

Full-Scale Exercise #1

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How to Use This Document

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

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

CERT Drills and Exercises

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

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

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

What Is a Full-Scale Exercise?

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

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

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

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

Exercise Overview

“Full-Scale Exercise #1”

Hazard: High winds

Location: Local housing complex

Duration: 3-6 hours

Capabilities Exercised:

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

Exercise Objectives:

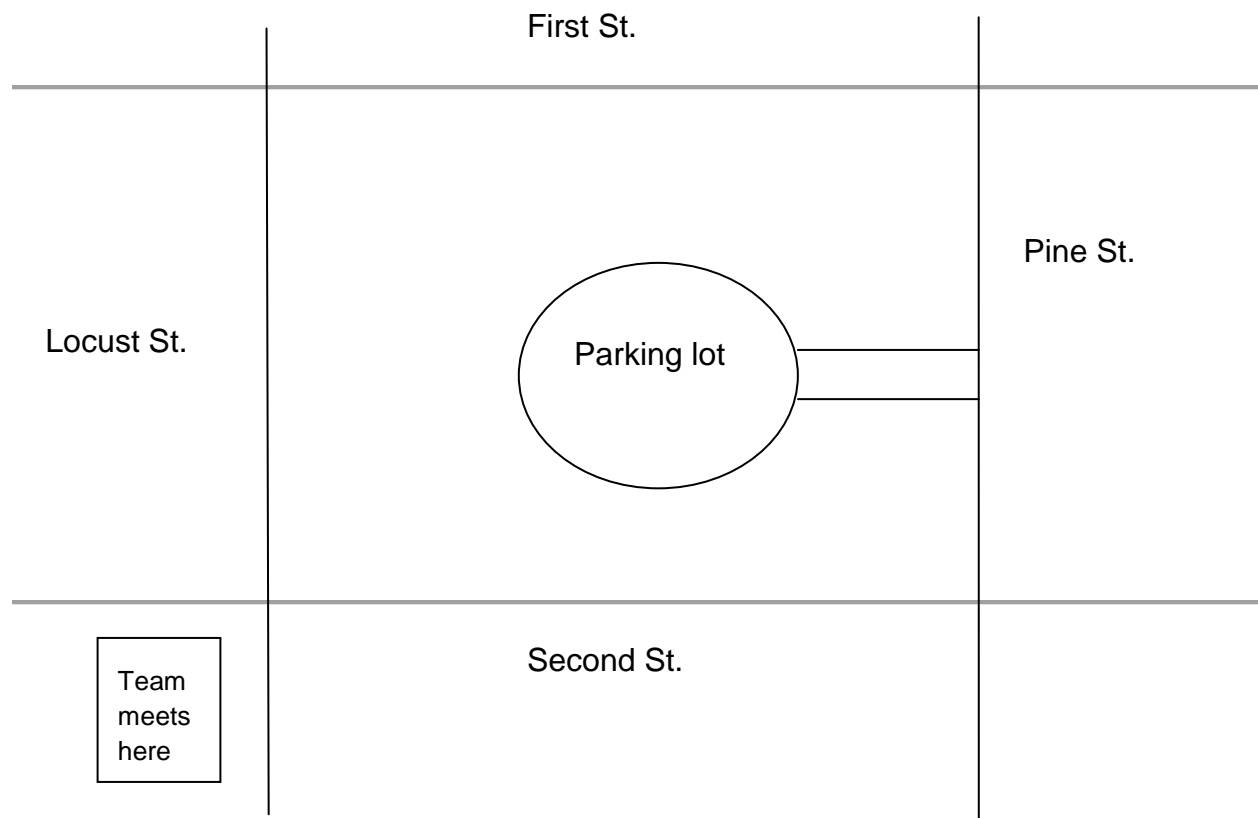
- Validate the decision-making process to prioritize incidents.
- Validate the plan to establish an Incident Command structure.
- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members.
- Assess application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

Scenario:

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

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

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



For Exercise Staff

Exercise Synopsis:

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

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

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

Planning Considerations:

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

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #1

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #1

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #1

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

Exercise Staff Roles:

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

There are two types of Facilitators:

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

1. Lead Facilitator

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

The Lead Facilitator will play five roles for this exercise.

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

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

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

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

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

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

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

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

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

2. Facilitators

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

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

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

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

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

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

3. Evaluator

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

4. Safety Officer

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

5. Victim and Actor Volunteers

Victim volunteers are needed.

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

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #1

Suggested Exercise Schedule:

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

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

Player Briefing:

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

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

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

Lead Facilitator Guidelines

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

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #1

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

Step	Action	What to Say/Do
7	Distribute the exercise forms.	<ul style="list-style-type: none"> • <i>Incident/Assignment Tracking Log</i> to the IC • <i>Victim Treatment Area Record</i> to the medical treatment area Team Leader • Blank <i>Damage Assessment Forms</i> and <i>General Message Forms</i> to the SAR groups
8	Provide initial instructions.	Instruct the group to: <ul style="list-style-type: none"> • Establish a command structure. • Choose the location for the medical treatment area.
9	Provide messages to the IC as appropriate. Time and pace your message to complement the flow of the exercise. The messages and responses are detailed in Steps 10-18.	The purpose of a message is to provide a simulated event that forces the team to alter its plan or procedure.

Step	Action	What to Say/Do
10	Tell the IC: <i>Individual CERT members collected damage assessment information on the way to the scene.</i>	<p>Hand the IC the first six completed <i>Damage Assessment Forms</i>:</p> <ul style="list-style-type: none"> • On Locust • Mid-block on Pine • On First • Pine and First • Second and Pine • Second <p>Instruct the Command Post Team to develop an action plan to respond to the situation, including defined roles and assigned tasks.</p> <p>Expected Response:</p> <p>The IC should prioritize the incidents and dispatch SAR groups to take action or collect more information and send back a report.</p>
11	Tell the IC: <i>The reports have come back and one SAR group found more damage.</i>	<p>Hand the IC the <i>Damage Assessment Form</i> for "Complex parking area off Pine."</p> <p>Expected Response:</p> <p>The IC should reprioritize the incidents and send the SAR groups from "On Locust," "Mid-block on Pine," and "Pine and Second" to the parking lot.</p>
12	Tell the IC: <i>The Fire Department has just sent word that a Fire Department Officer will be on scene in 12-13 minutes. The officer needs an up-to-date situation status report.</i>	<p>Expected Response:</p> <p>The IC should send a runner to each SAR group location and the medical treatment area requesting a report ASAP. The report should include the number and conditions of all victims identified so far.</p> <p>NOTE: The runner is not needed if the team is communicating with radios or mobile phones.</p>

Step	Action	What to Say/Do
13	<p>After 13 minutes, tell the IC:</p> <p><i>The Fire Department Officer has arrived and requests a report.</i></p>	<p>Expected Response:</p> <p>The IC is able to account for the locations of all SAR groups and can summarize the number and conditions of all victims identified so far.</p>
14	<p>Tell the IC:</p> <p><i>You have received word that (insert name of a CERT member who is on one of the SAR groups)'s son was injured in the storm and is in the emergency room. You need to find that team member so he or she can go to the hospital.</i></p>	<p>Expected Response:</p> <p>The IC consults that <i>Incident/Assignment Tracking Log</i>, locates the CERT member, sends a runner to notify the team member, and, if possible, replaces the team member.</p>
15	<p>Simulate this event:</p> <p><i>A neighbor has just walked up to the Command Post and offered to help. When asked about his skills, he says that he is a nurse's aide at the hospital.</i></p>	<p>Expected Response:</p> <p>The IC hands the volunteer over to the Medical Officer to help in the medical treatment area.</p>

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Step	Action	What to Say/Do
16	<p>Tell the IC:</p> <p><i>The Fire Department has gotten a call that there might be one or two people injured in a house on Locust Street. They want you to send a team to check it out.</i></p> <p>NOTE to Facilitator: At this site the SAR group will find a “child” trapped under furniture. The SAR group will have to do lifting and cribbing to remove the child.</p>	<p>Expected Response:</p> <p>The IC reviews team assignments and dispatches a SAR group to the location.</p>
17	<p>Tell the Command Post Team:</p> <p><i>The IC just collapsed from exhaustion.</i></p>	<p>Expected Response:</p> <p>The Command Post Team is able to reassign tasks and replace the IC smoothly and quickly.</p>
18	<p>The next four messages are optional. They can be used at the Facilitator’s discretion, depending on the pacing of the exercise.</p>	
	<p>Simulate this event:</p> <p><i>An older person who is disoriented wants to know what is happening and who all these people are.</i></p>	<p>Expected Response:</p> <p>The Command Post Team manages the person’s anxiety without interfering with the incident response.</p>

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #1

Step	Action	What to Say/Do
	Tell the IC: <i>The Medical Officer has a personal emergency and has to leave.</i>	Expected Response: The Command Post Team is able to reassign tasks and replace the Medical Officer smoothly and quickly.
	Tell the IC: <i>A hysterical but uninjured person insists that someone come to her house because her dog has run away.</i>	Expected Response: The IC explains that they cannot leave to search for a missing dog and finds a task to keep the person busy.
	Tell the IC: <i>A message arrives from the Fire Department: They have just received a weather advisory warning of strong thunderstorms approaching the area.</i>	Expected Response: The medical treatment area is assessed in light of the changing weather and is relocated as appropriate.
19	Terminate the exercise.	<ul style="list-style-type: none"> • When all victims have been rescued, or the time has run out, terminate the exercise. • Make sure that all victim volunteers have been accounted for and that all CERT members are present. • Thank all participants and invite them to the hot wash.
20	Conduct the hot wash with all participants and staff members.	<ul style="list-style-type: none"> • When the exercise has run its course, conduct the hot wash. The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making. To do this, it is best to balance asking participants why they made the choices they did and what they learned, and providing additional information and coaching.

Step	Action	What to Say/Do
		<ul style="list-style-type: none"> • Participants will learn more if you coach them through their decision-making process rather than if you tell them what they should have done. • NOTE: You may want to consider having the victim volunteers participate in the hot wash. They have a unique perspective on the exercise and can provide useful insights to the process. • Questions you may want to bring up to the group include: <ul style="list-style-type: none"> ○ What challenges did the Command Post Team face at the beginning of the exercise? How were they addressed? ○ As the exercise progressed, did the Command Post Team face any additional challenges? ○ What challenges did the SAR groups face while conducting search and rescue? ○ During the search and rescue operation, what worked well? What could have been done better? ○ What challenges did the medical treatment area team face and how were they addressed?

