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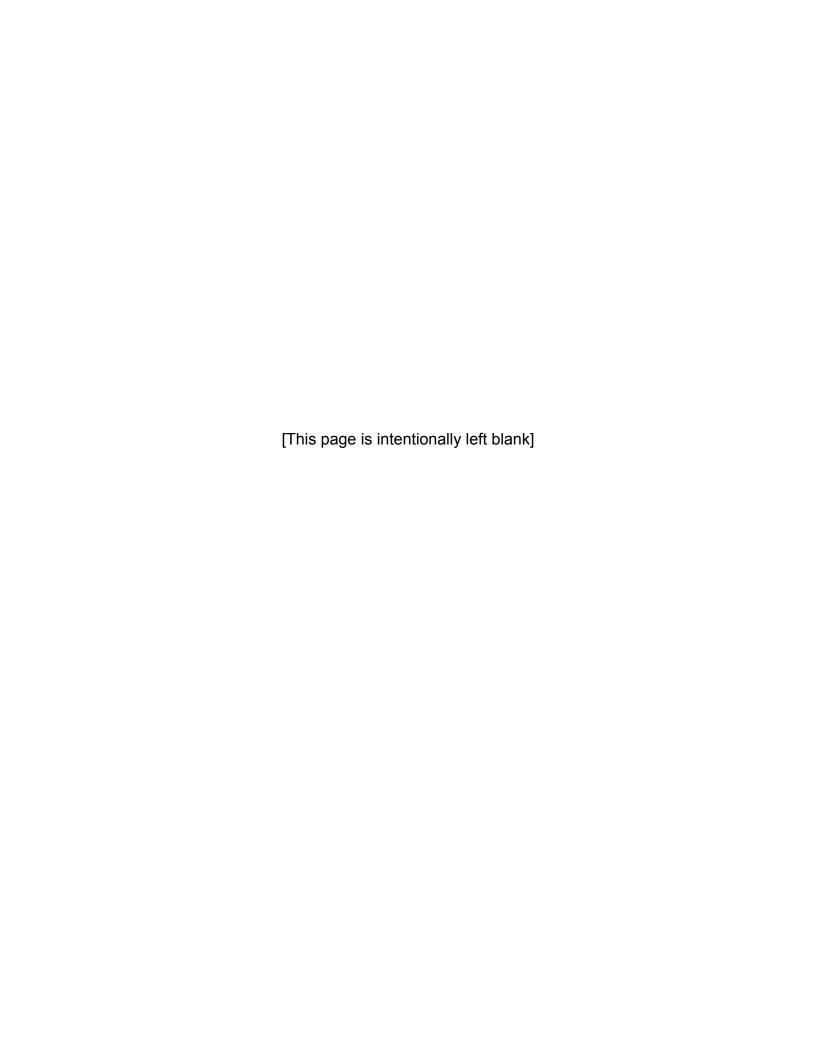
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## **How to Use This Document**

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.
- 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.



### **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 <a href="https://www.citizencorps.gov/cert">www.citizencorps.gov/cert</a> 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:
  - o 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
  - o Facilitator/Evaluator Feedback Form, completed after the exercise
  - o 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 <u>lead and guide</u> the drill by presenting the scenario and instructions.

Second, the Facilitator will <u>observe and coach</u>. 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 <u>conduct a hot wash</u> (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.	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.	Distribute the one-page Exercise Overview to all participants.
		Explain that the purpose of the exercise is:
		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	Explain the goals of the exercise.
	exercise with all participants.	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**

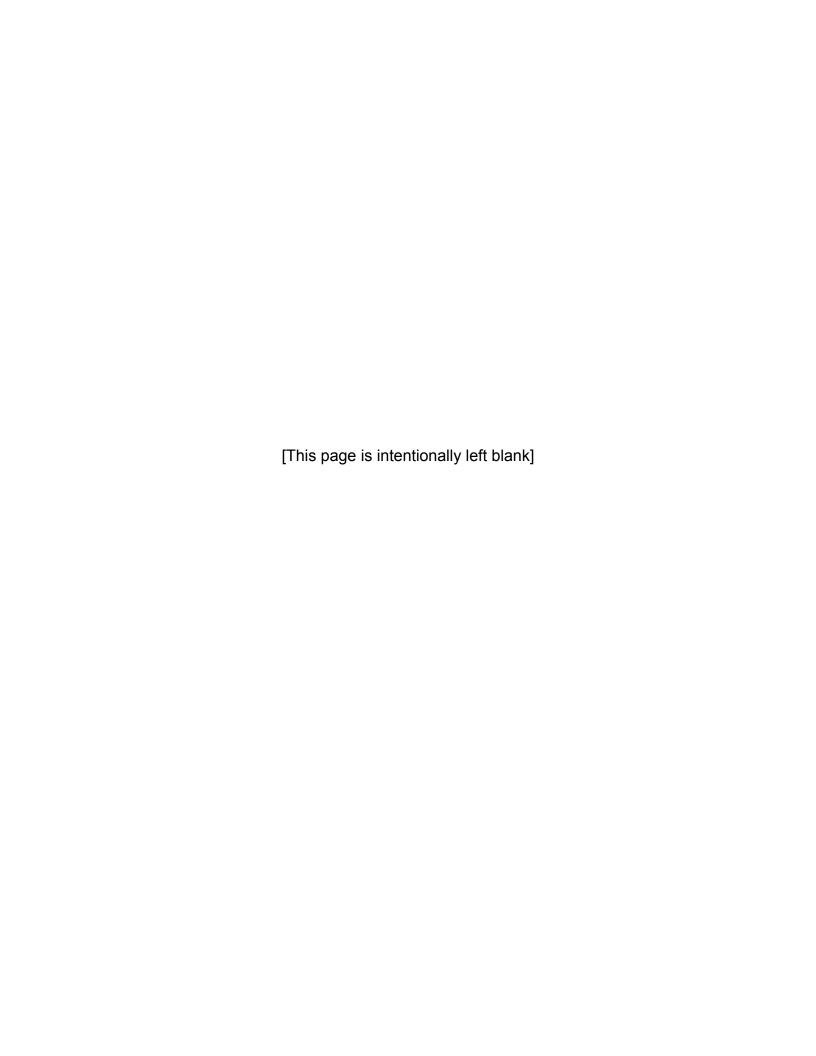
Step	Action	What to Say/Do
4	Provide a brief skill review to participants.	Briefly review the skills required to complete this drill. Rather than presenting the skills, ask the CERT members to describe the processes for the following:
		Sizing up a building
		Performing an interior search
		Assessing a victim's medical condition
		Safely transporting victims
5	Facilitate the drill.	Your role in this exercise will be as observer and coach.
		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 rethink 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.

Step	Action	What to Say/Do	
6	Present the drill scenario to all participants.	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.	The goal of this task is to locate all victims an assess and document their medical status as indicated by the <i>Victim Injury Card</i> on each.	
		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.	
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.	

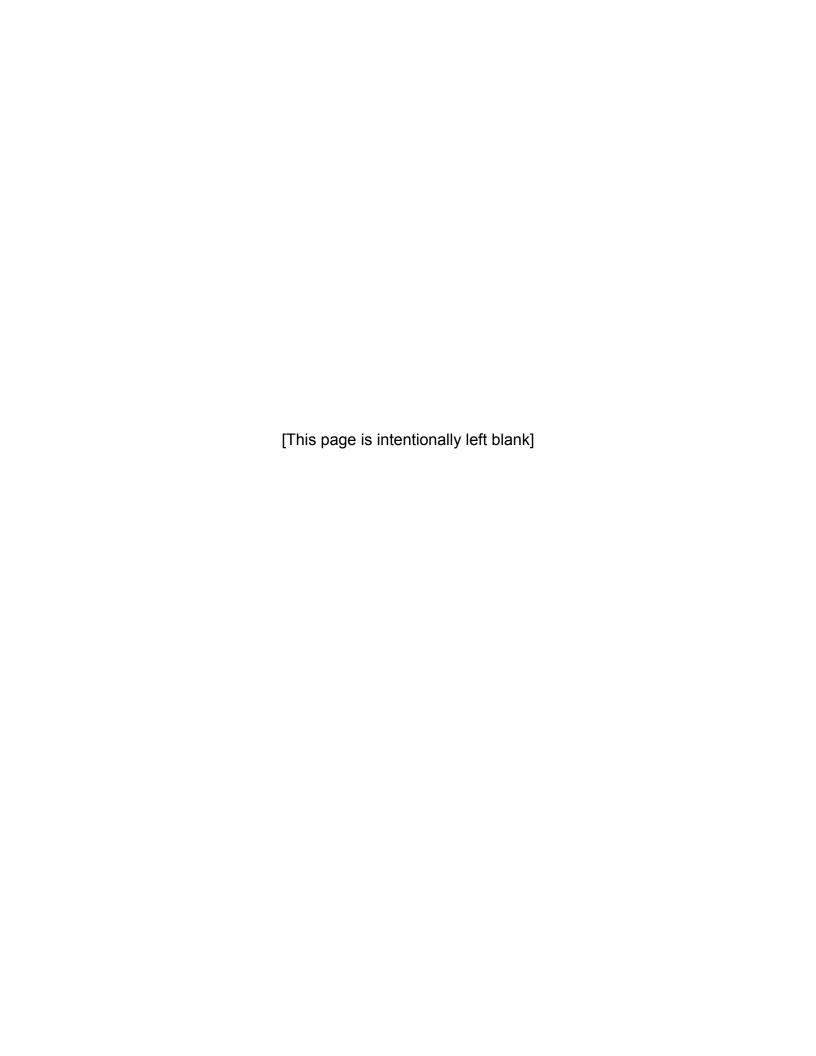
Step	Action	What to Say/Do
11	Conduct the hot wash with all participants and staff members.	This is a key component of the exercise. The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making and actions. It is a balance between asking participants 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.
		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.
		Questions you might want to ask the participants at the hot wash include:
		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?
		What do you think you did well in this exercise?
		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				
		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				
		Who did you assign to the SAR groups?				
		What conditions did they find?				
		What actions did the groups take?				
		<ul> <li>How did the TL account for his or her team members?</li> </ul>				
		How did you track victims?				
		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.				
12	Distribute the <i>Participant</i> Feedback Form to all participants.	Ask participants to complete the form.				
13	Distribute the Facilitator/Evaluator Feedback Form.	Ask all Facilitators/Evaluators to complete the form.				







