

Drill #1

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How to Use This Document

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

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

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CERT Drills and Exercises

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

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

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

What is a Drill?

Drills are supervised activities that provide the opportunity for CERT members to validate a specific operation or function, usually focused on one or two key skills, such as splinting and bandaging or lifting and cribbing. Drills can also be used to determine if plans can be executed as designed, to assess whether more training is required, or to reinforce best practices.

A drill is useful as a stand-alone tool. Participants engage in the activity, which may or may not be based on a scenario. Facilitators and Evaluators observe the participants as they practice the skills and techniques, but generally hold feedback until the end of the activity – unless an action is unsafe. Participant learning is reinforced and feedback is provided through a hot wash at the conclusion of the drill.

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

Exercise Overview

“Drill #1”

Hazard: Earthquake

Location: Local building

Duration: 1-2 hours

Capabilities Exercised:

- Search procedures – interior
- Medical triage
- Patient transport
- Sizeup

Exercise Objectives:

- Assess interior search procedures.
- Evaluate the process for assessing and prioritizing victim conditions.
- Assess victim transport procedures.
- Validate CERT sizeup procedures.

Scenario:

At 10:00 a.m. on a Saturday morning a major earthquake rocks the town. A plume of smoke can be seen rising above the factory on the edge of town. The factory is open and has a full shift on duty.

The local team assembles at the previously agreed-upon meeting point and heads over to the plant. On the way, the team can hear the sirens of the emergency response crews racing to the scene.

The Fire Department is fully engaged with the fire at the factory and requests that the team search a nearby building that has also been damaged.

For Exercise Staff

Exercise Synopsis:

This drill gives participants the opportunity to search a building, damaged by an earthquake or an explosion, for victims; size up victim situations; and transport victims to a safe area. The degree of difficulty can be modified by adding obstacles and hazards, and lowering light levels in the building.

Exercise Materials and Staff:

- Facilitator (1)
- Exercise Evaluator(s) to follow and observe each Search and Rescue (SAR) team for proper technique and safety
- Volunteers and/or simulated victims
- A building with several rooms, or one large room
- One sturdy chair per team
- One large, sturdy cloth per team – for example, a blanket, sheet, drapes, or plastic tarp
- Forms:
 - *Sample Victim Injury Cards*, used to set up the exercise
 - *Damage Assessment Form*, used during the exercise
 - *Events and Evaluation Form for Facilitator(s) and Evaluator(s)*, used by the Evaluator(s) during the exercise
 - *Facilitator/Evaluator Feedback Form*, completed after the exercise
 - *Participant Feedback Form*, completed after the exercise

Exercise Staff Roles:

1. *Facilitator*

The Facilitator will play three roles during the drill.

First, the Facilitator will lead and guide the drill by presenting the scenario and instructions.

Second, the Facilitator will observe and coach. In this role, he or she will observe the group process. As the drill unfolds, the Facilitator will watch for potential safety issues. He or she may also need to help the team members clarify their decision making by asking questions about their thought process and the factors they considered in making choices. For example, if they placed a high priority on helping a victim who was probably dying, or if they decided to enter a building that was clearly too dangerous, work through their decision-making process so they realize the potential negative results of their decision. Depending on circumstances, it may be better to wait until the drill is concluded to begin this discussion.

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

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

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

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

2. *Evaluator*

The role of Evaluator is sometimes assumed by the Facilitator if staff resources are limited. The primary responsibility of the Evaluator is to assess the exercise based on the events and expected actions listed on the *Events and Evaluation Form for Facilitator(s) and Evaluator(s)*. The Evaluator typically has a passive role and does not interfere with the drill unless he or she is also playing the role of Facilitator.

3. *Safety Officer*

Every team should have a Safety Officer responsible for monitoring safety of all participants. The Evaluator may serve as the Safety Officer but only if there is a Facilitator assigned to the team, e.g., every team should have two staff assigned to it.

Facilitator Guidelines

Step	Action	What to Say/Do
1	Set up the drill.	<ul style="list-style-type: none"> • Make copies of the handouts in the Appendix. The Appendix index indicates how many copies are needed. • Assign injury cards to the victims. Suggested injury cards are located in the Appendix. • Brief exercise staff and victims on their role as appropriate. • Stage the victims throughout the building.
2	Introduce the exercise to all participants.	<p>Distribute the one-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> • To provide an opportunity to practice specific skills in a realistic simulated environment. • To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.
3	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none"> • To assess interior search procedures • To evaluate the process for assessing and prioritizing victim conditions • To assess victim transport procedures • To validate CERT sizeup procedures

CERT DRILLS AND EXERCISES: DRILL #1

Step	Action	What to Say/Do
4	Provide a brief skill review to participants.	<p>Briefly review the skills required to complete this drill. Rather than presenting the skills, ask the CERT members to describe the processes for the following:</p> <ul style="list-style-type: none">• Sizing up a building• Performing an interior search• Assessing a victim's medical condition• Safely transporting victims
5	Facilitate the drill.	<p>Your role in this exercise will be as observer and coach.</p> <ul style="list-style-type: none">• Observe the group process and the actions participants take.• Unless you observe a safety issue, it is best to let the participants complete the drill as best they can.• If you observe unsafe activity, you may interrupt the drill and ask participants to re-think the activity before proceeding.• At the end of the drill, you will lead the hot wash and share your observations.• Take notes on decisions made and actions taken so you can refer to them later.