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

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Appendix

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Index of Forms and Materials

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

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

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

Sample Victim Injury Cards (3 pages): 1 card per victim volunteer is used to prepare victims prior to the exercise

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

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

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

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

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

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

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

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

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

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

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

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Facilitator/Evaluator Briefing

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

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

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

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

Scenario:

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

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

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

Exercise Objectives:

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

Facilitator/Evaluator Briefing (continued)

Exercise Schedule Template:

[illegible]

Exercise Overview

“Full-Scale Exercise #1”

Hazard: High winds

Location: Local housing complex

Duration: 3-6 hours

Capabilities Exercised:

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

Exercise Objectives:

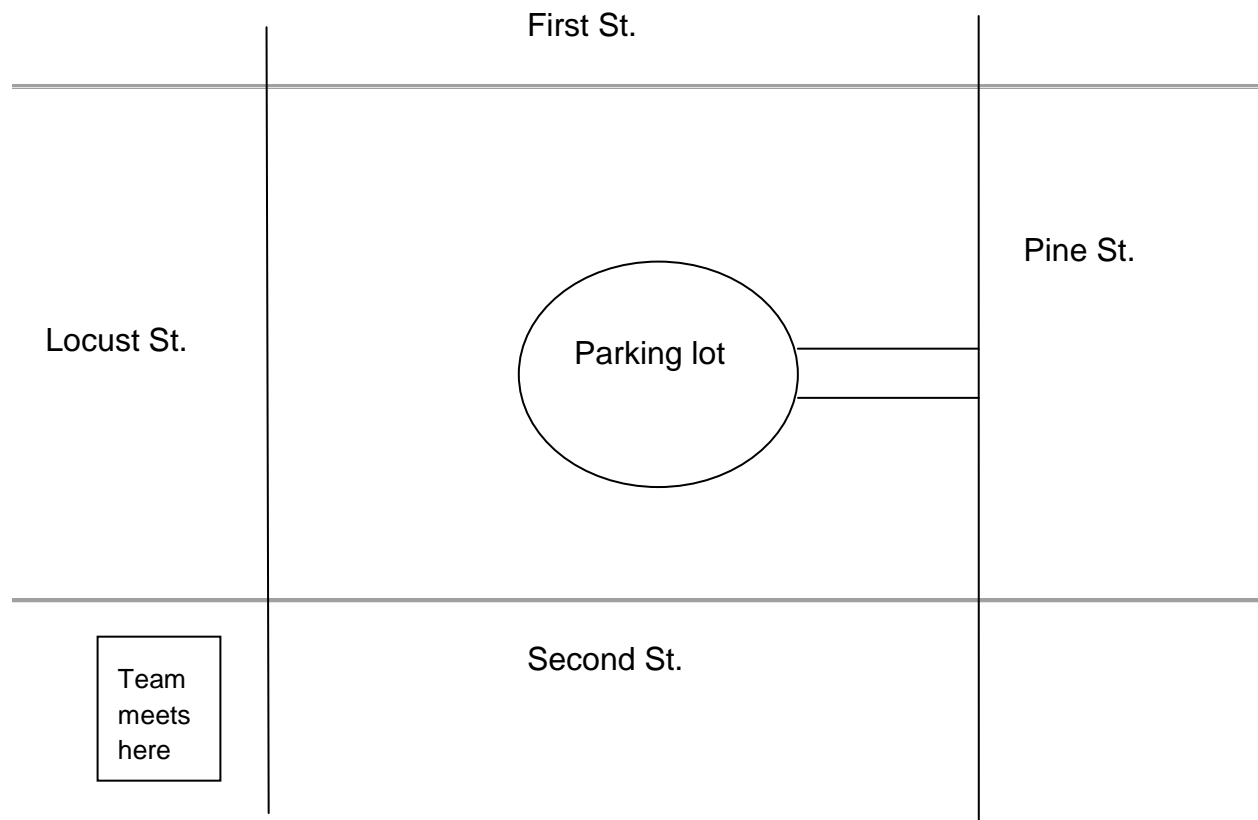
- Validate the decision-making process to prioritize incidents.
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- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members.
- Assess application of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

Scenario:

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

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

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



Sign-In Sheet for CERT Members

[illegible]

Sign-In Sheet for CERT Members

[illegible]

Sign-In Sheet for Volunteer Victims and Actors

[illegible]

Sign-In Sheet for Volunteer Victims and Actors

[illegible]

Sample Victim Injury Cards

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

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

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

VICTIM #1 - Minor Compound Fracture, Right Forearm Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Responds to verbal commands	VICTIM #2 - Minor Facial injuries Knows name, date, and what happened Color returns to finger tips in 2 seconds Breathing once every 4 seconds
VICTIM #3 - Minor Visibly pregnant (about 5 months), cuts on right arm Color returns to finger tips in 1 second Breathing once every 5 seconds Note: This victim has first aid training.	VICTIM #4 - Minor Numerous cuts and abrasions Responds to verbal commands Color returns to finger tips in 1 second Breathing once every 3 seconds
VICTIM #5 - Minor Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2 seconds Breathing once every 4 seconds	VICTIM #6 - Minor Right arm is deformed Alert Color returns to finger tips in 1 second Breathing once every 5 seconds

VICTIM #7 - Delayed Large piece of wood in left thigh Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Alert	VICTIM #8 - Delayed Bone projecting from right leg Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #9 - Delayed Both legs deformed Breathing once every 5 seconds Knows name, date, and what happened Color returns to finger tips in 1 second	VICTIM #10 - Delayed Left ankle swollen and deformed Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #11 – Delayed Both feet crushed by concrete block Breathing once every 3 seconds Knows name, date, and what happened Color returns to finger tips in 1 second	VICTIM # 12 - Delayed Back injury, unable to move Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #13 – Delayed 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	VICTIM #14 - Immediate Large piece of wood in left thigh Breathing once every 2 seconds Alert and responsive Color returns to finger tips in 3 seconds
VICTIM #15 - Immediate 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	VICTIM #16 - Immediate Both legs deformed Breathing once every 1 second Not responsive to questions Color returns to finger tips in 3 seconds
VICTIM #17 - Immediate Impaled object in abdomen; breathing difficulties Breathing once every 3 seconds Can't remember what happened Color returns to finger tips in 5 seconds	VICTIM #18 - Immediate Amputated left arm, bleeding controlled Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 4 seconds

VICTIM #19 - Immediate Severe bleeding from head wound Breathing once every 2 seconds Not responsive to questions Color returns to finger tips in 4 seconds	VICTIM #20 - Immediate Chest pain with possible broken ribs Breathing once every second Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #21 - Immediate Severe head injury Not breathing Not responsive to questions Color returns to finger tips in 4 seconds	VICTIM # 22 - Dead Massive head injury Not breathing Unresponsive Color does not return to finger tips
VICTIM #23 - Dead Blood oozing from head wound Chest is not rising Finger tips blue/grey	VICTIM #24 - Dead No visible injury, blank stare Cannot feel air movement Color does not return to finger tips
VICTIM #25 - Dead Wood impaled in neck Breathing once every second Not responsive Color returns to finger tips in 4 seconds	

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DAMAGE ASSESSMENT		CERT					DATE								
LOCATION On Locust St.															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
											X				
OBSERVATIONS															
Coming down Locust. Just saw some branches in yards. People were out picking up debris. I asked if anyone had checked with all the neighbors to make sure that they were okay and no one had.															
SCRIBE Angela										PAGE ____ OF ____					

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DAMAGE ASSESSMENT		CERT						DATE							
LOCATION Mid-block on Pine St.															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
						X									
OBSERVATIONS															
<p>Building along Pine looks damaged from the outside.</p> <p>There are some trees down across Pine.</p>															
SCRIBE Carminé										PAGE ____ OF ____					

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DAMAGE ASSESSMENT		CERT									DATE				
LOCATION On First St.															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
		X									X				
OBSERVATIONS															
Coming along Cherry and smelled gas when I was almost at the corner of First and Locust.															
SCRIBE George											PAGE ____ OF ____				

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DAMAGE ASSESSMENT		CERT					DATE								
LOCATION Pine and First St.															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
OBSERVATIONS															
Near corner of Pine and First met some people who were trying to get some friends to answer the door. They didn't know if the friends were home. A few windows were broken.															
SCRIBE Yoh Li										PAGE ____ OF ____					

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DAMAGE ASSESSMENT						CERT					DATE				
LOCATION Second and Pine Sts.															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
						x		?	?		x				
OBSERVATIONS															
House on Second. House looks okay but woman out front was screaming for help.															
SCRIBE Juan										PAGE ____ OF ____					

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DAMAGE ASSESSMENT						CERT					DATE				
LOCATION Second St.															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
						X		?	?		X				
OBSERVATIONS															
Driving down Pine. Big tree blew over on back of house on Second. Tree has crashed through roof.															
SCRIBE Sheila										PAGE ____ OF ____					

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DAMAGE ASSESSMENT				CERT				DATE							
LOCATION Complex parking area off Pine St.															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
			X			X		X	X	?	X				
OBSERVATIONS															
Major damage on the inside of the complex. Windows broken, porticos collapsed, cars pushed into each other. Some victims outside with injuries. Some trapped in cars. Fire hydrant broken by car and spurting water.															
SCRIBE Danny										PAGE ____ OF ____					

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

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

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DAMAGE ASSESSMENT		CERT					DATE								
LOCATION															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
OBSERVATIONS															
SCRIBE										PAGE ____ OF ____					

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Events and Evaluation Form for Lead Facilitator and Evaluator

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator

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

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

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

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

Facilitator/Evaluator Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

Role (Optional):

CERT/Organization:

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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After Action Report Form

Executive Summary:

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

Exercise Name:

Duration:

Exercise Date:

Type of Exercise: Full-Scale

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

Location:

Participating Organizations:

Number of Participants:

Players: _____

Victim Role-Players: _____

Facilitators: _____

Evaluators: _____

Exercise Goals and Objectives:

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

Exercise Events Synopsis

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

Analysis of Critical Task Performance

[illegible]

Conclusions

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

Full-Scale Exercise #2

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How to Use This Document

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

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

CERT Drills and Exercises

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

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

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

What Is a Full-Scale Exercise?

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

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

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

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

Exercise Overview

“Full-Scale Exercise #2”

Hazard: Explosion

Location: Local shopping center

Duration: 3-6 hours

Capabilities Exercised:

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

Exercise Objectives:

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

Scenario:

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

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

For Exercise Staff

Exercise Synopsis:

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

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

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

Planning Considerations:

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

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Item	Factors to Consider
Exercise site	<p>You will need a facility with one or more buildings that can be used to simulate the disaster.</p> <ul style="list-style-type: none">• Does it have space for a Command Post, a medical treatment area, and one location for each SAR group? [[NOTE: There should be 3-4 SAR group locations, as well as volunteer actors who will need to be evacuated].<ul style="list-style-type: none">• 1 area loaded with victims• 1 area with just a few victims• 1-2 areas with a moderate number of victims• Is there a place to set up food and water?• Is there a place to set up portable toilets?• How many other people will you have to work around at the site?
Parking	<ul style="list-style-type: none">• Where will participants park?• Is there adequate capacity?• Do you need parking lot assistants?
Food and water	<p>You will need food and water for all players, victims, actors, and exercise staff.</p> <ul style="list-style-type: none">• What will be provided?• Who will provide it?• Who will set it up, distribute it, and clean it up?
Exercise staff	<ul style="list-style-type: none">• Can you get enough Facilitators, Evaluators, and Safety Officers to have one of each at each location (Command Post, medical treatment area, and SAR group locations)? You should have the following exercise staff:<ul style="list-style-type: none">○ Lead Facilitator (1)○ Facilitators (1 per location: Command Post, medical treatment area, SAR group locations)○ Evaluators (1 per location: Command Post, medical treatment area, SAR group locations)

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Item	Factors to Consider
	<ul style="list-style-type: none">○ Safety Officers (1 per location: Command Post, medical treatment area, SAR group locations)○ CERT Public Information Officer to handle media, if invited.● Who is responsible for planning and coordinating what tasks?● Who will serve what roles during the exercise?● When will you schedule a pre-meeting with the Facilitators, Evaluators, and Safety Officers to brief them?
Victims and actors	<ul style="list-style-type: none">● How many do you want to have at each SAR group location?● Can you get enough volunteers, or will you have to substitute some mannequins or cutouts?● Who will do moulage for the volunteer victims?
Exercise materials	<ul style="list-style-type: none">● Clipboards: one for each Facilitator and Evaluator● Materials for use in the medical treatment area:<ul style="list-style-type: none">○ Splinting○ Bandaging● Materials for use in rescue operations:<ul style="list-style-type: none">○ Blankets or stretchers○ Chairs○ Levers and cribbing material● Wood, furniture, and other materials to simulate interior damage to the buildings● Materials to simulate a variety of hazards:<ul style="list-style-type: none">○ Wires and cables to simulate electrical hazards○ Labeled barrels, jugs, or oil drums to simulate chemical hazards● Mannequins or other objects to simulate victims● Portable toilets

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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

Exercise Staff Roles:

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

There are two types of Facilitators:

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

6. *Lead Facilitator*

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

The Lead Facilitator will play five roles for this exercise.

