

**Lancaster County Community Emergency Response Team - Full Scale
Exercise – April 18, 2020**

Approved by

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_____ **date:** _____

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EXERCISE PLAN



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Preface

The 2020 Lancaster County Full scale exercise is sponsored by Lancaster County Emergency Management. This Manual was produced with the help, advice and assistance of a small group of volunteers from Lancaster Community Emergency Response Team (CERT) and Amateur Radio Emergency Service (ARES). The exercise design team followed the guidance set forth by the Federal Emergency Management Agency (FEMA) and the Homeland Security Exercise and Evaluation Program (HSEEP).

This Exercise Plan gives leaders and observers the information necessary to observe or participate in a response and recovery exercise. The information in this document is current as of the date of publication and is subject to change as dictated by the exercise planning team. An exercise Guide compliments this Plan, and will be provided to all participants.

This plan has been developed and nurtured by the Lancaster County CERT Planning Team, under the guidance of Heather Brown, Deputy Chief of Emergency Services:

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Administrative Handling Instructions

The title of this document is Lancaster County Community Emergency Response Team - Full Scale Exercise – April 18, 2020.

The material provided in this report contains information that is ***For Official Use Only***. It contains types of sensitive but unclassified information requiring protection against unauthorized disclosure. This document should be safeguarded, handled, stored, and transmitted in accordance with appropriate security.

At a minimum the attached materials will be disseminated only on a need-to-know basis and, when unattended, will be stored in an area providing sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.

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Exercise Overview

Introduction

This exercise is designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to response and recovery from hurricane and tornado type events. Functional and full scale exercises are complex events and require detailed planning. To ensure an effective exercise subject matter experts and representatives from both Lancaster CERT and ARES have taken part in the planning process and will take part in the exercise.

This exercise plan (EXPLAN) was produced at the direction of Lancaster Emergency Management.

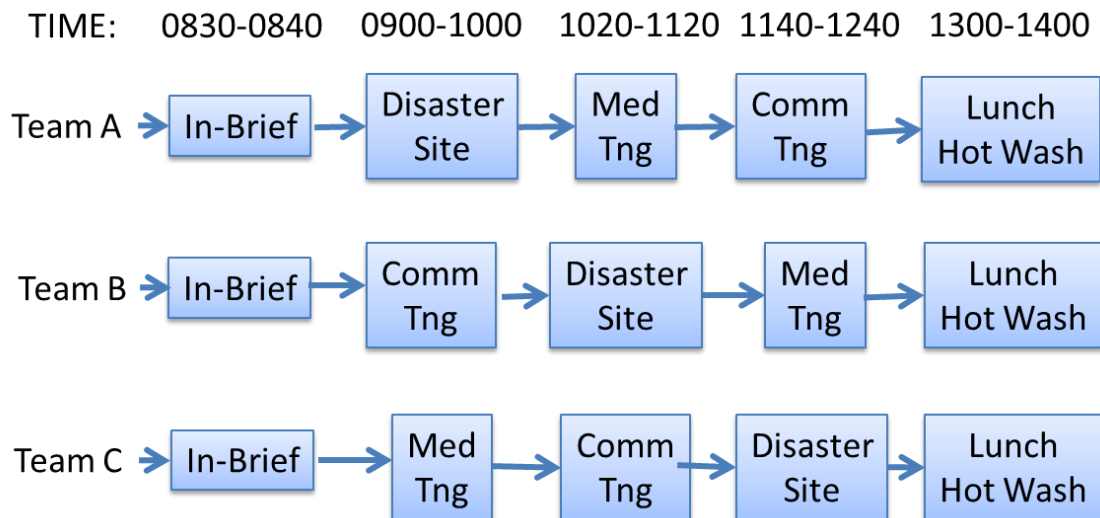
Exercise Concept

This exercise is an interactive exercise that is designed to challenge the CERT and ARES organizations in a highly realistic and stressful environment. This exercise will involve on-scene actions and decisions, EOC operations (limited), and resource/personnel allocation. All decisions and actions by players occur in real time and generate real responses and consequences for other players.

This exercise involves players from CERT and ARES organizations. All players are expected to respond to exercise conditions in accordance with existing policies, protocols, and procedures that govern their volunteer participation in Lancaster County. Participants will be assigned to one of three teams.

The exercise will be accompanied by two training sessions that will cover (1) CERT medical practices and associated documentation and (2) communications practices and associated documentation.

In the chart below the exercise itself occurs at the Disaster Site. Each team will have an opportunity to visit the Disaster Site for an hour. While not at the Disaster site the teams will be participating in training at either the Medical Training Site, or the Communications Training Site. The teams will be sequenced per the schedule below, and will have 20 minutes to move from one site to another.



Confidentiality

This exercise is an unclassified functional exercise. Control of exercise information is based on public sensitivity regarding the nature of the exercise rather than the actual exercise content. Some exercise material is meant for the exclusive use of exercise planners, controllers and evaluators. Players will receive a subset of the material in this plan, appropriate for their engagement in the exercise (Exercise Guide).

All exercise participants should use appropriate guidelines to ensure the proper control of information within their area of expertise and protect this material in accordance with policy. Any inquiries concerning the authorized use of this document or any other exercise related material should be directed to the contacts listed above.

