*RDA: The First Look-Validate*

Rapid Damage Assessment (RDA) Tabletop Exercise

2022 Exercise Series – Event 2 of 3

Situation Manual

August 31, 2022



The Situation Manual provides players the information they need to participate in this exercise. It

includes an exercise overview, objectives and aligned capabilities, roles and responsibilities,

logistics, schedule, and communications plan. All exercise participants may view this document.

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# Exercise Overview

| **Exercise Name** | *RDA: The First Look-Validate* Tabletop Exercise |
| --- | --- |
| **Exercise Dates** | August 31, 2022 |
| **Scope** | This three (3) hour tabletop exercise, hosted at the Multnomah Building, will provide countywide partners the opportunity to engage in a discussion related rapid damage assessment operations following a mid-level earthquake event. While the main scope of this discussion-based exercise is to test the ability for Multnomah County to organize and respond to this hazard, countywide partners will provide valuable insight and feedback regarding their rapid damage assessment expectations, resources, and considerations. |
| **Focus Area(s)** | Response |
| **Capabilities** | Operational Coordination, Infrastructure Systems |
| **Objectives** | 1. Multnomah County Departments will discuss field damage assessment operations and coordination in response to a 5.5 magnitude Portland Hills Earthquake event. 2. Multnomah County Departments will discuss the process for submitting damage assessment information and data to the County in response to a 5.5 magnitude Portland Hills Earthquake event. 3. Multnomah County will discuss the Rapid Damage Assessment collection and management in the County Emergency Operations Center in response to a 5.5 magnitude Portland Hills Earthquake event. |
| **Threat/Hazard** | Earthquake |
| **Scenario** | A 5.5 magnitude Portland West Hills Fault Line Earthquake Event |
| **Sponsor** | Multnomah County Office of Emergency Management (MCEM) |
| **Participating Organizations** | A participants list can be found in Appendix B. |
| **Point of Contacts** | Robert Quinn, Training & Exercise Specialist – Exercise Director  Multnomah County Emergency Management  [Robert.quinn@multco.us](mailto:Robert.quinn@multco.us) | 503-307-4129  Matt Burke, Resource Recruitment Coordinator – Exercise Evaluation Lead  Multnomah County Emergency Management  [Matthew.burke@multco.us](mailto:Matthew.burke@multco.us) | 971-988-9939 |

# General Information

## Exercise Summary

*RDA: The First Look-Validate* Tabletop Exercise is the second component of three in the Multnomah County 2022 Rapid Damage Assessment (RDA) Exercise Series. This series is designed for county-wide response partners to design, develop, validate, and implement their RDA programs in collaboration with the County government. This Exercise Series has the following events:

* *RDA: The First Look-Development* - August 2022 Workshop Event **(Compete)**
* *RDA: The First Look-Validation* - August 2022 Tabletop Event
* *RDA: The First Look-Implementation* - October 2022 Full-Scale Event

As part of the County Integrated Preparedness Plan (IPP), Infrastructure Systems has been identified as a key priority focus area for emergency management-related work through June 2024 (Fiscal Year ’24). The further development of the County Damage Assessment Plan, in collaboration with county-wide partners, allows us to take steps forward within this topic.

This exercise event will build off the August 2022 *RDA: The First Look-Development* Workshop Exercise that provided participants the space to design and develop their internal RDA Programs. Resources, tools, and best practices were gathered from through FEMA Region X to assist local response partners develop their RDA Programs. This Tabletop Exercise will test the products developed in that Workshop Exercise in an evaluated discussion-based environment to identify areas of strength and opportunities for programmatic improvement.

The *RDA: The First Look-Validation* Tabletop Exercise builds to the third event in the Exercise Series - *RDA: The First Look-Implementation*, a full-scale exercise to be held in October 2022 in alignment with The Great Shakeout. The tabletop exercise event will be used to inform October full-scale exercise operations, and educate participants of their likely role.

The Exercise Planning Team was made up of representatives from both governmental and other response entities within Multnomah County with the responsibility to design and coordinate this exercise event. A big thank you to everyone that participated on the Planning Team (Appendix C), your guidance and feedback were critical to the success of this event.

This exercise event will be hosted as a hybrid event to provide options for participation. This exercise is separated into two (2) Modules, all following the same provided scenario and timeline that discuss different operational elements of the County Damage Assessment Plan. This exercise will be facilitated by the Multnomah County Office of Emergency Management (MCEM) with evaluation and note-taking assistance from local and regional partners.