## **Index of Forms and Materials**

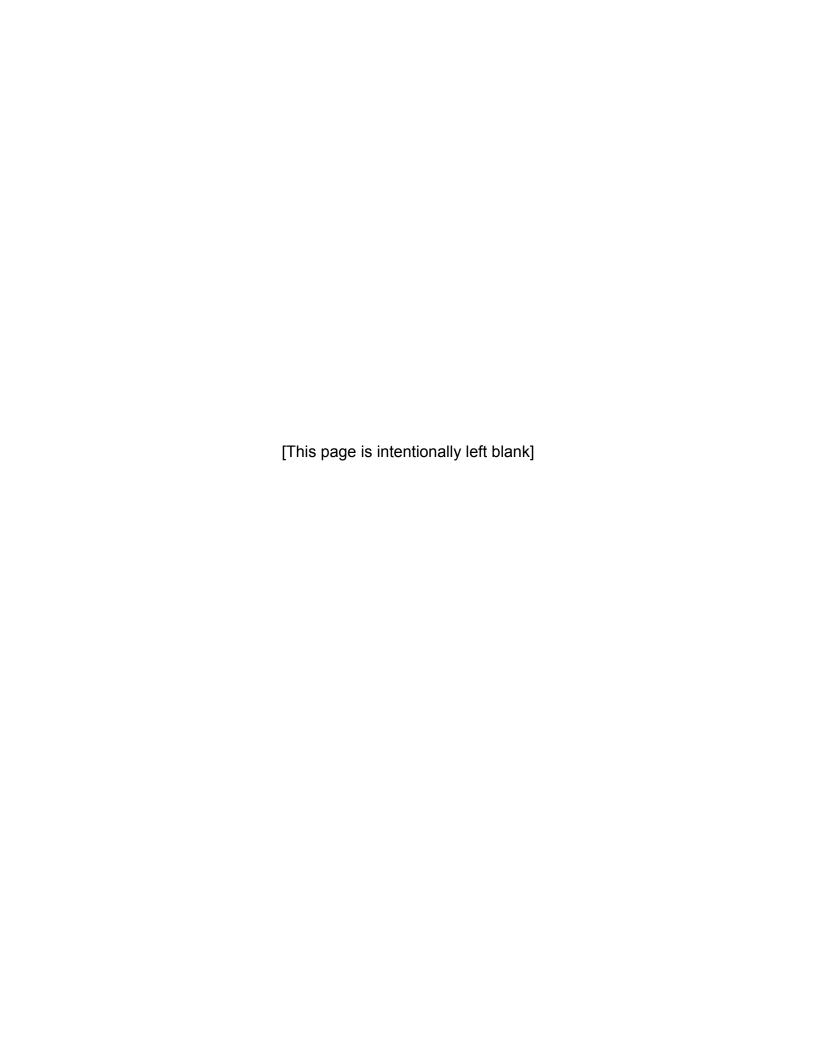
Sample Victim Injury Cards (3 pages): 1 copy per Facilitator is used prepare victims prior to the exercise

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



## **Sample Victim Injury Cards**

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

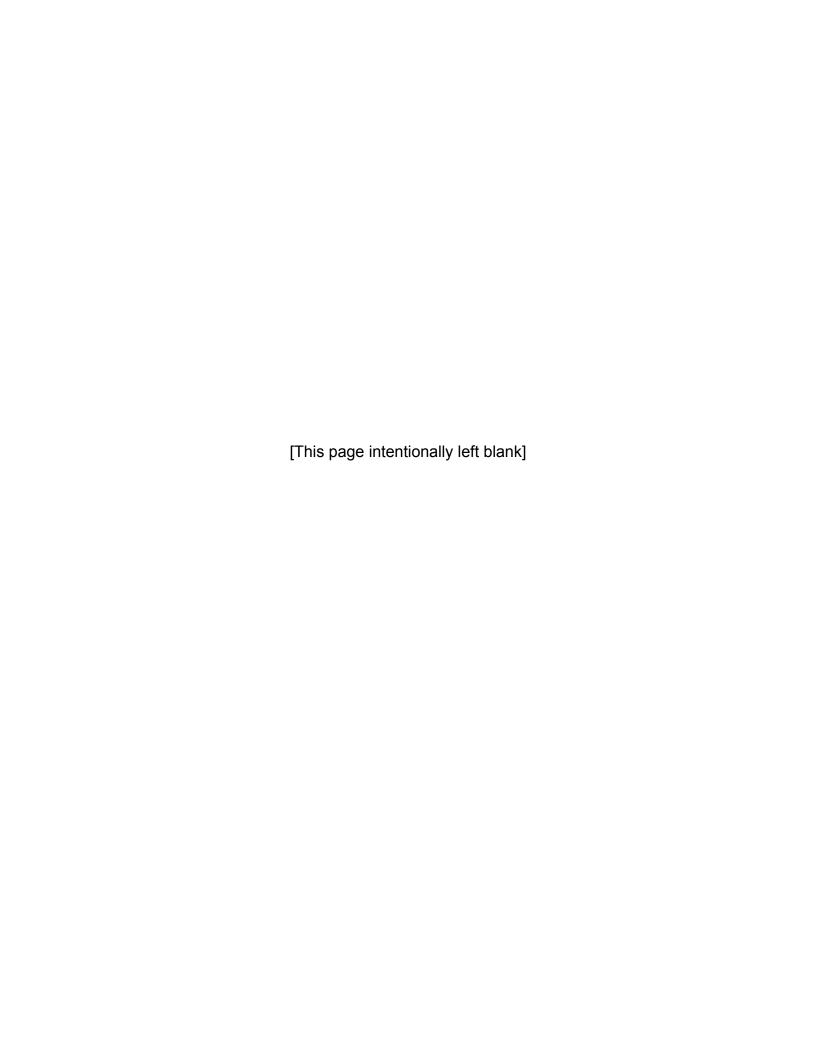
- 1. If you have volunteer victims, use these descriptions to create roles for them. Brief the volunteers on the nature of their injuries, how they might behave, and any information you want them to share with SAR staff.
- 2. If you are using simulated victims, such as gingerbread cutouts, you can attach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

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

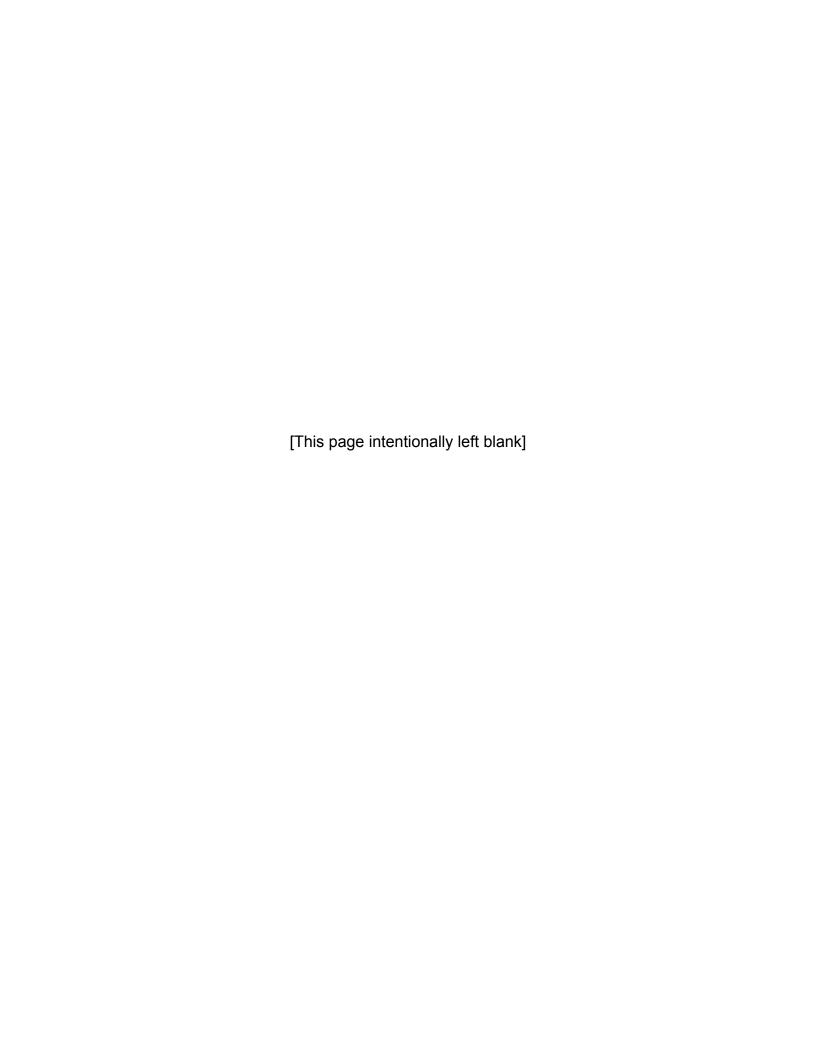
VICTIM #1 - Minor	VICTIM #2 - Minor				
Compound Fracture, Right Forearm	Facial injuries				
Breathing once every 3 seconds	Knows name, date, and what happened				
Color returns to finger tips in less than 2	Color returns to finger tips in 2 seconds				
seconds	Breathing once every 4 seconds				
Responds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

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

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



DAMAGE ASSESSMENT FORM  CERT CERT TRAINING EXERCISE							DATE								
LOCATION:															
	SIZE LID														
	SIZE UP  (check if applicable)														
FIR	ES		HAZA	ARDS	_	STRUC	CTURE	F	PEOPLE	Ξ	RO	ADS	ANIMALS		
BURNING	OUT	GAS LEAK	H20 LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING
						ОВ	SERV	ATIO	NS						
CERT	МЕМВ	ER:													
CERT MEMBER: PAGE OF															



# **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.	Team members did the following:	
[Interior Search]	Wore appropriate PPE	Completion:
		No Yes Partial
		Notes:
	Maintained correct buddy contact	Completion:
		No Yes Partial
		Notes:
	Properly conducted sizeup and	Completion:
	identified hazards	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]	Properly marked the entry and exit of the building	Completion:  No Yes Partial  Notes:
	Called out to victims prior to entering the building	Completion:  No Yes Partial  Notes:
	Used appropriate search techniques	Completion:  No Yes Partial  Notes:
	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.	Team members did the following:	
[Triage, Documentation]		
	Assessed each victim correctly	Completion:  No Yes Partial  Notes:
	Properly documented all actions	Completion:  No Yes Partial  Notes:
Team transports victims. [Patient Transport]	Team members did the following:	
	Each victim transported to designated safe area	Completion:  No Yes Partial  Notes:

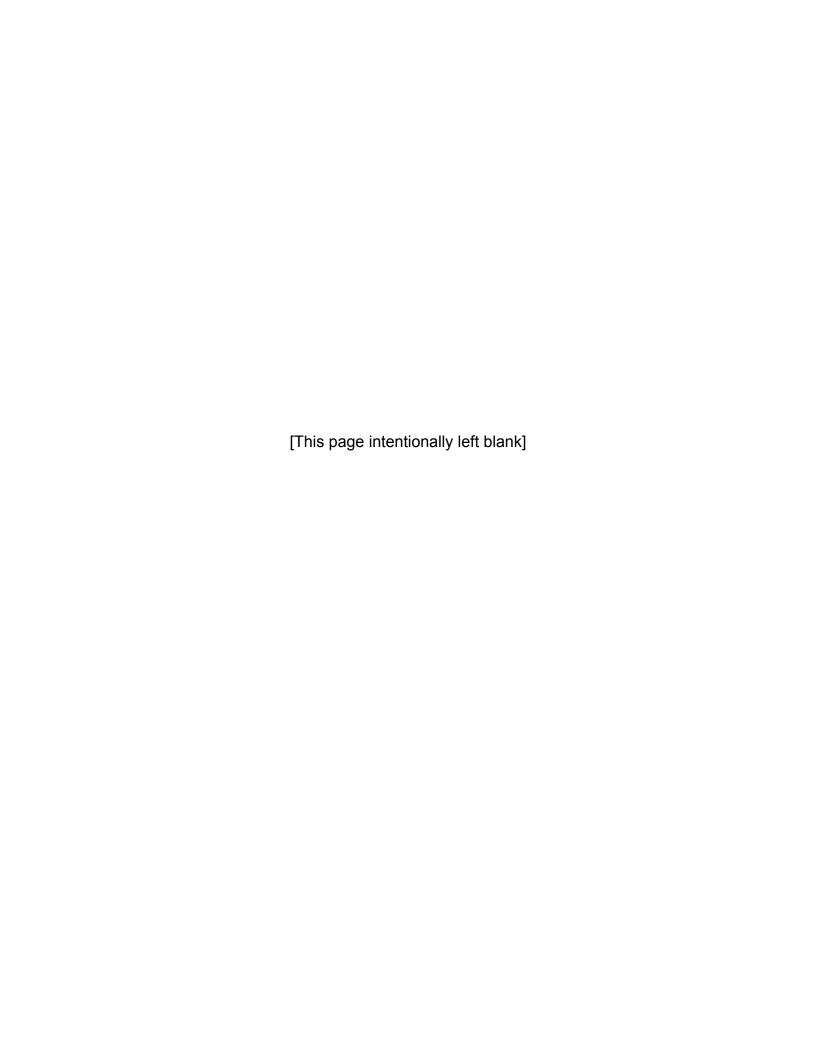
Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Team transports victims. (continued) [Patient Transport]	Each victim transported using appropriate transport technique	Completion:  No Yes Partial  Notes:

# Facilitator/Evaluator Feedback Form

Exercise Name:

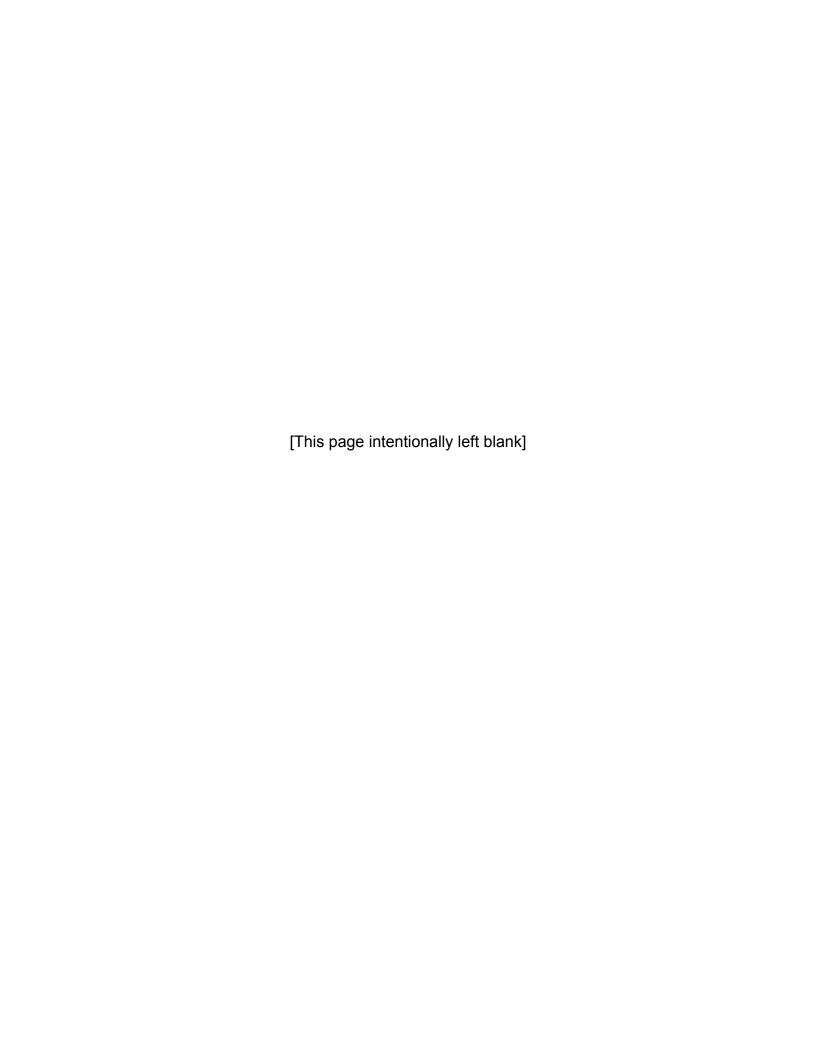
	Name (Optional): Role (Optional):					
	CERT/Organization:					
1.	Please rate, on a scale of 1 to 5, your overall assessment of the following statements, with 1 indicating strong disagreement with t strong agreement.					ating
	Assessment Factor	Stron Disag		Strongly Agree		
	The exercise was well structured and organized.	1	2	3	4	5
	The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
	The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
	The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
	This exercise allowed the CERT to practice and improve priority capabilities.	1	2	3	4	5
	This exercise helped the CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5
2.	Based on today's exercise, list observed key strengths and/or are Strengths:			ımpre		
	Areas for improvement:					
3.	Please provide recommendations on how this exercise or future enhanced.	exercis	ses co	uld be	impro	ved or

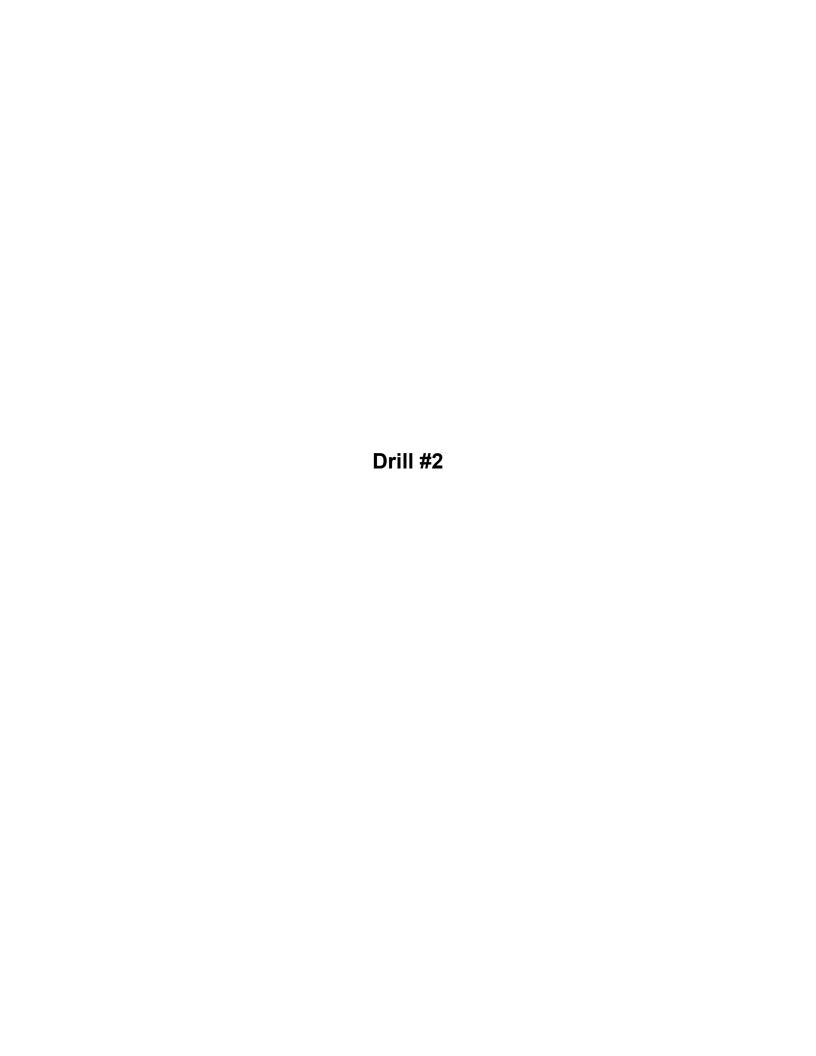
Exercise Date:

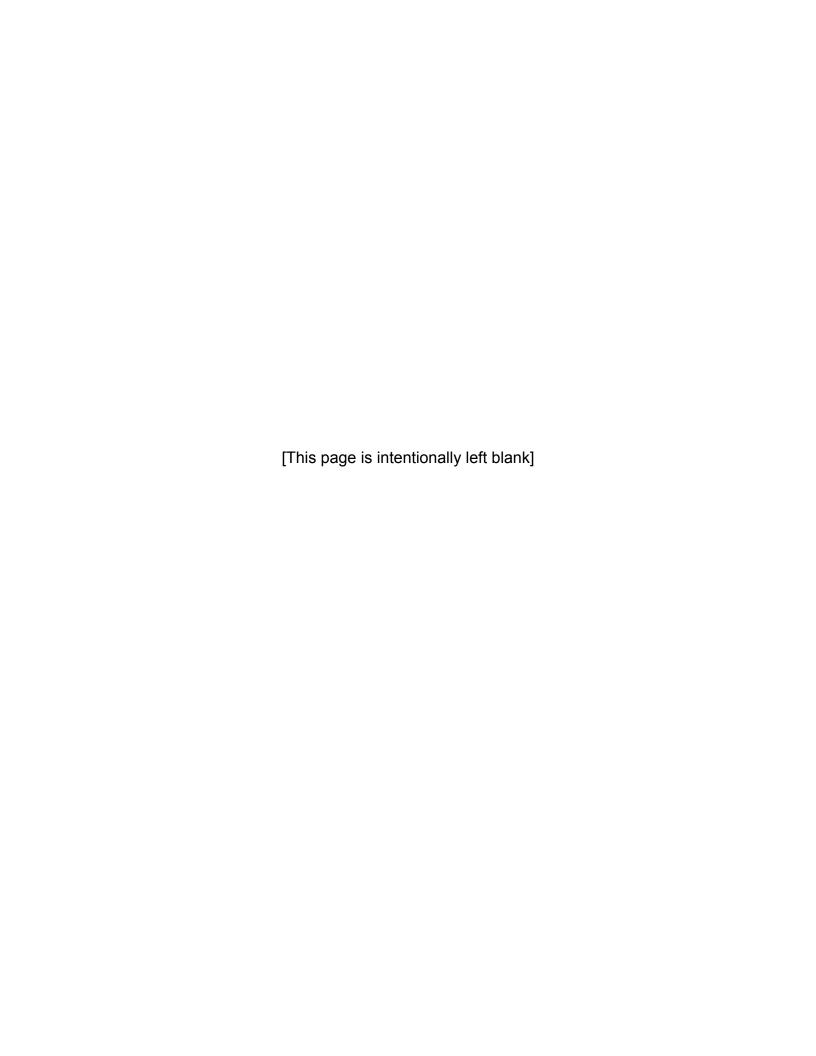


# Participant Feedback Form

	Exercise Name: Exercise Date:							
	Name (Optional):							
	CERT/Organization:							
1.	Please rate, on a scale of 1 to 5, your overall assessment of the statements provided below, with 1 indicating strong disagreement indicating strong agreement.					5		
	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 are Strengths:	eas tha	at nee	d imp	roveme	ent. 		
	Areas for improvement:							
3.	Please provide recommendations on how this exercise or future enhanced.	exercis	ses co	ould be	e impro	ved or		







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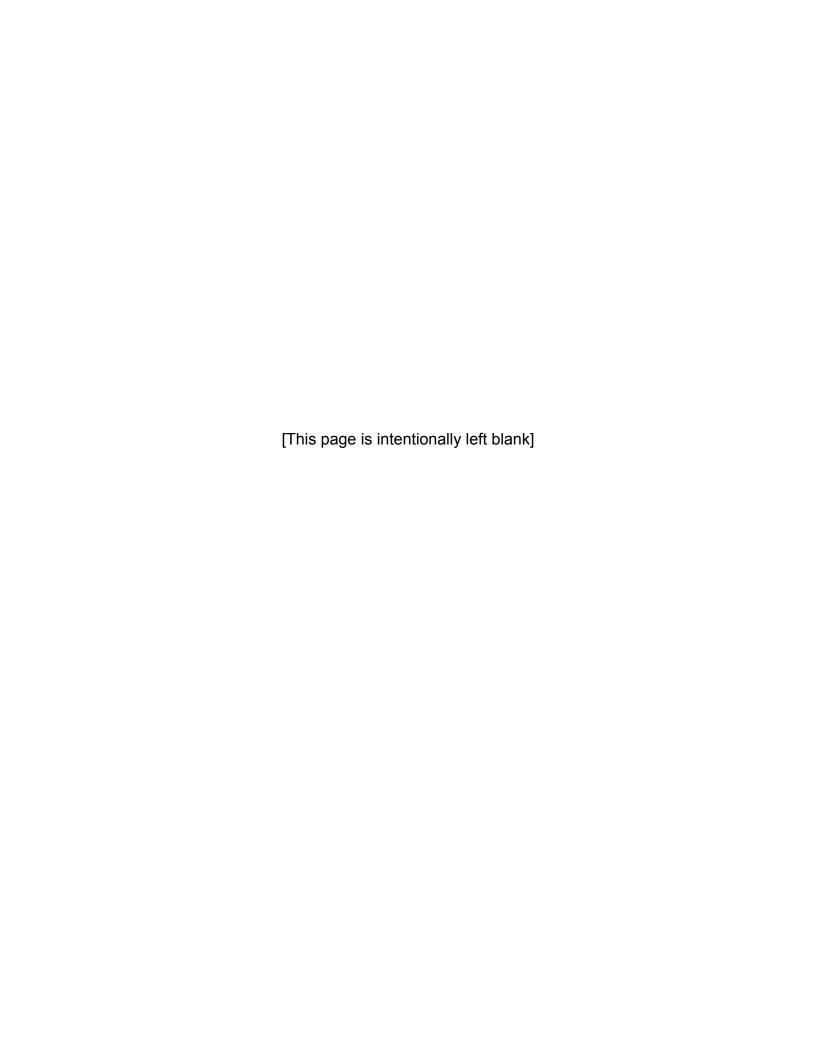
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Events and Evaluation Form for Facilitator(s) and Evaluator(s) Facilitator/Evaluator Feedback Form Participant Feedback Form

### **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:

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



#### **CERT Drills and Exercises**

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

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

This document is used by the Facilitator(s) and supports the delivery of a 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 #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
  - o 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 <u>lead and guide</u> the drill by presenting the scenario and instructions.