Purpose

This is a functional exercise designed to demonstrate the abilities of county CERT and ARES operatives to work in a coordinated response to a significant wind storm event.

The event will be conducted following the Lancaster County Emergency Operations Plan. The content (objectives) of the exercise have been developed to test capabilities for which deficiencies have been identified.

This Plan is designed to provide comprehensive information to the planners, controllers, and evaluators of the exercise.

Scope

Full-Scale Exercise – Hurricane

Hazard: High winds, flooding

Location: Local housing complex

Duration: 3 hours

This exercise is to run for four hours on Saturday, April 18, 2020. It is an operations based exercise in response to a hurricane, with probable additional tornado damage and flooding. Exercise play begins the morning following the hurricane. Any actions that have been taken by the county prior to the beginning of the exercise will be provided to all players at the start of the exercise. This will set the stage.

Capability Based Exercises

The U.S. Department of Homeland Security (DHS) has adopted capabilities-based planning and exercises as a means of achieving the National Preparedness Goal (NPG). Resource allocation will be linked to capabilities that are most urgently needed for a wide range of tasks.

This is a capabilities based exercise. The exercise objectives have been selected by the exercise planning team based on capabilities that have been agreed upon to be examined, in whole, or in part, in this exercise.

Capabilities Exercised (expanded from the six basic core capabilities)

- Operational Coordination
- Size up
- Operational communications
- Medical treatment area setup
- Medical triage
- Lifesaving intervention
- Head-to-toe assessments
- Splinting and bandaging
- Search procedures
- Rescue procedures
- Patient transport
- Documentation
- Scene management

Exercise Objectives

- Validate the County Communications Plan – is it effective in notifying CERT members of a disaster, and CERT members follow the plan (CODE RED operation).
- Validate that CERTs operate safely.
- Assess application of search and rescue procedures.
- Evaluate methods for documenting actions taken.
- Assess application of medical procedures.
- Validate CERT size up procedures.
- Assess the effectiveness of communications between the CERT in the field and the CERT Command Post and among team members.

Scenario

A category 4 hurricane has hit the community. The eye of the storm passed by (tracked up the Bay) at 0100L. Power lines and communications are down. Traffic signals all over are not working. A housing complex in Lancaster County has been badly damaged – a hurricane spawned tornado is suspected. There are reports of numerous victims in the buildings and surrounding area. The day is cool and cloudy. At 0800 the wind has died down to less than 20 m.p.h. and the rain has subsided.

Emergency services are managing responses around the county. They are swamped and are having difficulty prioritizing their responses because of the extent of the damage. Roads throughout most of the county are either blocked by fallen trees or flooded.

Lancaster CERT has been activated to assess damage and to rescue and treat victims in the complex that was believed to be struck by a hurricane spawned tornado. CERT and ARES members have just arrived at the pre-designated meeting point.

In the complex the storm destroyed most buildings and caused many injuries. People have been injured by flying debris and trapped under fallen debris. CERT has been asked to search the damage, report damage and status of areas searched, locate and provide first aid to victims, and set up a triage area for victims. Amateur Radio Emergency Service ARES radio operators have been embedded in the CERT teams, and will provide communications support.



For Exercise Staff

Exercise Synopsis:

The exercise begins with a description of the emergency situation (In-Brief given by the exercise manager)

This exercise involves the CERT organization and those parts of the EOC that directly interface with CERT, namely the Incident Commander and radio communicators.

Following the In-Brief the Incident Commander, ARES Comm Lead and CERT Controller will establish the command structure, and make team assignments to fulfill the exercise objectives.

The teams proceed through a complete scenario, which involves establishing an Incident Command structure and Search and Rescue (SAR) teams (we anticipate enough participants to field three teams). The disaster Site will be staged to include numerous victims pre-staged to simulate typical injury effects at a site destroyed by a tornado. The SAR teams search the area of destruction, identify hazards, and documents destruction. Victims are assessed, (head-to-toe), lifesaving interventions are implemented, and victims are moved to a medical treatment area for further splinting, bandaging etc. for further assessment and triaging. These activities are performed in a scenario where buildings have been damaged and people injured as the result of strong winds, heavy rain, and a tornado . The teams are required to ensure participant safety.



Planning Considerations:

This table describes the factors that will need to be considered to make the Exercise successful:

Item	Factors to Consider
Number of teams/people participating	We are planning on three SAR teams (5 members) plus the EOC group. Looking at up to 50 participants.
Number of ARES radio operators participating	One for each team, two at the EOC, two at the Communications Training Site
Exercise site	Belle Isle State Park - EOC at the red barn. Toilets will be open. Lunch/hot wash at pavilion.
Parking	No problem at Belle Isle
Food, water, drinks	Assigned to Matt
Exercise staff	Need to identify Controllers (Wayne, Royce, Bill, Susan), Heather has conscripted Evaluators (Heather), Controller at the Disaster Site will be safety officer.
Final Planning Meeting	April 14 th . Will include exercise management, Controllers, IC, and CERT Coordinator. Invite Jane
Assistants for set up at disaster site (2)	Kevin David and ?
Victims and actors	Twelve at the Disaster Site, 12 at the Medical Training Site.

