

# Westshore Regional Community Emergency Response Team

Bay Village ♦ Fairview Park ♦ Lakewood ♦ North Olmsted ♦ Rocky River ♦ Westlake



## After Action Report/Improvement Plan

St. Paul Lutheran Church MCI  
Full Scale Exercise 08/16/14

AAR End Date:

This page is intentionally blank.

## ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is Westshore Regional CERT St. Paul Lutheran Church MCI Full Scale Exercise After Action Report / Improvement Plan.
2. The information gathered in this AAR/IP is classified as For Official Use Only (FOUO) and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from the Westshore Regional CERT is prohibited.
3. At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be stored in a locked container or area offering sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.
4. Point of Contact:

### Exercise Director

Tricia Granfors  
Coordinator  
Westshore Regional CERT  
C/o City of North Olmsted  
5200 Dover Center Road  
North Olmsted OH 44070  
440.716.4135 (Office)  
440.552.5784 (Cell)  
granforst@north-olmsted.com

This page is intentionally blank.

# CONTENTS

<b><u>ADMINISTRATIVE HANDLING INSTRUCTIONS</u></b>	<b>3</b>
<b><u>CONTENTS</u></b>	<b>5</b>
<b><u>EXECUTIVE SUMMARY</u></b>	<b>7</b>
<b><u>SECTION 1: EXERCISE OVERVIEW</u></b>	<b>8</b>
<b><u>SECTION 2: EXERCISE DESIGN SUMMARY</u></b>	<b>11</b>
<b><u>SECTION 3: ANALYSIS OF CAPABILITIES</u></b>	<b>16</b>
<b><u>SECTION 4: CONCLUSION</u></b>	<b>33</b>
<b><u>APPENDIX A: IMPROVEMENT PLAN</u></b>	<b>34</b>
<b><u>APPENDIX E: PERFORMANCE RATING</u></b>	<b>37</b>
<b><u>APPENDIX F: ACRONYMS</u></b>	<b>37</b>

This page is intentionally blank.

# EXECUTIVE SUMMARY

The Westshore Regional CERT (WSC) MCI Full-Scale exercise at St. Paul Lutheran Church, 27993 Detroit Road, Westlake, was developed to test the Westshore Regional CERT and partnering CERTs' capabilities as listed below. The exercise planning team worked over a five month period to work through the Homeland Security Exercise and Evaluation Program (HSEEP) planning process. The exercise scenario involved the aftermath of a severe storm and tornado at a large church picnic resulting in mass casualties and property damage. Due to multiple calls in the city and for its mutual aid partners, overwhelming resources, the WSC and other CERTs were dispatched.

Based on the exercise planning team's deliberations, the following objectives were developed for the St. Paul Lutheran Church exercise:

**Following Directions (Activation/Accountability):** Check-in/check-out with new forms, personal protective equipment, giving/receiving assignments, understanding task, buddy system.

**Communications (radio use, incident action plan, objectives, tactics, coordination, cooperation, etc.):** Radio etiquette, common terminology/plain language/clear speech, communication skills, status reporting, accountability.

**ICS principles (chain of command, unity of command, accountability, positions, titles, functions, team organization):** Establishment of incident command post, facilities, and ICS positions and functional groups; following chain of command and unity of command; physical/sign identification of ICS personnel on site.

**Damage assessment (buildings and site):** Size-up, damage assessment, reporting, documentation.

**Search & Rescue:** Size-up, search markings, hazard detection, voice triage, search methods, victim assessment, treating ABC's, rescue techniques, rescuer safety.

**Patient assessment, triage and treatment:** Establishment of medical unit, triage and treatment areas, patient assessment/reassessment, treatment, documentation (new), and information dissemination.

**Resource management (personnel, equipment and supplies):** Set-up of logistics (supply, communications, and food units), response and prioritization of requests, documentation, demobilization.

**Public relations (interaction with patients, families & media):** Control and referral of media to PIO, regular, timely, appropriate briefings, information gathering and dissemination, communication with IC, general staff, and units as needed.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

## Major Strengths

The major strengths identified during this exercise are as follows:

1. Operation under Incident Command System (ICS) features and principles
2. Patient Assessment, triage and treatment
3. Resource Management
4. Teamwork and confidence in response

## Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in the CERTs ability to respond to the incident were identified. The primary areas for improvement are as follows:

1. Accountability: Personnel Accountability Reports (PAR) & Personal Protective Equipment (PPE)
2. Mobilization and organization (speed, briefings, urgency)
3. Incident Command Post Identification
4. Role/Scope of Logistics Communications Unit
5. Public Information and Liaison (ICS position knowledge by teams/individuals)

Overall, the exercise was very successful. Even in the areas that need improvement, many positive actions were observed. The venue and realism were exceptional, the victim management was outstanding, and many reported it to be a good learning experience that built their confidence. Overall, good teamwork ability was demonstrated with professionalism and courtesy.

## SECTION 1: EXERCISE OVERVIEW

### Exercise Details

**Exercise Name**

Westshore Regional CERT St. Paul Lutheran Church MCI Full-Scale Exercise

**Type of Exercise**

Full-Scale

**Exercise Start Date**

August 16, 2014

**Exercise End Date**

August 16, 2014

**Duration**

Three hours

**Location**

St. Paul Lutheran Church  
27993 Detroit Road  
Westlake, OH 44145, Cuyahoga

**Sponsor**

N/A

**Program**

N/A

**Mission**

Response and recovery



## Capabilities

1. Following directions (accountability)
2. Communications (radio use, incident action plan, objectives, tactics, coordination, cooperation, etc.)
3. ICS principles (chain of command, unity of command, positions, titles, functions)
4. Damage assessment (buildings and site)
5. Patient assessment, triage and treatment
6. Search & rescue including box cribbing method rescue
7. Resource management (personnel, equipment and supplies)
8. Public relations (interaction with patients, families & media).

## Scenario Type

Mass Casualty Incident

## Exercise Planning Team Leadership

Tricia Granfors, Coordinator/Director  
Westshore Regional CERT, City of North Olmsted  
granforst@north-olmsted.com

Karen Altmos, Building Area Evaluator  
Westshore Regional CERT, Fairview Park  
Kalt3679@cox.net

Robert Bade, Team Shadow/Cribbing Evaluator  
Westshore Regional CERT, Bay Village  
bobbvbade@yahoo.com

Frank Berkopec, Incident Command/Ops Evaluator  
Westshore Regional CERT, Fairview Park  
fdb998@reagan.com

Mary Beth Cappell-Bovee, PIO Evaluator  
Westshore Regional CERT, Westlake  
Verde90@yahoo.com

Deborah Chervenak, Planning/Logistics Sections Evaluator  
Westshore Regional CERT, Bay Village  
Deborahchervenak@gmail.com

Colleen Drews, Volunteer Victim Coordinator/Moulage  
Westshore Regional CERT, Lakewood  
cdrewsman@sbcglobal.net

Kamal Haddad, Medical Treatment Area Evaluator  
Westshore Regional CERT, Rocky River  
Haddad9921@gmail.com

Dennis Kucler, Logistics Communications Unit Evaluator  
Westshore Regional CERT, Westlake  
dakucler@gmail.com

Tim Rasgaitis, Team Shadow Evaluator  
Westshore Regional CERT, Bay Village  
timras@wowway.com

John Sanders, Safety Officer/Evaluator  
Westshore Regional CERT, Lakewood  
Bigowljohn.js@gmail.com

Donald Wiese, Safety Officer/Evaluator  
Westshore Regional CERT, Fairview Park  
Dwiese57@gmail.com

Chief Bud Williams, Incident Command/Ops Evaluator  
City of Fairview Park Fire, Retired

## **Participating Organizations**

- Westshore Regional CERT
- Case Western Reserve University CERT
- Cleveland State University CERT
- North Royalton CERT
- Parma CERT
- BayComm
- North Central Ohio K-9 Search & Rescue
- Westlake Fire Department
- Fairview Park Fire Department
- Berea Fire Department
- St. Paul Lutheran Church
- Crocker Park / Stark Enterprises
- Westcom Central Dispatch

## **Number of Participants**

- Players: 89
- Evaluators/Controllers: 13
- Directors/Facilitators: 1
- Observers: 11
- Victim Role Players: 50

## SECTION 2: EXERCISE DESIGN SUMMARY

### Exercise Purpose and Design

Although the Westshore Regional CERT regularly practices specific skills, tests knowledge on particular subjects, and assists professional responders with their exercises, the team had not held a full scale drill for approximately three years. All CERT functions were in need of rehearsal as was working along side professional responders, other teams, and the public.

A committee of WSC members was formed to plan and execute the exercise. This committee communicated via email and met at the site. The planners served as evaluators during the FSE. The Homeland Security Exercise and Evaluation Program (HSEEP) was used as a guide to planning. Refreshments were donated by several team members and Coordinator Tricia Granfors. The Lakewood Fire Department and Westlake Service Department delivered the CERT trailers to the venue. There was no charge for the use of St. Paul Lutheran Church.