Second, the Facilitator will <u>observe and coach</u>. 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 <u>conduct a hot wash</u> (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.

#### 5. 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.

## 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.

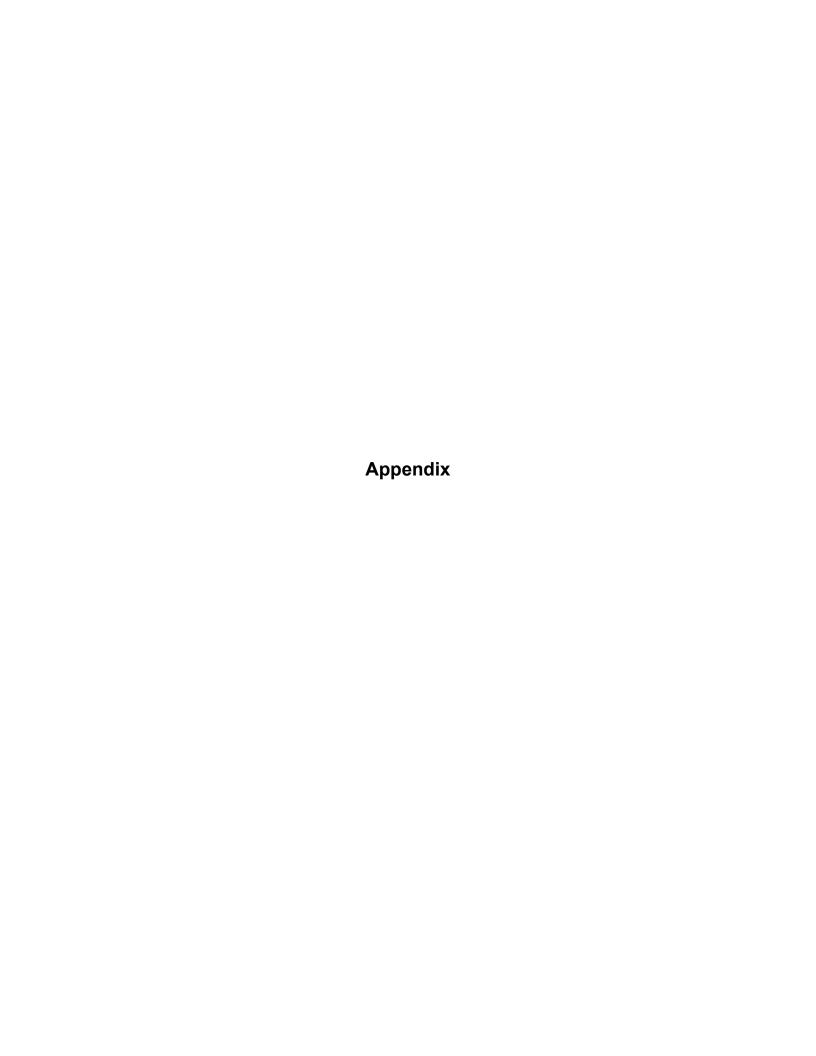
# **Facilitator Guidelines**

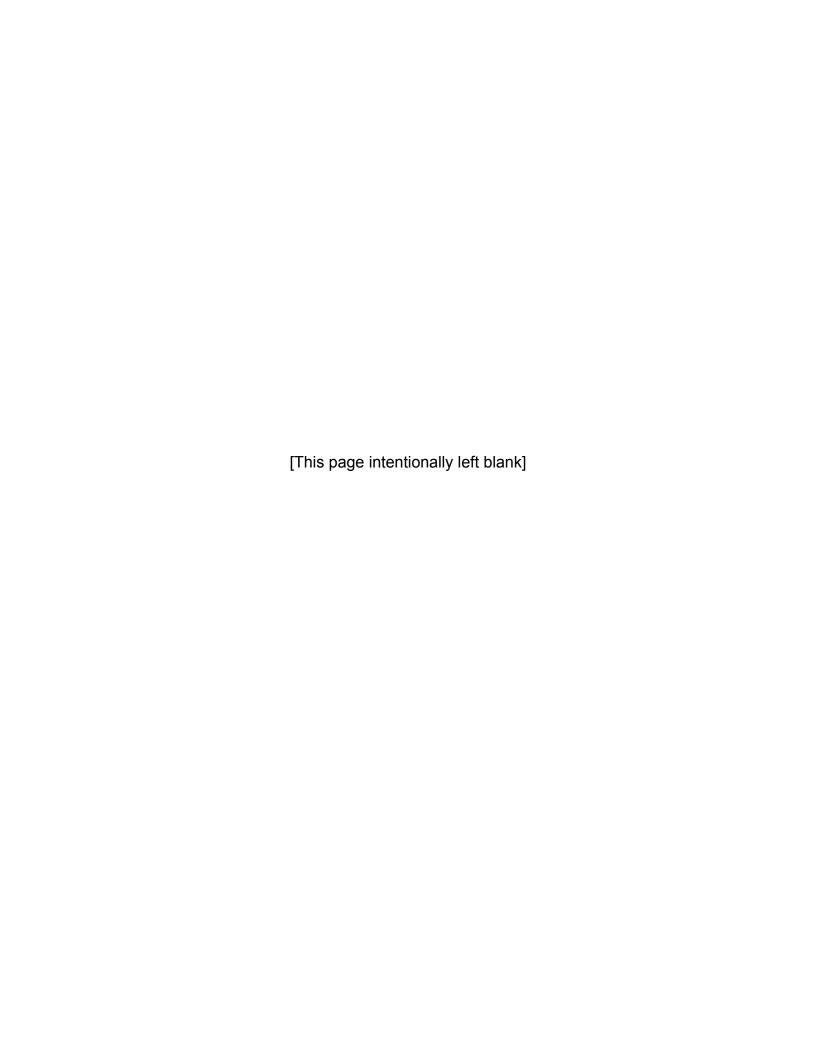
Step	Action	What to Say/Do
1	Set up the drill.	Make copies of the handouts in the Appendix. The Appendix index indicates how many copies are needed.
		Decide on the location for the lost child.
		Place the victim mannequin under a large, heavy object. If it is impractical to do this out in the park, 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.	Distribute the one-page Exercise Overview to all participants.
		Explain that the purpose of the exercise is:
		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	Explain the goals of the exercise.
	exercise with all participants.	Assess exterior search procedures.
		Evaluate the procedures for cribbing and lifting.
		Validate CERT sizeup procedures.
4	Provide a brief skill review to participants.	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:
		Performing an exterior search
		Lifting and cribbing a heavy object
		Safely extricating a victim

Step	Action	What to Say/Do
5	Facilitate the drill.	Your role in this exercise will be as observer and coach.
		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 rethink 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	It is 5:30 p.m. on a hot summer afternoon.
	all participants.	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.

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.	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.  Questions you might want to ask the		
		participants at the hot wash include:  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?		

Step	Action	What to Say/Do
		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?
		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:
		Who did you assign?
		When did you do this?
		What conditions did they find?
		What did you do next?
		How did you manage accountability?
		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.
13	Distribute the <i>Participant</i> Feedback Form to all participants.	Ask participants to complete the form.
14	Distribute the Facilitator Feedback Form.	Ask all Facilitators/Evaluators to complete the form.



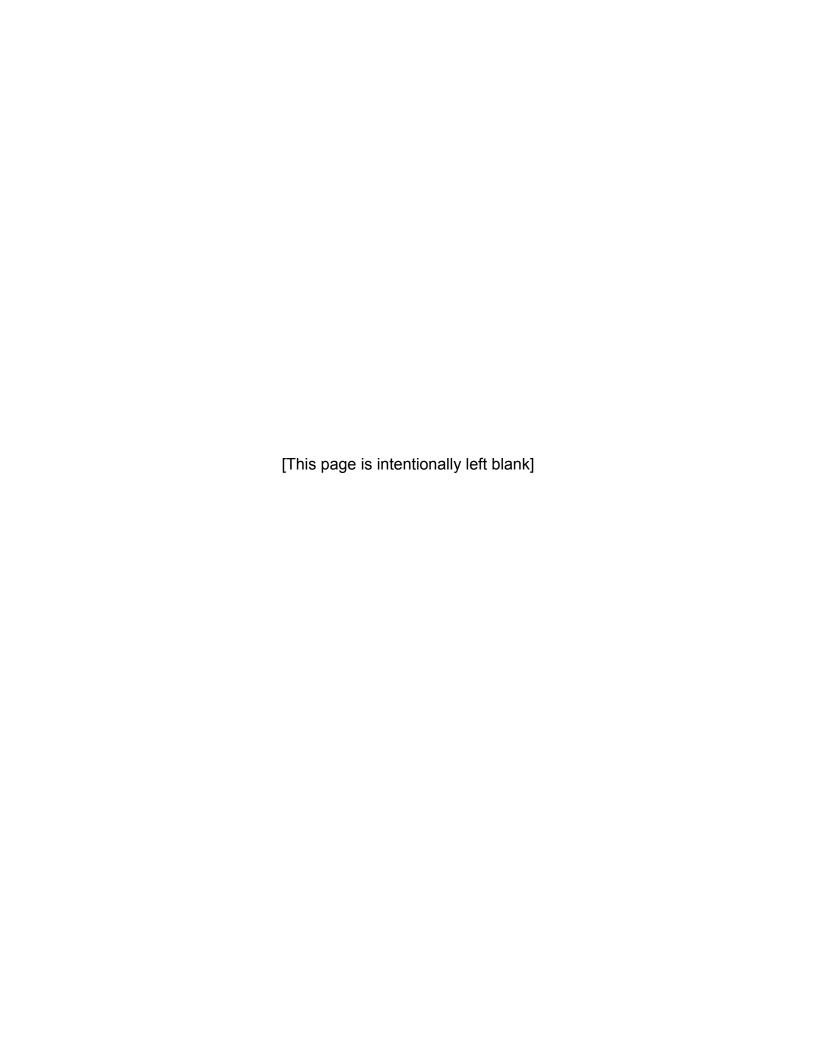


## **Index of Forms and Materials**

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



# **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:	
	Wore appropriate PPE	Completion:  No Yes Partial  Notes:
	Maintained correct buddy contact	Completion:  No Yes Partial  Notes:
	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]	Used appropriate search techniques	Completion:  No Yes Partial  Notes:
	Found the victim	Completion:  No Yes Partial  Notes:
Group extricates the victim.	Group members did the following:	
[Sizeup, Rescue Procedures]	Practiced safety precautions throughout drill	Completion:  No Yes Partial  Notes:
	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]	Properly controlled the lift	Completion:  No Yes Partial  Notes:
	Properly extricated the victim	Completion:  No Yes Partial  Notes:
	Properly took down the cribbing	Completion:  No Yes Partial  Notes:



# Facilitator/Evaluator Feedback Form

	Exercise Name: Exercise Date:					
	Name (Optional): Role (Optional):					
	CERT/Organization:					
1.	Please rate, on a scale of 1 to 5, your overall assessment of following statements, with 1 indicating strong disagreement with strong agreement.					
	Assessment Factor	Stron Disag				ongly Agree
	The exercise was well structured and organized.	1	2	3	4	5
	The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
	The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
	The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
	This exercise allowed the CERT to practice and improve priority capabilities.	1	2	3	4	5
	This exercise helped the CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5
2.	Based on today's exercise, list observed key strengths and/o	or areas	s that r	need in	nprove	ement.
	Areas for improvement:					
3.	Please provide recommendations on how this exercise or fu improved or enhanced.	ture ex	ercises	s could	be	



# **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 statements provided below, with 1 indicating strong disagreement indicating strong agreement.					5
	Assessment Factor	Stron Disag				rongly 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 are Strengths:  Areas for improvement:	eas tha	t nee	d imp	roveme	ent.
3.	Please provide recommendations on how this exercise or future enhanced.	exercis	ses co	ould be	e impro	ved or







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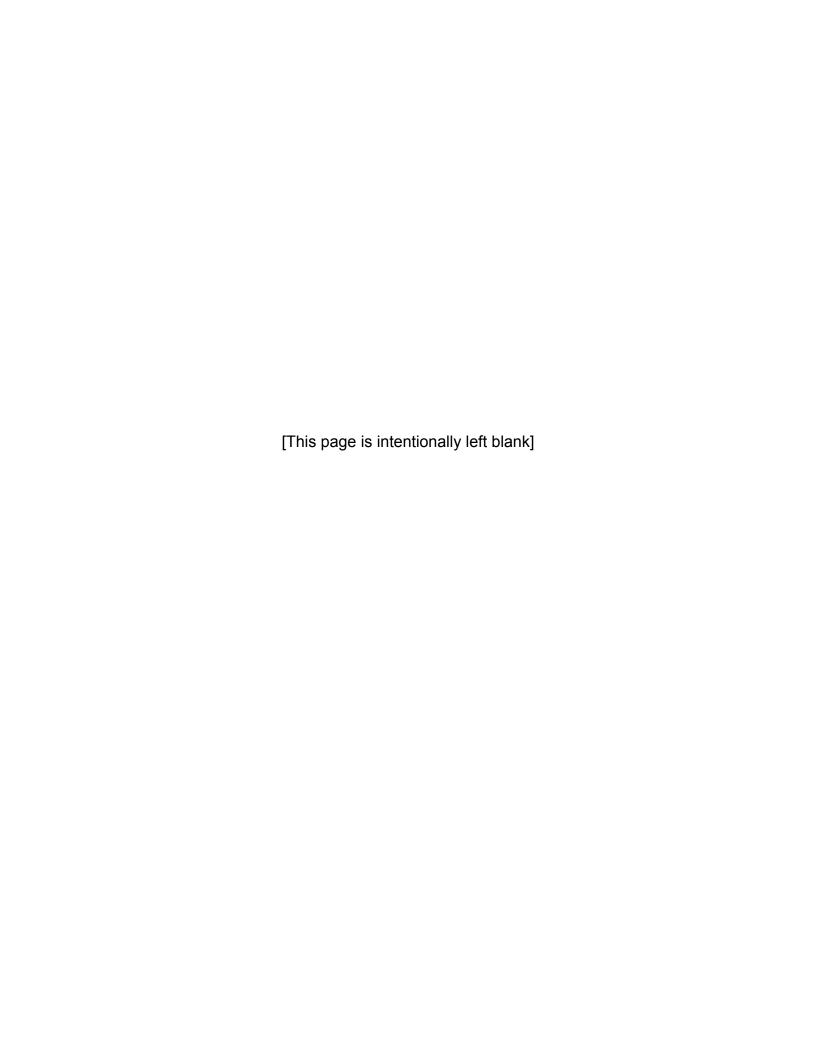
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Sample Victim Injury Cards
Events and Evaluation Form for Exercise Facilitator(s) and Evaluator(s)
Facilitator/Evaluator Feedback Form
Participant Feedback Form

### **How to Use This Document**

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- 13. Read through the entire exercise and supporting materials.
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#### **CERT Drills and Exercises**

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## 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 <a href="https://www.citizencorps.gov/cert">www.citizencorps.gov/cert</a> 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
  - o Facilitator/Evaluator Feedback Form, completed after the exercise
  - o 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 <u>lead and guide</u> the drill by presenting the scenario and instructions.

Second, the Facilitator will <u>observe and coach</u>. 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 <u>conduct a hot wash</u> (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**

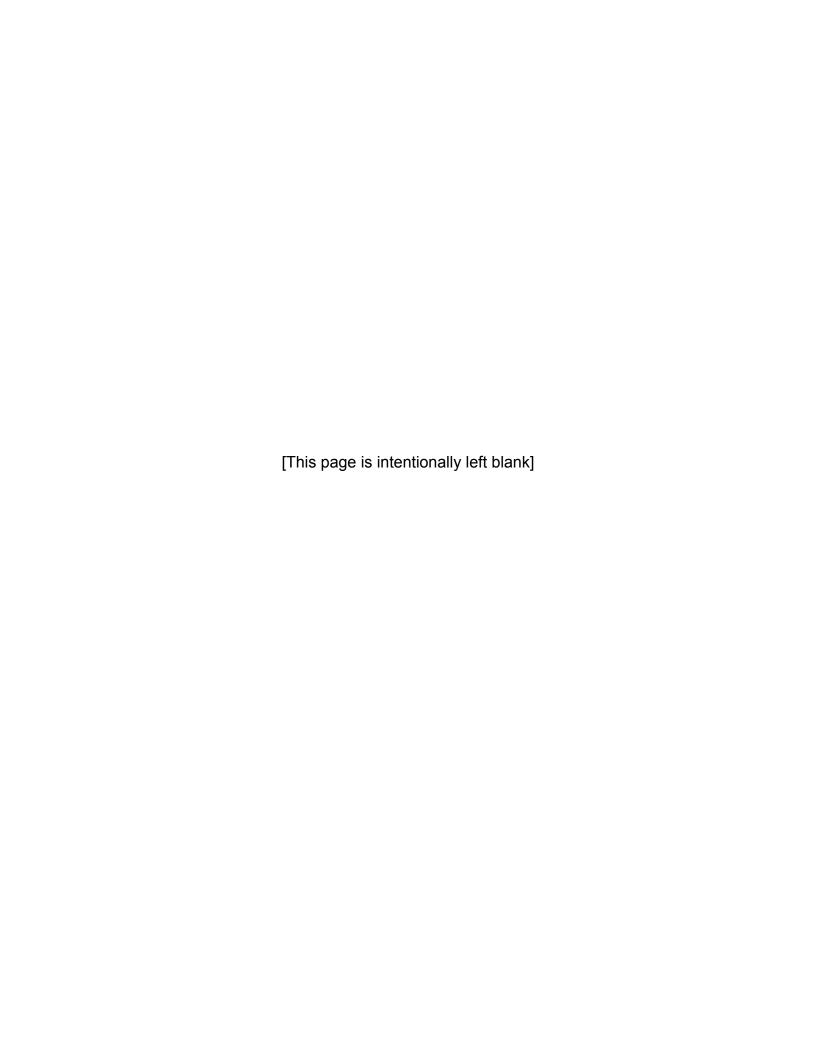
Step	Action	What to Say/Do
1	Set up the drill.	Make copies of the handouts in the Appendix. The Appendix index indicates how many copies are needed.
		Assign injury cards to the victims.     Suggested injury cards are located in the Appendix.
		Brief exercise staff and victims on their role as appropriate.
		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.	Distribute the one-page Exercise Overview to all participants.
		Explain that the purpose of the exercise is:
		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	Explain the goals of the exercise.
	exercise with all participants.	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.

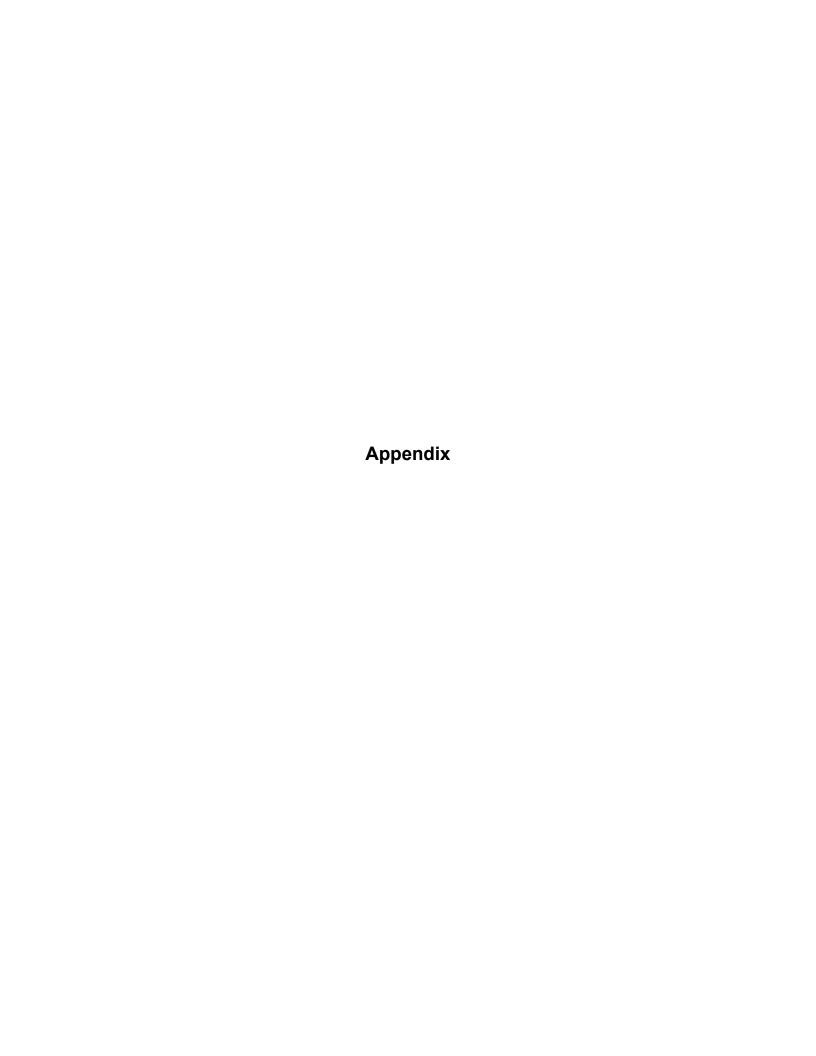
Step	Action	What to Say/Do
4	Provide a brief skill review to participants.	Briefly review the skills required to complete this drill. Rather than presenting the skills, ask the team members to describe the processes for:
		Sizing up an accident scene. NOTE: Since it would be difficult to stage a multi-vehicle 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.	Your role in this exercise will be as observer and coach.
		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 rethink 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.