	Who will do moulage for the volunteer victims? Sharon Zepp. Heather input needed.
Exercise materials	<p>Clipboards: one for each Team lead, Controller and Evaluator</p> <p>Materials for use in the medical treatment area:</p> <ul style="list-style-type: none"> o Cribbing o Moulage supplies o Splinting o Bandaging <p>Materials for use in rescue operations:</p> <ul style="list-style-type: none"> o Blankets or stretchers o Chairs o Levers and cribbing material <p>Wood, furniture, and other materials to simulate interior damage to the buildings</p> <p>Materials to simulate a variety of hazards:</p> <ul style="list-style-type: none"> o Wires and cables to simulate electrical hazards <p>Action Bill – make a list.</p>
Exercise Documents (create Packages for key players	<p>Make copies of the following:</p> <ul style="list-style-type: none"> - Controller/Evaluator Briefing: 1 copy per Controller and Evaluator - Exercise Guide: 1 copy per participant - <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 (two sets) - <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 team - <i>General Message Form: ICS-213</i> six copies per SAR team - <i>Events and Evaluation Form for Lead Controller and Evaluator</i>: 1 copy per Command Post Controller and Evaluator - <i>Events and Evaluation Form for Controller(s) and Evaluator(s)</i>: 1 copy per

	<p>Controller and Evaluator</p> <ul style="list-style-type: none"> - <i>Events and Evaluation Form for Medical Treatment Area Controller and Evaluator:</i> 1 copy per medical treatment area <p>Controller and Evaluator</p> <ul style="list-style-type: none"> - <i>Controller/Evaluator Feedback Form:</i> 1 copy per Controller and Evaluator - <i>Participant Feedback Form:</i> 1 copy per participant - <i>After Action Report Form:</i> 1 copy per Controller
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Exercise Staff Roles:

NOTE: Separate descriptions are provided for Controller, 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 Controllers:

- The Lead Controller will stay at the Command Post. Lead Controller duties might be transferred to the Incident Commander (e.g. to facilitate Hot Wash and Evaluation phase).
- Site Controller will monitor the Disaster Site.

Lead Controller

The Lead Controller runs the exercise and will play five roles for this exercise.

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

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

Third, the Lead Controller 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 Controller observes a safety concern, he or she may need to intervene and stop the exercise. The Lead Controller 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 Controller 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 Controller 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 Controller 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 Controller will wrap up the exercise, overseeing clean-up and ensuring that all players and volunteers are accounted for.

Site Controller

Site Controller activities are carried out at the Disaster Site.

First, the Controller is responsible for set up of his or her location. This includes placing the victims (with the assistance of the Evaluators).

Second, the Controller will lead and guide the exercise by presenting information at the Disaster Site location. He or she will provide messages (injects) to the exercise participants to ensure key decision points in the exercise are reached, following the guidance provided.

Third, the Controller 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 Controller observes a safety concern, he or she may need to intervene and stop the exercise. The Controller may also intervene to help the team members at the Disaster Site location clarify their decision making by asking questions about their thought process and the factors they considered in making choices.

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

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 Controller.

Safety Officer

Every location (Command Post, Disaster site location) should have a Safety Officer designated. This role will be performed by the Controllers.

Victim and Actor Volunteers

Victim volunteers are needed. Twelve victims at the Disaster Site and twelve victims at the Medical training Site (mannequins can be used for these). Be sure to account for all volunteers at the end of the exercise.

Exercise Schedule

Date Friday, April 17th, 2020

TIME	PERSONNEL	ACTIVITY
1200	exercise staff	Arrive on site and participate in setup
1700 dark	exercise staff	Exercise site setup complete

Date Saturday, April 18th, 2020

TIME	PERSONNEL	ACTIVITY
0730	Controllers, evaluators, IC, CERT Coordinator	Sign in, Arrive on site and participate in pre-briefing
0800	Controllers, evaluators, victims	Go to sites for Final exercise setup
0800	Participants (CERT, ARES)	Arrive - Registration
0815	Controllers, evaluators	Return to EOC
0820	CERT Coordinator and Comm Lead	team assignments confirmed
0830	All Participants	In-Briefing
0840	All	Depart EOC – head to initial assignment
0900-1000	All	Session 1
1020-1120	All	Session 2
1140-1240	All	Session 3
1245	Food contingent	Delivers lunch and soda to picnic area.
1300	All	Go to Pavillion for Lunch
1300-1330	All	Lunch at the picnic area.
1300-1400	All	Hot wash and de-briefing
1400-1430	All hands	Clean-up

Player Briefing (0830):

The following information should be provided to all 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

Gather everyone together.

Introductions

Introduce the Lancaster EM and Deputy (Matt Smith and Heather Brown)
Introduce any other key county persons (e.g. county supervisors)
Introduce the planning team members

Site logistics and Exercise Guidance

Bathrooms are located at the Visitors Center, Boat Ramp, Camp Ground, and at the Pavillion.

Please take time to read through your Exercise Guide. It has all the information you need .

See the map in your guide for directions.

This is a CERT exercise and we follow the guidelines of the Incident Command System. Remember “Unity of Command.”

Depending on your role in the exercise you should have found someone to report to. If you are unsure, please raise your hand.....