### Exercise Objectives, Capabilities, and Activities

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were, in part, derived from the Target Capabilities List (TCL). The scope of response for CERT members is different from that of professional responders. The TCL does not in all areas reflect these differences. The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Based upon the identified exercise objectives below, the exercise planning team decided to demonstrate the following capabilities during the exercise:

#### **Following Directions (Activation/Accountability)**

1. First Responders: Within 45 minutes of arriving at the site of the disaster the first CERT responders arriving will establish initial CERT facilities (e.g., Incident Command Post, Base, Staging) and identified initial CERT functions such as the set-up of a check-in location for responders, parking areas, and assignment of command and general staff positions required at that time. See also *ICS Principles* below. Associated with ESF #5 Emergency Management; Res.B1a 5.1.1 Establish an incident command post (ICP), incident bases, camps, staging areas, helispot or helibase, and other facilities as required.
2. Responding CERT personnel shall park personal vehicles in assigned areas as directed.
3. Check-in: By the time all participants are on scene everyone involved will have checked-in at the assigned location by completely and legibly writing in the requested information on the accountability/roster forms and turning in any required waivers or forms properly completed. No CERT personnel are to seek assignment before checking in.
4. Personal Protective Equipment (PPE): Upon arrival all responding CERT members will be wearing appropriate clothing (e.g. long pants, sturdy shoes, shirt & outerwear appropriate for weather, appropriate PPE, CERT identifiers (shirt, hat, vest, etc.), and CERT ID in plain sight.
5. After checking in CERT responders shall report immediately for assignment to the base or staging area as directed.

6. Buddies: As part of team formation and throughout the exercise every CERT responder will have a buddy. All buddy groups will stay together while actively engaged in response, regardless of task.
7. Understanding: Before teams begin assignments the team leader will be sure of specific tasks and scope of assignment. If unsure he/she will ask appropriate questions of supervisor until assignment is clear.
8. Check-out: By the time the last participants are clearing the scene everyone involved will have check-out at the assigned location by completely and legibly writing the requested information on the accountability/roster forms.

**Communications (radio use, incident action plan, objectives, tactics, coordination, cooperation, etc.) in association with ESF #2 Communications:** ComC 4.2.1 Communicate incident response information; ComC 4.2.1.1 Use established common response communications language (i.e., plain English) to ensure information dissemination is timely, clear, acknowledged, and understood by all receivers; ComC 4.2 Implement incident communications interoperability plans and protocols; ComC 4.2.3 Report and document the incident by completing and submitting required forms, reports, documentation, and follow-up notations on immediate response communications; ComC 4.1 Establish and maintain response communications systems on-site

1. Radio Use: Throughout the exercise radio traffic will be monitored by an appointed evaluator who will monitor and note radio etiquette, use of common terminology and clear speech, properly identifying who is speaking and what/whom they are communicating to/with, and clear, succinct messages.
2. Leadership Communication: Throughout the exercise the CERT Incident Commander, Command Staff, General Staff, deputies, assistants, branch directors, and unit leaders will use demonstrate good communication skills with other leadership staff and subordinates including brevity, clarity, composure, confidence, patience, and the ability to listen so that they may make timely and informed decisions.
3. Responder Communication: Throughout the exercise the CERT responders will demonstrate good communication skills with their buddies, team members, other teams, and supervisors including brevity, clarity, composure, confidence, patience, and to report regularly and clearly to supervisors on the status of the task and relevant changing conditions.

**ICS principles (chain of command, unity of command, accountability, positions, titles, functions) in association with ESF #5 Emergency Management:** Res.B1a 4.2 Initiate and implement the Incident Command System (ICS); Res.B1a 5.1 Establish Incident Command (IC); Res.B1a 5.1.2 Establish the command structure to manage the incident and meet objectives; Res.B1a 5.1.3 Establish branches, groups, and divisions needed to manage the incident and meet incident objectives, strategies, and tactics; Res.B1a 5.1.1 Establish an incident command post (ICP), incident bases, camps, staging areas, helispot or helibase, and other facilities as required; Res.B1a 6.1 Establish incident objectives, priorities, and operational periods Res.B1a 6.2 Develop the incident action plan (IAP) to establish priorities, procedures, and actions to be accomplished to meet the incident objectives; Res.B1a 7.1.1 Disseminate IAP to other response organization through operational briefing Res.B1a 7.3 Direct efforts to meet incident objectives in accordance with current IAP; Res.B1a 7.5.1 Review progress towards meeting incident objectives; Res.B1a 7.3.2 Direct efforts to achieve personnel accountability; Res.B1a 7.3.3 Develop mechanisms for controlling incident; Res.B1a 7.5.1 Evaluate, revise and prioritize tactics to meet incident developments; Res.B1a 8.1 Implement demobilization plan; Res.B1a 8.3 Transition incident command to recovery management; Res.B1a 8.2 Monitor demobilization/transition process.

1. Incident Command: Within 15 minutes of arriving at the site of the disaster the first CERT responders on scene will set up an identifiable Incident Command Post.

2. First Responders: Within 30 minutes of arriving at the site of the disaster the first CERT responders arriving will establish initial CERT facilities (e.g., Incident Command, Base, Staging) and identify initial CERT functions and needs such as the set-up of a check-in location for responders, parking areas, and assignment of command and general staff positions required at that time. See also *Following Instructions* above.
3. Chain of Command: Throughout the exercise evaluators will observe whether participants follow chain of command by reporting to their direct supervisor as assigned.
4. ICS Positions: Throughout drill CERT ICS structure will be reviewed by assigned evaluator for use and understanding of Command, General Staff, Branches, Units, Groups, Task Forces, Strike Teams, and Single Resources positions/units as needed.
5. ICS Functions: Throughout the exercise Command Staff, General Staff, Branches and Units shall operate and function as per ICS organization and protocols.

**Damage assessment (buildings and site) in association with ESF #5 Emergency Management and ESF #9 Search and Rescue (Land-Based):** Res.B1a 4.1.1 Conduct initial assessment (size-up) (first arriving units); Res.B4a 6.1.1 Assess incident site to determine search and rescue course of action; Res.B4a 6.1.2 Assess the incident site for hazardous materials (hazmat) or other environmental conditions; Res.B4a 6.3 Communicate findings and recommend priorities to Team Management; Res.B4a 7.1 Ensure scene/site safety (security, shoring, debris).

1. Before entering disaster area (hot zone) and taking action CERT responders will perform a size-up as taught in CERT Basic Training. See also *Search & Rescue* below.
2. Upon beginning the task, teams assigned to size-up detail shall document building and site conditions and report same to supervisor via radio or face to face. This information shall follow the chain of command up to the Incident Commander and shall include the Planning Section Situation Unit if established. See also *Search & Rescue* below.

**Search & Rescue in association with ESF # 9 Search and Rescue (Land-Based):** Res.B4a 6.1.1 Assess incident site to determine search and rescue course of action; Res.B4a 6.1.2 Assess the incident site for hazardous materials (hazmat) or other environmental conditions; Res.B4a 6.3 Communicate findings and recommend priorities to Team Management; Res.B4a 7.1 Ensure scene/site safety (security, shoring, debris); Res.B4a 7.2 Conduct area search for victims; Res.B4a 7.2.2 Identify and record potential/actual victim locations (live and dead); Res.B4a 7.3 Direct ambulatory victims to safe assembly point; Res.B4a 7.4 Report progress of search efforts on a regular basis to SAR lead; Res.B4a 7.5 Maintain accountability for search personnel, equipment, and supplies; Res.B4a 8.1.1 Coordinate extrication strategy with medical personnel; Res.B4a 8.1 Extricate trapped victims; Res.B4a 8.2 Provide periodic progress reports while rescuing; Res.B4a 8.3 Maintain accountability of extrication personnel, equipment, and supplies; Res.B4a 9.1.1 Coordinate medical treatment with extrication and medical personnel; Res.B4a 9.2 Transfer victims to more definitive medical care.

1. Size-Up: Before entering disaster area (hot zone) and taking action CERT responders will perform a size-up as taught in CERT Basic Training.
2. Search Markings: Upon entering and exiting building and interior rooms, search teams will use correct search marking techniques including entry and exit marks, CERT team identifier, date/time of entry and exit, existing hazards, and victims remaining within.
3. Hazards: Before entering building and individual rooms, search teams will visually and audibly check for hazards prior to entry.

4. **Initial Assessment:** Search teams, while in the process of searching, shall perform a 30-60 second initial assessment of each victim. At this time only life threatening conditions (ABCs) shall be treated. Suspected head and/or spinal trauma shall be handled correctly.
5. **Rescue Techniques:** Rescue teams, while assigned to rescue activities, shall use proper rescue techniques including voice triage, rescue lightly trapped victims first, and leave those who have expired until last or until professional assistance arrives.
6. **Carry Techniques:** Rescue Teams, while assigned to rescue activities, shall use proper carries and correct techniques to transport victims to the established triage area.
7. **Box Cribbing Rescue:** Timing – unless personnel are sufficient for all other vital needs, cribbing rescue should be held until last (least trapped first, most trapped last). Assignments – members of rescue team to be assigned to standard roles (e.g. command, safety, lever control, cribbing supply, medical).

**Patient assessment, triage and treatment in association with ESF #8 Public Health and Medical Services:** Res.C1a 3.1.1 Establish Medical Branch/Group officer; Res.C1a 3.1 Coordinate triage and pre-hospital treatment operations with on-site Incident Command; Res.C1a 3.3.1 Organize and distribute resources for triage and pre-hospital treatment operations; Res.C1a 4.3 Establish triage, treatment, and transport areas; Res.C1a 6.1 Establish immediate, minor, and delayed treatment areas; Res.C1a 6.2 Provide pre-hospital treatment appropriate to the nature of incident and number of injured/ill; Res.C1a 6.3 Ensure documentation of patient care and transfer, in accordance with mass casualty protocols.