## Plan Background

The Multnomah County Damage Plan was completed in 2018, with the MCEM Operations Team taking responsibility to operationalize, train, and exercise the document. Coordination for implementing this Plan has occurred sporadically over the past 4 years, with competing organizational priorities limiting a full Plan implementation and aligned Training and Exercise Plan (TEP).

Appendix B to the County Damage Assessment is the document-specific TEP, developed in 2022 to outline the expectations for through 2024, and beyond. This TEP is subject to adjustments based on the outcomes of each event and programmatic priorities, however this resource provides a structured approach to building county-wide damage assessment capabilities.

This Tabletop Exercise will be the fourth event of the County Damage Assessment Plan TEP. In February 2022, Multnomah County hosted a Plan Seminar to re-engage local partners with the 2018 document. The second event was a RDA Program Overview Workshop hosted during the Integrated Emergency Management Course (IEMC) in March 2022. This Workshop Event helped build a tool for local organizations to use to determine the level of preparedness regarding RDAs.

## Exercise Scenario

At approximately 0801 a 5.5 magnitude earthquake hits the Portland West Hills Fault causing moderate shaking throughout the Portland Metropolitan Area. Local Emergency Operations/Coordinating Centers (EOCs/ECC) are activated in response to this event.

While specific damage is not currently known, this earthquake event did not significantly impact the use of routine roadways, buildings, or routine communications infrastructure.

The weather forecast calls for sunny skies, light winds, and temperatures hovering around 80 degrees. There is no specific impact data available at this time.

## Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for this exercise. The objectives are linked to Federal Emergency Management Core Capabilities, which are distinct critical elements necessary to achieve specific mission area(s). The objectives and aligned capabilities were guided by the Exercise Planning Team.

| **Exercise Objective** | **Core Capability** |
| --- | --- |
| Multnomah County Departments will discuss field damage assessment operations and coordination in response to a 5.5 magnitude Portland Hills Earthquake event. | Operational Coordination, Infrastructure Systems |
| Multnomah County Departments will discuss the process for submitting damage assessment information and data to the County in response to a 5.5 magnitude Portland Hills Earthquake event. | Operational Communications |
| Multnomah County will discuss the Rapid Damage Assessment collection and management in the County Emergency Operations Center in response to a 5.5 magnitude Portland Hills Earthquake event. | Operational Coordination, Infrastructure Systems |

***Table 1. Exercise Objectives and Associated Capabilities***

## Exercise Timeline

|  |  |
| --- | --- |
| **Agenda Item** | **Timeframe** |
| Event Introduction & Overview | 0830 - 0845 |
| Module 1-Seminar: Damage Assessment Tool & Process Training | 0845 – 0945 |
| Break | 0945 – 0955 |
| Module 2: Departmental Field Assessment & Coordinating Body Operations | 0955 – 1045 |
| Module 3: County EOC Damage Assessment Unit Operations | 1100 – 1145 |
| Hot Wash | 1145 – 1200 |
| End TTX Exercise | 1200 |

***Table 2. Exercise Timeline (red indicates full group separation from County tabletop)***

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

* **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
* **Facilitators.** The facilitators are integrated into each organization to lead the discussion, keep the discussion within the scope of the provided objectives, and track exercise time.
* **Note-Takers.** This role is included to track the discussion being had at the table. Their roles is to assist the participating organizations develop their products and track identified action items
* **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
* **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

## Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise and should not allow these considerations to negatively impact their participation.

### Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

* The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated,
* The exercise scenario is plausible, and events occur as they are presented. It is recognized that the likelihood of there being limited/no impact to local infrastructure is highly unlikely,
* Participating agencies and municipalities may need to balance exercise play with real- world operations and/or emergencies. Real-world actions take priority,
* There are no staffing impacts to the participating organizations due to the earthquake events.
* Communications infrastructure and the power grid are not impacted by the provided scenario, participants are advised to us all tools and systems they use on a daily basis.

### Artificialities

During this exercise, the following artificialities apply:

* There is no participation by many response partners and organizations during this exercise. Specific comments and questions directed towards their operations will be directed towards the exercise facilitator to document and/or address within the scope of the exercise.

# Exercise Logistics

## Location

This tabletop exercise will be hosted at the [Multnomah Building (501 SE Hawthorne Blvd)](https://goo.gl/maps/E7XmmBQM7M1JyhyQ8) on the second floor MCEM Space.