The Site Coordinator for the Disaster Site is Bill Max. (BILL – RAISE YOUR HAND). There is one here at the Command Center, which we will refer to as the EOC, That’s Heather Brown.(HEATHER - RAISE YOUR HAND). The Coordinators are responsible for managing the exercise at their site.

We have been fortunate to have enlisted the help of CERT personnel from other Jurisdictions to perform as Evaluators. **They have on orange vests.** Their function is to capture the good, the bad and the ugly – how well we perform our duties. Remember this is a learning experience. We don’t expect it to go perfectly, and we welcome feedback. At the conclusion of the exercise you all

will have an opportunity to give us feedback. Again, the good, the bad, and the ugly.

When the exercise is over we will all gather at the Pavilion to have lunch. Don't expect anything gourmet, but Matt and Heather promised to treat us well!

STAY SAFE! If you encounter a condition that you feel is unsafe – STOP, Follow the instructions in your guide.

Communications. You will have on your team a qualified amateur communicator, with radio capable of keeping your team in contact with the EOC. All messages should be prefaced with the words "THIS IS AN EXERCISE." We do not want someone listening in to think otherwise.

The exercise will be terminated by three long whistle blasts, accompanied by notification over the radio.

Anyone need to add anything (e.g. Heather, Matt)?

Review scenario

A category 4 hurricane has hit the community. The eye of the storm passed by (tracked up the Bay) at 0100L. Power lines and communications are down. Traffic signals all over are not working. A housing complex in Lancaster County has been badly damaged (tornado suspected). There are reports of numerous victims in and around the buildings (most of the buildings have been totally destroyed). The day is cool and cloudy. At 0800 the wind has died down but is still around 20 m.p.h. The rain has subsided.

Emergency services are managing responses around the county. They are swamped and are having difficulty prioritizing their responses because of the extent of the damage. Many roads throughout most of the county are either blocked by fallen trees or flooded.



Lancaster 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 (from observations within their neighborhoods).

The storm damaged many buildings and caused many injuries. People have been injured by flying debris and trapped under fallen debris. CERT has been asked to search the damaged homes, report damage and status of areas searched, locating and providing first aid to victims, and setting up a triage area for victims. Amateur Radio Emergency Service ARES radio operators will provide communications support.



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 Controller or Evaluator (orange vest).

The exercise will take place at Belle Isle State Park. There are three sites that we will be using. The EOC Command Center will be located at the big red barn, across from the camp store. Comm training will also be there. The Disaster Site (A on the map). This is the park's maintenance area. And the third site is the Pavillion – where medical training and lunch will occur. These locations are noted on the following map. Participants are reminded that the park is open, and you are to avoid any other locations where visitors might be encountered. We will try to keep other visitors away from our event.

Map of Exercise Area



The exercise will be terminated by THREE LONG WHISTLE BLASTS. Notification will also be sent via radio.

The same signal and communication will be used if we need to terminate the exercise early.

Proceed to the Pavilion Picnic Area 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.

Radio communications – all transmissions should be begun with the statement **“this is an exercise.”** That statement should be inserted at any point deemed necessary by the radio operator to ensure that there is no mis-understanding (by someone listening in) that the communication is associated with an emergency.

If you need to communicate with staff, find a Controller or an 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 Controller or Evaluator needs to communicate with you outside the scope of the exercise, he or she will say “Real world: Controller says . . .” So, for example, if the Controller or Evaluator observed an unsafe carry technique, he or she would say “Real world: Controller says STOP.”

Lead Controller Guidelines

Step	Action	What to Say/Do
1	Prepare for the exercise	See the Planning Considerations section for details. Have victims and disaster props in place,
2	Introduce the exercise to all participants.	Distribute the five-page Exercise Guide to all participants. Read through pages 15 through 19 of this plan
3	Review the goals of the Exercise with all participants.	Explain the goals of the exercise. <ul style="list-style-type: none"> • Validate the communications plan – is it effective in notifying CERT members of a disaster, and CERT members follow the plan • Validate that CERTs operate safely • Assess application of search and rescue procedures. • Evaluate methods for documenting actions taken. • Assess application of medical procedures. • Validate CERT size up procedures. • Assess plans and protocols for communicating between the CERT in the field and the CERT Command Post and among team members.
4	Review safety protocols with all participants. (See Player Briefing: rules of play and communications protocols)	Ask the participants: <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: CONTROLLER SAYS STOP” is how the Controller 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.

		<ul style="list-style-type: none"> •If the exercise needs to be called off due to an emergency, the signal will be THREE LONG WHISTLE BLASTS. •The Controller 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 Controller may work through the decision-making process with the members.
5	Facilitate the exercise at the Command Post.	<p>Your role in this exercise will be as Controller, 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 Controller and Evaluator</i> to record your notes.
6	Present the scenario to all participants.	<p>A category 4 hurricane has hit the community. The eye of the storm passed by (tracked up the Bay) at 0200L. Power lines and communications are down. Traffic signals all over are not working. A housing complex in Lancaster County has been badly damaged. There are reports of numerous victims in the buildings. The day is cool and cloudy. At 0800 the wind has died down to less than 20 m.p.h. and the rain has subsided.</p> <p>Emergency services are managing responses around the county. They are swamped and are having difficulty prioritizing their responses because of the extent of the damage. Many roads throughout most of the county are either blocked by fallen trees or flooded.</p> <p>Lancaster CERT has been activated to assess damage and to rescue and treat victims in the complex. CERT members have just arrived at</p>