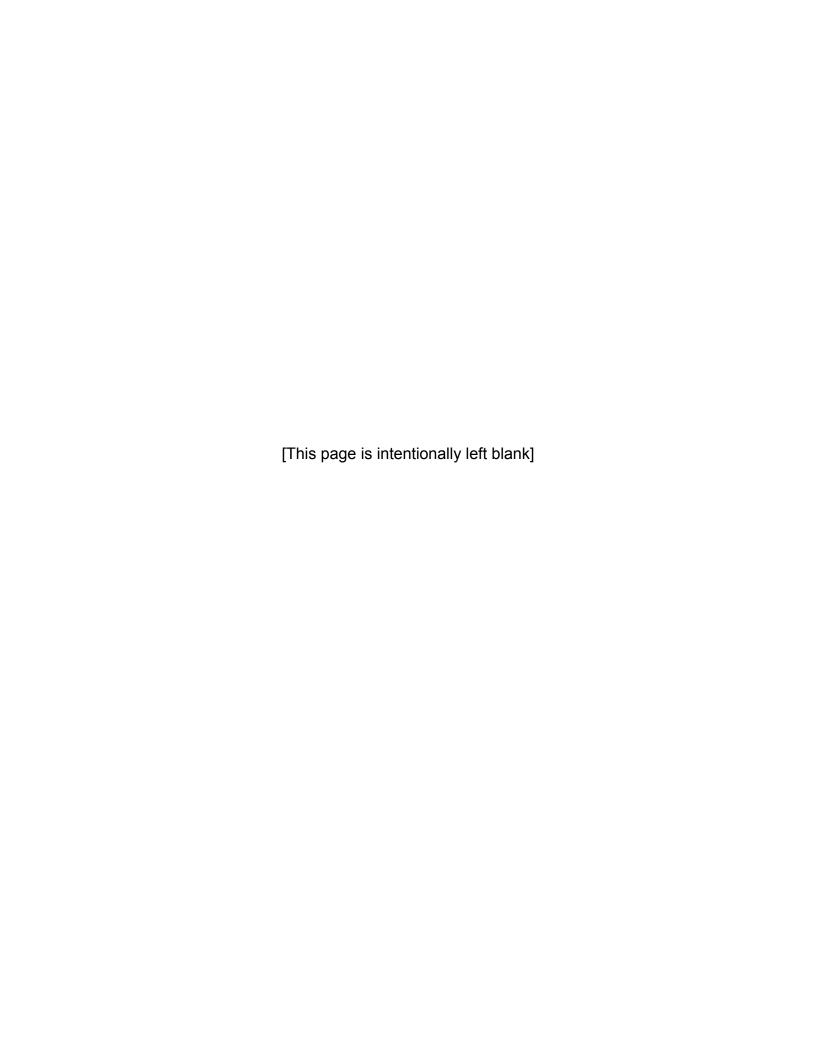
Step	Action	What to Say/Do
6	Present the drill scenario to all participants.	A careless camper accidentally started a small brush fire at 3 a.m. By 7 a.m., smoke from the brush fire had spread along the local highway.
		Morning fog mixes with the smoke to create very low visibility.
		A large truck slows 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.	Have the IC and TL briefly discuss the plan of action to triage the victims.
		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.
		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.
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.

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.	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.  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.  Questions you might want to ask the
		participants at the hot wash include:  11. What parts of the team's response to this scenario did you think went well? What
		factors contributed to this success?
		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?
		13. What do you think you did well in this exercise?
		14. What would you like to do differently next time?

Step	Action	What to Say/Do
		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?
		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:
		How many victims were there?
		Which victims had the most severe injuries?
		Who needs medical attention first when the Fire Department arrives?
		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.
12	Distribute the <i>Participant</i> Feedback Form to all participants.	Ask participants to complete the form.
13	Distribute the Facilitator/Evaluator Feedback Form.	Ask all Facilitators/Evaluators to complete the form.







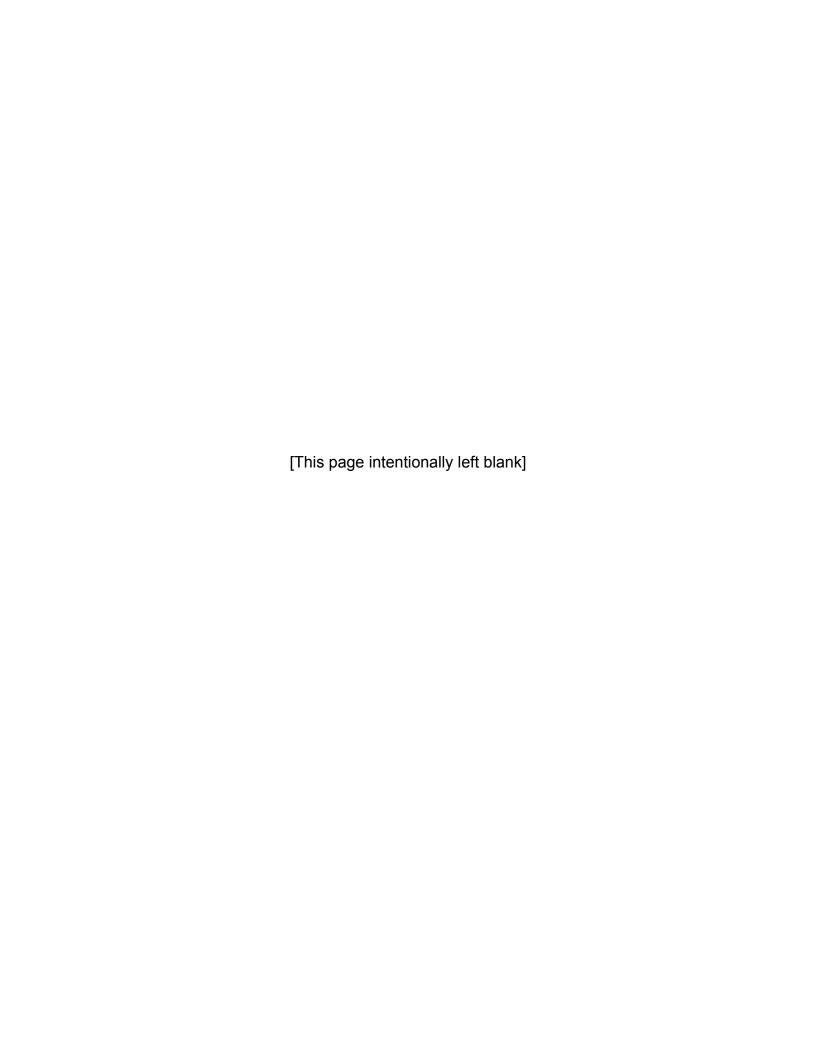
### **Index of Forms and Materials**

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



## **Sample Victim Injury Cards**

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

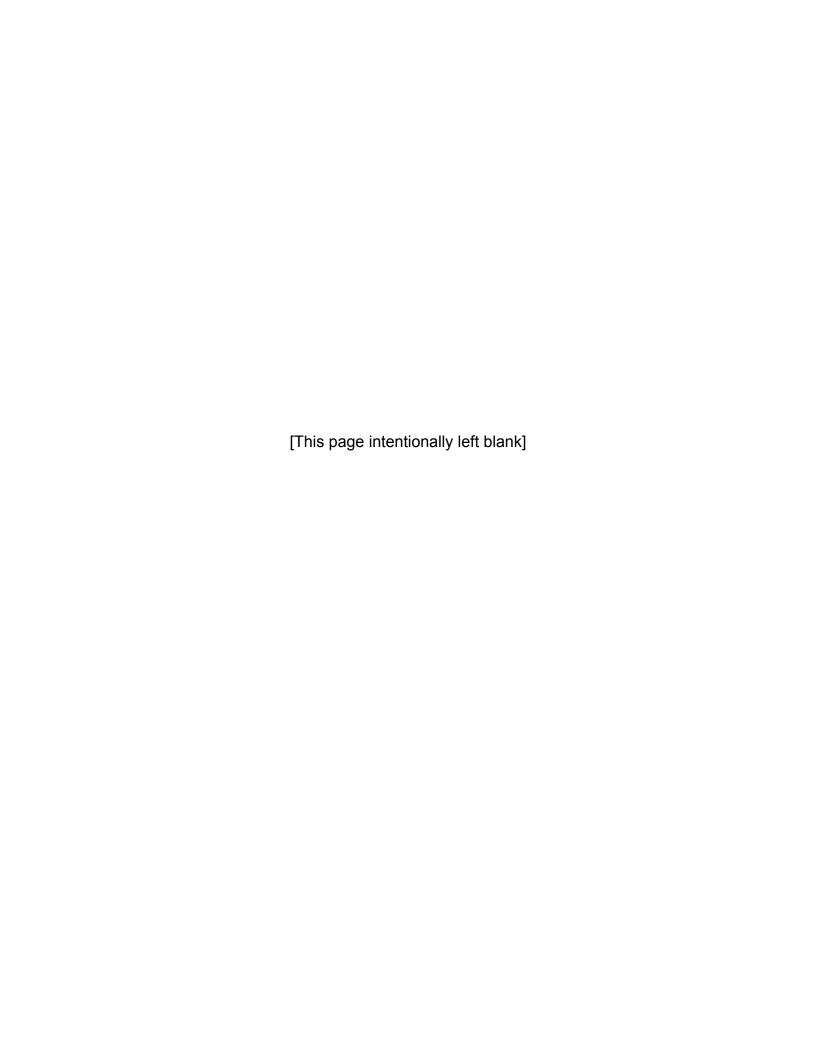
- 3. If you have volunteer victims, use these descriptions to create roles for them. Brief the volunteers on the nature of their injuries, how they might behave, and any information you want them to share with SAR staff.
- 4. If you are using simulated victims, such as gingerbread cutouts, you can attach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

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

VICTIM #1 - Minor	VICTIM #2 - Minor
Compound Fracture, Right Forearm	Facial injuries
Breathing once every 3 seconds	Knows name, date, and what happened
Color returns to finger tips in less than 2	Color returns to finger tips in 2 seconds
seconds	Breathing once every 4 seconds
Responds to verbal commands	
VICTIM #3 - Minor	VICTIM #4 - Minor
Visibly pregnant (about 5 months), cuts	Numerous cuts and abrasions
on right arm	Responds to verbal commands
Color returns to finger tips in 1 second	Color returns to finger tips in 1 second
Breathing once every 5 seconds	Breathing once every 3 seconds
Note: This victim has first aid training.	
VICTIM #5 - Minor	MOTIN #0 Minor
VICTINI#5 - WITTOT	VICTIM #6 - Minor
Bleeding from a scalp wound	Right arm is deformed
Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2	Right arm is deformed
Bleeding from a scalp wound Knows name, date, and what happened	Right arm is deformed Alert
Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2	Right arm is deformed Alert Color returns to finger tips in 1 second
Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2 seconds	Right arm is deformed Alert Color returns to finger tips in 1 second
Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2 seconds Breathing once every 4 seconds	Right arm is deformed  Alert  Color returns to finger tips in 1 second  Breathing once every 5 seconds
Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2 seconds Breathing once every 4 seconds VICTIM #7 - Delayed	Right arm is deformed Alert Color returns to finger tips in 1 second Breathing once every 5 seconds  VICTIM #8 - Delayed
Bleeding from a scalp wound Knows name, date, and what happened Color returns to finger tips in less than 2 seconds Breathing once every 4 seconds  VICTIM #7 - Delayed Large piece of wood in left thigh	Right arm is deformed Alert Color returns to finger tips in 1 second Breathing once every 5 seconds  VICTIM #8 - Delayed Bone projecting from right leg

VICTIM #9 - Delayed	VICTIM #10 - Delayed
Both legs deformed	Left ankle swollen and deformed
Breathing once every 5 seconds	Breathing once every 4 seconds
Knows name, date, and what happened	Knows name, date, and what happened
Color returns to finger tips in 1 second	Color returns to finger tips in 2 seconds
VICTIM #11 - Delayed	VICTIM # 12 - Delayed
Both feet crushed by concrete block	Back injury, unable to move
Breathing once every 3 seconds	Breathing once every 4 seconds
Knows name, date, and what happened	Knows name, date, and what happened
Color returns to finger tips in 1 second	Color returns to finger tips in 2 seconds
VICTIM #13 - Delayed	VICTIM #14 - Immediate
Right arm and leg are deformed	Large piece of wood in left thigh
Breathing once every 3 seconds	Breathing once every 2 seconds
Knows name, date, and what happened	Alert and responsive
Color returns to finger tips in 4 seconds	Color returns to finger tips in 3 seconds
VICTIM #15 - Immediate	VICTIM #16 - Immediate
Severe cut on right thigh, heavy bleeding	Both legs deformed
Breathing once every 5 seconds	Breathing once every second
Knows name, date, and what happened	Not responsive to questions
Color returns to finger tips in 3 seconds	Color returns to finger tips in 3 seconds
VICTIM #17 - Immediate	VICTIM #18 - Immediate
Impaled object in abdomen; breathing difficulties	Amputated left arm, bleeding controlled Breathing once every 4 seconds
Breathing once every 3 seconds	Knows name, date, and what happened
Can't remember what happened	Color returns to finger tips in 4 seconds
Color returns to finger tips in 5 seconds	Color returns to linger tips in 4 seconds
VICTIM #19 - Immediate	VICTIM #20 - Immediate
Severe bleeding from head wound	Chest pain with possible broken ribs
Breathing once every 2 seconds	Breathing once every second
Not responsive to questions	Knows name, date, and what happened
Color returns to finger tips in 4 seconds	Color returns to finger tips in 2 seconds