1. **Establishing Triage Areas:** Triage teams/personnel shall set up triage area with considerations for number of potential victims, ease of pick-up and transport by squads, and separate area for morgue, if needed.
2. **Triage Assessment:** Triage teams/personnel shall perform a 60-second assessment of each patient (e.g. airway patency, mental status, respiratory rate, bleeding, signs of shock and/or trauma, head or spinal injuries, etc.) as they are brought to the treatment area. Based on findings patients shall be triaged as immediate or delayed and transported to the correct area.
3. **Patient/Victim Documentation:** Triage teams/personnel shall document all patients upon entry of treatment area by using appropriate forms on which to write names, descriptions, status & injuries, emergency contact information, etc.
4. **Treatment:** Treatment teams/personnel shall treat the incoming patients as per CERT basic training and standard first aid protocols and resources allow. Teams shall not treat or diagnose beyond what training and certifications permit.
5. **Patient/Victim Documentation:** Treatment teams/personnel shall continue documentation began by triage teams/personnel.

**Resource management (personnel, equipment and supplies) in association with ESF #7 Logistics Management and Resource Support:** Res.B1a 1.1.1 Develop processes to order, track, and assign incident resources; Res.B1a 1.1.2 Develop systems for tracking on-site incident resources and personnel; Res.B1a 5.2 Implement processes to order, track, and assign incident resources; Res.B1a 4.2.3 Direct and coordinate with arriving local, tribal, regional, State, and Federal first responders.

1. **Logistics Deliveries:** Within 30 minutes of receiving the activation notice those assigned will transport the LW and WL CERT trailers to the site and set it up where ordered by the Incident Commander or Logistics Chief.

2. **Communications Post:** Within 30 minutes of arrival radio personnel shall have a communications post set up collocated or adjacent to logistics area at base.  
Radio resources shall be distributed by priority need to responding personnel. ICS communications forms shall be utilized.
3. **Logistics Functions:** Throughout the exercise logistics personnel will respond to requests for resources in a responsive and organized fashion while clearly documenting use of equipment as required by ICS forms.
4. **Resource Priority:** Throughout the exercise logistics personnel will use resources effectively by determining level of need based on priority and supply.
5. **Speed of Response:** Within 15 minutes of teams being formed (with a leader, common communication system, and tasks assigned) they will take action to begin their assignment.
6. **Demobilization:** Within 60 minutes of the end of the exercise demobilization will be complete.

**Public relations (interaction with patients, families & media) in association with ESF #15 External Affairs:** Res.B1f 7.2.5 Track media contacts and public inquiries, listing contact, date, time, query, and outcome; Res.B1f 7.2.6 Issue corrective messages when errors are recognized in previous public announcements; .Res.B1f 7.2.1 Provide periodic updates and conduct regularly scheduled media conferences.

1. **Media/Info Requests:** Throughout the exercise all responders will refer media and information requests to the assigned Public Information Officer (PIO) in a polite but firm manner.
2. **PIO Procedures:** Throughout the exercise CERT personnel assigned as PIO, Assistant PIO and staff (as required) will follow the directive of the IC as it regards information disseminated. Media and other inquirers shall be kept outside of the hot zone in a designated area. The PIO and staff shall communicate regularly with the IC to assess changing conditions.
3. **Dissemination of Information:** Throughout the exercise PIO staff shall obtain victim information from triage on behalf of inquirers who can reasonably prove familial relation.

## **Scenario Summary**

On Saturday, August 16, 2014 at 1:00 p.m. Eastern Standard Time the National Weather Service released a severe thunderstorm warning and tornado watch for all Lakeshore counties in Ohio between Toledo and Mentor on the Lake. A line of severe storms formed over Michigan and Lake Erie with a history of large hail, winds in excess of 55 mph, frequent lightning and two sightings of funnel clouds. The storms are moving ESE at 30 mph and are expected to reach the western suburbs of Cleveland at around 2:00 p.m.

St. Paul Lutheran Church in Westlake is hosting its annual Bring a Friend Church Picnic. Organizers are aware of a small chance of a passing storm but have gone ahead with the outdoor set-up on their large property. Several hundred people are expected. Tents have been set up and grills have been set up for cooking; many picnic and folding tables have been set up on the lawn, and the church school building is open.

At 1:30 p.m. organizers and guests notice clouds coming in from over the lake and winds picking up a bit. The picnic is in full swing and is the largest crowd they've ever had. A few of the organizers briefly discuss the appropriate course of action. They determine the tents and building provide enough space for cover, should it rain, until it blows over. The summer has brought many "popcorn" style brief storms and they figure this is just another of the same variety. About this time three men show up at the picnic and are looking around at the crowd. Upon seeing them one of the women becomes frantic and frightened. She tells the Pastor that one of the men is her ex-brother-in-law who has just been released from a ten year prison term for a violent crime. He has threatened her sister, who is at the picnic with her two small

children, that he would come and take them. There is a restraining order on file. Her sister and both children are enjoying the path in the woods. The woman then calls 911. Before the Pastor can approach the men they start walking toward the woods and he loses sight of them among the people.

At 1:45 p.m. the storm moves in very quickly catching the crowd by surprise with very high winds, driving rain, and nickel size hail. The majority of the guests crowd into the tents for shelter. Some have moved into the building and others were in the woods and did not see it coming until too late.

Conditions deteriorate very quickly. The rain is so heavy and the wind is so strong that visibility is greatly reduced. The wind begins to once again increase dramatically and the people begin to hear a strange, wailing, train like sound. Those familiar with this sound try to shout over the storm that a tornado is coming but few can hear. The tornado touches down NW of the church and continues SE through part of the property. Although it does not hit the tents or the church directly, it does a great deal of damage. Two of the tents collapse. The people within are thrown down to the ground on top of each other and pushed along the ground 175' from where they were. The tent closest to the funnel cloud is lifted from the ground, spun, and thrown into the church building. A fourth tent is also lifted from the ground and lands hard a few hundred feet towards the wooded area. Tables are lifted and thrown from their places. Several of them hit the tents while in the air. The grills, which were all in use, are also thrown through the air. Two of them burst into flames where they landed in the grass. The superheated surfaces of a few others came in contact with the tents and those in them causing burns. Several of those in the building are injured by the breaking glass. Those in the woods are lifted and thrown around against the trees. Several trees are uprooted and fall. One mother, injured but able to walk, is searching for her child. They were separated in the tornadic winds.

As soon as they were able several guests dialed 911. The City's dispatch switchboard was inundated with calls of storm damage including downed wires, trees blocking roadways, trees into houses, other structural damage, flipped cars, many injuries and two reported deaths. Safety and service employees are called in on OT and mutual aid is requested. The storm and possible tornadoes have produced the same type of damage in Westlake, Rocky River, and Fairview Park. North Olmsted responders have already been dispatched to Fairview and Rocky River. Westlake is responding to the report of a fire started by downed electrical lines. Mutual aid will be delayed. The officer in charge activates the WSC and asks members to respond to the church. **The assignment is, while taking every safety precaution for all forms of hazards, to use ICS protocols to size-up, assess, search, rescue, triage, and treat the injured as resources permit. Law enforcement, fire, and EMS personnel will be dispatched as soon as possible. CERT Incident Command is to keep in touch with WestCom dispatch via cell phone until compatible radios are available. Service personnel will be asked to bring the CERT trailers to the site. The original 911 call concerning ex-husband and friends, the children and the restraining order have been forgotten for the moment.**

The first WSC members arriving find a chaotic scene with many still trapped and injured in the tents and many searching for missing friends and family members throughout the site. Injuries include bleeding and bruising, glass filled injuries, sprains, broken bones, and other trauma, burns, head/spinal injuries, shock, suspected internal bleeding, and cardiac symptoms.



## SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives of the Westshore Regional CERT (WSC) MCI Full-Scale exercise are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations.

Based on review comments, there were several strengths and areas of possible improvement that did not fall under the capabilities tested. Many participants communicated their appreciation for the organization of the exercise planning overall. They also felt it was a realistic exercise at a great venue that increased their confidence. The volunteer victims and their coordinators received high marks for placement, story lines, symptomology, acting skills, and moulage. CERT members were encouraged by the enthusiasm of participants all around, the teamwork exhibited, and indicated appreciation for the learning experience.

Frequently reported areas requiring improvement include common site needs such as garbage receptacles and paperweights. Another area of concern was the many side conversations being held as the Incident Commander and General Staff provided an incident briefing, making it difficult to hear the important tactical information being communicated. Also, many participants were smoking on the site, which was troubling to some.

### **Capability 1: Following Directions (Activation/Accountability)**

**Capability Summary:** Establishment of facilities, check-in/check-out, personal protective equipment, giving/receiving assignments, understanding task, buddy system.

**Activity 1.1:** First Responders: Within 45 minutes of arriving at the site of the disaster the first CERT responders arriving will establish initial CERT facilities (e.g., Incident Command Post, Base, Staging) and identified initial CERT functions such as the set-up of a check-in location for responders, parking areas, and assignment of command and general staff positions required at that time. See also *ICS Principles* below.

**Observation 1.1:** ROOM FOR IMPROVEMENT – Time before victims were addressed and aided was extended and Incident Command Post was fluid; no specific physical location was identified.

**References:** Associated with ESF #5 Emergency Management; Res.B1a 5.1.1 Establish an incident command post (ICP), incident bases, camps, staging areas, helispot or helibase, and other facilities as required.

**Analysis:** Incident Commander and Operations Chief presented a calm, organized, and decisive demeanor, coordinated with assigned leaders, provided briefings, and established objectives. General Section areas were established and positions were filled, search teams were organized, and assignments made. All responders parked in assigned area. Briefings were made, facilities set up, and all positions were filled before attention was paid to victims calling for help and wandering around the area. In a couple cases injured victims who asked for help were told the team “wasn’t ready yet.” There was a lack of urgency overall. Several members responded without appropriate personal protective equipment. Examples include flip-flops, open toe shoes, shoes with thin soles, and not wearing hard hats or safety glasses in storm-damaged areas.

