses 3-6</p> <p><b>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.</b></p> <p><b>Distribute photographs of the houses.</b></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• At this point, the exercise participants should at least include an IC, an Operations Section Chief, and two SAR Team Leaders.</li> <li>• If these roles are not assigned, then the Facilitator may coach the IC in assigning these roles.</li> </ul>



<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>8</b></p>	<p><b>Give the leader of SAR Group 2 the following report:</b></p> <p><i>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?</i></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The Team Leader should report the injuries per its protocol and determine if the SAR group needs a replacement.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>9</b></p>	<p><b>Tell the participants <i>Damage Assessments</i> have been completed.</b></p> <p><b>Ask:</b></p> <p><i>What do Team Leaders do with the <i>Damage Assessments</i>?</i></p> <p><b>Have participants develop a rescue plan</b> based on prioritizing the six houses and victims.</p>	<p><b>Expected response:</b></p> <p>A rescue plan is based on accurate damage reports and is designed to do the most good for the greatest number of victims while ensuring the safety of all team members.</p> <p><b>Provide coaching if these actions are not being taken.</b></p> <p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• Team Leaders turn in the <i>Damage Assessment Forms</i> to the Operations Section Chief.</li> <li>• 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.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #1**

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>10</b>	<p><b>A local news reporter comes up to the CERT IC and says:</b></p> <p><i>“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.”</i></p> <p>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.</p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"><li>• The CERT IC responds to questions according to protocols.</li><li>• 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.</li><li>• 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.</li></ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>11</b></p>	<p><b>A Fire Department Officer arrives at the CERT Command Post and tells the CERT IC:</b></p> <p><i>“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.”</i></p> <p>NOTE: This should be done with a role-player filling the role of the Fire Department Officer.</p> <p><b>Ask the CERT Command Post Team:</b></p> <p><i>How will you respond to the Officer’s request?</i></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The IC communicates with the Fire Department Officer about the CERT’s ability to respond.</li> <li>• The IC and the Command Post Team adjust priorities as requested by the Fire Department.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>12</b></p>	<p><b>Tell the Command Post Team the following:</b></p> <p><b>A large crowd has formed around the CERT Command Post and some people are shouting and insisting they get answers to these questions:</b></p> <p>NOTE: Facilitators or role-players can play the roles of these people.</p> <p><i>“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.”</i></p> <p><i>“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.”</i></p> <p><i>“Hello – hey, I know you’re kinda busy here, but I’ve got first-aid training. Can I do anything to help?”</i></p> <p><i>“I’m just visiting my grandparents, but I’m a member of my local CERT. How can I help?”</i></p> <p><b>Role-players keep shouting until their concern is addressed.</b></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The IC or other officers respond appropriately to the requests.</li> <li>• Sample responses might include:             <ul style="list-style-type: none"> <li>○ Check with Medical to see if Bill Wilson is in the medical treatment area.</li> <li>○ Ask the woman with the car to wait.</li> <li>○ Have the person with first-aid training report to the medical treatment area Team Leader.</li> <li>○ Assign the CERT volunteer to the team assessing the south end of the factory.</li> </ul> </li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p> <ul style="list-style-type: none"> <li>• <b>Discuss how to handle the situation if information on Bill Wilson either is or is not available.</b></li> <li>• <b>Discuss what to do if the woman with the car refuses to wait.</b></li> <li>• <b>Discuss what might happen if the volunteer is poorly trained.</b></li> </ul>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>13</b></p>	<p><b>The Fire Department Officer comes back and asks for an accounting of the team’s activities during the emergency. He wants to know:</b></p> <ul style="list-style-type: none"> <li>• <i>Who did you assign to search the buildings?</i></li> <li>• <i>When did they do this?</i></li> <li>• <i>What conditions did they find?</i></li> <li>• <i>What did you do next?</i></li> <li>• <i>How did you track your teams?</i></li> <li>• <i>How did you track victims?</i></li> <li>• <i>How were citizens controlled or used?</i></li> <li>• <i>How were priorities communicated to others on your team?</i></li> <li>• <i>How did you interface with the Fire Department?</i></li> </ul> <p>NOTE: The Facilitator or a role-player can play the role of the Fire Department Officer.</p> <p>NOTE: Documentation may be done in a variety of ways – from structured forms, to notes on scrap cardboard, to writing on the back of a hand. The format isn’t important, but retaining the information is.</p>	<p><b>Expected response:</b></p> <p>The IC has adequate documentation and will answer the Fire Department Officer’s questions and discuss how the responses reflect the CERT program’s training and protocols.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>14</b>	End the exercise.	Invite all participants and staff members to the hot wash.
<b>15</b>	Conduct the hot wash with all participants and staff members.	<p>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.</p> <p>Questions you might want to ask include:</p> <ol style="list-style-type: none"> <li>1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</li> <li>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?</li> <li>3. What do you think you did well in this exercise?</li> <li>4. What would you like to do differently next time?</li> <li>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?</li> </ol>
<b>16</b>	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #1**

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>17</b>	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

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## **Appendix**

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## **Index of Forms and Materials**

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

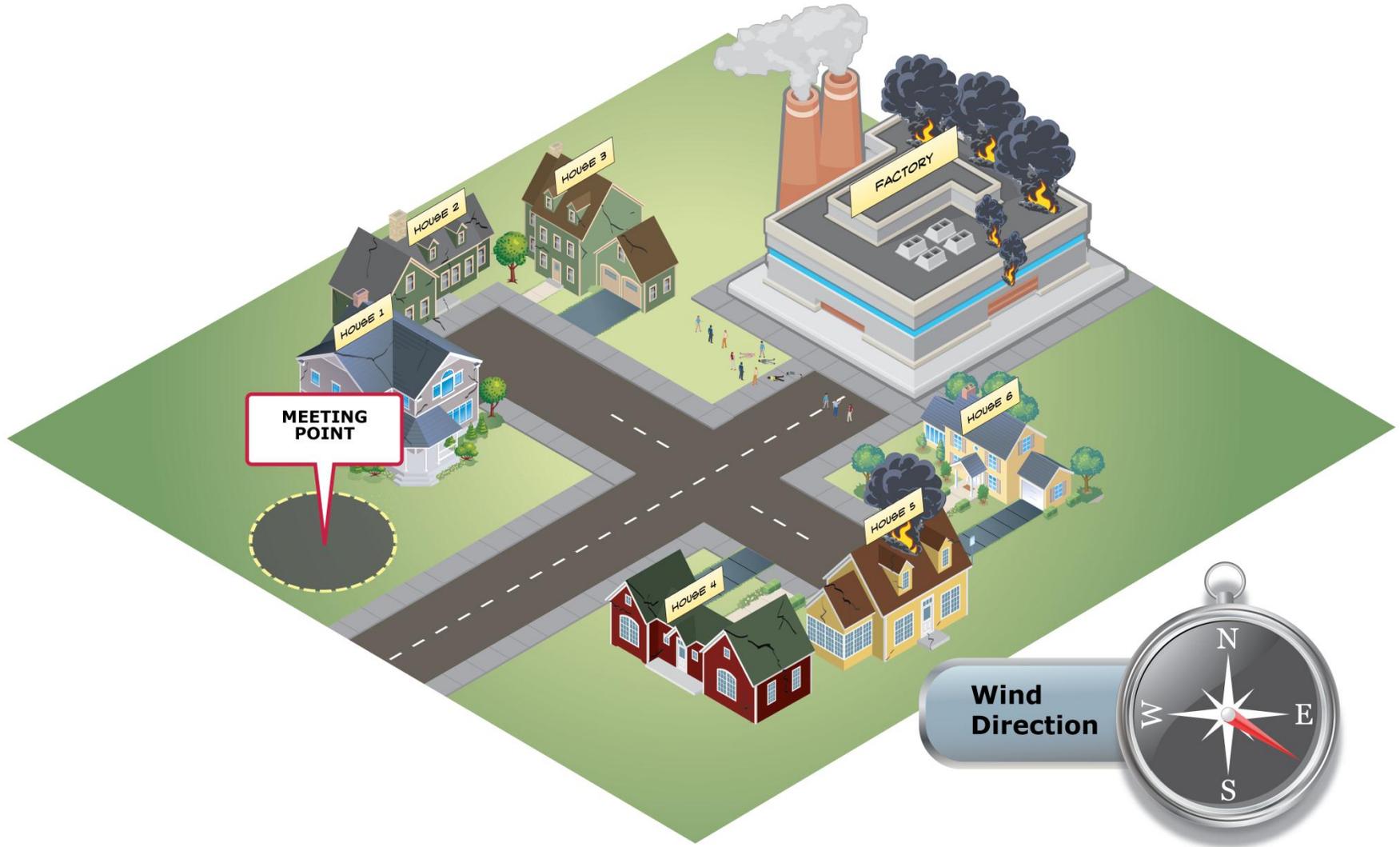
*Events and Evaluation Form for Facilitator(s) and Evaluator(s)* (6 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