VICTIM #21 - Immediate	VICTIM # 22 - Dead
Severe head injury	Massive head injury
Not breathing	Not breathing
Not responsive to questions	Unresponsive
Color returns to finger tips in 4 seconds	Color does not return to finger tips
VICTIM #23 - Dead	VICTIM #24 - Dead
Blood oozing from head wound	No visible injury, blank stare
Chest is not rising	Cannot feel air movement
Finger tips blue/grey	Color does not return to finger tips
VICTIM #25 - Dead	
Wood impaled in neck	
Breathing once every second	
Not responsive	
Color returns to finger tips in 4 seconds	



# **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)
Team provides medical intervention.	Team members did the following:	
[Medical Triage, Lifesaving Interventions, Splinting and Bandaging, Sizeup]	Team wore appropriate PPE	Completion:  No Yes Partial  Notes:
	Team maintained correct buddy contact	Completion:  No Yes Partial  Notes:
	Team identified themselves and asked victims for permission to be treated	Completion:  No Yes Partial  Notes:
	Team triaged each victim correctly	Completion:  No Yes Partial  Notes:

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]	Team performed head-to-toe assessments appropriately	Completion:  No Yes Partial  Notes:
	Team applied splinting and bandaging correctly	Completion:  No Yes Partial  Notes:
Team documents actions. [Documentation]	Team members did the following:	
	Team properly documented victim locations and status	Completion:  No Yes Partial  Notes:
	Team documented assessments appropriately	Completion:  No Yes Partial  Notes:

## Facilitator/Evaluator Feedback Form

Exercise Name:

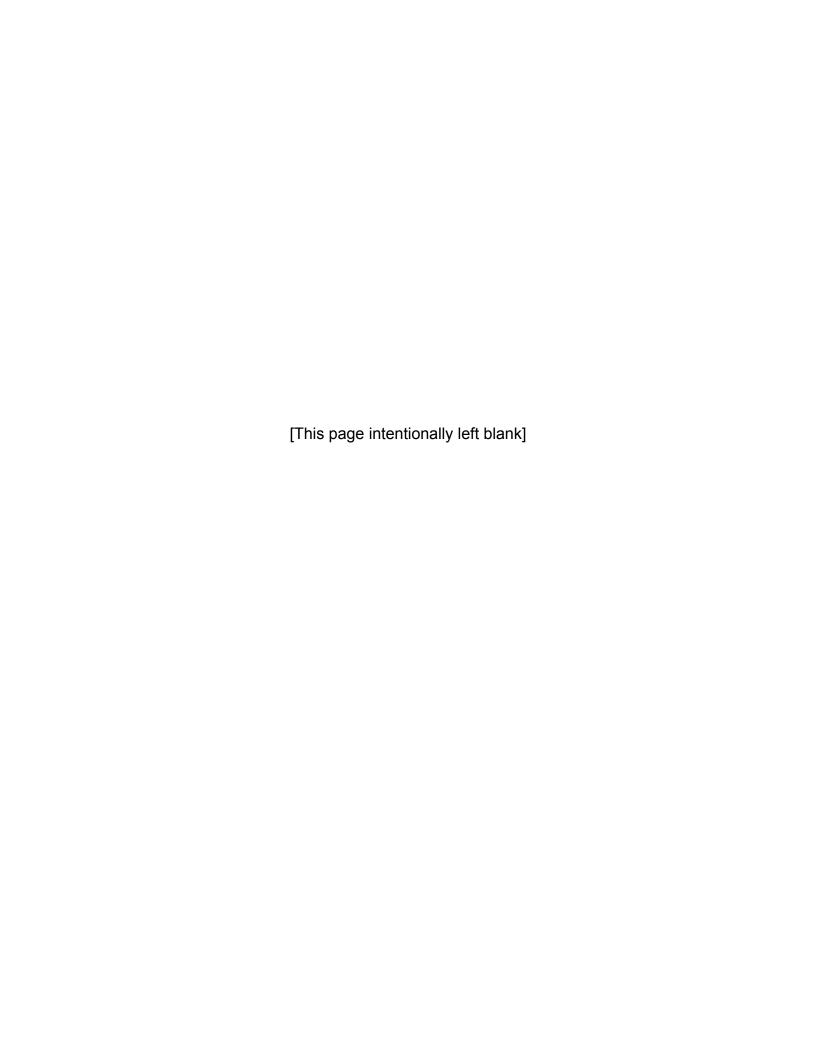
1. Plea following strong a The ex The ex The Fa	Optional): Role (Optional):					
The ex	Organization:					
The ex	ase rate, on a scale of 1 to 5, your overall assessment of g statements, with 1 indicating strong disagreement with agreement.					
The ex	Assessment Factor	Stror Disag				ongly Agree
The Fa	ercise was well structured and organized.	1	2	3	4	5
	ercise scenario(s) was plausible and realistic.	1	2	3	4	5
	acilitator(s) was knowledgeable about the area of play opt the exercise on target.	1	2	3	4	5
	sercise documentation provided to assist in preparing for articipating in the exercise was useful.	1	2	3	4	5
	xercise allowed the CERT to practice and improve capabilities.	1	2	3	4	5
	xercise helped the CERT identify strengths and esses in the execution of plans, protocols, and lures.	1	2	3	4	5
	ed on today's exercise, list observed key strengths and/ons:	or areas	s triat i	leed ii	пргоче	
Areas fo	or improvement:					
	ase provide recommendations on how this exercise or futed or enhanced.	ure ex	ercises	s could	be	

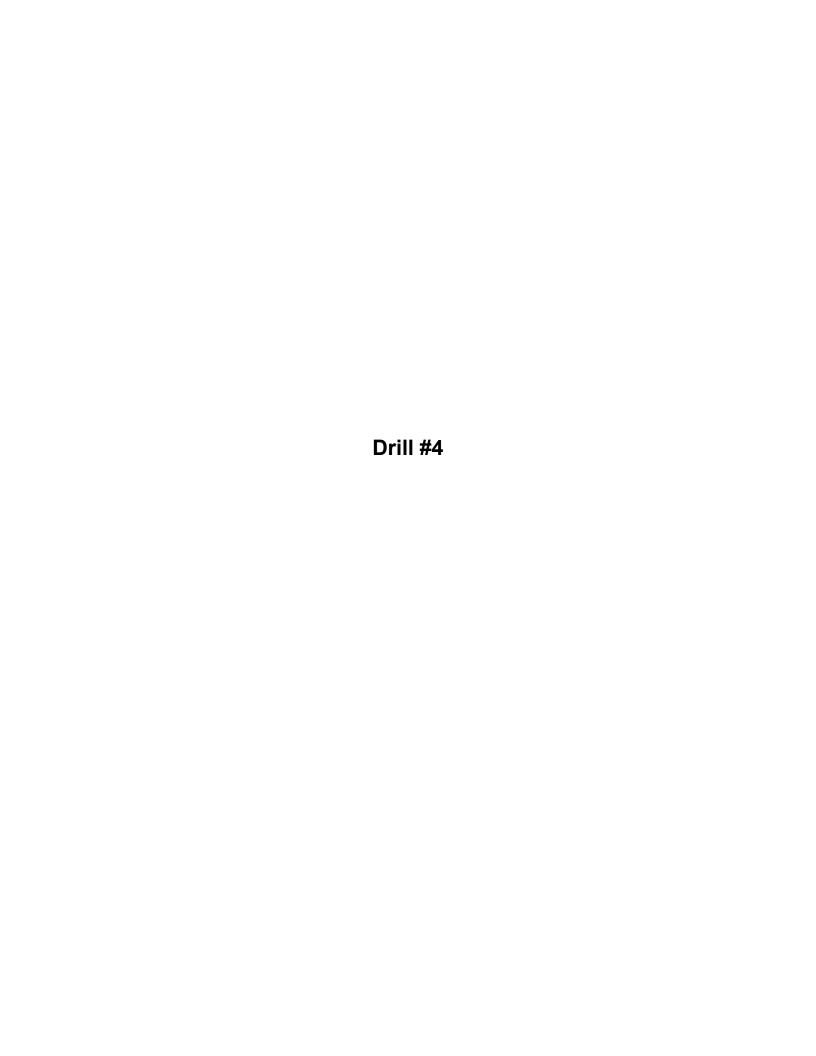
Exercise Date:



# 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 t statements provided below, with 1 indicating strong disagreemen indicating strong agreement.					
	Assessment Factor	Stron				rongly 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 Strengths:	areas	that	need i	improv	ement. 
	Areas for improvement:					
3.	Please provide recommendations on how this exercise or futuimproved or enhanced.	ıre exe	ercise	s coul	d be	







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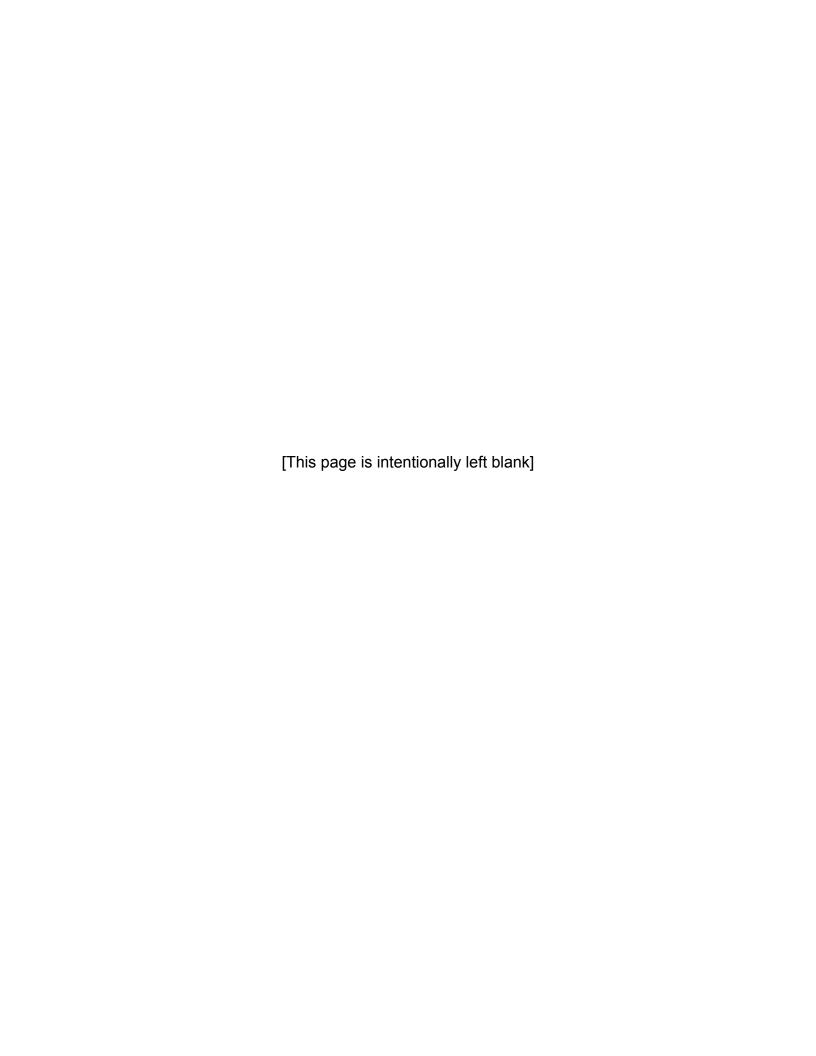
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Events and Evaluation Form for Facilitator(s) and Evaluator(s) Facilitator/Evaluator Feedback Form Participant Feedback Form

#### **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.



#### **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 <a href="https://www.citizencorps.gov/cert">www.citizencorps.gov/cert</a> 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
  - o 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 <u>lead and guide</u> the drill by presenting the scenario and instructions.