**Recommendations:** Review and enforce proper PPE protocols, practice scene set-up and organization, and review ICS facility needs.

1. Instruct on and review proper PPE including examples and reasons.
2. State policy prior to training and exercises that those without proper PPE will not be permitted to participate.

3. Review ICS sections and facilities.
4. Create flags, signage or other markings to identify ICS facilities.
5. Create and execute functional training on elements of activation.

**Activity 1.2:** Responding CERT personnel shall park personal vehicles in assigned areas as directed.

**Observation 1.2:** STRENGTH – Responders parked in pre-designated area.

**References:** ICS Feature – Accountability; CERT Basic Training Module 6, CERT Organization.

**Analysis:** N/A

**Recommendations:** N/A

**Activity 1.3:** Check-in: By the time all participants are on scene everyone involved will have checked-in at the assigned location by completely and legibly writing in the requested information on the accountability/roster forms and turning in any required waivers or forms properly completed. No CERT personnel are to seek assignment before checking in.

**Observation 1.3:** STRENGTH – All responders checked-in; all media were required to check-in and be credentialed. All participants but six checked-out.

**References:** ICS Feature – Accountability; CERT Basic Training Module 6, CERT Organization.

**Analysis:** New forms improved time and ease for signing in and especially signing out. However, instead of indicating General Section by (O P L A), it was recommended the column be left blank in order to insert more specific and relevant skills/knowledge.

**Recommendations:** Update column on revised accountability forms from current General Section Choice to a free text field for self-reported skills and knowledge.

**Activity 1.4:** Personal Protective Equipment (PPE): Upon arrival all responding CERT members will be wearing appropriate clothing (e.g. long pants, sturdy shoes, shirt & outerwear appropriate for weather, appropriate PPE, CERT identifiers (shirt, hat, vest, etc.), and CERT ID in plain sight.

**Observation 1.4:** NEED FOR IMPROVEMENT– Several did not comply with PPE instructions (e.g. a variety of open-toe and lightweight shoes were observed as well as not wearing helmets or eye protection in storm damaged areas). A couple medical staff members were observed without gloves.

**References:** ICS Feature – Accountability; CERT Basic Training Module 6, CERT Organization; CERT Basic Training modules 3 & 4, Emergency Medical Response.

**Analysis:** Some may have been more relaxed to due event being an exercise and not reality.

**Recommendations:** A review of PPE procedures, regular reminders, and strict enforcement is required.

**Activity 1.5:** After checking in, CERT responders shall report immediately for assignment to the base or staging area as directed.

**Observation 1.5:** Briefings began immediately and all responders were attentive.

**References:** ICS Feature – Accountability; CERT Basic Training Module 6, CERT Organization.

**Analysis:** Although overall briefing, set-up, and team formation took an extended period of time (addressed elsewhere), responders were there and ready for assignments.

**Recommendations:** None.

**Activity 1.6:** Buddies: As part of team formation and throughout the exercise every CERT responder will have a buddy. All buddy groups will stay together while actively engaged in response, regardless of task.

**Observation 1.6:** The majority of the time buddies were observed together. One occasion was reported where the team moved on without their radio operator.

**References:** ICS Feature – Accountability; CERT Basic Training Module 6, CERT Organization; CERT Basic Training Module 5, Search & Rescue.

**Analysis:** There was some confusion with regard to radio personnel team assignments. A couple search teams began their search detail without this member and were not clearly briefed on communications plan.

**Recommendations:** Additional training/practice and leadership coordination with team development in relation to Communications Unit procedures.

**Activity 1.7:** Understanding: Before teams begin assignments the team leader will be sure of specific tasks and scope of assignment. If unsure he/she will ask appropriate questions of supervisor until assignment is clear.

**Observation 1.7:** Evaluators observed teams working together with cohesion and purpose. In a couple cases however, teams did not have medical supplies from trailer and began search without radio personnel assignment.

**References:** ICS Feature – Accountability; CERT Basic Training Module 6, CERT Organization; CERT Basic Training Module 5, Search & Rescue.

**Analysis:** It is likely that since set-up took some time, teams were anxious to get underway and assist victims. In this haste, needed equipment and personnel were not assigned or requested.

**Recommendations:** Additional training/practice with emphasis on team formation and understanding scope of tasks assigned in relation to equipment needed.

**Activity 1.8:** Check-out: By the time the last participants are clearing the scene everyone involved will have check-out at the assigned location by completely and legibly writing the requested information on the accountability/roster forms.

**Observation 1.8:** STRENGTH – Only six individuals out of 164 did not sign out, which is near 97 percent compliance. New forms seemed to help people locate their name on lists to check-out.

**References:** ICS Feature – Accountability; CERT Basic Training Module 6, CERT Organization.

**Analysis:** Members understand the importance of checking in and out.

**Recommendations:** None.

## **Capability 2: Communications**

**Capability Summary:** Radio use and etiquette, common terminology/plain language/clear speech, communication skills, status reporting, accountability, incident action plan, objectives, tactics.

**Activity 2.1:** Radio Use: Throughout the exercise radio traffic will be monitored by an appointed evaluator who will monitor and note radio etiquette, use of common terminology and clear speech, properly identifying who is speaking and what/whom they are communicating to/with, and clear, succinct messages.

**Observation 2.1:** MUCH IMPROVED – A great deal of improvement from the last full scale exercise was observed. BayComm contributed a great deal in communications management & strategy. Having experienced radio communications individuals assigned to each search team was helpful. Communications were courteous and plain language was used. Further improvements needed include use of exercise announcement and status reporting/accountability.

**References:** ESF #2 Communications; ComC 4.2.1.1 Use established common response communications language (i.e., plain English) to ensure information dissemination is timely, clear, acknowledged, and understood by all receivers; ICS Feature – Communications/Information Management.

**Analysis:** The statement “this is an exercise” was rarely used in radio communications during the exercise. While BayComm’s training and experience greatly improved radio communications, additional work is needed in position/task strategies and relationship to ICS organization in order to stabilize roles/duties for efficiency, proper procedure, and labor load.

### **Recommendations:**

1. Applying Lessons Learned during this exercise, revamp positions/assignments within BayComm Communications Unit.
2. Continue to offer tactical radio training to WSC members.
3. Include radio use during other exercises and events whenever possible.
4. Reinforce use of phrase “this is an exercise” during training.

**Activity 2.2:** Leadership Communication: Throughout the exercise the CERT Incident Commander, Command Staff, General Staff, deputies, assistants, branch directors, and unit leaders will use demonstrate good communication skills with other leadership staff and subordinates including brevity, clarity, composure, confidence, patience, and the ability to listen so that they may make timely and informed decisions.

**Observation 2.2:** Leadership personnel communicated via radio with calm, clear instructions, which were repeated as necessary. The phrase “This is an exercise” was not stated on a regular basis. Some decisions made by BayComm staff / Logistics Communications Unit were outside of chain of command. More frequent section status reports should have been made to IC. Some misdirection/miscommunication between North Central Ohio K-9 Search & Rescue team and leadership/liaison.

**References:** ESF #2 Communications; ComC 4.2.1.1 Use established common response communications language (i.e., plain English) to ensure information dissemination is timely, clear, acknowledged, and understood by all receivers; ICS Feature – Communications/Information Management.

**Analysis:** Radios were utilized throughout the exercise, appropriately and professionally. Any delay in radio issuance and organization can be attributed to lack of experience in those

circumstances. Lack of knowledge of ICS section roles/responsibilities contributed to moments of confusion or orders coming from wrong source.

### **Recommendations:**

1. Applying Lessons Learned during this exercise, revamp assignments/expectations within BayComm Communications Unit.
2. Continue to offer tactical radio training to WSC members.
3. Include radio use during other exercises and events whenever possible.
4. Completion of IS-700.a and IS-100.b training for as many team members as possible.
5. Conduct exercises that involve ICS principles on a regular basis.

**Activity 2.3:** Responder Communication: Throughout the exercise the CERT responders will demonstrate good communication skills with their buddies, team members, other teams, and supervisors including brevity, clarity, composure, confidence, patience, and to report regularly and clearly to supervisors on the status of the task and relevant changing conditions.

**Observation 2.3:** MUCH IMPROVED – The majority of the time, responders demonstrated good communication skills both via radio and otherwise. Via radio, there were times when parties talked over one another or did not wait for acknowledgement. During radio communications, the phrase “This is an exercise” was not stated on a regular basis. Evidence of exceptional team cohesiveness was observed by many.

**References:** ESF #2 Communications; ComC 4.2.1.1 Use established common response communications language (i.e., plain English) to ensure information dissemination is timely, clear, acknowledged, and understood by all receivers; ICS Features – Accountability and Communications/Information Management; CERT Basic Training Module 6, CERT Organization.

**Analysis:** For some, lack of training and/or lack of experience with radio use contributed to occasional poor communication or timing. However, the radios were utilized throughout the exercise, and used appropriately and professionally. Elements of teamwork within search teams and General Section staffs were respectful, collaborative, and cooperative.

### **Recommendations:**

1. Continue to incorporate team dynamics into table top exercises and functional drills.
2. Participate in shared (multi-team and -organization) exercises on an annual basis.
3. Continue to offer tactical radio training to WSC members.

## **Capability 3: ICS principles**

**Capability Summary:** Establishment of incident command post, facilities, and ICS positions and functional groups; following chain of command and unity of command; accountability.

**Activity 3.1:** Incident Command: Within 15 minutes of arriving at the site of the disaster the first CERT responders on scene will set up an identifiable Incident Command Post.