*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

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# Local Map



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<b>General Message</b>		
TO	POSITION <i>Incident Commander</i>	
FROM	POSITION <i>Fire Department Officer</i>	
SUBJECT <i>Damage Assessment</i>	DATE	TIME
<b>MESSAGE</b>		
<p><i>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.</i></p>		
SIGNATURE <i>Chief Lawson</i>	POSITION	
<b>REPLY</b>		
DATE	TIME	SIGNATURE/POSITION

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# Photographs of Factory and Six Houses

*Factory*



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## House 1



### **Victims:**

#### **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

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## House 2



### **Victims:**

#### **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

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### House 3



#### **Victims:**

##### **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

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## House 4



### **Victims:**

#### **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

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## House 5



### **Victims:**

#### **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

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*House 6*



**Victims:**

**Man on front lawn:**

- Reports inside smells like gas
- Says tap water tastes funny

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

<p style="text-align: center;"><b>Message/Event</b></p>	<p style="text-align: center;"><b>Expected Action</b></p>	<p style="text-align: center;"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Local map distributed. Team responds and arrives at meeting point. Command Post is established. [ICS, Communications]</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• First to arrive becomes CERT IC and establishes CERT Command Post and assigns Command Team roles to other CERT members.</li> <li>• CERT Team Leaders and other roles are assigned appropriately and efficiently.</li> <li>• CERT IC contacts Fire Department and asks how team can help.</li> <li>• Fire Department Officer is identified and IC introduces himself or herself and asks how CERT can help.</li> <li>• Medical treatment area and staging area is established and located in safe and appropriate place.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
<p>IC receives the message from the Fire Department Officer (asking for a damage assessment of the nearby houses).</p> <p>[Sizeup, Prioritizing]</p>	<ul style="list-style-type: none"> <li>• CERT IC contacts Fire Department Officer to get additional information on hazards mentioned in message. <ul style="list-style-type: none"> <li>○ The Fire Department Officer tells him that he has report of strong smell of gas at House 6.</li> </ul> </li> <li>• CERT IC notifies Operations Section Chief and provides additional information on hazards.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Operations Section Chief has assigned two Search and Rescue (SAR) groups to assess the neighborhood.</p> <p>SAR Group 1: Houses 1-3 SAR Group 2: Houses 3-6</p> <p>Team Leaders for each team are responsible for reporting to the Operations Section Chief and he or she will report the IC.</p> <p>[ICS]</p>	<ul style="list-style-type: none"> <li>• Exercise participants should at least include an IC, an Operations Section Chief, and two SAR Team Leaders.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
<p>Team completes <i>Damage Assessments</i>.</p> <p>[Sizeup]</p>	<ul style="list-style-type: none"> <li>• <i>Damage Assessments</i> completed correctly.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Team is asked if it should ever leave an “immediate” to continue the damage assessments if your medical care may help save him or her.</p> <p>[Triage]</p>	<ul style="list-style-type: none"> <li>• No, you should not leave individuals who need immediate medical care. These individuals should be treated.</li> <li>• You can leave individuals who are deceased, delayed, or walking wounded when performing triage.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Leader of SAR Group 2 receives team injury report.</p> <p>[Sizeup, Prioritizing]</p>	<ul style="list-style-type: none"> <li>• The Team Leader reports injury to the Operations Section Chief.</li> <li>• Team Leader determines if the SAR group needs a replacement.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Participants develop a rescue plan based on prioritizing the six houses and victims. [Prioritizing]</p>	<ul style="list-style-type: none"> <li>• Rescue plan is based on accurate damage reports and is designed to do the most good for the greatest number of victims while ensuring the safety of all team members.</li> <li>• 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.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Local news reporter wants to talk to the CERT IC. [Communications]</p>	<ul style="list-style-type: none"> <li>• CERT IC responds to questions according to protocols.</li> <li>• CERT IC briefs on pertinent issues, if permitted</li> </ul>	<p>Time action was completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Fire Department Officer arrives and requests some help. There are no team SAR crews immediately available at the Command Post. [Communications, ICS, Sizeup, Prioritizing]</p>	<ul style="list-style-type: none"> <li>• IC communicates with field staff to determine which team is best able to respond to Fire Department Officer's request.</li> <li>• IC communicates with Fire Department Officer about CERT's ability to respond.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Large crowd forms and starts shouting concerns. [Communications, Scene Management]</p>	<ul style="list-style-type: none"> <li>• IC informs police that officers are needed to secure Command Post (if needed).</li> <li>• IC or other officers respond appropriately to requests.</li> <li>• Sample responses might include: <ul style="list-style-type: none"> <li>○ Check with Medical to see if Bill Wilson is in medical treatment area.</li> <li>○ Ask woman with car to wait.</li> <li>○ Have person with first-aid training report to medical treatment area Team Leader.</li> <li>○ Assign CERT volunteer to team assessing south end of factory.</li> </ul> </li> </ul>	<p>Time action was completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
Fire Department Officer comes back and asks for accounting of CERT's activities during emergency.  [Documentation]	<ul style="list-style-type: none"> <li>IC has adequate documentation to answer the Fire Department Officer's questions.</li> </ul>	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.

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

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

Strengths: \_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

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# 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.

