

# Monopoly Themed Exercise

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## Situational Manual

3/01/2024

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.



## Exercise Overview

<b>Exercise Name</b>	Introduction and Set Up: Economic Recovery, Supply Chain Integrity and Security, Operational Coordination, Community Recovery, Risk and Disaster Resilience Assessment
<b>Exercise Dates</b>	[Indicate the start and end dates of the exercise]
<b>Scope</b>	This exercise is a [exercise type], planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters].
<b>Focus Area(s)</b>	[i.e., National Preparedness Goal mission area]
<b>Capabilities</b>	Decision-Making, Communication Flow, Resource Prioritization
<b>Objectives</b>	Assess the effectiveness of the decision-making process during the initial response phase., Evaluate the communication strategies employed to disseminate information to all stakeholders., Determine the efficiency of resource allocation and prioritization during the emergency response.
<b>Threat/ Hazard</b>	economic troubles and competition between capitalist entities
<b>Scenario</b>	<p>In the midst of October, Atlantic City, typically bustling with tourism and commerce, faces a significant economic downturn. Unexpected financial challenges arise as competitive pressures among local businesses intensify, mimicking the cutthroat negotiations and strategic resource management seen in Monopoly. The city's famed Boardwalk is unusually quiet, and businesses along Marvin Gardens and Baltic Avenue struggle to maintain operations amidst fluctuating economic conditions. As the economic troubles unfold, the scenario begins on a Monday morning. City Hall convenes an urgent planning meeting with local government officials, economic development teams, and key business leaders. The discussion focuses on restoring stability to Atlantic City's economy and ensuring efficient resource allocation. Communication channels are set up to coordinate efforts among stakeholders, emphasizing the importance of collaboration, much like alliances and trades on the Monopoly board. By Tuesday, the economic strain deepens as real estate values in Park Place and Boardwalk fluctuate, impacting the businesses relying heavily on tourism. Efforts to boost local sales and increase foot traffic on Ventnor Avenue are organized, and strategic marketing initiatives are launched to attract visitors back to the city. Community engagement is prioritized to foster resilience and innovation during this economic turbulence. Simultaneously, certain vulnerable populations residing near Mediterranean Avenue face heightened risk due to resource shortages. Public service agencies mobilize to address basic needs, such as food and housing assistance, focusing on minimizing the human impact of the crisis. Coordinated responses from social services and local nonprofits become crucial to addressing these challenges. Throughout this scenario, Atlantic City's ability to navigate through economic adversities highlights the importance of strategic planning, resource management, and community resilience. Stakeholders work together to implement economic recovery strategies, illustrating the complex interplay between competition and collaboration in overcoming economic troubles.</p>
<b>Sponsor</b>	[Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable]

<b>Participating Jurisdictions/Or ganizations</b>	[Insert a brief summary of the total number of participants and participation level (i.e., Federal, State, local, Tribal, non-governmental organizations (NGOs), and/or international agencies). Consider including the full list of participating agencies in Appendix B. Delete Appendix B if not required.]
<b>Point of Contact</b>	[Insert the name, title, agency, address, phone number, and email address of the primary exercise POC (e.g., exercise director or exercise sponsor)]

## GENERAL INFORMATION

### Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team.

Exercise Objectives	Capability
Assess the effectiveness of the decision-making process during the initial response phase.	Decision-Making
Evaluate the communication strategies employed to disseminate information to all stakeholders.	Communication Flow
Determine the efficiency of resource allocation and prioritization during the emergency response.	Resource Prioritization

Table 1. Exercise Objectives and Associated Capabilities

### 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:** 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.
- **Observers:** Do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators:** Provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
- **Evaluators:** Are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

### Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following 3 modules:

- Module 1: Resource Management and Economic Strategy
- Module 2: Community Engagement and Resilience Building
- Module 3: Stakeholder Coordination and Communication Flow

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in functional group discussions of appropriate [focus area] issues. For this exercise, the functional groups are as follows:

- [Functional group, e.g. Law Enforcement]



- [Functional group]
- [Functional group]
- [Functional group]

**After these functional group discussions, participants will engage in a moderated plenary discussion in which a spokesperson from each group will present a synopsis of the group's actions, based on the scenario.**

### **Exercise Guidelines**

- This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your jurisdiction's/ organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve [focus area] efforts. Problem-solving efforts should be the focus.
- The assumption is that the exercise scenario is plausible and events occur as they are presented. All players will receive information at the same time.