		<p>the pre-designated meeting point. Many of them have brought completed <i>Damage Assessment Forms</i> with them (from observations within their neighborhoods).</p> <p>The storm damaged many buildings and caused many injuries. People have been injured by flying debris and trapped under fallen debris. CERT has been asked to search the damaged homes, report damage and status of areas searched, locating and providing first aid to victims, and setting up a triage area for victims. Amateur Radio Emergency Service ARES radio operators will provide communications support.</p>
7	Provide initial instructions.	<p>Instruct the group to:</p> <ul style="list-style-type: none"> •Establish a command structure. •Organize the CERTs
8	Distribute the exercise forms.	<i>Packages will have been prepared for the IC, the CERT Coordinator, the three CERT group leaders and the four radio operators.</i>
9	<p>Provide messages (injects) to the IC as appropriate. Time and pace your message to complement the flow of the exercise.</p> <p>The messages and responses are detailed in the tables this one.</p>	The purpose of a message is to provide a simulated event that forces the team to alter its plan or procedure.
	Rotation termination	
10	Terminate the exercise.	<p>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.</p> <p>Thank all participants and invite them to the hot wash.</p>
11	Conduct the hot wash with all participants and staff members.	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,

		<p>it is best to balance asking participants why they made the choices they did and what they learned, and providing additional information and coaching.</p> <p>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> <ul style="list-style-type: none"> •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? •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?
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		<ul style="list-style-type: none"> ○ How did the team members communicate with the Command Post Team? ○ How were citizens interactions managed or utilized? ○ How did you interface with the EOC and First Responders? <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>
12	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.

Lead Controller – Exercise Flow Control

Time	Inject to IC	Expected Action by IC
0900	FIRST EXERCISE PERIOD STARTS	
0905	Region 5 requests Situation Report	Request to CERT Coordinator for a situation report
0915	Expect to get notification that the CERT team has arrived at the disaster site	
0915	CERT reports TV reporter at site	Expect to see TV reporter soon.
0920	CERT reports CERT Team Requests first responder support to free grandmother.	Make EMT request, get ETA, report to CERT Coord.
0925	CERT Coord. Hands Sit Rep to IC	IC reviews sit rep, prepares it for transmission on ICS-213, provides to radio op for transmission to Region 5
0935	Medical Triage Report received from CERT Team on ICS-213.	Review report, take appropriate action.
0950	CERT Coord. Reports that CERT Team needs transportation to move victims	Take appropriate action. Advise CERT Coord.
1000	First exercise period ends	
1020	SECOND EXERCISE PERIOD STARTS	
1025	Region 5 requests Situation Report	Request to CERT Coordinator for a situation report
1035	Expect to get notification that the CERT team has arrived at the disaster site	
1035	CERT reports TV reporter at site	Expect to see TV reporter soon.
1040	CERT reports CERT Team Requests first responder support to free grandmother.	Make EMT request, get ETA, report to CERT Coord.
1045	CERT Coord. Hands Sit Rep to IC	IC reviews sit rep, prepares it for transmission on ICS-213, provides to radio op for transmission to Region 5
1045	Report received – from USCG, wants assistance on ground – victims taken off boat.	Message to CERT Coordinator – do we have resources?
1055	Medical Triage Report received from CERT Team on ICS-213.	Review report, take appropriate action.
1110	CERT Coord. Reports that CERT Team needs transportation to move victims	Take appropriate action. Advise CERT Coord.
1120	Second exercise period ends	
1140	THIRD EXERCISE PERIOD STARTS	
1145	Region 5 requests Situation Report	Request to CERT Coordinator for a situation report
1155	Expect to get notification that the CERT team has arrived at the disaster site	

1155	CERT reports TV reporter at site	Expect to see TV reporter soon.
1200	CERT reports CERT Team Requests first responder support to free grandmother.	Make EMT request, get ETA, report to CERT Coord.
1205	CERT Coord. Hands Sit Rep to IC	IC reviews sit rep, prepares it for transmission on ICS-213, provides to radio op for transmission to Region 5
1215	Medical Triage Report received from CERT Team on ICS-213.	Review report, take appropriate action.
1230	CERT Coord. Reports that CERT Team needs transportation to move victims	Take appropriate action. Advise CERT Coord.
1240	Third exercise period ends	
1240	Ensure that all players, victims, Evaluators, and controllers return to the Pavilion for lunch.	All personnel back to Pavilion by 1300