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

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

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

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

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

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

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

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

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

7. *Facilitators*

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

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

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

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

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

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

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 his or her area. The Evaluator typically has a passive role and does not interfere with the exercise unless he or she is also playing the role of Facilitator.

9. *Safety Officer*

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

10. *Victim and Actor Volunteers*

Victim volunteers are needed.

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

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Suggested Exercise Schedule:

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

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

Player Briefing:

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

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

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

Lead Facilitator Guidelines

Step	Action	What to Say/Do
1	Prepare for the exercise.	<ul style="list-style-type: none"> • See the Planning Considerations section for details. • Have victims and disaster props in place. <p>NOTE: This exercise takes place in a shopping center. This will give your CERT great public exposure. Consider appointing a Public Information Officer to handle media and public inquiries.</p>
2	Introduce the exercise to all participants.	<p>Distribute the two-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> • To provide an opportunity for the team to practice most of the skills covered in <i>CERT Basic Training</i> in a realistic environment. • To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.
3	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none"> • Validate the decision-making process to prioritize incidents. • Validate the plan to establish an Incident Command structure. • Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members. • Assess application of search and rescue procedures. • Assess application of medical procedures.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
5	Facilitate the exercise at the Command Post.	<p>Your role in this exercise will be as facilitator, observer, and coach.</p> <ul style="list-style-type: none">• Facilitate by providing messages that require the Incident Commander (IC) to take action.• Observe to ensure safety for both victims and CERT members.• Coach when necessary.• Take notes on decisions made and actions taken so you can refer to them later. Use the <i>Evaluation Form for Lead Facilitator and Evaluator</i> to record your notes.
6	Present the scenario to all participants.	<ul style="list-style-type: none">• On a hot and muggy July afternoon there is an explosion at a manufacturing facility near a local shopping center. The shopping center is on the outskirts of the city and is under renovation.• The Fire Department responded to the factory and confirmed the explosion was due to a natural gas leak. The Fire Department has responded and is now on scene working to control the fire. All their resources are committed.• CERT members are activated to assess damage at the mall. The team is staged in the parking lot outside the mall.
7	Hand out a local map to participants.	<p>If a map was prepared in advance, hand it out. If not, the team may want to construct a map of its own.</p>
8	Distribute the exercise forms.	<ul style="list-style-type: none">• <i>Incident/Assignment Tracking Log</i> to the IC• <i>Victim Treatment Area Record</i> to the medical treatment area Team Leader• Blank <i>Damage Assessment Forms</i> and <i>General Message Forms</i> to the SAR groups

Step	Action	What to Say/Do
9	Provide initial instructions.	Instruct the group to: <ul style="list-style-type: none"> • Establish a command structure. • Choose the location for the medical treatment area.
10	Provide messages to the IC as appropriate. Time and pace your message to complement the flow of the exercise. The messages and responses are detailed in Steps 11-22.	The purpose of a message is to provide a simulated event that forces the team to alter its plan or procedure.
11	Start the exercise. Tell the IC that you are the Special Ops Battalion Chief: <i>I need a damage assessment report as soon as possible. I will need to know:</i> 1. <i>The number of buildings damaged and the level of structural damage.</i> 2. <i>The number of injured victims, if any.</i> <i>We also need to evacuate the shopping center and secure the area to keep people out.</i>	Expected Response: The IC should then develop an action plan to: <ul style="list-style-type: none"> • Conduct a damage assessment. • Count victims. • Facilitate the evacuation. • Secure the area. The IC should dispatch SAR groups to collect more information and send back a report and to take action.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

Step	Action	What to Say/Do
21	The reports come in from the SAR groups.	Expected Response: The IC prepares a report that details: <ul style="list-style-type: none">• The number of injured victims and their status.• The status of the evacuation and/or steps being taken to evacuate and secure the area.
22	After 8 minutes, tell the IC: <i>The EOC calls and says that the Fire Department is delayed and there is no estimate on when they will arrive.</i>	No immediate action needed.
23	Terminate the exercise.	<ul style="list-style-type: none">• When all victims have been rescued, or the time has run out, terminate the exercise.• Make sure that all victim volunteers have been accounted for and that all CERT members are present.• Thank all participants and invite them to the hot wash.

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #2

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

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Appendix

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Index of Forms and Materials

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

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

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

Sample Victim Injury Cards (3 pages): 1 card per victim volunteer is used to prepare victims prior to the exercise

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

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

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

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

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

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

Evaluation Form for Medical Treatment Area Facilitator and Evaluator (3 pages): 1 copy per medical treatment area Facilitator and Evaluator is distributed before the exercise

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

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

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

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Facilitator/Evaluator Briefing

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

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

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

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

Scenario:

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

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

Exercise Objectives:

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

Facilitator/Evaluator Briefing (continued)

Exercise Schedule Template:

[illegible]

Exercise Overview

“Full-Scale Exercise #2”

Hazard: Explosion

Location: Local shopping center

Duration: 3-6 hours

Capabilities Exercised:

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

Exercise Objectives:

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

Scenario:

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

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

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

Sign-In Sheet for CERT Members

[illegible]

Sign-In Sheet for CERT Members

[illegible]

Sign-In Sheet for Volunteer Victims and Actors

[illegible]

Sign-In Sheet for Volunteer Victims and Actors

[illegible]

Sample Victim Injury Cards

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

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

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

VICTIM #1 - Minor Compound Fracture, Right Forearm Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Responds to verbal commands	VICTIM #2 - Minor Facial injuries Knows name, date, and what happened Color returns to finger tips in 2 seconds Breathing once every 4 seconds
VICTIM #3 - Minor Visibly pregnant (about 5 months), cuts on right arm Color returns to finger tips in 1 second Breathing once every 5 seconds Note: This victim has first aid training.	VICTIM #4 - Minor Numerous cuts and abrasions Responds to verbal commands Color returns to finger tips in 1 second Breathing once every 3 seconds
VICTIM #5 - Minor Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2 seconds Breathing once every 4 seconds	VICTIM #6 - Minor Right arm is deformed Alert Color returns to finger tips in 1 second Breathing once every 5 seconds

VICTIM #7 - Delayed Large piece of wood in left thigh Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Alert	VICTIM #8 - Delayed Bone projecting from right leg Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #9 - Delayed Both legs deformed Breathing once every 5 seconds Knows name, date, and what happened Color returns to finger tips in 1 second	VICTIM #10 - Delayed Left ankle swollen and deformed Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #11 – Delayed Both feet crushed by concrete block Breathing once every 3 seconds Knows name, date, and what happened Color returns to finger tips in 1 second	VICTIM # 12 - Delayed Back injury, unable to move Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #13 – Delayed 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	VICTIM #14 - Immediate Large piece of wood in left thigh Breathing once every 2 seconds Alert and responsive Color returns to finger tips in 3 seconds
VICTIM #15 - Immediate 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	VICTIM #16 - Immediate Both legs deformed Breathing once every 1 second Not responsive to questions Color returns to finger tips in 3 seconds
VICTIM #17 - Immediate Impaled object in abdomen; breathing difficulties Breathing once every 3 seconds Can't remember what happened Color returns to finger tips in 5 seconds	VICTIM #18 - Immediate Amputated left arm, bleeding controlled Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 4 seconds

VICTIM #19 - Immediate Severe bleeding from head wound Breathing once every 2 seconds Not responsive to questions Color returns to finger tips in 4 seconds	VICTIM #20 - Immediate Chest pain with possible broken ribs Breathing once every second Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #21 - Immediate Severe head injury Not breathing Not responsive to questions Color returns to finger tips in 4 seconds	VICTIM # 22 - Dead Massive head injury Not breathing Unresponsive Color does not return to finger tips
VICTIM #23 - Dead Blood oozing from head wound Chest is not rising Finger tips blue/grey	VICTIM #24 - Dead No visible injury, blank stare Cannot feel air movement Color does not return to finger tips
VICTIM #25 - Dead Wood impaled in neck Breathing once every second Not responsive Color returns to finger tips in 4 seconds	

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

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

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DAMAGE ASSESSMENT		CERT					DATE								
LOCATION															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
OBSERVATIONS															
SCRIBE										PAGE ____ OF ____					

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Events and Evaluation Form for Lead Facilitator and Evaluator

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

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>An Incident Command structure is established.</p> <p>[ICS]</p>	<p>IC identified.</p> <p>Other command positions assigned.</p> <p>SAR groups established and assigned.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Special Ops Battalion Chief needs a damage assessment report as soon as possible.</p> <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage • Number of injured victims, if any <p>Special Ops Battalion Chief also needs team to evacuate shopping center and secure the area to keep people out.</p>	<p>IC develops action plan to:</p> <ul style="list-style-type: none"> • Conduct damage assessment. • Count victims. • Facilitate evacuation. • Secure area. <p>IC dispatches SAR groups to collect more information and send back report and to take action.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
[ICS, Prioritizing, Communications, Documentation]		
Reports come in from SAR groups. [Communication, Documentation]	IC prepares and delivers report to Special Ops Battalion Chief. Report details: <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage. • Number of injured victims and their status. • Status of evacuation and/or steps being taken to evacuate and secure area. 	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Young woman who works in one store at shopping center arrives at Command Post. It was her day off, but when she heard about the crisis, she came in to see if she could help. [Scene Management]	Command Post Team identifies how she can be helpful and incorporates her into activities.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Person comes up to Command Post Team and says, "I manage the Big Box store. Where are the paramedics? They should be here. Who are you?"</p> <p>[Scene Management]</p>	<p>Command Post Team provides information on CERT. Command Post Team explains that they are operating under the city's Emergency Operations Center (EOC) and Fire Department. Command Post Team provides as much status update as is available.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Store employee comes up to Command Post and says, "I was evacuated but my purse is still in the store where I work. I need my asthma inhaler that is in my purse."</p> <p>[Sizeup, Prioritizing, Scene Management]</p>	<p>Command Post Team takes employee to medical treatment area. Medical treatment area Team Leader sends team member to accompany her to store to get her purse.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Worried parent barges into Command Post and insists on getting information about his or her daughter who was shopping at shopping center and won't answer her phone. Parent insists on speaking only to IC.</p> <p>NOTE: After Command Post Team responds, daughter calls and is okay. She has been evacuated. End of event.</p> <p>[Scene Management]</p>	<p>Command Post Team checks medical treatment area and learns that there are no teenagers in medical treatment area.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Man walks up to Command Post and offers to help. He explains that he is ex-military and a former medic. He walks with a severe limp.</p> <p>NOTE: If asked, he explains that he was injured during the war.</p> <p>[ICS, Scene Management]</p>	<p>He is directed by Command Post Team to medical treatment area Team Leader. Medical treatment area Team Leader assigns him to help with victims who have already been rescued.</p> <p>He should not be sent out with a team, as he will have trouble getting over debris.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>EOC calls and says that Fire Department will arrive in 7-8 minutes and needs a status update.</p> <p>[Communications]</p>	<p>IC sends runner to each SAR group location and medical treatment area requesting a report ASAP. Report should include number and conditions of all victims identified so far.</p> <p>[NOTE: Runner not needed if radios or mobile phones are used.]</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Reports come in from SAR groups.</p> <p>[Communications, Documentation]</p>	<p>IC prepares report that details:</p> <ul style="list-style-type: none"> • Number of injured victims and their status. • Status of evacuation and/or steps being taken to evacuate and secure the area. 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>After 8 minutes, EOC calls and says that Fire Department is delayed and there is no estimate on when they will arrive.</p> <p>[Communications]</p>	<p>No immediate action needed.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

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

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

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

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

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
When the SAR group arrives, describe what the group sees (number of stores, what the apparent damage is).	This will allow SAR group to complete the damage assessment report the group needs to send to the IC.	
Group arrives on site. [ICS]	Team Leader is identified. Other positions assigned (Safety Officer, runner) [NOTE: Runner not needed if radios or mobile phones are used.]	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

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

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

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

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

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

Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator

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

- Facilitate by providing one message that requires the members at the medical treatment area to take action. The message is included in this *Evaluation Form*.
- Observe to ensure safety for both victims and CERT members.
- Coach when necessary.
- Take notes on decisions made and actions taken so you can refer to them later.