## Site Access

The space is on the second floor of the building. Upon entering the Multnomah Building off Hawthorne Blvd, participants will proceed to the security desk to request a temporary badge. This temporary badge will provide you the ability to use the elevators up to the second floor, and access to the event space on the north side of the second floor. Upon exiting the elevators on the second floor, participants will be directed by signage in the elevator lobby to the event space. The main door to the event space is locked and will be accessible with the temporary badge provided at security.

## Parking

There is a parking garage located across [Hawthorne Blvd (500 SE Hawthorne Blvd)](https://goo.gl/maps/gW4rhaztPt6h4Dm98) that is available for use by external partners. Access to this garage is off Hawthorne Blvd, where you will grab a parking ticket from the attendant. Parking tickets will be validated by County at no cost to participants.

## Exercise Identification

Exercise staff may be identified by badges, hats, and/or vests to clearly display exercise roles; additionally, uniform clothing may be worn to show agency affiliation. Table 2 describes these identification items.

| **Group** | **Color/Identification** |
| --- | --- |
| Exercise Facilitator | Red Facilitator Card |
| Evaluators | Blue Evaluator Card |

***Table 3. Exercise Identification***

# Exercise Modules

## Module 1-Seminar (RDA Process & Tool)

Module 1 of this exercise will provide local partners training on the expected process and tools available to submit RDA information and data to the County EOC-Damage Assessment Unit.

* Process
  + County Damage Assessment Plan - 2018 ([Link](https://docs.google.com/document/d/1ul9q5qqkbofs9ehXufd6PySt6-F4kl_Q/edit?usp=sharing&ouid=108497108373003126827&rtpof=true&sd=true)), page 19
* Tools
  + Digital Tool: Geographic Information System (GIS) Tool (*To Come*)
  + Physical Field Assessment Form: Damage Assessment Collection Physical Tool ([Link](https://docs.google.com/document/d/1xsmvhija2EiCzS8YUl7WVJ1-bPpPmtUt/edit?usp=sharing&ouid=108497108373003126827&rtpof=true&sd=true)) and/or ATC-20 Form ([Link](https://drive.google.com/file/d/0BzI4ZrJE_REcRW11dlpOTnJJcU1zcThjR0llbzNpSm4tR2Jz/view?usp=sharing&resourcekey=0-QkAug_vJhyGIsQ85L869RA))
  + Physical Organizational Summary Form: Damage Assessment Summary Document ([Link](https://docs.google.com/spreadsheets/d/1pYT8X3KWEX6BOqphDViyGdq0_1wgNNzuQnqNWiK-caw/edit?usp=sharing))
* How can organizations support their partners with rapid damage assessment operations (overlapping components)
  + Are their locations an organization is responsible for other partners could support the assessment of?
* What expectations do organizations have of the County Government to support field assessments?

## Module 2 (Incident Onset)

* How are critical infrastructure assessments being completed, and by whom ([Link](https://docs.google.com/document/d/1jaixpQiO93ue87U60rDCURSCdbJ55C5q2h3yUE5vZJ4/edit?usp=sharing))
  + What is the expected timeline for their activation and ability to perform their functions?
  + What type of data is being collected in RDAs?
  + What digital or paper tools are being used to collect RDA information?
  + How is RDA data/information submitted to relevant internal partners?
* Who is responsible for reviewing/assessing RDA information following initial field submission within organizations responsible for RDAs (department or position)?
  + What is the expected timeline for their activation and ability to perform their functions?
  + What digital or paper tools are being used to track organization-wide RDA data/information?
  + Who is this information shared with (internal & external)

## Module 3 (Incident Onset +12 Hours)

* What is the process for submitting RDA information and data to the County?
* What is the process for collecting county-wide damage assessment data in the County Emergency Operations Center (EOC)?
  + What Section is responsible for capturing this data/information?
  + Who is staffing this Section/Unit in the County EOC?
  + What tool is used to collate county-wide assessment data?
* How does the County EOC submit assessment/data to the State of Oregon?
  + What tool/system does the County EOC use to submit this data/information?
  + What is the expected timeline for an initial damage assessment report to the State ECC?