CERT Coordinator – Flow Control

Time	CERT Coord.	Expected Action	Radio Action
0900	FIRST EXERCISE PERIOD STARTS		
0905	Receives a request from IC – “I need a situation report from deployed CERT teams.”	Sit Rep requested (should ask for acknowledgement – msg rcvd)	Radio message to Team Lead.
0915	Team reports TV reporter on the way	Advise IC – TV reporter on the way	Report received by radio
0920	Receives Sit Rep from Team Lead	Reviews Sit Rep, forwards to IC.	ICS-213 received by radio.
0920	Receives a request for first responder support	Forwards to IC (note – how is this documented?)	
0930	Receives Medical Triage Report from Team Lead	Reviews report, forwards to IC.	Medical Triage Report (ICS-213) received
0945	Receives request from Team Lead – need help to move triage area	Discuss with IC – need transportation help	Message from Team Lead
1000	Advise players to move on to next station per the schedule.	Request radio op to send this message to the deployed team.	Radio message to Team Lead and to the Pavilion.
1020	SECOND EXERCISE PERIOD STARTS		
1025	Receives a request from IC – “I need a situation report from deployed CERT teams.”	Sit Rep requested (should ask for acknowledgement – msg rcvd)	Radio message to Team Lead.
1035	Team reports TV reporter on the way	Advise IC – TV reporter on the way	Report received by radio
1040	Receives a Sit Rep from Team Lead	Reviews Sit Rep, forwards to IC.	ICS-213 received by radio.

1040	Receives a request for first responder support	Forwards to IC (note – how is this documented?)	
1050	Receives Medical Triage Report from Team Lead	Reviews report, forwards to IC.	Medical Triage Report (ICS-213) received
1105	Receives request from Team Lead – need help to move triage area	Discuss with IC – need transportation help	Message from Team Lead
1120	Advise players to move on to next station per the schedule.	Request radio op to send this message to the deployed team.	Radio message to Team Lead and to the Pavilion.
1140	THIRD EXERCISE PERIOD STARTS		
1145	Receives a request from IC – “I need a situation report from deployed CERT teams.”	Sit Rep requested (should ask for acknowledgement – msg rcvd)	Radio message to Team Lead.
1155	Team reports TV reporter on the way	Advise IC – TV reporter on the way	Report received by radio
1200	Receives a Sit Rep from Team Lead	Reviews Sit Rep, forwards to IC.	ICS-213 received by radio.
1200	Receives a request for first responder support	Forwards to IC (note – how is this documented?)	
1210	Receives Medical Triage Report from Team Lead	Reviews report, forwards to IC.	Medical Triage Report (ICS-213) received
1225	Receives request from Team Lead – need help to move triage area	Discuss with IC – need transportation help	Message from Team Lead
1240	Advise players to move on to the Pavillion for Lunch	Request radio op to send this message to the deployed team.	Radio message to Team Lead and to the Pavilion.

Site Controller – Flow Control

(Controller injects in bold.)

Time	Inject to Team	Expected Action	Radio Action
0840	Enroute to site		
0900	FIRST EXERCISE PERIOD STARTS		
0900	Team arrives	Team Lead sends arrival message	sends arrival message to CERT Coord.
0910			Team Lead will get a request for a situation report
0915	TV reporter arrives – wants interview	Team lead sends reporter to EOC. Reports issue to CERT Coord.	Team Lead – message by Radio
0920		Team Lead and scribe complete Sit. Rep.	Sit Rep is sent (ICS-213) to CERT Coord.
0920	Victim reports grandmother is trapped in house.	House unsafe due tornado damage.	Requests first responder support
0925	Additional Walking wounded arrive (if available)	Triage, ask for help.	
0930		Medical triage report completed by scribe	Medical triage report is sent (ICS-213) to CERT Coord.
0945	Triage area is unsafe due to fallen tree, blown by wind, going to fall on site.	Don't have a safe triage area. Request Ambulance and additional transport to relocate wounded.	Radio request to CERT Coord.
1000	Advise players to move on to next station per the schedule.	All players, victims, Evaluators, and controllers should return	Radio Op should receive a message – exercise Period ended. Move to next location, per the schedule.
1020	SECOND EXERCISE PERIOD STARTS		
1020	Team arrives	Team Lead sends arrival message	sends arrival message to CERT Coord.
1030			Team Lead will get a request for a situation report
1035	TV reporter arrives – wants interview	Team lead sends reporter to EOC. Reports issue to CERT Coord.	Team Lead – message by Radio
1040		Team Lead and scribe complete Sit. Rep.	Sit Rep is sent (ICS-213) to CERT Coord.
1040	Victim reports grandmother is trapped in house.	House unsafe due tornado damage.	Requests first responder support
1045	Additional Walking wounded arrive (if available)	Triage, ask for help.	

1050		Medical triage report completed by scribe	Medical triage report is sent (ICS-213) to CERT Coord.
1055	Triage area is unsafe due to fallen tree, blown by wind, going to fall on site.	Don't have a safe triage area. Request Ambulance and additional transport to relocate wounded.	Radio request to CERT Coord.
1000	Advise players to move on to next station per the schedule.	All players, victims, Evaluators, and controllers should return	Radio Op should receive a message – exercise Period ended. Move to next location, per the schedule.

