

Drill #1

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Table of Contents

Table of Contents	ii
CERT Drills and Exercises	1
What is a Drill?	1
Exercise Overview.....	2
For Exercise Staff.....	3
Facilitator Guidelines.....	5
Appendix	1
<i>Sample Victim Injury Cards</i>	
<i>Damage Assessment Form</i>	
<i>Events and Evaluation Form for Facilitator(s) and Evaluator(s)</i>	
<i>Facilitator/Evaluator Feedback Form</i>	
<i>Participant Feedback Form</i>	

How to Use This Document

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

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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DAMAGE ASSESSMENT FORM	CERT	DATE
	CERT TRAINING EXERCISE	

LOCATION:

SIZE UP
(check if applicable)

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

OBSERVATIONS

CERT MEMBER:	PAGE ____ OF ____
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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
The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
This exercise allowed the CERT to practice and improve priority capabilities.	1	2	3	4	5
This exercise helped the CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5

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

Strengths: _____

Areas for improvement: _____

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

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Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

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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Drill #2

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Table of Contents

Table of Contents	i
CERT Drills and Exercises	1
What is a Drill?	1
Exercise Overview.....	2
For Exercise Staff.....	3
Facilitator Guidelines.....	5
Appendix	1
Facilitator/Evaluator Feedback Form.....	vii
Participant Feedback Form	ix
<i>Events and Evaluation Form for Facilitator(s) and Evaluator(s)</i>	
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9. Familiarize yourself with the flow of the exercise by thoroughly reviewing the Facilitator Guidelines. Use these guidelines to conduct the exercise.
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This document is used by the Facilitator(s) and supports the delivery of a drill that can be customized to meet local needs.

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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.

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Exercise Overview

“Drill #2”

Hazard: Lost/trapped victim

Location: Local park

Duration: 1-2 hours

Capabilities Exercised:

- Search procedures – exterior
- Rescue procedures
- Sizeup

Exercise Objectives:

- Assess exterior search procedures.
- Evaluate the procedures for cribbing and lifting.
- Validate CERT sizeup procedures.

Scenario:

It is 5:30 p.m. on a hot summer afternoon. There is a thunderstorm warning in place until 8:00 p.m., and a storm is predicted to hit the area within the next hour. A mother has just called the Fire Department and reported that her child is missing in Lincoln Park. There has been a chain-reaction car crash on the interstate, and all first responders are engaged. The Fire Department Officer has requested CERT assistance in searching for the child.

For Exercise Staff

Exercise Synopsis:

This drill gives participants the opportunity to:

- Search a large outdoor area for a lost child.
- Practice lifting and cribbing skills to free a trapped victim.

Exercise Materials and Staff:

- Facilitator (1)
- Exercise Evaluator(s) to follow and observe each Search and Rescue (SAR) group for proper technique and safety
- A large outside area, such as a park or recreational area; varied terrain will make the exercise more challenging
- Local map, if needed
- A simulated 5-year-old child (i.e., a mannequin, a gingerbread cutout, or a large doll)
- Large, heavy materials to simulate a trapped victim
- Materials for lifting and cribbing
- Forms:
 - *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:

4. *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.

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- 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.

5. *Evaluator*

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6. *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.

CERT DRILLS AND EXERCISES: DRILL #2

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.• Decide on the location for the lost child.• Place the victim mannequin under a large, heavy object. If it is impractical to do this out in the park, the victim can be hidden in the park, and the lifting and cribbing exercise can be conducted in a more convenient location, such as the parking lot.
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">• Assess exterior search procedures.• Evaluate the procedures for cribbing and lifting.• Validate CERT sizeup procedures.
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">• Performing an exterior search• Lifting and cribbing a heavy object• Safely extricating a victim

CERT DRILLS AND EXERCISES: DRILL #2

Step	Action	What to Say/Do
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.
6	Present the drill scenario to all participants.	<ul style="list-style-type: none"> • It is 5:30 p.m. on a hot summer afternoon. • There is a thunderstorm warning in place until 8:00 p.m., and a storm is predicted to hit the area within the next hour. • A mother has just called the Fire Department and reported that her child is missing in Lincoln Park. • There has been a chain-reaction car crash on the interstate, and all first responders are engaged. • The Fire Department Officer has requested CERT assistance in searching for the child.
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.