# Post-exercise Activities

## After-Action Process

Post-exercise, the MCEM will lead an After-Action Process to evaluate the current County Damage Assessment Plan and county-wide RDA Program. This process will use the following timeline:

* Tabletop Hot Wash (Day Of):At the conclusion of the tabletop discussion, the Evaluation Team will lead a Hot Wash to allow players to discuss operational strengths and areas for improvement related to Rapid Damage Assessment operations. This time will also be used for the Evaluation Team to seek clarification regarding discussions and decision-making processes. The information gathered during this hot wash will contribute to the exercise After-Action Report and Improvement Plan (AAR/IP). The Hot Wash will be conducted via a hybrid approach, with a video and phone-in option provided
* Digital Participant Feedback Forms (1-7 Days Following Exercise): Digital Participant Feedback Forms will be provided to players immediately following exercise play. These forms provide players the opportunity to comment candidly on exercise activities and design, to share their observed strengths and areas for improvement. Participant Forms will be provided via a Google Form to all players.
* After-Action Meeting (7-14 Days Following Exercise): All participants will be invited to a virtual After-Action Meeting (AAM) to review the Participant Feedback Form content, elicit additional feedback, perform root cause analysis for findings themes, and discuss the After-Action Process.
* AAR-IP Development (30 Days Following Exercise): An exercise AAR-IP will be developed from the Participant Form and AAM content within 30 days of the exercise event.
* Agency Actions Building to the Tabletop (6-8 Months): This tabletop event will help participating organizations build towards future damage assessment-related exercise and real-world events. It is encouraged that organizations finalize (or develop) DRAFT products from this tabletop and address other opportunities for improvements.

# Participant Information and Guidance

## Hybrid Considerations and Operations

Because this event is being hosted in a hybrid environment, it is critical both in-person and virtual participants are engaged and provided the tools to feel a part of the discussion. Therefore, the following hybrid considerations and operations have been integrated:

* Google Meet will be the platform used for this tabletop exercise event, the exercise will have someone monitoring this platform at all times to address raised hands and content in the chat.
* The Virtual Platform Manager will pause in-person conversation regularly to ensure virtual participants are being engaged equally with the questions and discussion (note: the raised-hand feature will be addressed as if it were in the physical room).
* Camera and audio technology will be used in to assist virtual participants hear, see, or read their colleagues comments in-person during this tabletop exercise.
* All virtual participants are encouraged to be on camera when speaking
* The virtual platform will be shared on a large screen with speaker technology to assist in-person participants see, hear, and read their colleagues comments via the virtual space.
* Computer devices are welcome in the physical room, we do ask for participants to mute their audio and microphones to reduce additional noise.

## Exercise Rules

The following general rules govern exercise play:

* Real-world emergency actions take priority over exercise actions,
* The purpose of this tabletop exercise is to evaluate the County Damage Assessment Plan and processes, specifically the Rapid Damage Assessment Operations, it is not intended to evaluate individuals or organizations. We are collective team working to improve our preparedness and resilience, keep that in mind as we enter into conversations that may be new to some, or all.

## Players Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

### *Before the Exercise*

* Review organizational rapid damage assessment, and/or damage assessment plans, procedures, and exercise support documents.
* Review the tabletop Situation Manual and send any questions to the lead POC listed on page 2.
* Sign-in upon arrival to the exercise event. Virtual registration will take place via the chat, please include: name and organization.

### *During the Exercise*

* Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
* Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise’s trusted agents to balance realism with safety and to create an effective learning and evaluation environment.

### *After the Exercise*

* Participate in the Hotwash with event controllers and evaluators.
* Complete the **Participant Feedback Form** that will be distributed digitally following the event. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to [robert.quinn@multco.us](mailto:robert.quinn@multco.us) for integration in the After-Action Report & Improvement Plan (AAR-IP).
* All participants will be invited to an After-Action Meeting (AAM) to review the Participant Feedback Form content, elicit additional feedback, perform root cause analysis for findings themes, and discuss the After-Action Process

# Appendix A: Anticipated Exercise Participants

| **Participating Organizations** |
| --- |
| **Multnomah County** |
| * Office of Emergency Management (MCEM) |
| * Department of County Assets (DCA) – Facilities |
| * Department of Community Services (DCS) |
| * Department of Assessment, Recording, and Taxation (DART) |
| **Municipalities** |
| * City of Fairview |
| * City of Gresham – Emergency Management |
| * City of Gresham – Fire Department |
| * City of Maywood Park |
| * City of Portland – Bureau of Emergency Management |
| * City of Portland – Bureau of Transportation |
| * City of Portland – Bureau of Environmental Services |
| * City of Portland – Parks & Recreation |
| * City of Portland – Water Bureau |
| * City of Portland – Fire & Rescue Bureau |
| * City of Troutdale |
| * City of Wood Village |
| **State of Oregon** |
| * Department of Emergency Management (OEM) |
| **Regional Partners** |
| * Metro |
| * PacificCorps |
| * Northwest Natural |
| * Federal Executive Board (FEB) |