Site B Controller – Flow Control

(Controller injects in bold)

Time	Inject to Team B	Expected Action
0915	Enroute to site, Team encounters Victim at stopped vehicle.	Victim stabilized, request by radio for ambulance.
0930	Victim encountered – requires psychiatric assistance	Request assistance (by radio)
0945	Newspaper reporter arrives – wants interview	Team lead sends reporter to EOC. Reports issue to CERT Coord.
1000		
1015	Victim reports brother is trapped in house.	House unsafe due tornado damage. Requests first responder support (by radio)
1030	Additional Walking wounded arrive	Triage, ask for help.
1045	Trapped dog barking in house	Request (by radio) help to extract trapped dog.
1100	Triage area is unsafe due to water rising, looks like it will engulf the site.	Request Ambulance and additional transport to relocate wounded. (by radio)
1115		
1130	Radio Op should receive a message – exercise terminated.	All players, victims, Evaluators, and controllers should return to EOC staging area

Site C Controller – Flow Control

(Controller injects in bold)

Time	Inject to Team C	Expected Action
0915	Enroute to site, Team encounters Victim at stopped vehicle.	Victim stabilized, request by radio for ambulance.
0930		
0945		
1000	Victim encountered – requires psychiatric assistance	Request assistance (by radio)
1015	Radio reporter arrives – wants interview	Team lead sends reporter to EOC. Reports issue to CERT Coord.
1030	Victim reports grandfather is trapped in house.	House unsafe due tornado damage. Requests first responder support (by radio)
1045	Additional Walking wounded arrive	Triage, ask for help.
1100	Trapped cat meowing in house	Request (by radio) help to extract trapped cat.
1115	Triage area is unsafe due to smell of gas.	Request Ambulance and additional transport to relocate wounded, first responders to handle gas issue. (by radio)
1130	Radio Op should receive a message – exercise terminated.	All players, victims, Evaluators, and controllers should return to EOC staging area

Victim Injury Cards

Victim injury cards will be prepared for ten volunteer victims per site (we anticipate having six victims available, but will be prepared to include four additional if they are available).

Brief the volunteer victims on the nature of their injuries, how they might behave, and any information you want them to share with the CERT team.

Details of Victim Injury Cards is in Appendix 1.

Information Packets - Controllers, Observers and Key Players

Information will be provided to all participants of this exercise. First, an Exercise brief will be handed out to all participants providing general guidance covering the scenario, exercise dynamics, logistics, and general information to enable the exercise to proceed without problems.

Feedback and hot wash forms will be provided at the conclusion of the exercise.

Packets will be prepared for individuals in key positions (as described below) with specific information pertaining to their role in the exercise. Contents of these packets are detailed in the following paragraphs.

Lead Controller

Copy of Exercise Plan
Exercise Evaluation Guide (EEG) – EOC
Site Map

Incident Commander

Exercise Guide
Site Map
Personnel Resources Check In Forms
ICS-213 Message Form (X6)
Event Safety Plan

CERT Coordinator

Exercise Guide
Site Map
Assignment Tracking Log (CERT #3) (X6)
ICS-213 Message Form (X10)
ICS-214 Log (3)
Event Safety Plan

Communications Leader

Exercise Guide
Lancaster ARES Plan (x4)
Personnel Resources Check-in Log (CERT)
ICS-205 Lancaster ARES Communications Plan (4)
ICS-214 Log – maintained by the leader
ICS-309 Communications Log – maintained at each radio station (X4)
ICS-213 Message Form (X40)
Site Map
Event Safety Plan

EOC Observer

Copy of Exercise Plan

Lancaster County ARES Emergency Response Plan
Exercise Guide
Exercise Evaluation Guide (EEG) – EOC
Exercise Evaluation Guide (EEG) – Comm
Site Map
Event Safety Plan

Site Controller (X3)

Copy of Exercise Plan
Site Map
Victim Injury Cards
Victim Guidance sheet
Inject Cards
Event Safety Plan

Team Lead (X3)

Exercise Guide
Site Map
Damage Assessment Form (CERT #1)
Personnel Resource Check-in Log (CERT #2)
Briefing Assignment (CERT#4) (X6)
Victim Treatment Log (CERT #5)
ICS-213 Message Form (10)
Event Safety Plan

On-Site Observer (X3)

Exercise Guide
Exercise Plan
Exercise Evaluation Guide (EEG) – Site
Exercise Evaluation Guide (EEG) – Comm
Site Map
Event Safety Plan

- Exercise Guide – An abbreviated version of the Exercise Plan, appropriate for the conduct of the exercise

Exercise Evaluation Guides

The following is the guidance and objectives that will be given to the evaluators.

Exercise Evaluation Guide IC/EOC

Exercise Name: 2019 CERTEX

Exercise Date: November 16, 2019

Organization/Jurisdiction: Lancaster County CERT/Amateur Radio

Venue: Belle Isle State Park, Lancaster, VA

Response
Exercise Objective: Demonstrate the ability of amateur radio and CERT volunteers to establish and operate an incident command post in the event of a weather emergency in accordance with the National Incident Management System/Incident Command System and local plans, policies, and procedures.
Core Capability: Operational Coordination Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Organizational Capability Target 1: Mobilize all critical resources and establish command, control, and coordination structures within the affected community, and maintain as needed throughout the duration of the incident. <i>Critical Task:</i> Establish the incident command system, to include incident command post <i>Critical Task:</i> Establish functional operating groups to perform assigned tasks in the field. <i>Critical Task:</i> Utilize other community volunteers during the incident for group operations. <i>Critical Task:</i> Establish command staff and general staff positions necessary to effectively manage the incident in the field. Source(s): <ul style="list-style-type: none">• National Incident Management System• Lancaster County Emergency Operations Plan, 2019• CERT Field Operations Guide