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Volunteer is directed by Command Post Team to medical treatment area Team Leader. He is ex-military and a former medic. He walks with a severe limp.</p> <p>[Scene Management]</p>	<p>Medical treatment area Team Leader assigns him to help with victims who have already been rescued.</p> <p>He should not be sent out with a team, as he will have trouble getting over debris.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>(General) Communication protocols are followed.</p> <p>[Communications]</p>	<ul style="list-style-type: none"> • Team to Command Post • Within team • Team to professional responders 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>(General) Medical procedures are applied.</p> <p>[Documentation]</p>	<p>Per <i>CERT Basic Training</i></p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

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

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Facilitator/Evaluator Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

Role (Optional):

CERT/Organization:

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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After Action Report Form

Executive Summary:

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

Exercise Name:

Duration:

Exercise Date:

Type of Exercise: Full-Scale

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

Location:

Participating Organizations:

Number of Participants:

Players: _____

Victim Role-Players: _____

Facilitators: _____

Evaluators: _____

Exercise Goals and Objectives:

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

Exercise Events Synopsis

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

Analysis of Critical Task Performance

[illegible]

[illegible]

Conclusions

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

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Full-Scale Exercise #3

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Table of Contents

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Appendix 1 (for exercise)

Sizeup Photos (also used for optional skill demonstration)

Exercise Overview

Sign-In Sheet for CERT Member

Damage Assessment Form

CERT Talking Points and Script

Incident/Assignment Tracking Log

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

Facilitator/Evaluator Feedback Form

Participant Feedback Form

After Action Report Form

Appendix 2 (for optional skill demonstration)

Sample Triage Victim Injury Cards

Sample Splint and Bandage Victim Injury Cards

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.

CERT Drills and Exercises

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

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

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

What is a Full-Scale Exercise?

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

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

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

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

Exercise Overview

“Full-Scale Exercise #3”

Hazard: Pandemic flu

Location: Local neighborhood

Duration: 3-6 hours

Capabilities Exercised:

- Incident Command
- Communications
- Documentation
- Search procedures – exterior
- Sizeup

Exercise Objectives:

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

Scenario:

A dangerous strain of flu has affected residents across the city. The city’s Emergency Operations Center is operational and has determined that city residents must be alerted. The local CERT has been activated to go door-to-door to notify residents of the danger and distribute information on safety precautions.

NOTE: While the scenario for this exercise simulates distributing safety information about a pandemic flu, the team will actually distribute information on the CERT program, and any other safety-related information the sponsoring agency might like to have distributed. In addition, as the groups canvass the neighborhood they will encounter photos of simulated damage that will need to be assessed and documented.

This exercise also includes an optional skill demonstration for the community. This demonstration follows the neighborhood canvass.

For Exercise Staff

Exercise Synopsis:

This exercise differs from typical full-scale exercises. In typical full-scale exercises the focus is on responding to a disaster using search and rescue skills. However, this exercise gives the team the opportunity to practice canvassing a neighborhood to deliver safety information to help divert a disaster. Team members also have the opportunity to assess simulated damage and document that damage.

The exercise begins with a description of the emergency situation. Following this description, the team proceeds through a complete scenario that involves establishing an Incident Command Post and developing an action plan for canvassing the neighborhood and performing the canvas.

As the team members complete their assigned route, they will tally the number of households where they dropped off information. A draft script is provided for the groups. If the optional skill demonstration is planned, residents should be invited to the demonstration when CERT members are going door-to-door to pass out information.

In addition, team members may encounter signs with a photo of damage for which they should complete a *Damage Assessment Form*.

These activities are performed in a scenario where a pandemic flu threatens the neighborhood, but other scenarios, such as a potential flood or a large-scale power outage, could also be used.

In addition, should the local team choose, the neighborhood canvass may be followed by an optional series of skill demonstrations performed at a local park or other area. The skill demonstrations are not part of the full-scale exercise and are not evaluated. They are intended to raise community awareness of CERT.

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

Planning Considerations for Neighborhood Canvass:

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

Item	Factors to Consider
Time of year	<ul style="list-style-type: none">• What will the temperature be?• What is the weather likely to be?• How many hours of daylight will you have?
Number of teams/people participating	<ul style="list-style-type: none">• How many team members do you have? Are there enough for a good exercise?• How many groups do you want and how many people should be in each group?• Do you want to mix members of different CERT programs?
Exercise site	<ul style="list-style-type: none">• Where will you start the exercise?<ul style="list-style-type: none">• If you are also having a skill demonstration, it would be best to start the exercise in the same spot.• Is there a place for a Command Post?• Is there a place to set up food and water?• Is there a place to set up portable toilets?• How many other people will you have to work around at the site?
Parking	<ul style="list-style-type: none">• Where will participants park?• Is there adequate capacity?• Do you need parking lot assistants?

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Item	Factors to Consider
Food and water	<p>You will need food and water for all players and exercise staff.</p> <ul style="list-style-type: none">• What will be provided?• Who will provide it?• Who will set it up, distribute it, and clean it up?
Exercise staff	<ul style="list-style-type: none">• You should have the following exercise staff:<ul style="list-style-type: none">○ Facilitator (1) at the Command Post○ CERT Public Information Officer to handle media, if invited. [NOTE: This exercise will give your CERT great public exposure. Consider appointing a Public Information Officer to handle media and public inquiries.]○ People to set up and clean up• Who is responsible for planning and coordinating what tasks?• Who will serve what roles during the exercise?• When will you schedule a pre-meeting with the exercise staff to brief them?
Exercise materials	<p>Arrange for:</p> <ul style="list-style-type: none">• Materials that will be handed out by the groups<ul style="list-style-type: none">○ Groups could hand out CERT flyers or other information that the sponsoring agency wants to distribute.○ Materials can also be ordered from the FEMA warehouse.• Portable toilets, if needed

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Item	Factors to Consider
	<ul style="list-style-type: none">• Photos and yard signs<ul style="list-style-type: none">○ In order to give team members practice in doing damage assessments, obtain permission from homeowners to post 2-3 yard signs per canvass area with photos of building damage.○ The same photos can be posted in multiple locations.○ There are photos in Appendix 1.
Exercise documents	<p>Make copies of the following (all except the map are included in Appendix 1):</p> <ul style="list-style-type: none">• Exercise Overview: 1 copy per participant• <i>CERT Member Sign-In Sheet</i>• <i>Damage Assessment Forms</i>: 2-3 copies per SAR group Local map• <i>CERT Talking Points and Script</i>: 1 copy per participant• <i>Incident/Assignment Tracking Log</i>: 3-4 copies, used at the Command Post• <i>Events and Evaluation Form for Facilitator(s) and Evaluator(s)</i>• <i>Facilitator/Evaluator Feedback Form</i>: 1 copy per Facilitator• <i>Participant Feedback Form</i>: 1 copy per participant• <i>After Action Report Form</i>: 1 copy per Facilitator
Event clean-up	<ul style="list-style-type: none">• Who will do it?• Where will trash be taken?

Planning Considerations for Optional Skill Demonstration:

This table describes the additional factors that will need to be considered when planning the skill demonstration.

Item	Factors to Consider
Exercise site	<p>If you are holding the skill demonstration at a different site from the exercise:</p> <ul style="list-style-type: none">• Is there room for the four skill demonstrations and for the public to watch?<ul style="list-style-type: none">• Triage• Splinting and Bandaging• Victim Transport• Sizeup• Is there a place to set up a table with information and water for participants?• Is there a place to set up portable toilets?• How many other people will you have to work around at the site?
Parking	<p>If you are holding the skill demonstration at a different site from the exercise:</p> <ul style="list-style-type: none">• Where will participants park?• Is there adequate capacity?• Do you need parking lot assistants?
Food and water	<p>You will need water for all players and exercise staff.</p> <ul style="list-style-type: none">• Who will provide it?• Who will set it up, distribute it, and clean it up?

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Item	Factors to Consider
Victims and actors	<ul style="list-style-type: none">• You will need three victim volunteers for the triage demonstration.• Volunteers for the splinting and bandaging demonstration will come from the public.• Who will do moulage for the volunteer victims?
Exercise staff	<p>You should have the following exercise staff:</p> <ul style="list-style-type: none">○ Lead Facilitator (1) at the Command Post○ Facilitators (4), one for each of the four skill demonstrations○ CERT Public Information Officer to handle media, if invited. [NOTE: This exercise will give your team great public exposure. Consider appointing a Public Information Officer to handle media and public inquiries].○ People to set up and clean up• Who is responsible for planning and coordinating what tasks?• Who will serve what roles during the exercise?• When will you schedule a pre-meeting with the exercise staff to brief them?
Exercise materials	<ul style="list-style-type: none">• Clipboards: one for each Facilitator• <i>Sample Triage Victim Injury Cards</i>, used to set up the Triage Demonstration• <i>Sample Splint and Bandage Victim Injury Cards</i>, used for the Splinting and Bandaging demonstration• Materials to support triage and splinting and bandaging demonstrations• Materials to support victim transport demonstration

Item	Factors to Consider
	<ul style="list-style-type: none">• Photographs for sizeup (included in Appendix 1)• Portable toilets
Event clean-up	If you are holding the skill demonstration at a different site from the exercise: <ul style="list-style-type: none">• Who will do it?• Where will trash be taken?

Exercise Staff Roles:*11. Facilitator*

The Facilitator will serve the traditional role of an Exercise Controller and will have several key responsibilities during the exercise. The Facilitator will play five roles.

First, the Facilitator will assign roles to exercise staff and brief them on the details of the exercise. Additional Facilitators may be assigned at various locations if needed.

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

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

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

Fourth, 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.

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

12. Evaluator

Evaluators may not be needed for this exercise, but, like additional Facilitators, they may be asked to oversee different locations where exercise participants are canvassing and they may document the actions taken by exercise participants.