**Observation 3.1:** NEED FOR IMPROVEMENT – The required ICS facilities were set up quickly and efficiently with the exception of an identifiable Incident Command Post and a staging area separate from sign-in. Once signed-in, CERT responders remained immediately around the Planning Section Resource Unit table, causing congestion and some confusion. Once response was underway, Incident Command and Ops physically moved about the site amongst General Sections and Medical Unit, which made locating the IC and Ops Chief and staff difficult. Chain of command and unity of command was followed apart from command decisions coming out of the Logistics Communications

Unit. With regard to accountability, regular PAR (Personnel Accountability Reports) with all sections, and especially field teams, **was not done**.

**References:** ESF #5 Emergency Management; Res.B1a 4.2 Initiate and implement the Incident Command System (ICS); Res.B1a 5.1 Establish Incident Command (IC); Res.B1a 5.1.1 Establish an incident command post (ICP), incident bases, camps, staging areas, helispot or helibase, and other facilities as required; ICS Features – Command and Management, Facilities and Resources, Professionalism (mobilization); CERT Basic Training Module 6, CERT Organization.

**Analysis:** Deficiencies in PAR and communication between staff can be attributed to lack of experience with task and focus on immediate needs. An Incident Command Post and staging area must be intentionally established. Flags and/or signage to denote ICS facilities needed. As much as possible, IC or deputy needs to remain at ICP.

**Recommendations:**

1. Include ICS facilities development in table top and functional exercises.
2. Completion of IS-700.a IS-100.b, and IS-200 training for as many team members as possible.
3. Develop clear, re-usable ICS facilities flags and/or signage for storage on trailer(s).
4. Reinforce importance and need for personnel and team accountability reporting during training, events, and activations. Practice same.
5. Develop better method of assignment accountability record keeping; PAR board/kit.

**Activity 3.2:** First Responders: Within 30 minutes of arriving at the site of the disaster the first CERT responders arriving will establish initial CERT facilities (e.g., Incident Command, Base, Staging) and identify initial CERT functions and needs such as the set-up of a check-in location for responders, parking areas, and assignment of command and general staff positions required at that time. See also *Following Instructions* above.

**Observation 3.2:** Most of the required ICS facilities were set up quickly and efficiently; however, no identifiable Incident Command Post was established; the IC and Ops Chief moved around the other ICS facilities making it difficult for responders to find them. Equipment available from the CERT trailers was utilized more completely and efficiently than during the 2011 FSE. Additional flags or signage is needed to identify facilities. Appropriate Command Staff, General Staff, and Unit Leader positions were filled. In some cases teams were deployed without a radio or a medical kit.

**References:** ESF #5 Emergency Management; Res.B1a 4.2 Initiate and implement the Incident Command System (ICS); Res.B1a 5.1.2 Establish the command structure to manage the incident and meet objectives; Res.B1a 5.1.3 Establish branches, groups, and divisions needed to manage the incident and meet incident objectives, strategies, and tactics; Res.B1a 5.1.1 Establish an incident command post (ICP), incident bases, camps, staging areas, helispot or helibase, and other facilities as required; ICS Features – Command and Management, Facilities and Resources, Professionalism (mobilization); CERT Basic Training Module 6, CERT Organization.

**Analysis:** Deficiencies in effectiveness and communication between staff can be partially attributed to lack of identifiable ICP. The improved awareness of available resources and distribution of same greatly enhanced response as did the ICS position vests. ICS facility flags and/or signage are needed. Under responsibility of Ops Chief and team leaders, teams must be completely prepared before beginning assignment, including equipment needs and communication requirements.

### **Recommendations:**

1. Conduct at least one exercise per year that includes ICS development including team dynamics and provisions.
2. Completion of IS-700.a, IS-100.b, and IS-200 courses for as many team members as possible.
3. Develop clear, re-usable ICS facilities flags and/or signage for storage on trailer(s).

**Activity 3.3:** Chain of Command: Throughout the exercise evaluators will observe whether participants follow chain of command by reporting to their direct supervisor as assigned.

**Observation 3.3:** STRENGTH – Evaluators reported adherence to chain of command at all levels throughout the exercise. The only concerns in this area were incidents of the Logistics Communications Unit providing direction that should have originated with Operations Section leaders.

**References:** ESF #5 Emergency Management; Res.B1a 4.2 Initiate and implement the Incident Command System (ICS); Res.B1a 5.1.2 Establish the command structure to manage the incident and meet objectives; Res.B1a 5.1.3 Establish branches, groups, and divisions needed to manage the incident and meet incident objectives, strategies, and tactics; Res.B1a 7.3.3 Develop mechanisms for controlling incident; ICS Features – Command and Management, Professionalism; CERT Basic Training Module 6, CERT Organization.

**Analysis:** Members demonstrated professionalism and team work in this area. The effectiveness of the Logistics Communications Unit was greatly improved from the 2011 FSE. The issue observed can be corrected with a review of ICS position responsibilities and parameters.

### **Recommendations:**

1. Review ICS position responsibilities and parameters.
2. Completion of IS-700.a, IS-100.b, and IS-200 training for as many team members as possible, particularly among communications team members.

**Activity 3.4:** ICS Positions: Throughout Exercise CERT ICS structure will be reviewed by assigned evaluator for use and understanding of Command, General Staff, Branches, Units, Groups, Task Forces, Strike Teams, and Single Resources positions/units as needed.

**Observation 3.4:** Understanding of ICS roles and responsibilities was fair to good overall. There were a couple instances where the media was not directed to the PIO and a mutual aid team was not directed to the Liaison. Appropriate Command Staff, General Staff, and Unit Leader positions were filled. The ICS position vests improved identification and communication. Span of control was maintained.

**References:** ESF #5 Emergency Management; Res.B1a 4.2 Initiate and implement the Incident Command System (ICS); Res.B1a 5.1.2 Establish the command structure to manage the incident and meet objectives; Res.B1a 5.1.3 Establish branches, groups, and divisions needed to manage the incident and meet incident objectives, strategies, and tactics; Res.B1a 7.3.3 Develop mechanisms for controlling incident; ICS Features – Command and Management, Professionalism; CERT Basic Training Module 6, CERT Organization.

**Analysis:** There is room for improvement in understanding ICS roles and responsibilities by some CERT responders, specifically responsibilities of Public Information Officer, Liaison Officer, and Logistics Communications Unit.

### **Recommendations:**

1. Conduct at least one exercise per year that includes ICS roles and responsibilities.

2. Completion of IS-700.a and IS-100.b training for as many team members as possible.

**Activity 3.5:** ICS Functions: Throughout the exercise Command Staff, General Staff, Branches and Units shall operate and function as per ICS organization and protocols.

**Observation 3.5:** ROOM FOR IMPROVEMENT – Appropriate Command Staff, General Staff, and Unit Leader positions were filled. General Sections and responders had difficulty identifying IC and Ops Chief only because an ICP was not established. General Staff and Unit Leaders had some difficulties with ICS forms due to a lack of familiarity. Some basic information such as who completed the form, date, and incident name were not completed. However, use of ICS forms was significantly better than the 2011 FSE. Incident objectives, priorities, and tactics were well developed and modified as needed. As previously reported, the Logistics Communications Unit took on operations responsibilities outside the scope of that unit.

**References:** ESF #5 Emergency Management; Res.B1a 4.2 Initiate and implement the Incident Command System (ICS); Res.B1a 5.1.2 Establish the command structure to manage the incident and meet objectives; Res.B1a 5.1.3 Establish branches, groups, and divisions needed to manage the incident and meet incident objectives, strategies, and tactics; Res.B1a 6.1 Establish incident objectives, priorities, and operational periods Res.B1a 6.2 Develop the incident action plan (IAP) to establish priorities, procedures, and actions to be accomplished to meet the incident objectives; Res.B1a 7.1.1 Disseminate IAP to other response organization through operational briefing Res.B1a 7.3 Direct efforts to meet incident objectives in accordance with current IAP; Res.B1a 7.5.1 Review progress towards meeting incident objectives; Res.B1a 7.3.2 Direct efforts to achieve personnel accountability; Res.B1a 7.3.3 Develop mechanisms for controlling incident; Res.B1a 7.5.1 Evaluate, revise and prioritize tactics to meet incident developments.

**Analysis:** There is room for improvement in understanding some ICS roles and responsibilities and ICS forms.

**Recommendations:**

1. Conduct at least one exercise per year that includes ICS roles and responsibilities including the use of ICS forms.
2. Completion of IS-700.a and IS-100.b training for as many team members as possible.

#### **Capability 4: Damage Assessment**

**Capability Summary:** Damage assessment of buildings and site.

**Activity 4.1:** Before entering disaster area (hot zone) and taking action, CERT responders will perform a size-up. See also *Search & Rescue* below.

**Observation 4.1:** STRENGTH – Complete size-up of building and site before entry was observed.

**References:** ESF #9 Search and Rescue (Land-Based); Res.B1a 4.1.1 Conduct initial assessment (size-up) (first arriving units); Res.B4a 6.1.1 Assess incident site to determine search and rescue course of action; Res.B4a 6.1.2 Assess the incident site for hazardous materials (hazmat) or other environmental conditions; Res.B4a 7.1 Ensure scene/site safety (security, shoring, debris); CERT Basic Training Module 5, Light Search and Rescue.

**Analysis:** Teams demonstrated proper size-up procedures prior to entering building and outdoor areas where storm damage was likely. Entry to building was limited to one door.

**Recommendations:** N/A



**Activity 4.2:** Upon beginning the task, teams assigned to size-up detail shall document building and site conditions and report same to supervisor via radio or face to face. This information shall follow the chain of command up to the Incident Commander and shall include the Planning Section Situation Unit if established. See also *Search & Rescue* below.