***Table 4. Anticipated Exercise Participants***

# Appendix B: Exercise Planning team

A big thank you to everyone who participated on the Exercise Planning Team. This group met three times virtually to design and develop the July 19th Fuel Exercise Day, and spent time separately coordinating internal participation and reviewing documentation in preparation for this event.

|  |  |
| --- | --- |
| **Individual** | **Organization** |
| Jason Bettles | Multnomah County - Department of Assessment, Recording, and Taxation |
| Matt Burke | Multnomah County – Office of Emergency Management |
| Matt Burlin | Multnomah Drainage District |
| Mark Dorin | Multnomah County – Department of County Assets |
| Scott Elliot | Multnomah County - Department of Assessment, Recording, and Taxation |
| Sherrie Forsloff | Oregon Health & Sciences University |
| Joyce Hamilla | Federal Executive Board |
| Michael Lacina | State of Oregon – Department of Emergency Management |
| Tina LeFebvre | Multnomah County – Department of Community Services |
| Johnny Lewis | Portland Public Schools |
| Michelle Montross | City of Maywood Park |
| Robert Quinn | Multnomah County – Office of Emergency Management |
| Emma Stocker | Portland State University |
| Horace Ward | Pacific Power |
| Jill Wolf | Multnomah County – Department of Community Services |
| Katy Wolf | City of Portland – Bureau of Emergency Management |

***Table 5. Exercise Planning Team***

# Appendix C: Physical Building Field Assessment Tool

**Multnomah County Physical Building Field Assessment Form**

Description: This physical form solely focuses on buildings and was put together to simplify the ATC Form for those completing RDA that do not have the skills or qualifications to complete a full ATC-20 form.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Inspection Information** | | | | | | | | | |
| Inspector ID: *Jane Doe* | | | Inspection Date: *October 7, 2021* | | | | | | |
| Sector: *Gresham* | | | Inspection Time: *7:00* | | | AM | | PM | |
| Inspector Agency: *Multnomah County* | | | Areas Inspected: | Interior | | Exterior | | | |
| **Building Description** | | | | | | | | | |
| Facility Name: | | | | | | | | | |
| Building Address: *501 SE Hawthorne Blvd, Portland Oregon* | | | | | | | | | |
| Number of Stories: *6* | | | | | | | | | |
| **Primary Occupancy** | | | | | | | | | |
| Dwelling/Residential | | ☐ | Commercial/Business | | | | | | ☐ |
| Government | | ☐ | Offices | | | | | | ☐ |
| Historic Building | | ☐ | Public Assembly | | | | | | ☐ |
| Industrial | | ☐ | School | | | | | | ☐ |
| Emergency Services | | ☐ | Other | | | | | | ☐ |
| **Evaluation** | | | | | | | | | |
| Structural Conditions: | Minor/None | | Moderate | | Severe | | | | |
| Medical Conditions: | No Evidence | | Significant | | Mass Casualty | | | | |
| Road Condition: | Minor/None | | Moderate | | Severe | | | | |
| Is Power on in the area? | | | | | Yes | | No | | |
| Can emergency services access the area (debris/hazardous conditions) | | | | | Yes | | No | | |

|  |  |
| --- | --- |
| **Miscellaneous Observations** | |
|  | |
| **Reference Materials** | |
| Structural Observations | Medical Observations |
| None/Minor  No apparent structural damage, although repairs may be required   * Non-structural or superficial damage, e.g., broken windows, fallen plaster * Primary damage to building contents * No apparent fire or hazmat release   Moderate  Dangerous conditions observed or believed to exist   * Structural stability questionable due to fracturing, tilting * Displacement of building foundation * Minor/Controlled natural gas and/or water system breaks * Minor hazmat release, contained onsite   Severe  Extreme hazard, collapsed or may collapse, unsafe/unusable   * Partial or total collapse of walls and/or ceilings * Significantly out of plumb * Obvious structural instability * Structure fire * Major/Uncontrolled natural gas and/or water system breaks and releases * Hazmat release with offsite spread or threat | No Evidence of Significant Medical Problems   * Unoccupied at time of incident * Minor injuries being handled on site   Significant Medical Problems Noted   * Fewer than 10 victims with major injuries requiring stabilization and transport * A few hazmat exposure victims being treated on site * Ambulatory victims with minor injuries but no treatment capability on site   Mass Casualty Incident   * More than 10 victims with major injuries requiring stabilization and transport * Many hazmat exposure victims with no treatment capability on site * Many ambulatory victims with minor injuries but no treatment capability on site |

# Appendix D: Participant Notes

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