CERT DRILLS AND EXERCISES: DRILL #2

Step	Action	What to Say/Do
8	Hand out a local map to each group.	There are two options for this step. If available, you may be able to get a map of the park for distribution to the group. Alternatively, you may ask each group to create its own map if they know area.
9	Group searches the park.	The TL initiates an exterior search. The TL should report status updates to the Facilitator as if the Facilitator were the Incident Commander.
10	Group extricates the victim.	Once the victim has been located, the group lifts the heavy object and extricates the victim.
11	Terminate the drill.	Terminate the drill when the victim has been located and extricated, or when time is up.
12	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>Questions you might want to ask the participants at the hot wash include:</p> <ol style="list-style-type: none"> 6. What parts of the team's response to this scenario did you think went well? What factors contributed to this success? 7. 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? 8. What do you think you did well in this exercise? 9. What would you like to do differently next time?

CERT DRILLS AND EXERCISES: DRILL #2

Step	Action	What to Say/Do
		<p>10. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members?</p> <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? • When did you do this? • What conditions did they find? • What did you do next? • How did you manage accountability? <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>
13	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.
14	Distribute the <i>Facilitator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

Appendix

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Index of Forms and Materials

Events and Evaluation Form for Facilitator(s) and Evaluator(s) (3 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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Events and Evaluation Form for Exercise Facilitator(s) and Evaluator(s)

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Group searches the park. [Exterior Search]	Group 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 	Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Group searches the park. (continued) [Exterior Search]	<ul style="list-style-type: none"> Used appropriate search techniques 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Found the victim 	Completion: No ____ Yes ____ Partial ____ Notes:
Group extricates the victim. [Sizeup, Rescue Procedures]	Group members did the following:	
	<ul style="list-style-type: none"> Practiced safety precautions throughout drill 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Properly sized up the situation 	Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Group extricates the victim. (continued) [Sizeup, Rescue Procedures]	<ul style="list-style-type: none"> • Properly controlled the lift 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Properly extricated the victim 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Properly took down the cribbing 	Completion: No ____ Yes ____ Partial ____ Notes:

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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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Drill #3

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Table of Contents

CERT Drills and Exercises	1
What is a Drill?	1
Exercise Overview.....	2
For Exercise Staff.....	3
Facilitator Guidelines.....	5
Appendix	11
<i>Sample Victim Injury Cards</i>	
<i>Events and Evaluation Form for Exercise Facilitator(s) and Evaluator(s)</i>	
<i>Facilitator/Evaluator Feedback Form</i>	
<i>Participant Feedback Form</i>	

How to Use This Document

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

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

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CERT Drills and Exercises

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

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

This document is used by the Facilitator(s) and supports the delivery of a 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 #3”

Hazard: Multi-vehicle car crash

Location: Local road

Duration: 1-2 hours

Capabilities Exercised:

- Medical triage
- Lifesaving interventions
- Splinting and bandaging
- Documentation
- Sizeup

Exercise Objectives:

- Evaluate the process for assessing and prioritizing victim conditions.
- Assess the procedures for opening airways, controlling bleeding, and treating for shock.
- Evaluate procedures for applying splints and bandages.
- Evaluate methods for documenting actions taken
- Validate CERT sizeup procedures.

Scenario:

A careless camper accidentally started a small brush fire at 3 a.m. By 7 a.m., smoke from the brush fire had spread along the local highway. Morning fog mixes with the smoke to create very low visibility. A large truck slows quickly and is hit from behind by a car. Poor visibility causes a collision involving several other vehicles. There are multiple injuries reported.

The Fire Department is busy fighting the brush fire and has asked the local team to respond to the accident and assess victim injuries. The Fire Department expects to be on scene within 30 minutes.

For Exercise Staff

Exercise Synopsis:

This drill gives participants the opportunity to triage a number of victims, practice applying splints and bandages, and perform head-to-toe assessments. Moulage can be used to enhance realism, and the degree of difficulty can be increased by varying the individual victim injuries. This drill can be performed with volunteer victims, or simulated victims like gingerbread cutouts. Since this drill focuses on medical procedures and not search and rescue, the victims will be placed on the ground and readily accessible for triage. For the purposes of this drill, they do not need to be relocated to the medical area.