**Observation 4.2:** STRENGTH – Report was made via radio. Teams stood by for orders before proceeding.

**References:** ESF #2 Communications and ESF #9 Search and Rescue (Land-Based); Res.B4a 6.3 Communicate findings and recommend priorities to Team Management; ICS Feature – Communications/Information Management; CERT Basic Training Module 5, Light Search and Rescue.

**Analysis:** Teams demonstrated proper reporting procedures after size-up and prior to entering building.

**Recommendations:** N/A

## **Capability 5: Search and Rescue**

**Capability Summary:** Land-based.

**Activity 5.1:** Size-Up: Before entering disaster area (hot zone) and taking action CERT responders will perform a size-up as taught in CERT Basic Training.

**Observation 5.1:** STRENGTH – The majority of the time teams approached slowly and assessed the incident site for hazards, both exterior and interior. Faced with possible live electrical wire, it was reported and the area cordoned off subject to power being shut off. Building was evacuated by responders when the smell of natural gas was detected.

**References:** ESF #9 Search and Rescue (Land-Based); Res.B4a 6.1.1 Assess incident site to determine search and rescue course of action; Res.B4a 6.1.2 Assess the incident site for hazardous materials (hazmat) or other environmental conditions; Res.B4a 7.1 Ensure scene/site safety (security, shoring, debris); CERT Basic Training Module 5, Light Search and Rescue.

**Analysis:** Although the size-up had been done previously, the possibility of changing or deteriorating conditions always exists. Therefore a measure of caution should be used even in areas already searched.

**Recommendations:** Stress continued caution and rescuer safety with regard to size-up and environmental awareness in extended incidents.

**Activity 5.2:** Search Markings: Upon entering and exiting building and interior rooms, search teams will use correct search marking techniques including entry and exit marks, CERT team identifier, date/time of entry and exit, existing hazards, and victims remaining within.

**Observation 5.2:** Most rooms were marked appropriately including hazards and victims remaining in rooms post assessment and awaiting rescue. Some were illegible and some did not include the CERT search team identifier.

**References:** ESF #9 Search and Rescue (Land-Based); Res.B4a 7.2 Conduct area search for victims; Res.B4a 7.2.2 Identify and record potential/actual victim locations (live and dead); Res.B4a 7.5 Maintain accountability for search personnel, equipment, and supplies; CERT Basic Training Module 5, Light Search and Rescue.

**Analysis:** Search marking abilities have improved considerably. Regular practice and review will continue to improve this skill.

**Recommendations:**

1. Spend additional time on search marking section of CERT Basic Training Module 5, Light Search & Rescue, including procedures for similar situations encountered with the exercise, such as repeated entries/exits.
2. Include search markings in exercises when possible for regular practice.

**Activity 5.3:** Hazards: Before entering building and individual rooms, search teams will visually and audibly check for hazards prior to entry. **See Capability 5, Activity 5.1, Size-up.**

**Activity 5.4:** Initial Assessment: Search teams, while in the process of searching, shall perform a 30-60 second initial assessment of each victim. At this time only life threatening conditions (ABCs) shall be treated. Suspected head and/or spinal trauma shall be handled correctly.

**Observation 5.4:** STRENGTH – Teams were observed assessing each victim thoroughly, with respect, sensitivity, and a comforting manner. Ambulatory victims were directed to the Medical Unit. At the same time, good judgment was used in which patients to transport first (with possible exception of victim rescued with box cribbing). When delivering patients to the Medical Unit they were able to provide a complete history.

**References:** ESF #9 Search and Rescue (Land-Based); Res.B4a 6.3 Communicate findings and recommend priorities to Team Management; Res.B4a 7.3 Direct ambulatory victims to safe assembly point; Res.B4a 8.1.1 Coordinate extrication strategy with medical personnel; Res.B4a 8.1 Extricate trapped victims; Res.B4a 9.1.1 Coordinate medical treatment with extrication and medical personnel; Res.B4a 9.2 Transfer victims to more definitive medical care; CERT Basic Training Module 5, Light Search and Rescue.

**Analysis:** The search and rescue teams employed proper assessment, transport, and transfer procedures along with a professional, calm, and caring demeanor.

**Recommendations:** Keep up the good work!

**Activity 5.5:** Rescue Techniques: Rescue teams, while assigned to rescue activities, shall use proper rescue techniques including voice triage, rescue lightly trapped victims first, and leave those who have expired until last or until professional assistance arrives.

**Observation 5.5:** GOOD – Teams were observed using proper rescue techniques and innovative transportation methods. The cribbing rescue was done in an orderly and safe fashion. The only issue was that a cribbing team was organized early in the rescue. There *may* have been others more easily rescued that should have been attended to first, before the heavily trapped cribbing victim.

**References:** ESF #9 Search and Rescue (Land-Based); Res.B4a 7.2 Conduct area search for victims; Res.B4a 7.2.2 Identify and record potential/actual victim locations (live and dead); Res.B4a 7.5 Maintain accountability for search personnel, equipment, and supplies; Res.B4a 8.1.1 Coordinate extrication strategy with medical personnel; Res.B4a 8.1 Extricate trapped victims; Res.B4a 9.1.1 Coordinate medical treatment with extrication and medical personnel; CERT Basic Training Module 5, Light Search and Rescue.

**Analysis:** Knowledge and skill in this area demonstrated. Only exception was timing of cribbing rescue.

**Recommendations:** Reinforce need to rescue most lightly trapped victims first before expending resources on heavily trapped victims.

**Activity 5.6:** Carry Techniques: Rescue Teams, while assigned to rescue activities, shall use proper carries and correct techniques to transport victims to the established triage area.

**Observation 5.6:** STRENGTH – Teams used good judgment in how much and what type of assistance victims required and, due to shortage of backboards, employed innovative techniques for transport.

**References:** ESF #9 Search and Rescue (Land-Based); Res.B4a 7.3 Direct ambulatory victims to safe assembly point; B4a 8.1.1 Coordinate extrication strategy with medical personnel; Res.B4a 8.1 Extricate trapped victims; CERT Basic Training Module 5, Light Search and Rescue.

**Analysis:** Good assessments led to good judgments with regard to victim carry and transport needs.

**Recommendations:** Continue to reinforce knowledge and skills.

## **Capability 6: Patient assessment, triage and treatment**

**Capability Summary:** In association with ESF #8 Public Health and Medical Services.

**Activity 6.1:** Establishing Triage Areas: Triage teams/personnel shall set up triage area with considerations for number of potential victims, ease of pick-up and transport by squads, and separate area for morgue, if needed.

**Observation 6.1:** ROOM FOR IMPROVEMENT – The Medical Unit was placed on the grass just off the parking lot south of the ICS facilities. A sign was posted on the grass that it had just been sprayed (weeds and grass) presenting possible health hazards. Tarps were used. Morgue was developed a distance away, but further from vehicle access. The assumed thought was that the grass would be more comfortable than the asphalt parking lot. However, aside from the landscape spraying, responding squads would have had to drive through areas where responders were working. Resources available were used to good effect.

**References:** ESF #8 Public Health and Medical Services; Res.C1a 3.1.1 Establish Medical Branch/Group officer; Res.C1a 3.1 Coordinate triage and pre-hospital treatment operations with on-site Incident Command; Res.C1a 3.3.1 Organize and distribute resources for triage and pre-hospital treatment operations; Res.C1a 4.3 Establish triage, treatment, and transport areas; CERT Basic Training modules 3 & 4, Disaster Medical I and 2.

**Analysis:** While patient comfort is important, the site selection should have taken into consideration the health hazard presented by the recent grass spraying and the logistics of squad transport of victims as it relates to the safety and access to and around the entire response area.

**Recommendations:** Additional discussions and exercises with regard to Medical Unit set-up to explore varying conditions and best practices. Site selection can also be stressed during the FEMA CERT Basic Training Disaster Medical units.

**Activity 6.2:** Triage Assessment: Triage teams/personnel shall perform a 60-second assessment of each patient (e.g. airway patency, mental status, respiratory rate, bleeding, signs of shock and/or trauma, head or spinal injuries, etc.) as they are brought to the treatment area. Based on findings patients shall be triaged as immediate or delayed and transported to the correct area.

**Observation 6.2:** STRENGTH: The triage team did a good job in receiving patients from the search & rescue teams, assessing current medical conditions, and triaging them. Reviews indicate the Medical Unit Leader did an excellent job in directing the unit personnel.

**References:** ESF #8 Public Health and Medical Services; Res.C1a 3.1 Coordinate triage and pre-hospital treatment operations with on-site Incident Command; Res.C1a 6.1 Establish immediate, minor, and delayed treatment areas; CERT Basic Training modules 3 & 4, Disaster Medical 1 and 2.

**Analysis:** The Medical Unit was managed very well and did the most with the recourses available. The unit members treated the patients with sensitivity and stayed within the parameters of their CERT training.

**Recommendations:** Train regularly to continue high standards of knowledge, skill, and procedures.

**Activity 6.3:** Patient/Victim Documentation: Triage teams/personnel shall document all patients upon entry of treatment area by using appropriate forms on which to write names, descriptions, status & injuries, emergency contact information, etc.

**Observation 6.3:** Triage and treatment personnel worked to keep the best patient documentation possible with available resources. The medical forms (for each patient and for the Medical Unit as a whole) were not located on the trailer and therefore not used.

**References:** ESF #8 Public Health and Medical Services; Res.C1a 6.3 Ensure documentation of patient care and transfer, in accordance with mass casualty protocols; CERT Basic Training modules 3 & 4 & 6, Disaster Medical 1 and 2 and CERT Organization (documentation).