### **Exercise Evaluation**

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR)/Improvement Plan (IP)

# Module 1: Resource Management and Economic Strategy

## Scenario

This module focuses on managing economic recovery strategies in Atlantic City, inspired by the strategic resource allocation dynamics found in Monopoly. Participants will collaborate to assess resource distribution, prioritize economic stability measures, and foster stakeholder communication to enhance economic resilience. The goal is to improve decision-making and develop strategies that balance competition with community collaboration.

## Key Issues

- On Monday morning, local news outlets report a sudden 50% drop in tourism at attractions equivalent to Boardwalk and Park Place. This prompts city officials to convene an emergency meeting to discuss strategies to boost marketing efforts and invest in promotional campaigns aimed at attracting visitors back to these critical economic zones.
- By Monday afternoon, businesses along Marvin Gardens and Baltic Avenue encounter a severe shortage of essential supplies, reminiscent of landing on a Monopoly tax square without sufficient funds. Economic development teams are tasked with reallocating city resources, prioritizing supply acquisitions, and negotiating with distant suppliers to stabilize operations.
- Early Tuesday, a high-stakes auction for key tourist properties, analogous to a Monopoly property acquisition, begins attracting interest from international investors. This event requires city economic strategists to assess potential impacts on local businesses and develop a counter-strategy to ensure competitive equality and fair resource distribution.
- On Tuesday afternoon, an uncoordinated announcement from a local event organizer leads to confusion and miscommunication between businesses on Ventnor Avenue and city officials, mirroring the consequences of a poorly planned Monopoly deal. This situation reinforces the need for improved communication channels and coordinated messaging strategies.
- Wednesday morning, social media buzzes with concerns about potential development on Mediterranean Avenue, leading to community unrest regarding possible displacement and economic inequality. City agencies must develop an inclusive public engagement strategy to address community concerns while fostering economic resilience and equity.

## Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

### [Functional Group]

1. Considering Atlantic City's current economic status, like a Monopoly board with several properties in distress, how should resources be prioritized across different business districts, such as Baltic Avenue and Marvin Gardens, to maximize recovery?
2. Real estate values are fluctuating akin to Park Place and Boardwalk shifts. What strategies could be employed to adapt to these changes and stabilize the economic environments for businesses heavily reliant on tourism?
3. In the way players negotiate and trade properties to gain a competitive edge in Monopoly, how should stakeholders communicate and collaborate to optimize resource sharing and minimize economic competition impacts?
4. Reflecting on strategies to attract visitors, as players aim to increase the value of their properties through houses and hotels, what innovative marketing approaches could be pursued to boost local business traffic on Atlantic City's equivalent of Ventnor Avenue?
5. With certain areas like Mediterranean Avenue facing heightened risk due to resource shortages, how should public service agencies adjust their strategies to effectively address basic needs and support community resilience?

## Module 2: Community Engagement and Resilience Building

### Scenario

This module focuses on strengthening community engagement and building resilience in Atlantic City amidst economic challenges. Participants will assess existing community support systems and design strategies to foster local involvement and collaboration. The goal is to enhance community ties and improve resilience planning, ensuring that all members of the community are supported and empowered to navigate economic adversities.