13. Safety Officer

No Safety Officers are needed for this exercise.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Suggested Exercise Schedule:

Time	Personnel	Activity
MM/DD/YYYY		
0730	Facilitator and setup volunteers	Arrive on site.
0800	Facilitator and setup volunteers	Exercise site setup
0830	Participants	Registration
0830	Facilitator	Communications check
0845	Participants	Player briefing
0900	All	Report to main location
0915	All	Start of exercise
1200	All	End of exercise
Immediately after the exercise	Participants and Facilitator	Hot wash
1330	All	Skill demonstrations (optional)
1530	End exercise	

Player Briefing:

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

- **Welcome**
- **Review scenario**
 - A dangerous strain of flu has affected residents across the city.
 - The city's Emergency Operations Center is operational and has determined that city residents must be alerted.
 - The local CERT has been activated to go door-to-door to notify residents and distribute information on safety precautions.
 - While the scenario simulates distributing safety information about a pandemic flu, the team will actually distribute information on the CERT program, and any other safety-related information (*Insert what safety-related information will be distributed*).
 - As the groups canvass the neighborhood they will encounter photos of simulated damage that will need to be assessed and documented.
- **Review rules of play**
 - Safety is our paramount concern. Follow your CERT training and remember that this is just an exercise. Be safe at all times. If you have questions about the exercise or potential actions, ask the Facilitator. The exercise will take place (*Insert a description of the boundaries of the exercise area. Be very clear about what is in-bounds and what is out-of-bounds.*)
 - The exercise will begin shortly and will continue until either the whole neighborhood has been canvassed or time is up.
 - The exercise will be terminated by THREE LONG WHISTLE BLASTS.
 - The same signal will be used if we need to terminate the exercise early.
 - Return to the (*insert location*) at the end of the exercise.
- **Review communications protocols**
 - Use the procedures you learned during your training to communicate with each other during the exercise.
 - If you need to communicate with staff, contact the Facilitator.
 - Should you need to communicate something outside the scope of the exercise, preface your statement with "Real world . . ." So, for example, if you have twisted your ankle, say "Real world . . . I've twisted my ankle and need medical attention."
 - If the Facilitator needs to communicate with you outside the scope of the exercise, he or she will say "Real world: Facilitator says . . ."

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

- If the exercise needs to be called off, the signal will be THREE LONG BLASTS on a whistle. At this point, all players would return to the (*insert proper location*).

Facilitator Guidelines

Step	Action	What to Say/Do
1	Prepare for the exercise.	<ul style="list-style-type: none"> • Identify the neighborhood you want to canvass. Make sure the number of homes included is reasonable for your team with consideration for the amount of time allocated for the canvass. • Create a map of the neighborhood you want to canvass and make copies for participants. • Acquire sufficient copies of the CERT brochure for your target neighborhood. • Acquire copies of any other safety-related brochures you would like to distribute. • Talk with local residents to get permission to place photos of damaged buildings on their properties. • Customize the <i>CERT Talking Points and Script</i> included in Appendix 1. • Make copies of the handouts and forms in the Appendix. The Appendix 1 index indicates how many copies are needed. • Arrange for food, water, and sanitation on site. • Place yard signs with photos of damaged buildings in the neighborhood. These must be placed with prior approval from the homeowner. They can be placed near the street and should be readily visible by the group. <p>If you choose to do the optional skill demonstrations:</p> <ul style="list-style-type: none"> • Have required rescue and first aid supplies in place. • Recruit victim volunteers for the triage demonstrations. • Arrange for victim volunteer moulage.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Step	Action	What to Say/Do
2	Brief exercise staff.	Brief all exercise staff on their roles and responsibilities.
3	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">• To provide an opportunity for the team to practice informing residents of a local neighborhood of a safety risk in a realistic environment.• To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.
4	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none">• Validate the plan to establish an Incident Command structure.• Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, and among team members.• Assess the application of search procedures.• Evaluate methods for documenting actions taken.• Validate the decision-making process to prioritize incidents.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Step	Action	What to Say/Do
5	Review safety protocols with all participants. (See Player Briefing: rules of play and communications protocols)	<ul style="list-style-type: none"> • Ask the participants: <ul style="list-style-type: none"> ○ Does everyone have the appropriate equipment they need to participate in the canvass (e.g., vest, helmet, and CERT bag)? ○ Does everyone have the appropriate equipment they need to participate in the optional skill demonstrations (e.g., goggles, N95 dust mask, medical gloves, work gloves, boots, etc.)? • Explain the protocols to communicate safety issues during the exercise. <ul style="list-style-type: none"> ○ “REAL WORLD: FACILITATOR SAYS STOP” is how the Facilitator or other exercise staff may stop the exercise. ○ If the exercise needs to be called off due to an emergency, the signal will be THREE LONG WHISTLE BLASTS. • Say that everyone should report back to the Command Post by 00:00 (insert the appropriate time).
6	Facilitate the exercise.	<p>Your role in this exercise will be as both an observer and a coach.</p> <ul style="list-style-type: none"> • Observe to ensure safety for both victims and CERT members. • Coach when necessary. • Take notes on decisions made and actions taken so you can refer to them later. Use the <i>Events and Evaluation Form for Facilitator(s) and Evaluator(s)</i> to record your notes.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Step	Action	What to Say/Do
7	<p>Present the scenario and the exercise instructions to all participants.</p> <p>NOTE: Make sure that participants understand how this exercise is different from most full-scale exercises.</p>	<ul style="list-style-type: none">• A dangerous strain of flu has affected residents across the city.• The city's Emergency Operations Center is operational and has determined that city residents must be alerted.• The local CERT has been activated to go door-to-door to notify residents of the danger and distribute information on safety precautions. <p>Emphasize that, while the scenario simulates distributing safety information about a pandemic flu, the team will actually be distributing information on the CERT program, and any other safety-related information (<i>Insert what safety-related information will be distributed</i>).</p> <p>Explain that, in addition to distributing safety information, as the groups canvass the neighborhood they will encounter photos of simulated damage that will need to be assessed and documented.</p>
8	<p>Hand out a local map to participants.</p>	

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Step	Action	What to Say/Do
9	Provide initial instructions and distribute the following forms: <ul style="list-style-type: none">• <i>CERT Talking Points and Script</i>• <i>Damage Assessment Forms</i>	<ul style="list-style-type: none">• Instruct the group to:<ul style="list-style-type: none">○ Establish a command structure.○ Develop a plan to canvass the neighborhood.○ Assign canvass locations to groups.• Review and explain the use of the talking points and script.• Emphasize that care should be exercised to document actions taken at each step of the operation. <p>NOTE: Participants will learn more if you coach them through their decision-making process rather than if you tell them what they should have done.</p>
10	Observe and evaluate the exercise.	Continue to observe and evaluate. Be alert for potential safety issues, and be prepared to step in if necessary.
11	Terminate the exercise.	<ul style="list-style-type: none">• When the entire neighborhood has been canvassed, or the time has run out, terminate the exercise.• Collect the <i>Damage Assessment Forms</i> from all groups.• Thank all participants and invite them to the hot wash.
12	Conduct the hot wash with all participants and staff members.	<ul style="list-style-type: none">• When the exercise has run its course, conduct the hot wash. The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making. To do this, it is best to balance asking participants why they made the choices they did and what they learned, and providing additional information and coaching.

Step	Action	What to Say/Do
		<ul style="list-style-type: none"> • Questions you may want to bring up to the group include: <ul style="list-style-type: none"> ○ What challenges did the Command Post Team face at the beginning of the exercise? How were they addressed? ○ As the exercise progressed, did the Command Post Team face any additional challenges? ○ What challenges did the canvass groups face while in the field? • During the canvass, what worked well? What could have been done better? • Since documentation is a key part of every CERT response, ask specific questions during the hot wash that would likely require the IC to refer to documentation for answers. Questions might include: <ul style="list-style-type: none"> ○ How were team members divided into groups? ○ What actions were taken and by whom? ○ How many households did you visit and how many had people at home? ○ What conditions did the groups find? ○ How did the group members communicate with the team IC? • Discuss the damage assessments. • 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.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Step	Action	What to Say/Do
13	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.
14	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Complete the form.
15	Complete the <i>After Action Report</i> , located in Appendix 1.	

Optional Skill Demonstrations

The optional skill demonstrations can be used to raise community awareness of and interest in CERT activities. The following suggestions are intended to assist in the design and delivery of the demonstrations, but approaches can be modified to meet local needs and resources. If customizing the demonstrations, be sure that each demonstration follows the procedures outlined in the *CERT Basic Training* program.

Each skill demonstration is scheduled for 20 minutes. At the end of each 20-minute interval, positions are reset and the demonstration is repeated. If the audience is small, demonstrations could be performed sequentially without repeats.

Skill Area	Suggested Approach
Set up demonstration area.	<ul style="list-style-type: none"> • Consider inviting the media to attend the event. • Define locations for each skill demonstration. • Place required supplies in each location. • Assign team members to each location. <ul style="list-style-type: none"> ○ Each location should have one Facilitator and adequate team members to perform the demonstration. ○ The Facilitator will be the connection between the team and the public, introducing and explaining the demonstration as it happens. • Prepare three victim volunteers for the Triage demonstration. <ul style="list-style-type: none"> ○ See the <i>Sample Triage Victim Injury Cards</i> in Appendix 2 for suggested injuries. • Place victims in the Triage Demonstration Area.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #3

Skill Area	Suggested Approach
Triage Demonstration (20 minutes)	<ul style="list-style-type: none">• Place victim volunteers in position.• Explain the concept of triage and lifesaving interventions to the audience.• Provide an overview of the injuries to the first victim.• Ask the team members to conduct triage and lifesaving interventions on the first victim.• Explain the team's actions to the audience.• Repeat the process with the other two victims.• When 5 minutes remain, ask for questions and thank the audience.
Splinting and Bandaging Demonstration (20 minutes)	<ul style="list-style-type: none">• Explain the concepts of splinting and bandaging to the audience.• Ask for 3 – 5 volunteers from the audience to participate as victims.• Provide each victim with a <i>Sample Splint and Bandage Victim Injury Card</i> found in Appendix 2.• Ask the team to splint and bandage as appropriate for the injuries described on the profile card. The team should work on one volunteer at a time.• The Facilitator should explain the procedures to the public as they are being applied.• When 5 minutes remain, ask for questions and thank the audience.

Skill Area	Suggested Approach
Victim Transport (20 minutes)	<ul style="list-style-type: none">• Explain the purpose of victim transport to the public.• Identify the transport techniques the team will demonstrate (i.e., one-person arm carry, pack-strap carry, two-person carry, chair carry, or blanket carry).• Demonstrate the techniques using team members as victims.• Demonstrate the use of a blanket and poles to create a stretcher using a team member as a victim.• When 5 minutes remain, ask for questions and thank the audience.
Sizeup (20 minutes)	<ul style="list-style-type: none">• Explain the concept of sizeup.• Display photos of disaster scenarios to the public.<ul style="list-style-type: none">○ Sample photos are included in Appendix 1.• Ask visitors to describe the hazards they see in each scene.• Then, ask the team members to size up the same scene, describing the hazards they see and how they might respond.• When 5 minutes remain, ask for questions and thank the audience.