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

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.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## **Functional Exercise #2**

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### 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:

7. Read through the entire exercise and supporting materials.
8. Decide how to localize the scenario in a way that reflects likely challenges in your community and tests your CERT members' skills and techniques.
9. Familiarize yourself with the flow of the exercise by thoroughly reviewing the Facilitator Guidelines. Use these guidelines to conduct the exercise.
10. Make copies of the supporting documents for participants. See the Appendix index for instructions.
11. Make copies of the *Participant Feedback Form* and ask participants to complete it after the exercise.
12. Complete the *Facilitator/Evaluator Feedback Form* after the exercise.

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### 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 [www.citizencorps.gov/cert](http://www.citizencorps.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 victims
- Forms:
  - Local map, used during the exercise
  - 12 completed *Damage Assessment Forms*, used during the exercise
  - 4 *General Message Forms*, used during the exercise
  - *Victim 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:

#### 3. 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 victim 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.

#### 4. 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 *Victim 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)**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
1	Prepare for the exercise.	<ul style="list-style-type: none"> <li>• Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.</li> <li>• Make copies of the one-page Exercise Overview for each participant.</li> <li>• Brief exercise staff on their roles and responsibilities.</li> <li>• 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).</li> </ul>
2	Introduce the exercise to all participants.	<p>Distribute the one-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> <li>• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.</li> <li>• To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.</li> </ul> <p>Explain how the exercise is conducted.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #2**

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
		<ul style="list-style-type: none"> <li>• Responses should be in the form of orders or instructions to other team members, or direct communication with other team members.</li> <li>• 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.</li> </ul>
<b>3</b>	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none"> <li>• Validate the decision-making process to prioritize incidents.</li> <li>• Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and between team members.</li> <li>• Evaluate methods for documenting actions taken.</li> <li>• Validate CERT sizeup procedures.</li> </ul>
<b>4</b>	<p>Present the scenario to exercise participants.</p> <p>NOTE: This scenario can take place during any season.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• By 5:00 p.m. the storm has passed.</li> <li>• Your team assembles at the previously agreed-upon meeting point. Initial reports suggest that damages across town ranges from minor to severe.</li> </ul>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #2**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>5</b></p>	<p><b>Tell the team:</b></p> <p><i>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.</i></p> <p><b>Hand out</b> the local map.</p> <p><b>Explain that the team</b> is not large and they <b>will have to do an initial assessment</b> in order to prioritize rescue activities. Ask the team how they will respond based on what they know about the situation.</p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• IC is identified and other Command Post Team positions are assigned appropriately and efficiently.</li> <li>• The Command Post is established.</li> <li>• The medical treatment area is established and located in an appropriate place.</li> <li>• The team IC or Operations Section Chief appropriately assigns teams to do an initial survey of the nearby buildings.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>6</b></p>	<p>The initial survey teams have reported back. <b>Distribute</b> the 12 completed <i>Damage Assessment Forms</i>.</p> <p><b>Ask the IC to develop a plan</b> for rescuing the victims.</p>	<p><b>Expected Response:</b></p> <p>Search and Rescue (SAR) groups are sent out to appropriately prioritized locations.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #2**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>7</b>	<p><b>Give the IC the message from the SAR group at House 8, reporting smelling gas in the area.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• The IC sends another group and instructs the Team Leader to locate the gas leak and shut it off with a non-sparking wrench.</li> <li>• The IC may choose to also notify the Fire Department Officer.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>8</b>	<p><b>Tell the IC a Fire Department Officer has just arrived.</b></p> <p><i>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?</i></p> <p>NOTE: The Fire Department Officer can be a role-player.</p> <p><b>Have the Fire Department Officer ask the IC how he or she has prioritized locations for the EMTs.</b></p>	<p><b>Expected Response:</b></p> <p>The IC reviews available documentation to determine priorities for the EMT team.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>9</b>	<p><b>Give the Operations Section Chief the second message from the SAR group saying that a member of the team has been injured.</b></p>	<p><b>Expected response:</b></p> <p>The Operations Section Chief dispatches a SAR group to rescue the injured team member.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #2**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>10</b>	<p><b>Tell the Operations Section Chief:</b></p> <p><i>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.</i></p> <p><b>Ask the Operations Sections Chief how he or she will deploy these new resources.</b></p>	<p><b>Expected response:</b></p> <p>The Operations Section Chief assesses the current situation and disburses the newly arrived team appropriately.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>11</b>	<p><b>Tell the medical treatment area Team Leader:</b></p> <p><i>Rescue teams have brought back a number of victims. At this point, they are lying or sitting randomly in the medical area.</i></p> <p><b>Distribute the <i>Victim Assessment Summary</i> and ask the medical treatment area Team Leader how he plans to proceed from here.</b></p>	<p><b>Expected response:</b></p> <p>The medical treatment area Team Leader manages the placement of victims, requests appropriate resources, has people conduct head-to-toe assessments, and gets documentation to the IC.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>12</b>	<p><b>Give the third message about incoming weather to the IC.</b></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• The medical treatment area is moved to a safe place.</li> <li>• The SAR groups are recalled.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>13</b>	<p>End the exercise.</p>	<p>Invite all participants and staff members to the hot wash.</p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #2**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>14</b>	Conduct the hot wash with all participants and staff members.	<p>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.</p> <p>Questions you might want to ask include:</p> <ol style="list-style-type: none"> <li>6. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</li> <li>7. 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?</li> <li>8. What do you think you did well in this exercise?</li> <li>9. What would you like to do differently next time?</li> <li>10. 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?</li> </ol>
<b>15</b>	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.
<b>16</b>	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

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## **Appendix**

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## **Index of Forms and Materials**

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

*Victim 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

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# Local Map



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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 1

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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	PAGE _1_ OF _1_
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-----------------------------------	------	------

LOCATION:  
HOUSE 2

**SIZE UP**  
(check if applicable)

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

**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	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 3

**SIZE UP**  
(check if applicable)

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

**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	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 4

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

*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: <i>Joellen</i>	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 5

**SIZE UP**  
(check if applicable)

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

**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	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 6

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

*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	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 7

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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

CERT MEMBER: Malika	PAGE _1_ OF _1_
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 8

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
HOUSE 9

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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

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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
Store 1

**SIZE UP**  
(check if applicable)

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

**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 <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
Store 2

**SIZE UP**  
(check if applicable)

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

**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.

CERT MEMBER:  
Raul

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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
Store 3

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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

CERT MEMBER: Benny	PAGE <u>1</u> OF <u>1</u>
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**General Message #1**

TO	POSITION	<i>Operations Section Chief</i>	
FROM	POSITION	<i>SAR Team Leader</i>	
SUBJECT <i>Injured team member</i>	DAT	TIME	

**MESSAGE**

*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.*

SIGNATURE	POSITION
<i>Jonas Lapierre</i>	

**REPLY**

DATE	TIME	SIGNATURE/POSITION

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**General Message #2**

TO	POSITION	<i>Incident Commander</i>	
FROM	POSITION	<i>Team Leader</i>	
SUBJECT <i>Frank injured</i>	DAT	TIME	