Exercise Evaluation Guide – CERT, On Site

Exercise Name: 2019 CERTEX

Exercise Date: November 16, 2019

Organization/Jurisdiction: Lancaster County CERT/ARES

Venue: Belle Isle State Park, Lancaster, VA

Response
Exercise Objective: Demonstrate the ability of local amateur radio and CERT personnel to establish teams and fulfill objectives established by command group specific to search and rescue operations in the field.
Core Capability: Mass Search and Rescue Operations Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
Organizational Capability Target 1: Establish, mobilize and deploy teams. <i>Critical Task:</i> Develop SAR teams based on available members with appropriate personnel. <i>Critical Task:</i> Deploy SAR teams into field with appropriate PPE. <i>Critical Task:</i> Communicate status and findings to Incident Commander (IC). Source(s): NIMS
Organizational Capability Target 2: Effectively operate as a SAR Team in the Field <i>Critical Task:</i> Communicate with team members, team leader, and incident command. <i>Critical Task:</i> Document all findings and operations from field for collection in EOC as outlined in CERT FOG. <i>Critical Task:</i> Team members follow CERT Safety guidelines. <i>Critical Task:</i> Team Leader and ARES operator work together to communicate findings and needs from field to IC. Source(s): ARES Operating Guide, CERT Field Operating Guide

Exercise Evaluation Guide - ARES Communications

Exercise Name: 2019 CERTEX

Exercise Date: November 16, 2019

Organization/Jurisdiction: Lancaster County CERT/Amateur Radio

Venue: Belle Isle State Park, Lancaster, VA

Response
Exercise Objective: Coordinate personnel and information from field to EOC as established in Amateur Radio operating guidelines, CERT Operating Guide, and Lancaster County Emergency Operations Plan.
Core Capability: Operational Communications Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Organizational Capability Target 1: Coordinate volunteers using information received from field. <i>Critical Task:</i> Utilize Code RED to notify and mobilize CERT/ARES volunteer members. <i>Critical Task:</i> CERT/ARES volunteer members notify point of contact of ability to respond. Source(s): CERT Operating Guide
Organizational Capability Target 2: Coordinate information from field to EOC. <i>Critical Task:</i> Team leaders collect information to report to EOC on appropriate forms. <i>Critical Task:</i> ARES operators send situation report from field to EOC and record on appropriate forms. <i>Critical Task:</i> EOC records situation reports from field and responds as needed on appropriate forms. Source(s): Lancaster County ARES Emergency Response Plan
Organizational Capability Target 3: Coordinate ARES operations <i>Critical Task:</i> Set up radio truck <i>Critical Task:</i> Set up mobile antennae <i>Critical Task:</i> Assign HAM radio operators to CERT field groups <i>Critical Task:</i> Radio operators effectively transmit and receive messages <i>Critical Task:</i> Messages are handled properly Source(s): Lancaster County ARES Emergency Response Plan

Appendix 1. Victim Injury Cards

Cards prepared for each victim.(numbered 1 – 10). Three cards per victim, to be placed at head, midsection, and foot.

<p>A1 Respiration 22 Radial Pulse Conscious Disoriented B1 Broken Left Ulna Numbness in left hand C1 Severe ankle sprain Unable to walk</p>	<p>A4 Respiration 15 Radial pulse Conscious No response to verbal commands B4 Minor cuts and bruising on chest and stomach C4 Deep cut on left thigh Squirting blood</p>	<p>A7 Respiration 24 Radial Pulse Conscious Oriented Ambulatory B7 Fractured Ulna two broken fingers C7 Nail puncture in left foot</p>
<p>A2 Respiration 25 Radial pulse Conscious Oriented Facial Contusions and abrasions B2 Superficial bruises on chest Contusions on Arm Oozing bleeding on arms C2 Left foot at odd angle.</p>	<p>A5 Respiration 18 Radial pulse Unconscious B5 Probable rib injuries Bleeding on left shoulder C5 Broken Ankle Crushed foot</p>	<p>A8 Respiration 10 Weak Radial pulse Weak Unconscious Head lacerations Ear and nose bleeding B8 Broken Ribs Contusions on Stomach C8 Compound Fracture of left leg</p>
<p>A3 Respiration 8 Weak radial pulse Unconscious B3 Impaled object in chest Severe chest bleeding C3 No additional injuries</p>	<p>A6 Respiration 225 Pulse Radial Conscious Oriented Able to Walk and Talk B6 Broken or Sprained Wrist C6 Bruising of left leg</p>	<p>A9 Respiration 9 Radial pulse Weak Unconscious B9 Partial Hand Amputation C9 Crushed right leg</p>
		<p>A10 Respiration 10 Radial Pulse Conscious and orientated Extreme pain B 10 Broken ribs Chest Contusions C10 Hip Dislocated</p>

Appendix 2. Citations

"Appendix D - A-CERT Exercise Plan." National Academies of Sciences, Engineering, and Medicine. 2013. *Integrating Community Emergency Response Teams (A-CERTs) at Airports*. Washington, DC: The National Academies Press. doi: 10.17226/22468.

Department of Homeland Security, Homeland Security Exercise and Evaluation Program (HSEEP), April 2013.

Virginia Department of Emergency Management, VESTEX 2017 Exercise Plan, May2, 2017.