**Analysis:** The Medical Unit was managed very well and did the most with the recourses available. The unit members documented each incoming patient and noted any significant changes in condition.

**Recommendations:** The fact that the new forms were not used was unfortunate. Relating to logistics considerations, the location and labeling of these forms on the trailer should be investigated and improved to make certain they are available when needed.

**Activity 6.4:** Treatment: Treatment teams/personnel shall treat the incoming patients as per CERT basic training and standard first aid protocols and resources allow. Teams shall not treat or diagnose beyond what training and certifications permit.

**Observation 6.4:** STRENGTH Patients were treated as per CERT basic training and standard first aid protocols. Teams did not treat or diagnose beyond what their training and certifications permit. Changes in patient condition were detected well. Wandering patients were quickly brought back to the assigned area. A patient under suspicion of a possible crime or attempted crime, although not mobile due to injuries, was kept under close observation (without alarming the suspect) pending law enforcement.

**References:** ESF #8 Public Health and Medical Services; Res.C1a 6.2 Provide pre-hospital treatment appropriate to the nature of incident and number of injured/ill; CERT Basic Training modules 3 & 4, Disaster Medical 1 and 2.

**Analysis:** The Medical Unit was managed very well and did the most with the recourses available. The unit members treated the patients with sensitivity and stayed within the parameters of their CERT training. Security concerns were handled appropriately under the circumstances.

**Recommendations:** The individuals assigned to this team did a superb job. Other members should receive the same training in future exercises.

**Activity 6.5:** Patient/Victim Documentation: Treatment teams/personnel shall continue documentation began by triage teams/personnel. **See Capability 6, Activity 6.3, Patient/Victim Documentation.** (Search and rescue teams did not have triage marking supplies.)

## **Capability 7: Resource Management**

**Capability Summary:** Personnel, equipment and supplies; in association with ESF #7 Logistics Management and Resource Support.

**Activity 7.1:** Logistics Deliveries: Within 30 minutes of receiving the activation notice those assigned will transport the CERT trailers to the site and set it up where ordered by the Incident Commander or Logistics Chief. (N/A; trailers delivered by Lakewood and Westlake city personnel at pre-designated time.)

**Activity 7.2:** Communications Unit: Within 30 minutes of arrival radio personnel shall have a communications unit set up collocated or adjacent to logistics area at base. Radio resources shall be distributed by priority need to responding personnel. ICS communications forms shall be utilized.

**Observation 7.2:** GREATLY IMPROVED – The Communications Unit was set up early and quickly. Radios were distributed to command and general staff, and radio personnel were assigned to each of the search teams. The ICS 205 Communications Plan form was utilized. The Communications Unit was fully staffed. Aside from improving efficiency and procedures through experience, the only major issue was the Logistics Communications Unit making operational decisions.

**References:** ESF #2 Communications; ICS Features – Facilities and Resources and Communications/Information Management; CERT Basic Training module 6, CERT Organization.

**Analysis:** Inefficiencies in radio distribution and frequency maintenance can be attributed to lack of experience with team needs in the type of response exercised and some lack of understanding in ICS roles and responsibilities.

**Recommendations:** Annual radio training within exercises focusing on communications plans, frequency management, and the role of the Logistics Communications Unit. Include radio use in all applicable exercises.

**Activity 7.3:** Logistics Functions: Throughout the exercise logistics personnel will respond to requests for resources in a responsive and organized fashion while clearly documenting use of equipment as required by ICS forms.

**Observation 7.3:** GREATLY IMPROVED – Supplies, Food, and Communications units were fully staffed. Most resources were utilized. The only item not found or used was the medical unit forms, which needs to be investigated. Additional ICS forms copies would have been helpful. Items were signed out and back in upon return. For this size MCI, additional backboards would have been utilized. Demobilization was completed in good time.

**References:** ESF #7 Logistics Management and Resource Support; Res.B1a 1.1.1 Develop processes to order, track, and assign incident resources; ICS Features – Facilities and Resources and Communications/Information Management; CERT Basic Training module 6, CERT Organization.

**Analysis:** Reasons for being unable to locate the medical forms is unknown and needs to be investigated. Disseminating the ICS forms and administrative supplies revealed a different method of organization would be more functional. Organizing and separating them by ICS General Section and Unit (as opposed to form type) would be more efficient, even when forms are repeated.

**Recommendations:**

1. Reorganize administrative supplies and ICS forms by General Section and Unit; include a description of primary tasks for each section and unit.
2. Purchase supplies necessary for this task.
3. Incorporate the trailers and contents into more functional exercises so that members become familiar with the equipment and supplies and so that Logistics Section personnel gain more experience at resource management.

**Activity 7.4:** Resource Priority: Throughout the exercise, logistics personnel will use resources effectively by determining level of need based on priority and supply. **See Capability 7, Activity 7.3, Logistics Functions.**

**Activity 7.5:** Speed of Response: Within 15 minutes of teams being formed (with a leader, common communication system, and tasks assigned) they will take action to begin their assignment.

**Observation 7.5:** ROOM FOR IMPROVEMENT – Once the teams were formed and briefings held, the speed of most resource allocations and response was very good. However, the set-up, briefing, organizational process, and distribution of supplies took too long while victims were in need. No advance search and rescue or medical teams were dispatched during set-up. The ICS position vest distribution was delayed.

**References:** ESF #7 Logistics Management and Resource Support; Res.B1a 1.1.2 Develop systems for tracking on-site incident resources and personnel; Res.B1a 5.2 Implement processes to order, track, and assign incident resources; Res.B1a 4.2.3 Direct and coordinate with arriving local, tribal, regional, State, and Federal first responders; CERT Basic Training module 6, CERT Organization.

**Analysis:** Deficiencies in activation speed can be attributed to lack of experience in the type of response exercised and perhaps the fact that it was an exercise and the medical needs were not real; lack of true urgency. More familiarity with trailer supplies and equipment as well as response needs would improve resource allocation.

**Recommendations:** Review response priorities (life safety, incident stabilization, and property/environment preservation) and discuss methods of meeting the most immediate life safety needs while (or during) staging. Practice same.

**Activity 7.6:** Demobilization: Within 60 minutes of the end of the exercise demobilization will be complete.

**Observation 7.6:** Demobilization was handled quickly and many contributed to the task. Almost all of the documentation was turned in to the Planning Section as requested. Aside from six, all responders signed-out before leaving the scene.

**References:** ESF #7 Logistics Management and Resource Support; ICS Features – Professionalism (mobilization); CERT Basic Training module 6, CERT Organization.

**Analysis:** Additional practice would make it even smoother, but no problems were noted.

**Recommendations:** N/A

## **Capability 8: Public Relations**

**Capability Summary:** Interaction with patients, families, and media.

**Activity 8.1:** Media/Info Requests: Throughout the exercise, all responders will refer media and information requests to the assigned Public Information Officer (PIO) in a polite but firm manner.

**Observation 8.1:** ROOM FOR IMPROVEMENT – Some real world media checked-in, were credentialed, and referred to the PIO. Some were (wrongly) referred to various sections or individuals before being directed to the PIO. Media injects were handled appropriately by all involved. One reporter had asked and received permission to obtain names of those in photos as per publishing protocol. The PIO performed very well but other responders misdirected media when approached. In this activity, response was not as good as during the 2011 FSE.

**References:** ESF #15 External Affairs; ICS Features – Communications/Information Management; CERT Basic Training module 6, CERT Organization.

**Analysis:** While the CERT responder tasked with the PIO responsibilities performed well, when approached by media, other responders did not.

**Recommendations:** Review ICS Public Information Officer position and responsibilities.

**Activity 8.2:** PIO Procedures: Throughout the exercise CERT personnel assigned as PIO, Assistant PIO and staff (as required) will follow the directive of the IC as it regards information disseminated. Media and other inquirers shall be kept outside of the hot zone in a designated area. The PIO and staff shall communicate regularly with the IC to assess changing conditions.

**Observation 8.2:** STRENGTH – The PIO operated as per Incident Command orders, communicated as needed with the staff, assisted all media, provided appropriate, accurate information, scheduled briefings as needed, and prevented the media from disrupting response operations.

**References:** ESF #15 External Affairs; Res.B1f 7.2.5 Track media contacts and public inquiries, listing contact, date, time, query, and outcome; Res.B1f 7.2.6 Issue corrective messages when errors are recognized in previous public announcements; Res.B1f 7.2.1 Provide periodic updates and conduct regularly scheduled media conferences; ICS Features – Communications/Information Management; CERT Basic Training module 6, CERT Organization.

**Analysis:** Media and information requests were handled appropriately and with tact.

**Recommendations:** N/A

**Activity 8.3:** Dissemination of Information: Throughout the exercise PIO staff shall obtain victim information from triage on behalf of inquirers who can reasonably prove familial relation.

**Observation 8.3:** STRENGTH – The PIO assisted all media and other inquiries, provided appropriate, accurate information, and acted as liaison with Medical Unit to prevent patient information from being disseminating inappropriately. Medical Unit staff worked in partnership to protect medical confidentiality.

**References:** ESF #15 External Affairs; ICS Features – Communications/Information Management; CERT Basic Training module 6, CERT Organization.

**Analysis:** Media, family, and information requests were handled correctly and with tact.

Recommendations: N/A



## SECTION 4: CONCLUSION

When considering the overall success of this full scale exercise, it is a credit to the volunteer planners and team members. The volunteer victim coordinators, who have been practicing their craft across the county on a regular basis, continue to improve and impress. In addition, this event serves as a successful partnership and relationship between the WSC, neighboring teams, and the local community on behalf of the region. Based on history, it is unlikely the WSC would be faced with such a scenario on its own. It is good to know, however, that if it were to happen, the response would be effective in saving lives, stabilizing the incident, and protecting property and the environment.