**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	POSITION
<i>Lissy Stewart</i>	

**REPLY**

DATE	TIME	SIGNATURE/POSITION

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<b>General Message #3</b>		
TO	POSITION	<i>Incident Commander</i>
FROM <i>Jim Lawson</i>	POSITION	<i>Fire Department Officer</i>
SUBJECT <i>Weather Arriving Soon</i>	DATE	TIME
<b>MESSAGE</b>		
<p><i>We just got word from the National Weather Service that another severe thunderstorm is going to hit our area in about 30 minutes.</i></p> <p><i>Take all necessary precautions.</i></p>		
SIGNATURE	POSITION	
<i>Officer Lawson</i>		
<b>REPLY</b>		
DATE	TIME	SIGNATURE/POSITION

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General Message #4		
TO	POSITION	Incident Commander
FROM Jim Lawson	POSITION	Fire Department Officer
SUBJECT Karla	DAT	TIME
MESSAGE		
<p>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.</p> <p>The ambulance just took her to the hospital.</p>		
SIGNATURE	POSITION	
Officer Lawson		
REPLY		
DATE	TIME	SIGNATURE/POSITION

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## Victim Assessment Summary

Location	Victim	Condition
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
	2	Unconscious, heart rate 42, breathing once every second

<b>Location</b>	<b>Victim</b>	<b>Condition</b>
<b>House 9</b>	<b>1</b>	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
<b>Store 1</b>	<b>1</b>	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
	<b>2</b>	Impaled object in abdomen; breathing difficulties Breathing once every 3 seconds Can't remember what happened Color returns to finger tips in 5 seconds
	<b>3</b>	Left ankle swollen and deformed Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
	<b>4</b>	Both legs deformed Breathing once every second Not responsive to questions Color returns to finger tips in 3 seconds
<b>Store 2</b>	<b>1</b>	Compound Fracture, Right Forearm Breathing once every 3 seconds Color returns to finger tips quickly Responds to verbal commands
	<b>2</b>	Facial injuries Knows name, date, and what happened Color returns to finger tips in 2 seconds Breathing once every 4 seconds
	<b>3</b>	Both legs deformed Breathing once every 5 seconds Knows name, date, and what happened Color returns to finger tips in 1 second

<b>Location</b>	<b>Victim</b>	<b>Condition</b>
	<b>4</b>	Severe head injury Not breathing Not responsive to questions Color returns to finger tips in 4 seconds
	<b>5</b>	Right arm is deformed Alert Color returns to finger tips in 1 second Breathing once every 5 seconds

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

<p style="text-align: center;"><b>Message/Event</b></p>	<p style="text-align: center;"><b>Expected Action</b></p>	<p style="text-align: center;"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>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]</p>	<ul style="list-style-type: none"> <li>• IC and Command Post Team positions are assigned appropriately and efficiently.</li> <li>• Command Post is established.</li> <li>• Medical treatment area is established and located in appropriate place.</li> <li>• IC appropriately assigns SAR groups to do an initial survey of the nearby buildings.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>IC develops plan for rescuing the victims based on the 12 <i>Damage Assessment Forms</i>. [Sizeup]</p>	<ul style="list-style-type: none"> <li>• Priorities are determined after reviewing assessments.</li> <li>• SAR groups are sent out to appropriately prioritized locations.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion: No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>IC receives message from SAR group at House 8, reporting smelling gas in the area. [Communication, Prioritizing]</p>	<ul style="list-style-type: none"> <li>• IC sends another group and instructs Team Leader to locate the gas leak and shut it off with a non-sparking wrench.</li> <li>• IC may choose to also notify the Fire Department Officer.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>
<p>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]</p>	<ul style="list-style-type: none"> <li>• IC reviews available documentation to determine where EMTs should go.</li> <li>• IC explains decisions to Fire Department Officer.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>
<p>IC receives message from SAR group saying a team member has been injured. [Communication, Prioritizing]</p>	<ul style="list-style-type: none"> <li>• Operations Section Chief dispatches SAR group to rescue injured team member.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Operations Section Chief is asked how newly-arrived resources will be deployed. [Sizeup]</p>	<ul style="list-style-type: none"> <li>Operations Section Chief assesses current situation and disburses newly-arrived team appropriately.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>
<p>Medical treatment area Team Leader is asked how he plans to proceed based on the <i>Victim Assessment Summary</i>. [Communication, Documentation]</p>	<ul style="list-style-type: none"> <li>Medical treatment area Team Leader manages the placement of victims, requests appropriate resources, has people conduct head-to-toe assessments, and gets documentation to IC.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>
<p>IC receives message about incoming weather. [Sizeup, Communication]</p>	<ul style="list-style-type: none"> <li>Medical treatment area is moved to safe place.</li> <li>SAR groups are recalled.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
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.

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

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

Strengths: \_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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# Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

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

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

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

Strengths: \_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## **Functional Exercise #3**

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<i>Facilitator/Evaluator Feedback Form</i>	
<i>Participant Feedback Form</i>	

### 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:

13. Read through the entire exercise and supporting materials.
14. Decide how to localize the scenario in a way that reflects likely challenges in your community and tests your CERT members' skills and techniques.
15. Familiarize yourself with the flow of the exercise by thoroughly reviewing the Facilitator Guidelines. Use these guidelines to conduct the exercise.
16. Make copies of the supporting documents for participants. See the Appendix index for instructions.
17. Make copies of the *Participant Feedback Form* and ask participants to complete it after the exercise.
18. Complete the *Facilitator/Evaluator Feedback Form* after the exercise.

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### 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 [www.citizencorps.gov/cert](http://www.citizencorps.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 victim 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:

#### 5. *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 victim 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.

#### 6. *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)**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
1	Prepare for the exercise.	<ul style="list-style-type: none"> <li>• Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.</li> <li>• Make copies of the one-page Exercise Overview for each participant.</li> <li>• Brief exercise staff on their roles and responsibilities.</li> <li>• 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).</li> </ul>
2	Introduce the exercise to all participants.	<p>Distribute the one-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> <li>• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.</li> <li>• To improve CERT’s operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.</li> </ul> <p>Explain how the exercise is conducted.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #3**

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
		<ul style="list-style-type: none"><li>• Responses should be in the form of orders or instructions to other team members, or direct communication with other team members or role-players.</li><li>• 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.</li></ul>
<b>3</b>	Review the goals of the exercise with all participants.	Explain that the goals of the exercise are to: <ul style="list-style-type: none"><li>• Validate the decision-making process to prioritize incidents.</li><li>• Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, and between team members.</li><li>• Assess team procedures for identifying the presence of hazardous materials and taking appropriate steps to reduce risks.</li><li>• Evaluate the process for assessing and prioritizing victim conditions.</li><li>• Evaluate the procedures for managing responses from other people in a disaster area.</li><li>• Evaluate methods for documenting actions taken.</li><li>• Validate CERT sizeup procedures.</li></ul>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #3**