Exercise Materials and Staff:

- Facilitator (1)
- Exercise Evaluator(s) to follow and observe each team for proper technique and safety
- Volunteers and/or simulated victims
- Moulage for volunteer victims (optional)
- Materials for splinting and bandaging
- Forms:
 - *Sample Victim Injury Cards*, used to set up the exercise
 - *Events and Evaluation Form For Exercise Facilitator(s) and Evaluator(s)*, used by the Facilitator(s) and Evaluator(s) during the exercise
 - *Facilitator/Evaluator Feedback Form*, completed after the exercise
 - *Participant Feedback Form*, completed after the exercise

Exercise Staff Roles:

7. Facilitator

The Facilitator will 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.

8. *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 Exercise 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.

9. *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. • Apply victim moulage if appropriate. • If volunteers are not available, affix victim descriptions to cutouts or other victim replacements.
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"> • Evaluate the process for assessing and prioritizing victim conditions. • Assess the procedures for opening airways, controlling bleeding, and treating for shock. • Evaluate procedures for applying splints and bandages. • Evaluate methods for documenting actions taken • Validate CERT sizeup procedures.

CERT DRILLS AND EXERCISES: DRILL #3

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 team members to describe the processes for:</p> <ul style="list-style-type: none">• Sizing up an accident scene. NOTE: Since it would be difficult to stage a multi-vehicle accident, this discussion should thoroughly address the sizeup process for a car crash.• Performing triage.• Performing head-to-toe assessments.• Applying splints and bandages.
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 #3

Step	Action	What to Say/Do
6	Present the drill scenario to all participants.	<ul style="list-style-type: none"> • A careless camper accidentally started a small brush fire at 3 a.m. By 7 a.m., smoke from the brush fire had spread along the local highway. • Morning fog mixes with the smoke to create very low visibility. • A large truck slows quickly and is hit from behind by a car. Poor visibility causes a collision involving several other vehicles. There are multiple injuries reported. • The Fire Department is busy fighting the brush fire and has asked the local team to respond to the accident and assess victim injuries. • The Fire Department expects to be on scene within 30 minutes.
7	Team establishes Incident Command (IC) and Search and Rescue (SAR) groups.	Assign an Incident Commander and have him or her create Search and Rescue (SAR) groups and assign team leaders.
8	SAR groups triage victims.	<p>Have the IC and TL briefly discuss the plan of action to triage the victims.</p> <p>The TL will initiate triage of the accident victims. Since this drill is focused on triage and lifesaving interventions, searching for the victims is not performed.</p> <p>Victim locations and medical status should be documented appropriately using the team's procedures. Splinting and bandaging should be applied as necessary using correct procedures.</p>
9	Teams assess victims.	Once all victims have been triaged, participants conduct head-to-toe assessments following correct procedures. Results are documented appropriately using local procedures.

CERT DRILLS AND EXERCISES: DRILL #3

Step	Action	What to Say/Do
10	Terminate the drill.	Terminate the drill when all victims have been assessed, or when time is up. If there is a small number of victims, you may choose to reset the drill and rotate team members so that all team members have an opportunity to participate and triage different injuries.
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> <p>11. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</p> <p>12. What parts of the team’s response could have been performed better? What should be changed in the future to help the team perform more effectively?</p> <p>13. What do you think you did well in this exercise?</p> <p>14. What would you like to do differently next time?</p>

CERT DRILLS AND EXERCISES: DRILL #3

Step	Action	What to Say/Do
		<p>15. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members?</p> <p>Since documentation is a key part of every CERT response, ask specific questions during the hot wash that would likely require the IC and TL to refer to documentation for answers. Note that team members other than the IC and TL may also have useful documentation. Questions might include:</p> <ul style="list-style-type: none"> • How many victims were there? • Which victims had the most severe injuries? • Who needs medical attention first when the Fire Department arrives? <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 to prepare victims prior to the exercise

Events and Evaluation Form for Facilitator(s) and Evaluator(s) (2 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