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Appendix 1

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Index of Forms and Materials for Neighborhood Canvass

Sizeup Photos (6 pages): Photos of buildings with various levels of damage are placed in the neighborhood before the exercise

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

CERT Member Sign-In Sheet (2 pages): 1 copy is distributed to the sign-in area before the exercise

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

CERT Talking Points and Script (1 page): 1 copy per SAR group is distributed to players during the exercise

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

Events and Evaluation Form for Facilitator(s) and Evaluator(s) (1 page): 1 copy per Command Post Facilitator distributed before the exercise

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

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

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

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Sizeup Photo #1



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Sizeup Photo #2



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Sizeup Photo #3

#3



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Sizeup Photo #4



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Sizeup Photo #5



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Sizeup Photo #6



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Exercise Overview

“Full-Scale Exercise #3”

Hazard: Pandemic flu

Location: Local neighborhood

Duration: 3- 6 hours

Capabilities Exercised:

- Incident Command
- Communications
- Documentation
- Search procedures – exterior
- Sizeup

Exercise Objectives:

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

Scenario:

A dangerous strain of flu is sweeping through the city. The city’s Emergency Operations Center is operational and has determined that city residents must be alerted. The local CERT has been activated to go door-to-door to notify residents and distribute information on safety precautions.

NOTE: While the scenario for this exercise simulates distributing safety information about a pandemic flu, the team will actually distribute information on the CERT program, and any other safety-related information the sponsoring agency might like to have distributed. In addition, as the groups canvass the neighborhood they will encounter photos of simulated damage that will need to be assessed and documented.

This exercise also includes an optional skill demonstration for the community. This demonstration follows the neighborhood canvass.

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Sign-In Sheet for CERT Members

[illegible]

Sign-In Sheet for CERT Members

[illegible]

Damage Assessment Form				CERT CERT TRAINING EXERCISE				DATE							
LOCATION															
SIZE UP (check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
OBSERVATIONS															
CERT MEMBER												PAGE _1_ OF _1_			

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CERT Talking Points and Script

Talking Points:

- Introduce yourselves.
- Identify your local CERT.
- Identify your sponsoring agency.
- Explain the role of CERT in responding to local emergencies.
- Explain that you are visiting the neighborhood today to inform community members about CERT.
- Optional: Explain that your team will be conducting skill demonstrations so community members can see the types of things you do, and provide a time and location.

Sample Script

Good morning. My name is ____ (insert name) ____, and this is my partner ____ (insert name) _____. We are members of the ____ (insert name) ____ Community Emergency Response Team(s), or CERT(s).

We are going around the neighborhood today to introduce ourselves and our program. We are a community service, and this is NOT any kind of sales call. May we have a minute of your time to tell you about what we do?

The Community Emergency Response Team (or CERT) Program educates people about disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. We take a course in basic disaster response skills so we can assist others in our neighborhood or workplace if there is an event when professional responders are not immediately available to help.

We'd like to give you this brochure describing our program, and these brochures which describe ____ (insert description of brochures) _____.

Optional:

To help people in the neighborhood better understand what we do, we will be performing a series of skill demonstrations later today at ____ (insert time) _____. These demonstrations will be held at ____ (insert neighborhood location) _____.

Are there any questions we can answer for you about our program?

Thanks for talking with us. We hope to see you at the demonstrations later today.

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

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

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

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
An Incident Command structure is established. [ICS]	IC identified. Other command positions assigned. Teams established and assigned.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Communication protocols are followed. [Communications]	<ul style="list-style-type: none">• Team to Command Post• Within team• Team to professional responders	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

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

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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After Action Report

Executive Summary:

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

Exercise Name:

Duration:

Exercise Date:

Type of Exercise: Full-Scale

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

Location:

Participating Organizations:

Number of Participants:

Players: _____

Victim Role-Players: _____

Facilitators: _____

Evaluators: _____

Exercise Goals and Objectives:

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

Exercise Events Synopsis

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

Analysis of Critical Task Performance

[illegible]

[illegible]

Conclusions

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

Appendix 2

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Index of Forms and Materials for Skill Demonstration

Sample Triage Victim Injury Cards (1 page): 1 card per victim volunteer is used to prepare victims prior to the demonstration

Sample Splint and Bandage Victim Injury Cards (1 page): 1 card per victim volunteer is used to prepare victims prior to the demonstration

Sample Sizeup Photos (6 pages): 1 copy of each photo is placed on a table during demonstration to show damaged buildings for sizeup demonstration. NOTE: Use the photos in Appendix 1.

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Sample Triage Victim Injury Cards

These cards are intended to simplify the process of creating volunteer victims. Use these descriptions to create roles for the volunteers. Brief them on the nature of their injuries, how they might behave, and any information you want them to share with SAR staff.

VICTIM 1 Large piece of wood in left thigh Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Alert	VICTIM 2 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
VICTIM 3 Back injury, unable to move Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds	VICTIM 4 Severe bleeding from head wound Breathing once every 2 seconds Not responsive to questions Color returns to finger tips in 4 seconds
VICTIM 5 Impaled object in abdomen; breathing difficulties Breathing once every 3 seconds Can't remember what happened Color returns to finger tips in 5 seconds	

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Sample Splint and Bandage Victim Injury Cards

VICTIM 1

Broken left arm

VICTIM 2

Broken right thigh

VICTIM 3

Arterial bleed in right forearm

VICTIM 4

Neck injury

Victim 5

Broken left ankle

Full-Scale Exercise #4

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<i>Facilitator/Evaluator Feedback Form</i>	
<i>Participant Feedback Form</i>	
<i>After Action Report Form</i>	

How to Use This Document

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

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

CERT Drills and Exercises

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

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

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

What Is a Full-Scale Exercise?

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

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

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

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

Exercise Overview

“Full-Scale Exercise #4”

Hazard: Severe storm

Location: Local park

Duration: 3-6 hours

Capabilities Exercised:

- Incident Command System
- Communications
- Search techniques – interior
- Search techniques – exterior
- Medical triage
- Splinting and bandaging
- Rescue procedures
- Patient transport
- Documentation
- Sizeup

Exercise Objectives:

- Assess the process for establishing a command structure.
- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members.
- Evaluate plans for conducting interior searches.
- Evaluate plans for conducting exterior searches.
- Evaluate the process for assessing and prioritizing victim conditions.
- Assess the procedures for treating and stabilizing wounds.
- Evaluate procedures for debris removal and victim extrication.
- Assess patient transport procedures.
- Evaluate methods for documenting actions taken.
- Validate the decision-making process to prioritize incidents.

Scenario:

At 6:30 on a Friday evening high winds from a tornado (or severe thunderstorm) hit the town.

There was a celebration going on at the park and many people were attending. When the storm hit, people scattered and ran for shelter. Some reached buildings; others did not. Buildings have been damaged and there are victims both in the buildings and around the park.

People have been injured by flying debris and trapped under fallen debris. The Fire Department is responding to other areas and has requested that the local CERT help with searching the park, locating and treating victims, and bringing them to a medical treatment area.

For Exercise Staff

Exercise Synopsis:

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

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

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

Planning Considerations:

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

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #4

Item	Factors to Consider
Exercise site	<p>You will need a park or other area with both indoor and outdoor areas that can be used to simulate the disaster.</p> <ul style="list-style-type: none">• Does it have space for a Command Post, a medical treatment area, and one location for each SAR group? [NOTE: There should be 3-4 SAR group locations, as well as people wandering around who will need to be evacuated].<ul style="list-style-type: none">• 1 area loaded with victims• 1 area with just a few victims• 1-2 areas with a moderate number of victims• Is there a place to set up food and water?• Is there a place to set up portable toilets?• How many other people will you have to work around at the site?
Parking	<ul style="list-style-type: none">• Where will participants park?• Is there adequate capacity?• Do you need parking lot assistants?
Food and water	<p>You will need food and water for all players, victims, actors, and exercise staff.</p> <ul style="list-style-type: none">• What will be provided?• Who will provide it?• Who will set it up, distribute it, and clean it up?
Exercise staff	<ul style="list-style-type: none">• Can you get enough Facilitators, Evaluators, and Safety Officers to have one of each at each location (Command Post, medical treatment area, and SAR group locations)? You should have the following exercise staff:<ul style="list-style-type: none">○ Lead Facilitator (1)○ Facilitators (1 per location: Command Post, medical treatment area, SAR group locations)

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #4

Item	Factors to Consider
	<ul style="list-style-type: none">○ Evaluators (1 per location: Command Post, medical treatment area, SAR group locations)○ Safety Officers (1 per location: Command Post, medical treatment area, SAR group locations)○ CERT Public Information Officer to handle media, if invited. [NOTE: This exercise takes place in a public park or other public open space. This will give your team great public exposure. Consider appointing a Public Information Officer to handle media and public inquiries].● Who is responsible for planning and coordinating what tasks?● Who will serve what roles during the exercise?● When will you schedule a pre-meeting with the Facilitators, Evaluators, and Safety Officers to brief them?
Victims and actors	<ul style="list-style-type: none">● How many volunteers do you need? (see Exercise Site above for recommendations)● Can you get enough volunteers, or will you have to substitute some mannequins or cutouts?● Who will do moulage for the volunteer victims?
Exercise materials	<ul style="list-style-type: none">● Clipboards: one for each Facilitator and Evaluator● Materials for use in the medical treatment area:<ul style="list-style-type: none">○ Splinting○ Bandaging● Materials for use in rescue operations:<ul style="list-style-type: none">○ Blankets or stretchers○ Chairs○ Levers and cribbing material● Wood, furniture, and other materials to simulate interior damage to the buildings and trapped victims

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #4

Item	Factors to Consider
	<ul style="list-style-type: none">• A cable to simulate a downed electrical wire• Small (5x7 inches) printed sign saying “This victim has died.”• Portable toilets
Exercise documents	<p>Make copies of the following (all except the map are included in the Appendix):</p> <ul style="list-style-type: none">• Facilitator/Evaluator Briefing: 1 copy per Facilitator and Evaluator• Exercise Overview: 1 copy per participant• <i>CERT Member and Volunteer Victims and Actors Sign-In Sheets</i>• Map of the park (optional)• <i>Sample Victim Injury Cards</i>: 1 card per victim volunteer• <i>Incident/Assignment Tracking Log</i>: 3-4 copies, used at the Command Post• <i>Victim Treatment Area Record</i>: 8-10 copies, for the medical treatment area• <i>Damage Assessment Form</i>: 2-3 copies per SAR group• <i>General Message Form</i>: 2-3 copies per SAR group• <i>Events and Evaluation Form for Lead Facilitator and Evaluator</i>: 1 copy per Command Post Facilitator and Evaluator• <i>Events and Evaluation Form for Other Facilitator(s) and Evaluator(s)</i>: 1 copy per Facilitator and Evaluator• <i>Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator</i>: 1 copy per medical treatment area Facilitator and Evaluator• <i>Facilitator/Evaluator Feedback Form</i>: 1 copy per Facilitator and Evaluator

Item	Factors to Consider
	<ul style="list-style-type: none">• <i>Participant Feedback Form</i>: 1 copy per participant• <i>After Action Report Form</i>: 1 copy per Facilitator
Event clean-up	<ul style="list-style-type: none">• Who will do it?• Where will trash be taken?

Exercise Staff Roles:

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

There are two types of Facilitators:

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

14. Lead Facilitator

The Lead Facilitator will serve the traditional role of an Exercise Controller and will have several key responsibilities during the exercise. The Lead Facilitator will play five roles.

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

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

Third, the Lead Facilitator will observe and coach. In this role, he or she will observe the actions of exercise participants and be on the alert for potential safety issues. If the Lead Facilitator observes a safety concern, he or she may need to intervene and stop the exercise. If a group is struggling to make a decision or making numerous incorrect decisions, then the Facilitator may provide coaching tips.