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>4</b>	Present the scenario to exercise participants.	<ul style="list-style-type: none"><li>• During a severe ice storm, a multi-vehicle car accident engages the local fire and police departments.</li><li>• Shortly afterwards, a truck slides off the interstate, rolls down an embankment, and crashes into the rear of a three-story building.</li><li>• The building contains several small shops on the first floor and apartments on the upper two floors.</li><li>• The Fire Department has activated the team and requested that it do a preliminary assessment and report back.</li></ul>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>5</b></p>	<p><b>Select three members of the team. Say that they are the first team members to arrive.</b></p> <p><b>Explain that there is no sign of the others. They may be delayed by icy roads.</b></p> <p><b>A volunteer firefighter arrives and tells the team:</b></p> <p><i>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 . . .</i></p> <p><b>Ask</b> the team how they will respond based on what they know about the situation.</p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• One member of the team becomes the Incident Commander.</li> <li>• The Command Post is established.</li> <li>• 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.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>6</b></p>	<p>The initial survey team has reported back.</p> <p><b>Distribute</b> the initial <i>Damage Assessment Form</i> along with Cell Phone Picture of Hazmat Symbol #1.</p> <p><b>Ask the Incident Commander (IC)</b> how he or she will respond to this information.</p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• The Incident Commander (IC) calls the Battalion Chief and gives her an overview of the situation.</li> <li>• The IC tells the Battalion Chief that only three team members are on site, but others are expected.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #3**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>7</b></p>	<p><b>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.</b></p> <p><b>Additional members of the team arrive.</b></p> <p><b>Ask</b> the three initial members how the newly-arrived members will be assigned and what tasks the team should now perform.</p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• The initial team briefs the rest of the team on the situation.</li> <li>• The role of the IC may be changed.</li> <li>• Leadership positions are assigned appropriately and efficiently.</li> <li>• The medical treatment area is established and located in an appropriate place.</li> <li>• The IC assigns teams to do a survey of the site.</li> <li>• The IC reports back to the Battalion Chief that the full team is on site and is beginning search and rescue operations.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>8</b></p>	<p><b>Distribute</b> Cell Phone Picture of Hazmat Symbol #2.</p> <p><b>Ask</b> how the rescue plan will change as a result of the initial survey.</p>	<p><b>Expected response:</b></p> <p>The shed is too dangerous to enter and no rescue team would be assigned.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>9</b></p>	<p><b>A news reporter from the local TV station arrives on site, approaches the IC, and says:</b></p> <p><i>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?</i></p> <p>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.</p> <p><b>Ask</b> the Incident Commander how he/she would respond.</p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• The IC provides a brief recap of what is currently known, if permitted by their sponsoring agency.</li> <li>• The IC assigns another team member to be the Public Information Officer (PIO) if necessary.</li> <li>• The IC says he or she will provide further information as it becomes available.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>10</b></p>	<p><b>SAR groups return.</b></p> <p><b>Distribute</b> the other 6 <i>Damage Assessment Forms</i> (Furniture Store, Flower Shop, First-Floor Apartment, Second-Floor Apartment, Truck, Shed).</p> <p><b>Ask</b> the Command Team how it will respond to this information.</p>	<p><b>Expected Response:</b></p> <p>An appropriate rescue plan is developed and SAR groups are sent out to prioritized locations.</p> <p><b>Provide coaching if these actions are not being taken.</b></p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #3**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>11</b></p>	<p><b>Tell the IC that the Battalion Chief is calling on the IC's cell phone and says:</b></p> <p><i>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?</i></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• The IC may ask the Operations Section Chief to give the Battalion Chief an update.</li> <li>• The Operations Section Chief uses the documentation to brief the Battalion Chief.               <ul style="list-style-type: none"> <li>○ The most critical areas are the woman from the Flower Shop with a potential heart attack and the trapped driver of the truck.</li> <li>○ The team does not have resources to deal with either of these incidents; therefore, they aren't priorities.</li> </ul> </li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>12</b></p>	<p>End the exercise.</p>	<p>Invite all participants and staff members to the hot wash.</p>
<p align="center"><b>13</b></p>	<p>Conduct the hot wash with all participants and staff members.</p>	<p>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.</p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #3**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
		<p>Questions you might want to ask include:</p> <ol style="list-style-type: none"> <li>1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</li> <li>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?</li> <li>3. Are there any CERT forms you used or could have used to improve documentation of situation needs?</li> <li>4. What do you think you did well in this exercise?</li> <li>5. What would you like to do differently next time?</li> <li>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?</li> </ol>
<b>14</b>	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.
<b>15</b>	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

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## **Appendix**

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## **Index of Forms and Materials**

*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

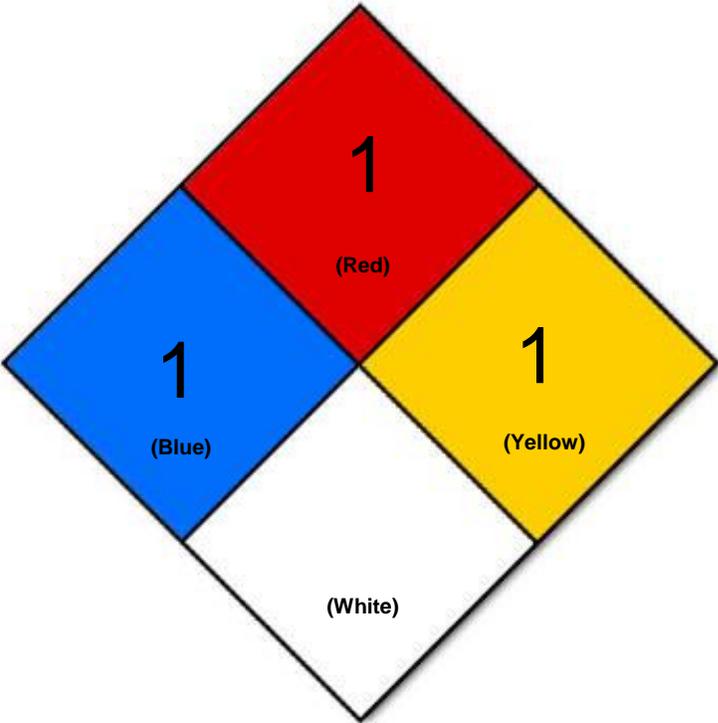
*Participant Feedback Form (1 page):* 1 copy per participant is distributed after the exercise

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<b>DAMAGE ASSESSMENT FORM</b>						CERT						DATE					
LOCATION: PARKING LOT FACING FRONT OF BUILDING																	
<b>SIZE UP</b> (check if applicable)																	
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS				
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING		
X					X	X		X	X		X						
<b>OBSERVATIONS</b>																	
<ul style="list-style-type: none"> <li>• Two stores on first floor –furniture store on right and flower shop on left.</li> <li>• Apartments on second and third floors. Stairway is on left side of building.</li> <li>• Truck hit the right rear of building and damaged back wall of furniture store. Smelly fluid is leaking out of truck.</li> <li>• Some smoke is coming from window of furniture store.</li> <li>• Store on left seems undamaged. Sign on door says "Open," but no one visible through door.</li> <li>• Child waving frantically at us from second-floor window.</li> <li>• Somebody screaming in one apartment - couldn't tell which one.</li> <li>• 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.</li> </ul>																	
CERT MEMBER: Marco												PAGE _1_ OF _1_					