Although strengths were demonstrated in the attempt to follow all ICS principles, protocols, and features, patient assessment, triage, and treatment, and public relations policies, regular training will continue in these areas. Reaching these goals contributed to improved confidence and dedication of the team.

During 2015 and beyond, training will be developed and scheduled to increase knowledge, skills, coordination, and communication in the areas identified. These include accountability with regard to PAR and PPE, mobilization and organization speed and urgency, ICP development and identification, the role/scope of the Logistics Communications Unit, and PIO and Liaison position knowledge by all responders. Even in the areas that require improvement, many positive actions were observed.

The Westshore Regional CERT is grateful to St. Paul Lutheran Church, BayComm, the North Central Ohio K-9 Search and Rescue Team, our fellow county CERTs, Stark Enterprises, the Westlake Service Department, Westlake, Fairview Park, and Lakewood Fire Departments, Fire Chief Bud Williams (retired), City of Berea Fire Chief Mark Kauhfold, the honorable mayors of the Westshore communities, and our hometown heroes, the professional responders, for all their support and partnership. Through this full scale exercise the team was able to determine strengths, challenges, and lessons learned in a manner that no other assessment could provide.

## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Westshore Regional CERT as a result of the St. Paul Lutheran Church full scale exercise conducted on August 16, 2014. These recommendations draw on both the After Action Report and the After Action Conference.

**Table A.1** *Improvement Plan Matrix*

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
1 Following Directions (Activation / Accountability)	1.1 First Responders	1.1.1 Activation Time Improvement	Improve set-up time & develop early response to life safety needs	Plan, training, procedure, policy	Instructors, WSC Planning Section	WSC Liaison Chief Raffin	First Quarter of 2015	On-going
		1.1.2 ICS Facilities – Requirements/ Functions (ICP)	Review ICS facilities, use in exercises, encourage IS-100.b	All forms of training	Instructors & WSC Planning Section	Coordinator Tricia Granfors	First Quarter of 2015	On-going
		1.1.3 ICS Facilities - Identification	Create or purchase flags and/or signs	Materials & assembly or purchase	WSC Logistics Section	Logistics Chief Karen Matter	First quarter of 2015	Third quarter of 2015
	1.3 Check-in	1.3.1 Further revise check-in/out form	Clear last field for free-text skills	Computer/software, printer, storage	WSC Admin & Logistics	Coordinator Tricia Granfors	First quarter of 2015	First quarter of 2015
	1.4 Personal Protective Equipment (PPE)	1.4.1 Review PPE importance & requirements	Remind & require correct PPE	All forms of training	Instructors	Coordinator Tricia Granfors	Immediately	On-going
	1.7 Understanding assignment	1.7.1 Practice matching eqt.& supplies to tasks	Awareness, discussion, training, practice	Plan, training, procedure	Instructors, WSC Planning Section	Coordinator Tricia Granfors	First quarter of 2015	On-going
2 Communications	2.2 Leadership Communications	2.2.1 Apply lessons learned to comm unit organization	BayComm, discussion, plans, practice, procedure	Radio training, procedures, materials	BayComm & WSC Logistics	Jim Kettren, Logistics Chief Karen Matter	Immediately	Third quarter of 2015
		2.2.2 Completion of IS-100/200 by BayComm & WSC members	Encourage ICS course completion online & in classroom	Notification, internet, records	Coordinator, instructors	Coordinator Tricia Granfors	First quarter of 2015	On-going

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
	2.3 Responder Communications	2.3.1 Participate in shared (inter-team) exercises on an annual basis	Invite other teams to training events whenever possible	Email & phone	WSC administration	Coordinator Tricia Granfors & Advisory Committee	Immediately	On-going
3 ICS Principles	3.1 Incident Command Post	3.1.1 Conduct exercises annually that includes ICS facilities development	Create & perform table top or functional exercises to practice ICS development	Table top or functional training plan & materials	WSC Planning Section	Coordinator Tricia Granfors	First quarter of 2015	Fourth quarter of 2015
		3.1.2 Completion of IS-100&200 by as many members as possible	Continue strong recommendations and promote classes	FEMA on-line training & classroom training	WSC administration	Coordinator Tricia Granfors	Immediately	On-going
		3.1.3 Develop clear, re-usable signage for storage on trailer	Research suppliers & vendors, develop designs & purchase	Template design, list of signs needed, funding	WSC Logistics Section	Logistics Chief Karen Matter	Second quarter of 2015	Third quarter of 2015
		3.1.4 Obtain better method for accountability & strengthen PAR requirements	Purchase T-Card accountability kit(s) & supply of cards & train on same	ID Vendor & funding for kit and/or materials	WSC Logistics Section	Logistics Chief Karen Matter	First quarter of 2015	Second quarter of 2015
	3.2 First Responders	3.2.1 Reinforce function/ importance of visible ICP	Discuss, include in exercises, push completion of IS-100/200.	Meetings, training, email, internet	WSC Planning Section	Coordinator Tricia Granfors	First quarter of 2015	Fourth quarter of 2015
	3.3 Chain of Command	3.3.1 Review ICS position roles & responsibilities re: chain of command	Discuss, include in drills/exercises, push completion of IS-100/200	Meetings, training, email, internet	WSC Planning Section	Coordinator Tricia Granfors	Second quarter of 2015	Fourth quarter of 2015
	3.4 ICS Positions	3.4.1 Conduct one or more exercises per year that includes ICS roles & responsibilities	Create/perform table top or functional exercises to practice ICS development	Table top or functional training plan & materials	WSC Planning Section	Coordinator Tricia Granfors	Second quarter of 2015	Fourth quarter of 2015
	3.5 ICS Functions	3.5.1 Conduct one or more exercises per year that includes ICS functions	Create/perform table top or functional exercises to practice ICS functions	Table top or functional training plan & materials	WSC Planning Section	Coordinator Tricia Granfors	Second quarter of 2015	Fourth quarter of 2015

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
		3.5.2 Include use of ICS forms with exercises	Review & practice using common ICS forms	Review committee, computer, copier	WSC Planning Section	Coordinator Tricia Granfors	Second quarter of 2015	Fourth quarter of 2015
5 Search & Rescue	5.1 Size-up	5.1.1 Stress continued caution & rescuer safety with regard to environmental awareness	Stress importance during basic training (Mod 5) & exercises	CERT curriculum & instructor participation	WSC Instructors & administration	Coordinator Tricia Granfors	Immediately	On-going
	5.2 Search Markings	5.2.1 Expand section on markings in Basic Training Mod 5	Spend add'l time on search marking during basic & include various circumstances	CERT curriculum & instructor participation	WSC Instructors & administration	Coordinator Tricia Granfors	Immediately	On-going
		5.2.2 Include search markings in more exercises	Incorporate this skill into training scenarios when possible	Functional training plan & materials	WSC Planning Section	Coordinator Tricia Granfors	Immediately	On-going
	5.5 Rescue Techniques	5.5.1 Review sequence of rescue	Review & practice sequence of rescue: lightly trapped first...	Table top or functional training plan & materials	WSC Planning Section	Coordinator Tricia Granfors	Second quarter of 2015	Fourth quarter of 2015
6 Patient Assessment, Triage & Treatment	6.1 Establishing Triage Areas	6.1.1 Review placement considerations for medical unit	Discuss & include in exercises; emphasize in Basic	CERT curriculum & inclusion in exercise planning	WSC Planning Section	Coordinator Tricia Granfors	Immediately	On-going
7 Resource Management	7.2 Communications Unit	7.2.1 Regular radio training within exercises focusing on unit admin & procedures	Create & perform functional exercises to practice radio communications administration	Functional training plan, radios & materials	BayComm, WSC Logistics Section	Jim Kettren, Logistics Chief Karen Matter	Immediately	On-going
8 Public Relations	8.1 Media/Info Requests	8.1.1 Review ICS PIO position & responsibilities	Discuss & include in exercises; emphasize in Basic	CERT curriculum & inclusion in exercise planning	WSC Planning Section	Coordinator Tricia Granfors	First quarter of 2015	On-going

## APPENDIX B: PERFORMANCE RATING

The performance rating categories refer to how well each activity was performed during the exercise and are detailed in the table below.

**Table E.1: Performance Ratings**

Rating	Description
Performed without Challenges	Team leader designations; accountability (following directions, check-in & check-out); situational awareness; size-up; buddy system; initial victim assessment; rescue techniques; triage patient assessment; patient treatment; demobilization; PIO procedures; dissemination of information
Performed with Some Challenges, but Adequately	Establishment of ICS facilities; chain of command; media/information requests; radio use; leadership communication; responder communication; ICS roles & responsibilities; ICS functions; resource management; communications unit; search markings; establishing triage area; patient documentation
Performed with Major Challenges	Accountability (PPE, PAR); early establishment of ICP; quick assignment of personnel
Unable to be Performed	N/A

## APPENDIX C: ACRONYMS

**Table F.1: Acronyms**

Acronym	Meaning
ABC's	Airway, breathing, circulation
CERT	Community Emergency Response Team
FOUO	For Official Use Only
ESF	Emergency Support Function
HSEEP	Homeland Security Exercise & Evaluation Program
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
LW	City of Lakewood, Ohio
MCI	Mass Casualty Incident
PAR	Personnel Accountability Report/Reporting
PIO	Public Information Officer
PPE	Personal Protective Equipment
SAA	Same as Above
WL	City of Westlake, Ohio
WSC	Westshore Regional Community Emergency Response Team