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

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

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

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

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

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

15. Facilitators

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

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

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

Third, the Facilitator will observe and coach. In this role, he or she will observe the actions of exercise participants and be on the alert for potential safety issues. If the Facilitator observes a safety concern, he or she may need to intervene and stop the exercise. If a group is struggling to make a decision or making numerous incorrect decisions, then the Facilitator may provide coaching tips.

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

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

16. Evaluator

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

17. Safety Officer

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

18. Victim and Actor Volunteers

Victim volunteers are needed. They should be placed throughout the park and the building. The number of victim volunteers will vary depending on the size of your group. A recommended ratio is 15-20 victim volunteers to a group of 30 CERT members.

In addition, you will need three actors.

- A person in a car
- An insistent mother
- A seriously injured victim who dies

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

Suggested Exercise Schedule:

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

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

Player Briefing:

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

- **Welcome**
- **Review scenario**
 - At 6:30 on a Friday evening high winds from a tornado (or severe thunderstorm) hit the town.
 - There was a celebration going on at the park and many people were attending. When the storm hit, people scattered and ran for shelter. Some reached buildings; others did not. Buildings have been damaged and there are victims both in the buildings and around the park.

- People have been injured by flying debris and trapped under fallen debris. The Fire Department is responding to other areas and has requested that the local CERT help with searching the park, locating and treating victims, and bringing them to a medical treatment area.
- **Review rules of play**
 - Safety is our paramount concern. Follow your CERT training and remember that this is just an exercise. Be safe at all times. If you have questions about the exercise or potential actions, ask a Facilitator or Evaluator. These will be people wearing *(insert appropriate information here)*.
 - The exercise will take place *(Insert a description of the boundaries of the exercise area. Be very clear about what is in-bounds and what is out-of-bounds.)*
 - The exercise will begin shortly and will continue until either all victims have been rescued or time is up.
 - The exercise will be terminated by THREE LONG WHISTLE BLASTS.
 - The same signal will be used if we need to terminate the exercise early.
 - Return to the *(insert location)* at the end of the exercise.
- **Review communications protocols**
 - Use the procedures you learned during your training to communicate with each other during the exercise.
 - If you need to communicate with staff, find a Facilitator or Evaluator.
 - Should you need to communicate something outside the scope of the exercise, preface your statement with “Real world . . .” So, for example, if you have twisted your ankle, say “Real world . . . I’ve twisted my ankle and need medical attention.”
 - If a Facilitator or Evaluator needs to communicate with you outside the scope of the exercise, he or she will say “Real world: Facilitator says . . .” So, for example, if the Facilitator or Evaluator observed an unsafe carry technique, he or she would say “Real world: Facilitator says STOP.”
 - If the exercise needs to be called off, the signal will be THREE LONG BLASTS on a whistle. At this point, all players would return to the *(insert proper location)*.

Lead Facilitator Guidelines

Step	Action	What to Say/Do
1	Prepare for the exercise.	<ul style="list-style-type: none"> • See the Planning Considerations section for details. • Have victims and disaster props in place. Make sure that at least one of the victims has serious injuries. • Position a mannequin under a heavy object suitable for lifting and cribbing. Attach an injury tag to the mannequin with the following information: <ul style="list-style-type: none"> ○ Both legs deformed ○ Breathing once every 1 second ○ Not responsive to questions ○ Color returns to finger tips in 3 seconds • Position lifting and cribbing materials nearby. • Prepare role-players. <ul style="list-style-type: none"> ○ Position one victim in a car and place the simulated electrical cable over the car. Instruct the victim that he should play the following role: <ul style="list-style-type: none"> ▪ He is unharmed, but terrified. ▪ He wants to get out of the car and will only stay in the vehicle if a team member stays and reassures him. ▪ If the team members leave, he should begin to get out of the car. ○ Prepare one role-player to play the role of a distraught mother. When told to by the Facilitator, she should approach the Command Post Team and be very insistent about sending someone to look for her child.

Step	Action	What to Say/Do
2	Introduce the exercise to all participants.	<p>Distribute the two-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> • To provide an opportunity for the team to practice most of the skills covered in <i>CERT Basic Training</i> in a realistic environment. • To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.
3	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none"> • Assess the process for establishing a command structure. • Assess plans and protocols for communicating between the team and professional responders, between the CERT Command Post and the field, and among team members. • Evaluate plans for conducting interior searches. • Evaluate plans for conducting exterior searches. • Evaluate the process for assessing and prioritizing victim conditions. • Assess the procedures for treating and stabilizing wounds. • Evaluate procedures for debris removal, lifting and cribbing, and victim extrication. • Assess patient transport procedures. • Evaluate methods for documenting actions taken. • Validate the decision-making process to prioritize incidents.

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

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #4

Step	Action	What to Say/Do
5	Facilitate the exercise at the Command Post.	<p>Your role in this exercise will be as facilitator, observer, and coach.</p> <ul style="list-style-type: none">• Facilitate by providing messages that require the Incident Commander (IC) to take action.• Observe to ensure safety for both victims and team members.• Coach when necessary.• Take notes on decisions made and actions taken so you can refer to them later.
6	Present the scenario to all participants.	<ul style="list-style-type: none">• At 6:30 on a Friday evening high winds from a tornado (or severe thunderstorm) hit the town.• There was a celebration going on at the park and many people were attending. When the storm hit, people scattered and ran for shelter. Some reached buildings; others did not. Buildings have been damaged and there are victims both in the buildings and around the park.• People have been injured by flying debris and trapped under fallen debris. The Fire Department is responding to other areas and has requested that the local CERT help with searching the park, locating and treating victims, and bringing them to a medical treatment area.

CERT DRILLS AND EXERCISES: FULL-SCALE EXERCISE #4

Step	Action	What to Say/Do
7	<p>Provide initial instructions and distribute the following forms:</p> <ul style="list-style-type: none">• <i>Incident/Assignment Tracking Log</i>• <i>Victim Treatment Area Record</i>• <i>Damage Assessment Form</i>• <i>General Message Form</i>	<p>Instruct the group to:</p> <ul style="list-style-type: none">• Establish a command structure.• Choose the location for the medical treatment area. <p>Distribute the forms:</p> <ul style="list-style-type: none">• <i>Incident/Assignment Tracking Log</i> to the IC• <i>Victim Treatment Area Record</i> to the medical treatment area Team Leader• Blank <i>Damage Assessment Forms</i> and <i>General Message Forms</i> to the SAR groups
8	<p>Hand out a local map to participants.</p>	<p>If a map was prepared in advance, hand it out. If not, the team may want to construct a map of its own.</p>
9	<p>Provide messages to the IC as appropriate.</p> <p>Time and pace your messages to complement the flow of the exercise. The messages and responses are detailed in Steps 10-16.</p> <p>Observe and evaluate the exercise.</p>	<p>The purpose of a message is to provide a simulated event that forces the team to make decisions that test objectives.</p> <p>Be alert for potential safety issues, and be prepared to step in if necessary.</p>

Step	Action	What to Say/Do
10	<p>Start the exercise.</p> <p>Tell the IC that you are the Fire Department Special Ops Battalion Chief. Say:</p> <p><i>I need a damage assessment report as soon as possible. Find out the number of injured victims and the general extent of their injuries.</i></p>	<p>Expected Response:</p> <ul style="list-style-type: none"> • The IC should develop a plan to conduct an initial damage assessment and find and triage victims. • The IC should then dispatch SAR groups to collect conduct initial damage assessments and ask them to report back quickly. <p>NOTE: A Facilitator and Evaluator should be stationed at each group location.</p>
11	<p>The reports come in from the SAR groups.</p>	<p>Expected Response:</p> <p>The IC prepares and delivers a report to the Special Ops Battalion Chief. The report details:</p> <ul style="list-style-type: none"> • The number of buildings damaged and the level of structural damage. • The number of injured victims and their status. <p>The IC and Command Post Team develop an action plan and reallocate resources to conduct rescue operations.</p> <ul style="list-style-type: none"> • Additional members may be required to rescue the mannequin trapped under debris. • A team member may need to be dispatched to stay with the victim trapped in his car by the electrical cable. <p>NOTE: Once a team member has been dispatched and arrives to stay with the victim trapped in his car; the Facilitator, victim, and team member can all be released from that site.</p>

Step	Action	What to Say/Do
12	Tell the actor playing the insistent, distraught mother to begin her role.	Expected Response: The Command Post Team responds appropriately to the mother by addressing her concerns and perhaps asking her to help out in the medical treatment area.
13	After CERT members have begun assessing and treating the seriously injured victims, volunteers at the medical treatment area place the small sign that says "This victim has died." Explain to the actor that he or she should play dead.	Expected Response: The medical treatment area team should notice that a victim has died, cease treatment, remove the body from the medical treatment area, and place it in the morgue area.
14	After a number of victims have been transported to the medical treatment area, the Battalion Chief tells the IC: <i>I need a current status report on:</i> <ul style="list-style-type: none"> • <i>The number of victims transported to the medical treatment area and their conditions.</i> • <i>The number of victims remaining to be rescued and their conditions.</i> 	Expected Response: The IC works with the Operations Section Chief and the medical treatment area Team Leader to develop a report and delivers it to the Battalion Chief.

Step	Action	What to Say/Do
15	Tell the IC that a message has come from the Battalion Chief that the National Weather Service has issued a warning of a second severe storm approaching the area. It is expected to arrive within 20 minutes.	Expected Response: The IC issues the command to recall all search teams. Teams should bring as many remaining victims as they can bring to the medical treatment area. The medical treatment area should be relocated if it is not a sheltered area that can handle the storm.
16	As the Battalion Chief, tell the IC: <i>With this storm coming in, I need you to verify that all your team members are back and accounted for. I also need to know if there are any victims still awaiting rescue.</i>	Expected Response: The IC works with the Command Post Team to verify that all team members are back at the Command Post and that all remaining victim locations are documented.
	The next 3 messages are optional. They can be used at the Facilitator's discretion, depending on the pacing of the exercise.	

Step	Action	What to Say/Do
	<i>Tell the IC that the Operations Section Chief has just learned that his or her spouse has not been able to reach him or her, but that his or her child has had an accident at home and has sustained a minor injury.</i>	Expected Response: The Operations Section Chief is replaced with another team member. He or she provides a briefing to the new Operations Section Chief. He or she leaves to take care of his or her family.
	<i>Tell the Operations Section Chief that the Fire Department has a rescue team available and needs to know what their top priority rescue situation is.</i>	Expected Response: The Operations Section Chief and the IC use documentation to assess rescue priorities.
	<i>Tell a member of the Command Post Team that a reporter with the local TV news station has approached the team and is insisting on speaking with the IC.</i>	Expected Response: The reporter is referred to the CERT Public Information Officer and the operation of the Command Post Team is not interrupted.
18	Terminate the exercise.	<ul style="list-style-type: none"> • When all victims have been rescued, or the time has run out, terminate the exercise. • Make sure that all victim and actor volunteers have been accounted for and that all team members are present. • Thank all participants and invite them to the hot wash.

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

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

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Appendix

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Index of Forms and Materials

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

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

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

Sample Victim Injury Cards (3 pages): 1 card per victim volunteer is used to prepare victims prior to the exercise

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

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

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

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

Events and Evaluation Form for Lead Facilitator and Evaluator (5 pages): 1 copy per Command Post Facilitator and Evaluator is distributed before the exercise

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

Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator (3 pages): 1 copy per medical treatment area Facilitator and Evaluator is distributed before the exercise

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

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

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

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Facilitator/Evaluator Briefing

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

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

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

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

Scenario:

At 6:30 on a Friday evening high winds from a tornado (or severe thunderstorm) hit the town.