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

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

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Sample Victim Injury Cards

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

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

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

<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</p> <p>Breathing once every 3 seconds</p> <p>Color returns to finger tips in less than 2 seconds</p> <p>Alert</p>	<p>VICTIM #8 - Delayed</p> <p>Bone projecting from right leg</p> <p>Breathing once every 4 seconds</p> <p>Knows name, date, and what happened</p> <p>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 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</p> <p>Not breathing</p> <p>Not responsive to questions</p> <p>Color returns to finger tips in 4 seconds</p>	<p>VICTIM # 22 - Dead</p> <p>Massive head injury</p> <p>Not breathing</p> <p>Unresponsive</p> <p>Color does not return to finger tips</p>
<p>VICTIM #23 - Dead</p> <p>Blood oozing from head wound</p> <p>Chest is not rising</p> <p>Finger tips blue/grey</p>	<p>VICTIM #24 - Dead</p> <p>No visible injury, blank stare</p> <p>Cannot feel air movement</p> <p>Color does not return to finger tips</p>
<p>VICTIM #25 - Dead</p> <p>Wood impaled in neck</p> <p>Breathing once every second</p> <p>Not responsive</p> <p>Color returns to finger tips in 4 seconds</p>	

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

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
<p>Team provides medical intervention.</p> <p>[Medical Triage, Lifesaving Interventions, Splinting and Bandaging, Sizeup]</p>	Team members did the following:	
	<ul style="list-style-type: none"> Team wore appropriate PPE 	<p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
	<ul style="list-style-type: none"> Team maintained correct buddy contact 	<p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
	<ul style="list-style-type: none"> Team identified themselves and asked victims for permission to be treated 	<p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>
	<ul style="list-style-type: none"> Team triaged each victim correctly 	<p>Completion:</p> <p>No ____ Yes ____ Partial ____</p> <p>Notes:</p>

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Team provides medical intervention. (continued) [Medical Triage, Lifesaving Interventions, Splinting and Bandaging, Sizeup]	<ul style="list-style-type: none"> • Team performed head-to-toe assessments appropriately 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Team applied splinting and bandaging correctly 	Completion: No ____ Yes ____ Partial ____ Notes:
Team documents actions. [Documentation]	Team members did the following:	
	<ul style="list-style-type: none"> • Team properly documented victim locations and status 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Team documented assessments appropriately 	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
The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
This exercise allowed the CERT to practice and improve priority capabilities.	1	2	3	4	5
This exercise helped the CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5

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

Strengths: _____

Areas for improvement: _____

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

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Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

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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Drill #4

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Table of Contents

CERT Drills and Exercises	1
What is a Drill?	1
Exercise Overview.....	2
For Exercise Staff.....	3
Facilitator Guidelines.....	5
Appendix	9
<i>Events and Evaluation Form for Facilitator(s) and Evaluator(s)</i>	
<i>Facilitator/Evaluator Feedback Form</i>	
<i>Participant Feedback Form</i>	

How to Use This Document

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

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 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 #4”

Hazard: Building collapse

Location: Local town

Duration: 1–2 hours

Capabilities Exercised:

- Lifting and cribbing
- Sizeup

Exercise Objectives:

- Evaluate the procedures for cribbing and lifting.
- Validate CERT sizeup procedures.

Scenario:

At 4:00 p.m. on a Thursday afternoon a major earthquake rocks the town. There is significant damage to local buildings, including a construction site.

Materials at the construction site have collapsed, trapping a construction worker. The Fire Department is busy responding to other calls and has asked the team to assess the situation and free the worker if possible.

For Exercise Staff

Exercise Synopsis:

This drill gives participants the opportunity to size up a situation where a victim is trapped under debris, determine if rescue is possible, and practice freeing a trapped victim using lifting and cribbing techniques. Since heavy materials are required for this drill, safety is a paramount concern. As a result, each rescue team has both an exercise Evaluator and a team Safety Officer who constantly monitor participants to ensure a safe execution.

Exercise Materials and Staff:

- Facilitator (1)
- Exercise Evaluator(s) to follow and observe each team for proper technique and safety
- Safety Officer (1 per team)
- Simulated victim (1 per team)
- One or more heavy objects used to trap the victim(s)
- Materials for use in lifting and cribbing
- Forms:
 - *Events and Evaluation Form for Facilitator(s) and Evaluator(s)*: used by the Facilitator and Evaluator(s) during the exercise
 - *Facilitator Feedback Form*: completed following the exercise
 - *Participant Feedback Form*: completed following the exercise

Exercise Staff Roles:

10. 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.