CERT DRILLS AND EXERCISES: DRILL #1

Step	Action	What to Say/Do
6	Present the drill scenario to all participants.	<ul style="list-style-type: none"> • At 10:00 a.m. on a Saturday morning a major earthquake rocks the town. • A plume of smoke can be seen rising above the factory on the edge of town. The factory is open and has a full shift on duty. • The local team assembles at the previously agreed-upon meeting point and heads over to the plant. On the way, the team can hear the sirens of the emergency response crews racing to the scene. • The Fire Department is fully engaged with the fire at the factory and requests that the team search a nearby building that has also been damaged.
7	Team establishes Team Leader (TL) and Search and Rescue (SAR) groups.	Assign a Team Leader and have him or her organize the team, assign roles, and create an action plan.
8	SAR groups search the building.	<p>The goal of this task is to locate all victims and assess and document their medical status as indicated by the <i>Victim Injury Card</i> on each.</p> <p>Victim location and medical status should be documented appropriately and should be communicated to the TL. The TL should report status updates to the Facilitator as if the Facilitator were the Incident Commander.</p>
9	SAR groups transport victims.	Once all victims have been located and assessed, the SAR groups should transport each victim to a designated safe area using an appropriate transport technique.
10	Terminate the drill.	Terminate the drill when all victims have been transported, or when time is up.

CERT DRILLS AND EXERCISES: DRILL #1

Step	Action	What to Say/Do
11	Conduct the hot wash with all participants and staff members.	<p>This is a key component of the exercise. The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making and actions. It is a balance between asking participants why they made the choices they did and what they learned, and providing additional information and coaching. Bear in mind that, although you have more experience and knowledge, participants will likely learn more if you coach them through their decision-making process than if you tell them what they should have done.</p> <p>NOTE: You may want to consider having the victim volunteers participate in the hot wash. Victims have a unique perspective on the event and may provide useful insights to the design and conduct of the exercise.</p> <p>Questions you might want to ask the participants at the hot wash include:</p> <ol style="list-style-type: none">1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?2. What parts of the team’s response could have been performed better? What should be changed in the future to help the team perform more effectively?3. What do you think you did well in this exercise?4. What would you like to do differently next time?5. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members?

CERT DRILLS AND EXERCISES: DRILL #1

Step	Action	What to Say/Do
		<p>Since documentation is a key part of every CERT response, ask specific questions during the hot wash that would likely require the TL to refer to documentation for answers. Note that team members other than the TL may also have useful documentation. Questions might include:</p> <ul style="list-style-type: none"> • Who did you assign to the SAR groups? • What conditions did they find? • What actions did the groups take? • How did the TL account for his or her team members? • How did you track victims? <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.
13	Distribute the <i>Facilitator/Evaluator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

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Appendix

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Index of Forms and Materials

Sample Victim Injury Cards (3 pages): 1 copy per Facilitator is used prepare victims prior to the exercise

Damage Assessment Form (1 page): 1 copy per SAR group is distributed during the exercise

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

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

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

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Sample Victim Injury Cards

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

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

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

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

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

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

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Team searches the building. [Interior Search]	Team members did the following:	
	<ul style="list-style-type: none"> • Wore appropriate PPE 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Maintained correct buddy contact 	Completion: No ____ Yes ____ Partial ____ Notes:
<ul style="list-style-type: none"> • Properly conducted sizeup and identified hazards 	Completion: No ____ Yes ____ Partial ____ Notes:	

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Team searches the building. (continued) [Interior Search]	<ul style="list-style-type: none"> Properly marked the entry and exit of the building 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Called out to victims prior to entering the building 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Used appropriate search techniques 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Found all the victims 	Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Team assesses and documents victims. [Triage, Documentation]	Team members did the following:	
	<ul style="list-style-type: none"> • Assessed each victim correctly 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Properly documented all actions 	Completion: No ____ Yes ____ Partial ____ Notes:
Team transports victims. [Patient Transport]	Team members did the following:	
	<ul style="list-style-type: none"> • Each victim transported to designated safe area 	Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Team transports victims. (continued) [Patient Transport]	<ul style="list-style-type: none">• Each victim transported using appropriate transport technique	Completion: No ____ Yes ____ Partial ____ Notes:

Facilitator/Evaluator Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

Role (Optional):

CERT/Organization:

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

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

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

Strengths: _____

Areas for improvement: _____

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

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Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

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

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

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

Strengths: _____

Areas for improvement: _____

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

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