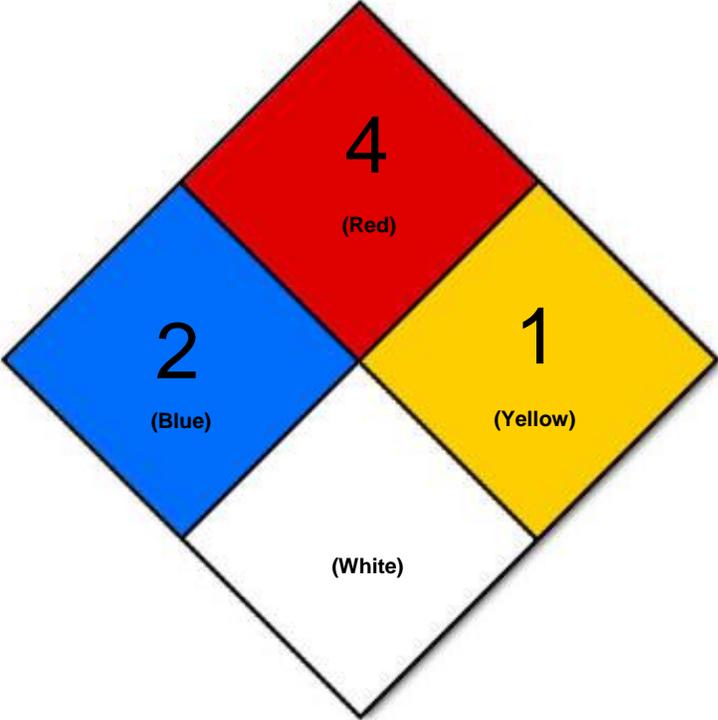
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**Cell Phone Picture of Hazmat Symbol #1**



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**Cell Phone Picture of Hazmat Symbol #2**



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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
FURNITURE STORE

**SIZE UP**  
(check if applicable)

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

**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*

PAGE 1 OF 1

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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
FLOWER SHOP

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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 <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
FIRST-FLOOR APARTMENT

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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: <i>Joellen</i>	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
SECOND-FLOOR APARTMENT

**SIZE UP**  
(check if applicable)

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

**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: <i>Lo Singh</i>	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
TRUCK

**SIZE UP**  
(check if applicable)

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

**OBSERVATIONS**

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.

CERT MEMBER: Lola	PAGE _1_ OF _1_
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
SHED

**SIZE UP**  
(check if applicable)

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

**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	PAGE _1_ OF _1_
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## Events and Evaluation Form for Facilitator(s) and Evaluator(s)

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
<p>First three team members arrive.</p> <p>No sign of the others. May be delayed by icy roads.</p> <p>[Prioritizing, Sizeup]</p>	<ul style="list-style-type: none"> <li>• One member of team becomes IC.</li> <li>• Command Post is established.</li> <li>• The other two members become SAR group and are dispatched to do initial assessment and report back in 8 minutes.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Volunteer firefighter arrives and says that Battalion Chief needs initial assessment in 10 minutes.</p> <p>[Communications]</p>	<ul style="list-style-type: none"> <li>• IC calls Battalion Chief and provides overview of situation.</li> <li>• IC lets Battalion Chief know that only 3 team members are on site.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Initial Scene Assessment <i>Damage Assessment Form</i> distributed along with Cell Phone Picture of Hazmat Symbol #1.</p> <p>[Communications, Sizeup, Hazmat]</p>	<ul style="list-style-type: none"> <li>• Incidents are prioritized appropriately.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Battalion Chief tells IC that his resources will be tied up at accident for foreseeable future.</p> <p>Rest of team arrives.</p> <p>[ICS, Communications]</p>	<ul style="list-style-type: none"> <li>• IC briefs rest of team on situation.</li> <li>• Leadership positions assigned appropriately and efficiently.</li> <li>• Medical treatment area is established and located in an appropriate place.</li> <li>• IC or Operations Section Chief assigns teams to do initial assessment of site.</li> <li>• IC reports back to Battalion Chief that the full team is on site and is beginning search and rescue operations.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Cell Phone Picture of Hazmat Symbol #2 distributed.</p> <p>[Hazmat, Sizeup]</p>	<ul style="list-style-type: none"> <li>• No SAR group would be sent to shed. Location is too dangerous. HAZMAT placard is a stop sign for CERT members.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
<p>Channel 4 News reporter arrives.</p> <p>[Scene Management, ICS]</p>	<ul style="list-style-type: none"> <li>• IC provides reporter with overview of what is currently known about situation. CERTs protocols regarding communication with press are followed.</li> <li>• IC assigns another team member to be Public Information Officer.</li> <li>• IC says he or she will provide further information as it becomes available.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>SAR groups return with 6 other <i>Damage Assessment Forms</i> (Furniture Store, Flower Shop, First-Floor Apartment, Second-Floor Apartment, Truck, Shed).</p> <p>[Sizeup, Communications]</p>	<ul style="list-style-type: none"> <li>• Appropriate rescue plan is developed.</li> <li>• SAR groups are sent to prioritized locations.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Battalion Chief calls on IC cell phone and asks for briefing. What is the status? What is needed?</p> <p>[Communications, Documentation, Triage]</p>	<ul style="list-style-type: none"> <li>• CERT IC or Operations Section Chief briefs Battalion Chief on situation and has all necessary documentation needed. <ul style="list-style-type: none"> <li>○ Most critical areas are woman from Flower Shop with potential heart attack and trapped driver of truck.</li> <li>○ Team does not have resources to deal with either of these incidents.</li> </ul> </li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

## 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.

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

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

Strengths: \_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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# Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

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

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

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

Strengths: \_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## **Functional Exercise #4**

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### 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:

19. Read through the entire exercise and supporting materials.
20. Decide how to localize the scenario in a way that reflects likely challenges in your community and tests your CERT members' skills and techniques.
21. Familiarize yourself with the flow of the exercise by thoroughly reviewing the Facilitator Guidelines. Use these guidelines to conduct the exercise.
22. Make copies of the supporting documents for participants. See the Appendix index for instructions.
23. Make copies of the *Participant Feedback Form* and ask participants to complete it after the exercise.
24. Complete the *Facilitator/Evaluator Feedback Form* after the exercise.

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### 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 [www.citizencorps.gov/team](http://www.citizencorps.gov/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 victim 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:

#### 7. *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 victim 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.

#### 8. *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)**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
1	Prepare for the exercise.	<ul style="list-style-type: none"> <li>• Make copies of the handouts located in the Appendix. The Appendix index indicates how many copies are needed.</li> <li>• Make copies of the one-page Exercise Overview for each participant.</li> <li>• Brief exercise staff on their roles and responsibilities.</li> <li>• 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).</li> <li>• 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.)</li> </ul>
2	Introduce the exercise to all participants.	<p>Distribute the one-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> <li>• To provide an opportunity to role play the procedures the team would implement in response to a given scenario.</li> <li>• To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.</li> </ul>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #4**