There was a celebration going on at the park and many people were attending. When the storm hit, people scattered and ran for shelter. Some reached buildings; others did not. Buildings have been damaged and there are victims both in the buildings and around the park.

People have been injured by flying debris and trapped under fallen debris. The Fire Department is responding to other areas and has requested that the local CERT help with searching the park, locating and treating victims, and bringing them to a medical treatment area.

Exercise Objectives:

- Assess the process for establishing a command structure.
- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members.
- Evaluate plans for conducting interior searches.
- Evaluate plans for conducting exterior searches.
- Evaluate the process for assessing and prioritizing victim conditions.
- Assess the procedures for treating and stabilizing wounds.
- Evaluate procedures for debris removal and victim extrication.
- Assess patient transport procedures.
- Evaluate methods for documenting actions taken.
- Validate the decision-making process to prioritize incidents.

Facilitator/Evaluator Briefing (continued)

Exercise Schedule Template:

[illegible]

Exercise Overview

“Full-Scale Exercise #4”

Hazard: Severe storm

Location: Local park

Duration: 3-6 hours

Capabilities Exercised:

- Incident Command System
- Communications
- Search techniques – interior
- Search techniques – exterior
- Medical triage
- Splinting and bandaging
- Rescue procedures
- Patient transport
- Documentation
- Sizeup

Exercise Objectives:

- Assess the process for establishing a command structure.
- Assess plans and protocols for communicating between the CERT and professional responders, between the CERT Command Post and the field, and among team members.
- Evaluate plans for conducting interior searches.
- Evaluate plans for conducting exterior searches.
- Evaluate the process for assessing and prioritizing victim conditions.
- Assess the procedures for treating and stabilizing wounds.
- Evaluate procedures for debris removal and victim extrication.
- Assess patient transport procedures.
- Evaluate methods for documenting actions taken.
- Validate the decision-making process to prioritize incidents.

Exercise Overview (continued)

Scenario:

At 6:30 on a Friday evening high winds from a tornado (or severe thunderstorm) hit the town.

There was a celebration going on at the park and many people were attending. When the storm hit, people scattered and ran for shelter. Some reached buildings; others did not. Buildings have been damaged and there are victims both in the buildings and around the park.

People have been injured by flying debris and trapped under fallen debris. The Fire Department is responding to other areas and has requested that the local CERT help with searching the park, locating and treating victims, and bringing them to a medical treatment area.

Sign-In Sheet for CERT Members

[illegible]

Sign-In Sheet for CERT Members

[illegible]

Sign-In Sheet for Volunteer Victims and Actors

[illegible]

Sign-In Sheet for Volunteer Victims and Actors

[illegible]

Sample Victim Injury Cards

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

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

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

VICTIM #1 - Minor Compound Fracture, Right Forearm Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Responds to verbal commands	VICTIM #2 - Minor Facial injuries Knows name, date, and what happened Color returns to finger tips in 2 seconds Breathing once every 4 seconds
VICTIM #3 - Minor Visibly pregnant (about 5 months), cuts on right arm Color returns to finger tips in 1 second Breathing once every 5 seconds Note: This victim has first aid training.	VICTIM #4 - Minor Numerous cuts and abrasions Responds to verbal commands Color returns to finger tips in 1 second Breathing once every 3 seconds
VICTIM #5 - Minor Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2 seconds Breathing once every 4 seconds	VICTIM #6 - Minor Right arm is deformed Alert Color returns to finger tips in 1 second Breathing once every 5 seconds

VICTIM #7 - Delayed Large piece of wood in left thigh Breathing once every 3 seconds Color returns to finger tips in less than 2 seconds Alert	VICTIM #8 - Delayed Bone projecting from right leg Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #9 - Delayed Both legs deformed Breathing once every 5 seconds Knows name, date, and what happened Color returns to finger tips in 1 second	VICTIM #10 - Delayed Left ankle swollen and deformed Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #11 – Delayed Both feet crushed by concrete block Breathing once every 3 seconds Knows name, date, and what happened Color returns to finger tips in 1 second	VICTIM # 12 - Delayed Back injury, unable to move Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #13 – Delayed 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	VICTIM #14 - Immediate Large piece of wood in left thigh Breathing once every 2 seconds Alert and responsive Color returns to finger tips in 3 seconds
VICTIM #15 - Immediate 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	VICTIM #16 - Immediate Both legs deformed Breathing once every second Not responsive to questions Color returns to finger tips in 3 seconds
VICTIM #17 - Immediate Impaled object in abdomen; breathing difficulties Breathing once every 3 seconds Can't remember what happened Color returns to finger tips in 5 seconds	VICTIM #18 - Immediate Amputated left arm, bleeding controlled Breathing once every 4 seconds Knows name, date, and what happened Color returns to finger tips in 4 seconds

VICTIM #19 - Immediate Severe bleeding from head wound Breathing once every 2 seconds Not responsive to questions Color returns to finger tips in 4 seconds	VICTIM #20 - Immediate Chest pain with possible broken ribs Breathing once every second Knows name, date, and what happened Color returns to finger tips in 2 seconds
VICTIM #21 - Immediate Severe head injury Not breathing Not responsive to questions Color returns to finger tips in 4 seconds	VICTIM # 22 - Dead Massive head injury Not breathing Unresponsive Color does not return to finger tips
VICTIM #23 - Dead Blood oozing from head wound Chest is not rising Finger tips blue/grey	VICTIM #24 - Dead No visible injury, blank stare Cannot feel air movement Color does not return to finger tips
VICTIM #25 - Dead Wood impaled in neck Breathing once every second Not responsive Color returns to finger tips in 4 seconds	

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

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

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DAMAGE ASSESSMENT						CERT						DATE					
LOCATION																	
<div>SIZE UP</div> <div>(check if applicable)</div>																	
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS				
BURNING	OUT	GAS LEAK	H2O LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING		
OBSERVATIONS																	
SCRIBE												PAGE ____ OF ____					

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

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Events and Evaluation Form for Lead Facilitator and Evaluator

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

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Incident Command structure is established.</p> <p>[ICS]</p>	<p>IC identified.</p> <p>Other command positions assigned.</p> <p>Medical treatment area located.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Special Ops Battalion Chief needs damage assessment report as soon as possible.</p> <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage • Number of injured victims, and their general condition <p>[ICS, Prioritizing, Communications, Documentation]</p>	<p>IC develops plan to:</p> <ul style="list-style-type: none"> • Conduct a damage assessment. • Locate, count and triage victims. <p>IC dispatches SAR groups to collect more information, to send back report, and to take action.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Reports come in from SAR groups.</p> <p>[Communication, Documentation]</p>	<p>IC prepares and delivers report to Special Ops Battalion Chief. Report details:</p> <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage. • Number of injured victims and their status. 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Distraught mother demands team search for her child.</p> <p>[Scene Management]</p>	<p>Command Post Team addresses her concerns, identifies how she can be helpful, and incorporates her into activities.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Victim in medical treatment area dies.</p> <p>[Scene Management]</p>	<p>Medical treatment area team notices victim has died and removes body to morgue area.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Battalion Chief requests status update.</p> <p>[ICS, Communications]</p>	<p>IC works with Operations Section Chief and the medical treatment area Team Leader to develop report. Delivers it to Battalion Chief.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Battalion Chief notifies IC that National Weather Service predicts a second severe storm will hit the area in 20 minutes.</p> <p>[ICS, Communications]</p>	<p>IC issues command to recall all search teams with as many remaining victims as they can bring back.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Battalion Chief asks IC to verify that all team members are accounted for and if there are any victims still awaiting rescue.</p> <p>[ICS, Communications, Documentation]</p>	<p>IC works with Command Post Team to verify that all team members are back at the Command Post and that all victim locations are documented.</p>	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
(Optional) Operations Section Chief finds out his or her child is injured. [ICS, Documentation]	Operations Section Chief is replaced with another team member. Provides briefing to new Operations Section Chief. Leaves to take care of his or her family.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(Optional) Fire Department wants to know priorities for rescue operations. [ICS, Documentation]	Operations Section Chief uses documentation to assess rescue priorities.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(Optional) Reporter insists on talking to IC. [ICS, Scene Management]	Reporter is referred to Public Information Officer and the operation of Command Post Team is not interrupted.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

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

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

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

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Group arrives on site. [ICS]	Team Leader is identified. Other positions assigned (Safety Officer, runner)	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
Search procedures (interior and exterior) are followed. [Search Procedures]	Per <i>CERT Basic Training</i> Group develops plan to: <ul style="list-style-type: none">• Search park area.• Search any buildings in area.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Sizeup procedures are followed.</p> <p>[Sizeup]</p>	<p>Per <i>CERT Basic Training</i></p> <p>Group develops plan to:</p> <ul style="list-style-type: none"> • Sizeup area. • Immediately develop report that includes: <ul style="list-style-type: none"> ○ Level of structural damage. ○ Number of injured victims and their status. 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Triage and treatment procedures are followed.</p> <p>[Medical Triage, Lifesaving Interventions, Splinting and Bandaging]</p>	<p>Group performs triage and treatment to:</p> <ul style="list-style-type: none"> • Assess number of injured victims and their status. • Perform lifesaving interventions. • Perform splinting and bandaging. 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
<p>Damage assessment report developed and sent.</p> <p>[Communications, Documentation]</p>	<p>The report details:</p> <ul style="list-style-type: none"> • Number of buildings damaged and level of structural damage. • Number of injured victims and their status. 	<p>Time action completed: _____</p> <p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Rescue plan is implemented. [Rescue Procedures, Patient Transport]	Victims are rescued and transported to medical treatment area.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
After exercise has been underway for awhile, tell Team Leader: <i>A SAR group member does not use appropriate victim lifting techniques and injures his or her back. He or she cannot walk.</i> [Prioritizing, Communications]	Team notifies IC. Team stops SAR activity and transports team member back to the medical area.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
(General) Communication protocols are followed. [Communications]	<ul style="list-style-type: none"> • Team to Command Post • Within team • Team to professional responders 	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

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

Events and Evaluation Form for Medical Treatment Area Facilitator and Evaluator

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

- Facilitate by providing one message that requires the members at the medical treatment area to take action. The message is included in this form.
- Observe to ensure safety for both victims and CERT members.
- Coach when necessary.
- Take notes on decisions made and actions taken so you can refer to them later.

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Medical treatment area is established. [Medical Treatment Area Setup]	Medical treatment area Team Leader locates the medical treatment area appropriately.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:
As victims start arriving at medical treatment area, they are assessed appropriately and monitored. [Head-to-toe Assessment]	Medical treatment area team assesses and monitors victims.	Time action completed: _____ Completion: No ____ Yes ____ Partial ____ Notes:

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

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

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Facilitator/Evaluator Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

Role (Optional):

CERT/Organization:

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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After Action Report Form

Executive Summary:

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

Exercise Name:

Duration:

Exercise Date:

Type of Exercise: Full-Scale

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

Location:

Participating Organizations:

Number of Participants:

Players: _____

Victim Role-Players: _____

Facilitators: _____

Evaluators: _____

Exercise Goals and Objectives:

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

Exercise Events Synopsis

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

Analysis of Critical Task Performance

[illegible]

[illegible]

Conclusions

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