Second, the Facilitator will <u>observe and coach</u>. 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 <u>conduct a hot wash</u> (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.	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.	Distribute the one-page Exercise Overview to all participants.
		Explain that the purpose of the exercise is:
		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	Explain the goals of the exercise are to:
	exercise with all participants.	Evaluate the procedures for cribbing and lifting.
		Accurately size up a disaster scenario.
4	Provide a brief skill review to participants.	Briefly review the skills required to complete this drill. Rather than presenting the skills, ask the team members to describe the processes for:
		<ul> <li>Sizing up a situation where a victim is trapped under debris.</li> </ul>
		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.	Your role in this exercise will be as observer and coach.
		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 rethink 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.	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.

Step	Action	What to Say/Do
8	Team performs sizeup.	Have the team size up the situation to determine if it is safe to proceed with the rescue.
		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.
9	Team plans the rescue.	Ask the rescue team to develop a plan for rescuing the victim. To ensure safety, review the plan with the team prior to implementation.
10	Team rescues the victim.	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.
		Team should follow the "lift an inch – crib an inch" process.
		Continue until the victim can be freed.
11	Remove the cribbing.	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.
12	Terminate the exercise.	Terminate the exercise once the cribbing has been safely removed.
13	Conduct the hot wash with all exercise staff and participants.	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.

## CERT DRILLS AND EXERCISES: DRILL #4

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



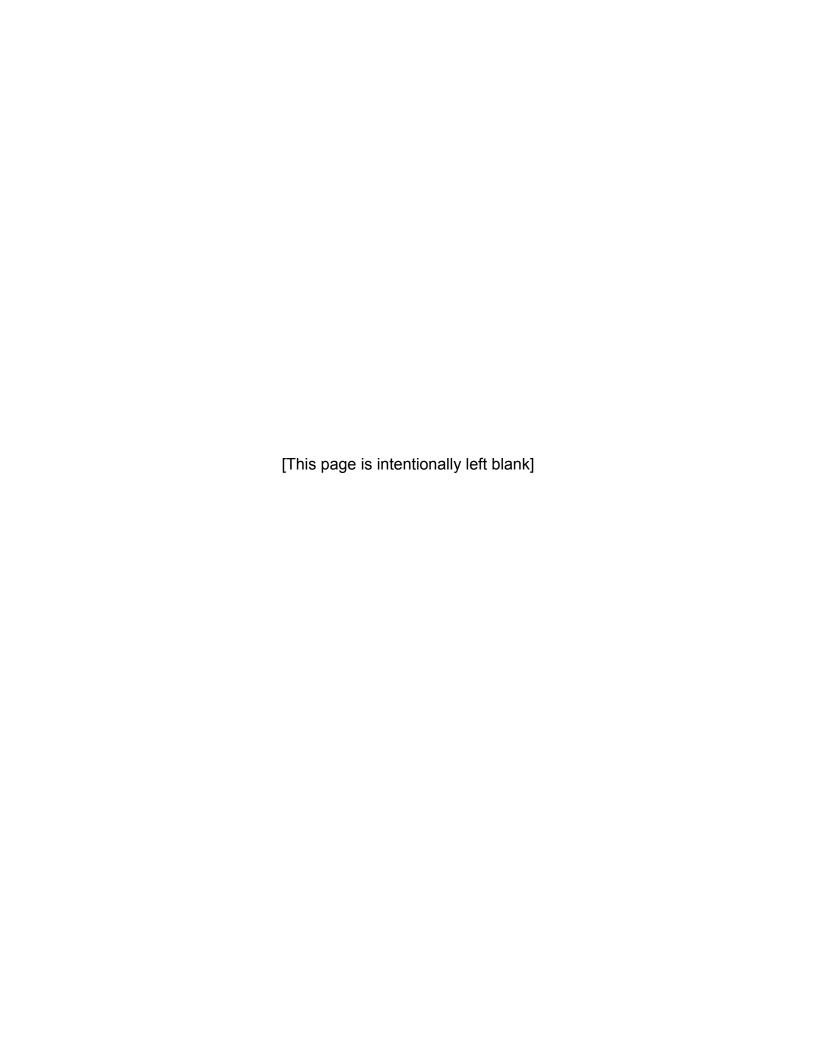


### **Index of Forms and Materials**

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



# **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.	Team members did the following:						
[Sizeup]	Team wore appropriate PPE	Completion:  No Yes Partial  Notes:					
	Team maintained correct buddy contact	Completion:  No Yes Partial  Notes:					
	Team properly conducted sizeup and identified hazards	Completion:  No Yes Partial  Notes:					

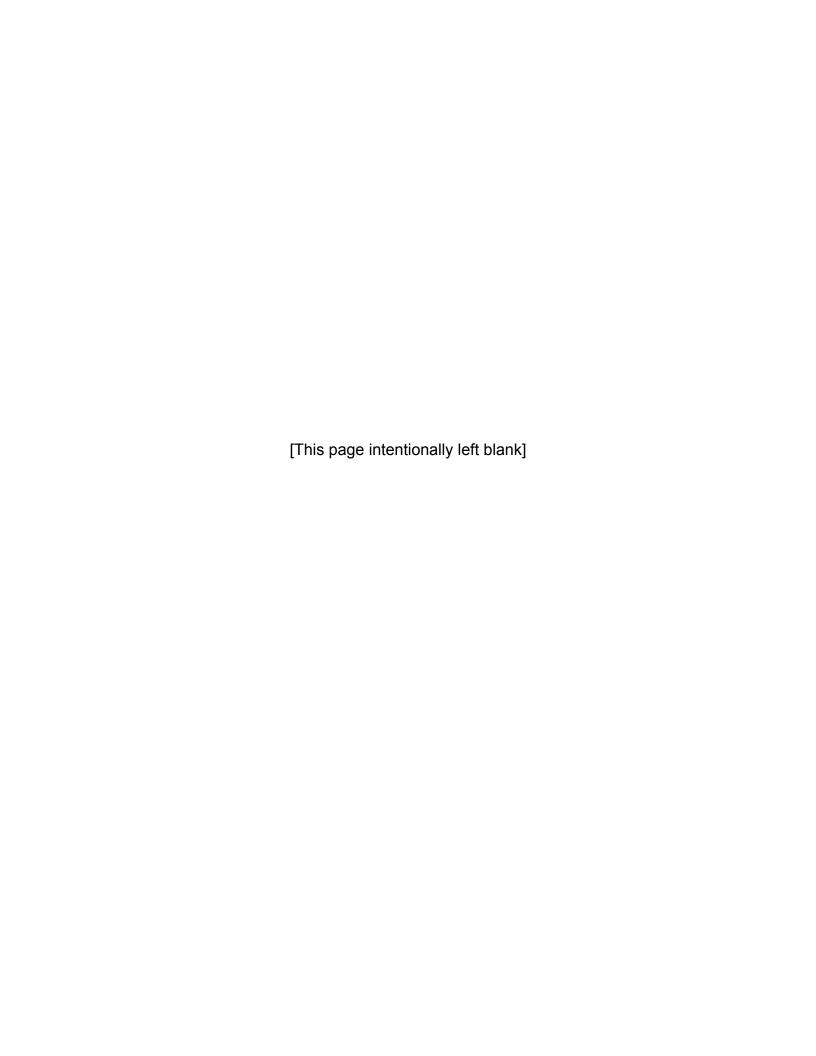
Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)				
Team performs size up. (continued) [Sizeup]	Team planned rescue appropriately	Completion:  No Yes Partial  Notes:				
Team applies lifting and cribbing techniques. [Lifting and Cribbing]	Team members did the following:     Team rescued victim using correct lifting and cribbing techniques	Completion: No Yes Partial Notes:				
	Team safely removed cribbing	Completion:  No Yes Partial  Notes:				

## Facilitator/Evaluator Feedback Form

Exercise Name:

me (Optional): Role (Optional):					
RT/Organization:					
					ating
Assessment Factor		Strongly Disagree		Strongly Agree	
ne exercise was well structured and organized.	1	2	3	4	5
ne exercise scenario(s) was plausible and realistic.	1	2	3	4	5
ne Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
ne exercise documentation provided to assist in preparing find participating in the exercise was useful.	for 1	2	3	4	5
nis exercise allowed the CERT to practice and improve iority capabilities.	1	2	3	4	5
nis exercise helped the CERT identify strengths and eaknesses in the execution of plans, protocols, and occedures	1	2	3	4	5
ease provide recommendations on how this exercise or futunanced.	ire exerci	ses co	uld be	impro	ved o
	ase rate, on a scale of 1 to 5, your overall assessment of the owing statements, with 1 indicating strong disagreement with agreement.  Assessment Factor  The exercise was well structured and organized.  The exercise scenario(s) was plausible and realistic.  The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.  The exercise documentation provided to assist in preparing find participating in the exercise was useful.  This exercise allowed the CERT to practice and improve it is exercise helped the CERT identify strengths and eaknesses in the execution of plans, protocols, and occedures.  The exercise helped the CERT identify strengths and eaknesses in the execution of plans, protocols, and occedures.  The exercise helped the CERT identify strengths and eaknesses in the execution of plans, protocols, and occedures.	ase rate, on a scale of 1 to 5, your overall assessment of the exercise owing statements, with 1 indicating strong disagreement with the state ong agreement.  Assessment Factor  Be exercise was well structured and organized.  The exercise scenario(s) was plausible and realistic.  The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.  The exercise documentation provided to assist in preparing for and participating in the exercise was useful.  This exercise allowed the CERT to practice and improve iority capabilities.  This exercise helped the CERT identify strengths and eaknesses in the execution of plans, protocols, and occedures.  The exercise helped the certification of plans, protocols, and occedures.	Assessment Factor  Assessment Factor  Disagree  Disagree	Assessment Factor  Assessment Factor  Be exercise was well structured and organized.  The exercise scenario(s) was plausible and realistic.  The exercise documentation provided to assist in preparing for and participating in the exercise was useful.  The exercise allowed the CERT to practice and improve in exercise helped the CERT identify strengths and eaknesses in the execution of plans, protocols, and occedures.  Strongly Disagree  Strongly Disagree  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 2 3  1 3 3	Assessment Factor  Assessment Factor  Be exercise was well structured and organized.  The exercise scenario(s) was plausible and realistic.  The exercise documentation provided to assist in preparing for ad participating in the exercise was useful.  The exercise allowed the CERT identify strengths and eaknesses in the execution of plans, protocols, and occedures.  The exercise relative to the exercise relative to the powing statement and 5 indicating strong disagreement with the statement and 5 indicating agreement.  Strongly Disagree  Strongly Disagree  1 2 3 4  1 3 4  1 3 4  1 3 4  1 3 4  1 4  1

Exercise Date:



# **Participant Feedback Form**

	Exercise Name: Exercise Date:	e: Exercise Date:						
	Name (Optional):							
	CERT/Organization:							
1.	Please rate, on a scale of 1 to 5, your overall assessment of the statements provided below, with 1 indicating strong disagreement indicating strong agreement.					5		
	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.	d imp	roveme	ent.					
	Strengths:							
	Areas for improvement:							
3.	Please provide recommendations on how this exercise or future enhanced.	exercis	ses co	ould be	e impro	ved or		