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
		<p>Explain how the exercise is conducted.</p> <ul style="list-style-type: none"><li>• 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.</li><li>• Responses should be in the form of orders or instructions to other team members, or direct communication with other team members or role-players.</li><li>• 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.</li></ul>
<b>3</b>	Review the goals of the exercise with all participants.	<p>Explain that the goals of the exercise are to:</p> <ul style="list-style-type: none"><li>• Validate the decision-making process to prioritize incidents.</li><li>• 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.</li><li>• Evaluate the process for assessing and prioritizing victim conditions.</li><li>• Evaluate methods for documenting actions taken.</li><li>• Validate CERT sizeup procedures.</li></ul>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #4**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>4</b></p>	<p><b>Present the scenario to exercise participants.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• At about 3:30 p.m. a series of explosions is heard across the park, followed by the screams of the injured.</li> <li>• The team member who was in the park is uninjured, as is his (or her) family.</li> </ul>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• Team member on site calls 9-1-1 and reports the emergency.</li> <li>• Team member alerts his or her team leader of the emergency and his or her current location (the picnic pavilion).</li> <li>• Team leader coordinates with Emergency Services.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>5</b></p>	<p><b>The local team is activated by the Fire Department Officer.</b></p> <p>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.</p> <p>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.</p> <p><b>Tell the group to respond to this situation.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• 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).</li> <li>• Other leadership positions are assigned appropriately and efficiently.</li> <li>• The Command Post is established.</li> <li>• The medical treatment area is established and located in an appropriate place.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<p align="center"><b>6</b></p>	<p><b>Volunteer firefighter delivers the following message from the Fire Department Officer:</b></p> <p><i>We are fully committed on the west side of the park. This map of the park shows our current locations. We've had reports of multiple injuries east of the Turgid Stream, but don't have the resources to cover that yet. Can you check the area east of the stream and get me a casualty count and status?</i></p> <p><b>Firefighter leaves. Tell the Command Post Team to respond to this situation.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• The IC finds a better way to communicate with the Fire Department Officer – cell phone, radio, or a runner (last resort).</li> <li>• The Operations Section Chief marks the map with a search grid.</li> <li>• The Operations Section Chief assigns available team members to begin searching the assigned area of the park.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<p align="center"><b>7</b></p>	<p><b>The first Search and Rescue (SAR) team reports come back.</b> Distribute the first 6 <i>Damage Assessment Forms</i>.</p> <p>NOTE: Do not distribute the final Damage Assessment Form, the one for the bus, at this time.</p> <p><b>Tell the Command Post Team to respond to this situation.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• The IC contacts the Fire Department Officer and gives an overview of the situation.</li> <li>• The IC prioritizes the incidents and deploys SAR groups to rescue victims.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #4**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>8</b>	<p><b>Five more team members arrive.</b></p> <p><b>Tell the Command Post Team to respond to this situation.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• New team members are assigned appropriately to either new/existing SAR groups or to the medical treatment area.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>9</b>	<p><b>Inform the IC:</b></p> <p><i>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.</i></p> <p><b>Tell the Command Post Team to respond to this situation.</b></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• The IC contacts the Fire Department Officer to ask for clarification.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
<b>10</b>	<p><b>Tell the IC:</b></p> <p><i>We just received a message from one of your groups. They need two additional people to help with a rescue.</i></p> <p><b>Tell the Command Post Team to respond to this situation.</b></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• Current resource allocations are reviewed using the assignment documentation.</li> <li>• Two team members are reassigned to the group requesting resources.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
11	<p><b>Tell the IC that his or her spouse insists that their child is too upset to stay and the IC must drive them home.</b></p> <p><b>Tell the Command Post Team to respond to this situation.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• The current IC leaves to take care of his or her family.</li> <li>• A new IC assumes the role and continues coordinating the response.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
12	<p><b>Another SAR group reports back. Distribute the final <i>Damage Assessment Form</i> describing the situation on the bus.</b></p> <p><b>Tell the Command Post Team to respond to this situation.</b></p>	<p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• Additional resources are allocated for the rescue at the bus.</li> <li>• Resources are reallocated from SAR to the medical treatment area to support the incoming injured victims.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
13	<p><b>Tell the IC the volunteer firefighter is back. He says:</b></p> <p><i>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?</i></p> <p><b>Tell the IC Team to respond to this situation.</b></p>	<p><b>Expected response:</b></p> <ul style="list-style-type: none"> <li>• The IC asks the Operations Section Chief to give the firefighter an update.</li> <li>• The Operations Section Chief talks with the medical treatment area Team Leader and they use documentation to brief the firefighter.</li> </ul> <p><b>Provide coaching if these actions are not being taken.</b></p>
14	<p>End the exercise.</p>	<p>Invite all participants and staff members to the hot wash.</p>

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #4**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>15</b>	Conduct the hot wash with all participants and staff members.	<p>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.</p>
		<p>Questions you might want to ask include:</p> <p>11. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</p> <p>12. 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?</p> <p>13. What do you think you did well in this exercise?</p> <p>14. Are there any CERT forms you used or could have used to improve documentation of situation needs?</p> <p>15. What would you like to do differently next time?</p> <p>16. 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?</p>
<b>16</b>	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.

**CERT DRILLS AND EXERCISES: FUNCTIONAL EXERCISE #4**

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<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>17</b>	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

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## **Appendix**

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## **Index of Forms and Materials**

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

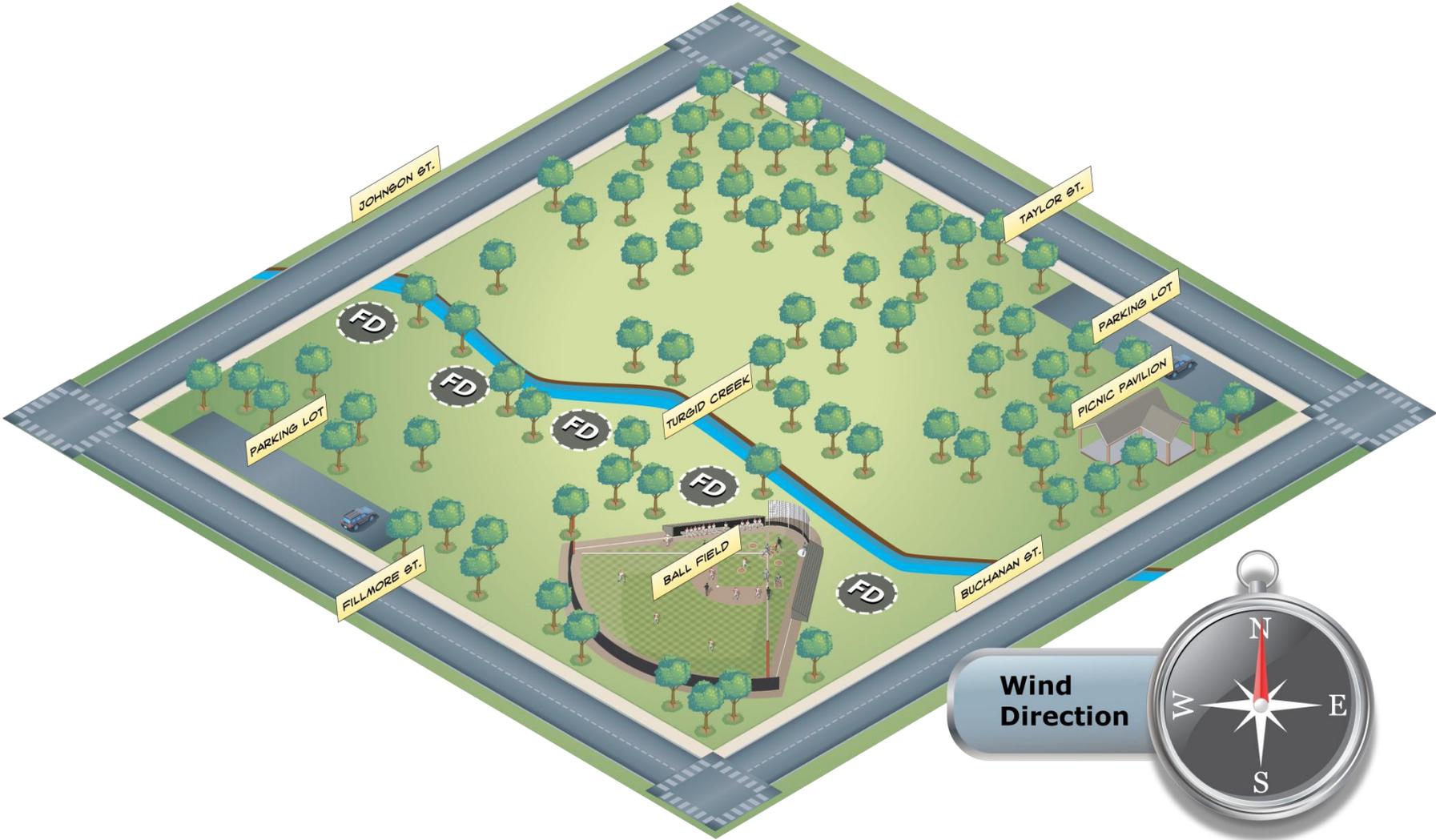
*Events and Evaluation Form for Facilitator(s) and Evaluator(s)* (4 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