The Facilitator may want to take notes on decisions made and actions taken so he or she can refer to them later. Use the *Events and Evaluation Form for Facilitator(s) and Evaluator(s)* to record notes.

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

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

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

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

11. 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.

12. 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. • Stage the simulated victim(s) under the construction debris. • Brief exercise staff on their role as appropriate.
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 are to:</p> <ul style="list-style-type: none"> • Evaluate the procedures for cribbing and lifting. • Accurately size up a disaster scenario.
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 team members to describe the processes for:</p> <ul style="list-style-type: none"> • Sizing up a situation where a victim is trapped under debris. • Lifting and cribbing heavy objects to free a trapped victim.

CERT DRILLS AND EXERCISES: DRILL #4

Step	Action	What to Say/Do
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.
6	Present the drill scenario to all participants.	<ul style="list-style-type: none">• At 4:00 p.m. on a Thursday afternoon a major earthquake rocks the town.• There is significant damage to local buildings, including a construction site.• Materials at the construction site have collapsed, trapping a construction worker.• The Fire Department is busy responding to other calls and has asked the team to assess the situation and free the worker if possible.
7	Team establishes a Team Leader, Safety Officer, and rescue team.	Assign a Team Leader (or ask for a volunteer) and have him or her designate all the roles of a rescue team.

CERT DRILLS AND EXERCISES: DRILL #4

Step	Action	What to Say/Do
8	Team performs sizeup.	<p>Have the team size up the situation to determine if it is safe to proceed with the rescue.</p> <p>When they have reached a decision, review the decision-making process with them looking at the factors they considered. Emphasize that the debris must be stable, or capable of being stabilized, for the rescue to proceed.</p>
9	Team plans the rescue.	<p>Ask the rescue team to develop a plan for rescuing the victim. To ensure safety, review the plan with the team prior to implementation.</p>
10	Team rescues the victim.	<p>Tell the Team Leader to commence the rescue. Have the exercise Safety Officer constantly monitor the process for safety. The Facilitator should also monitor the process. The Safety Officer can halt the process at any time if he or she feels safety has been compromised.</p> <p>Team should follow the “lift an inch – crib an inch” process.</p> <p>Continue until the victim can be freed.</p>
11	Remove the cribbing.	<p>Tell the team to safely remove the cribbing. Have the Safety Officer carefully monitor the process to ensure safety. The Facilitator should also monitor this operation.</p>
12	Terminate the exercise.	<p>Terminate the exercise once the cribbing has been safely removed.</p>
13	Conduct the hot wash with all exercise staff and participants.	<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>

CERT DRILLS AND EXERCISES: DRILL #4

Step	Action	What to Say/Do
		<p>Questions you might want to ask the participants at the hot wash include:</p> <p>16. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</p> <p>17. 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?</p> <p>18. What do you think you did well in this exercise?</p> <p>19. What would you like to do differently next time?</p> <p>20. What should we do differently the next time we conduct an exercise like this to make the experience more valuable for team members?</p>
14	Distribute the <i>Participant Feedback Form</i> .	Ask participants to complete the form.
15	Distribute the <i>Facilitator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

Appendix

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Index of Forms and Materials

Events and Evaluation Form for Facilitator(s) and Evaluator(s) (2 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

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

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

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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 performs size up. [Sizeup]	Team members did the following:	
	<ul style="list-style-type: none"> • Team wore appropriate PPE 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Team maintained correct buddy contact 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Team 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 performs size up. (continued) [Sizeup]	<ul style="list-style-type: none"> Team planned rescue appropriately 	Completion: No ____ Yes ____ Partial ____ Notes:
Team applies lifting and cribbing techniques. [Lifting and Cribbing]	Team members did the following:	
	<ul style="list-style-type: none"> Team rescued victim using correct lifting and cribbing techniques 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Team safely removed cribbing 	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
The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
This exercise allowed the CERT to practice and improve priority capabilities.	1	2	3	4	5
This exercise helped the CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5

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

Strengths: _____

Areas for improvement: _____

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

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Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

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

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

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

Strengths: _____

Areas for improvement: _____

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

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