*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

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Map of the Park



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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
*VICTIM 1 - WEST SIDE OF THE WOODS*

**SIZE UP**  
 (check if applicable)

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

**OBSERVATIONS**

*Victim has broken leg. Can't walk. Rapid breathing - 40 breaths per minute.*

CERT MEMBER: <i>Marjorie</i>	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
 VICTIM 2 - SW CORNER OF WOODS

**SIZE UP**  
 (check if applicable)

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

**OBSERVATIONS**

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

CERT MEMBER: Howard	PAGE <u>1</u> OF <u>1</u>
------------------------	---------------------------

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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
 VICTIM 3 - FIELD SOUTH OF WOODS

**SIZE UP**  
 (check if applicable)

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

**OBSERVATIONS**

Young man fell on a sharp stick. Blood spurting from wound. Pale, sweaty, clammy skin. Breathing 45 times per minute. Blood returns to fingertips in 5 seconds.

CERT MEMBER: Johan	PAGE _1_ OF _1_
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
-------------------------------	------	------

LOCATION:  
 VICTIM 4 - BY STREM ACROSS FROM BALL FIELDS

**SIZE UP**  
 (check if applicable)

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

**OBSERVATIONS**

*Victim appears uninjured. Conscious but disoriented. Can't remember what happened or what day it is.*

CERT MEMBER: <i>Amina</i>	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
 VICTIM 5 - FIELD ACROSS FROM BALL FIELD

**SIZE UP**  
 (check if applicable)

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

**OBSERVATIONS**

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

CERT MEMBER: <i>Sissy</i>	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
*VICTIM 6 - NEAR STREAM JUST SOUTH OF JOHNSON ST.*

**SIZE UP**  
 (check if applicable)

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

**OBSERVATIONS**

*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: <i>Lorenzo</i>	PAGE <u>1</u> OF <u>1</u>
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<b>DAMAGE ASSESSMENT FORM</b>	CERT	DATE
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LOCATION:  
 BUS ON TAYLOR ST SOUTH OF INTERSECTION WITH JOHNSON

**SIZE UP**  
 (check if applicable)

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

**OBSERVATIONS**

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.

Driver - Piece of glass from windshield in right arm. Blood flowing from wound. Struck his head on impact. Unconscious.

Boy 1 - Broken wrist. Hysterical.

Girl 1 - Severe cut above right eye. Blood flowing freely. Rapid breathing, slow perfusion.

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	PAGE <u>1</u> OF <u>1</u>
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## Events and Evaluation Form for Facilitator(s) and Evaluator(s)

<p style="text-align: center;"><b>Message/Event</b></p>	<p style="text-align: center;"><b>Expected Action</b></p>	<p style="text-align: center;"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Explosions occur throughout the park. [ICS, Communications]</p>	<ul style="list-style-type: none"> <li>• CERT member in park calls 9-1-1 and reports emergency.</li> <li>• CERT member alerts his or her team leader.</li> <li>• Team leader coordinates with Emergency Services.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Local team is activated. Team members report to parking lot. [ICS, Communications]</p>	<ul style="list-style-type: none"> <li>• Team member on site briefs arriving members on what he or she currently knows. As first team member on site, he (or she) assumes the role of IC.</li> <li>• Other leadership positions are assigned appropriately and efficiently.</li> <li>• The Command Post is established.</li> <li>• Medical treatment center is established and located in an appropriate place.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
<p>Fire Department Officer asks CERT for assistance.</p> <p>[ICS, Communication, Exterior Search]</p>	<ul style="list-style-type: none"> <li>• IC finds better way to communicate with Fire Department Officer – cell phone, radio, or runner (last resort).</li> <li>• Operations Section Chief marks map with search grid.</li> <li>• Operations Section Chief assigns available team members to begin searching the assigned area of park.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>First victim injury reports come in.</p> <p>[ICS, Communications, Sizeup, Exterior Search]</p>	<ul style="list-style-type: none"> <li>• IC and Operations Section Chief review and prioritize reports.</li> <li>• IC calls Fire Department Officer and gives him an overview of the situation.</li> <li>• IC or Operations Section Chief redeploys SAR groups to rescue victims.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
<p>Additional team members arrive.</p> <p>[ICS, Communications, Documentation]</p>	<ul style="list-style-type: none"> <li>New team members are assigned appropriately to either new/existing SAR groups, the Command Post Team, or to the medical treatment area.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Firefighter tries to redirect team actions.</p> <p>[ICS, Communications]</p>	<ul style="list-style-type: none"> <li>IC contacts Fire Department Officer to ask for clarification.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Request for additional resources to help with a rescue received.</p> <p>[ICS, Documentation]</p>	<ul style="list-style-type: none"> <li>Current resource allocations reviewed.</li> <li>Resources reallocated for rescue.</li> </ul>	<p>Time action was completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>IC leaves to take care of family. [ICS]</p>	<ul style="list-style-type: none"> <li>• New IC assumes role and continues to coordinate response.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>
<p>Late <i>Damage Assessment Form</i> arrives with many new injuries. [ICS, Communications, Triage]</p>	<ul style="list-style-type: none"> <li>• Additional resources allocated for rescue at bus.</li> <li>• Resources are reallocated from SAR to medical treatment area to support incoming injured victims.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>
<p>Fire Department Officer requests status update. [ICS, Communications, Documentation]</p>	<ul style="list-style-type: none"> <li>• IC or the Operations Section Chief gives the Fire Department Officer an update.</li> <li>• 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 victim conditions. Other documentation is used to share additional information about the incident status.</li> </ul>	<p>Time action was completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:</p>

# Facilitator/Evaluator Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

Role (Optional):

CERT/Organization:

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

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

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

Strengths: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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# Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

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

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

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

Strengths: \_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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