### Key Issues

- On Thursday morning, a proposal to develop a luxury hotel on the equivalent of Atlantic City's Boardwalk stirs public debate. Community leaders call for a town hall meeting to discuss potential economic benefits versus the risk of gentrification and loss of local charm.
- Friday afternoon sees tensions rise as rumors spread about the demolition of historic buildings on Marvin Gardens, sparking protests. Local heritage societies and business owners urgently convene to develop a preservation strategy, highlighting the need for transparent communication between stakeholders.
- Over the weekend, organizers of a community festival on Baltic Avenue face logistical issues, akin to navigating the strategic pitfalls of a Monopoly game. Misplaced bookings cause vendor delays, necessitating swift coordination with local authorities to ensure the event proceeds smoothly and supports local businesses.
- Monday morning, a surge in demand for services from public agencies in areas equivalent to Mediterranean Avenue uncovers gaps in resource allocation, similar to poorly managed Monopoly resources. Social services must reevaluate their strategies to ensure equitable support for all residents.
- By Tuesday afternoon, conflicting reports circulate about potential zoning changes in the equivalent of Park Place, causing confusion among residents and businesses. The city council is tasked with clarifying the situation, reinforcing the importance of clear communication channels in maintaining community trust.

### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

#### [Functional Group]

1. How can Atlantic City's community assets be mobilized to support resilience and economic recovery across distressed areas like Baltic Avenue and Marvin Gardens?
2. What creative strategies can be developed to increase community participation and engagement in local resilience initiatives, and how can the effectiveness of these strategies be measured?



3. In areas facing challenges akin to Mediterranean Avenue's resource shortages, how should public service agencies redirect their efforts to ensure equitable resource distribution and prevent displacement or disadvantage among vulnerable populations?
4. What collaborative efforts between local businesses, government, and community groups can be fostered to strengthen economic resilience and community ties?
5. What indicators should be used to evaluate community resilience against ongoing economic challenges, and how can these metrics guide future planning efforts?

## Module 3: Stakeholder Coordination and Communication Flow

### Scenario

This module focuses on enhancing coordination and improving communication strategies among key stakeholders in Atlantic City during economic recovery efforts. Participants will engage in evaluating existing communication channels, developing interagency coordination plans, and addressing communication gaps observed during crisis management. The goal is to foster stronger collaboration, ensure effective information dissemination, and enhance decision-making processes to support comprehensive economic recovery strategies.

### Key Issues

- On Thursday morning, a critical miscommunication occurs between city officials and local business leaders, reminiscent of players misunderstanding a trade agreement in Monopoly. Conflicting public announcements about new economic recovery measures lead to confusion among stakeholders. This situation necessitates an urgent review and update of existing communication protocols to align all parties and prevent future discrepancies.
- By Friday afternoon, an unexpected influx of tourists, akin to drawing a 'Chance' card in Monopoly, overwhelms the city's public transportation system. Stakeholders must rapidly convene to devise a coordinated response plan to manage the increased demand while maintaining public safety and ensuring minimal disruption to local businesses.
- During the weekend, misinformation spreads on social media about a proposed infrastructure project, much like rumors impacting property values on the Monopoly board. City agencies need to act swiftly, collaborating with communication experts to manage public perception and correct false narratives before they escalate further.
- On Monday morning, communication breakdowns between emergency services and healthcare facilities delay resource allocations to vulnerable neighborhoods, echoing the chaos of poorly planned Monopoly turns. This scenario underscores the urgency of addressing gaps in interagency communication channels to improve response coordination for all community members.
- By Tuesday afternoon, disagreements among regional partners over resource allocation mirror strategic discord among Monopoly players competing for prime properties. This disharmony prompts an urgent reevaluation of coordination strategies to better align the goals and reinforce collaborative efforts among agencies.

### Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

#### [Functional Group]

1. Considering how communication failures can disrupt synergy, akin to losing strategic opportunities in Monopoly, what improvements can be made to ensure effective information flow between stakeholders in Atlantic City?
2. Similar to the alliances formed to negotiate trades in Monopoly, how can we strengthen interagency coordination during crisis management to enhance decision-making and resource allocation processes?
3. What are the potential communication gaps that may arise during stakeholder interactions, and how can we preemptively address these to prevent confusion and mismanagement in emergency response efforts?
4. Reflecting on the strategic management of properties in Monopoly, what strategies can be implemented to optimize resource distribution and resource sharing among key stakeholders to bolster community recovery?
5. How can past instances of miscommunication be analyzed to develop practices that ensure clarity and coherence in messages disseminated among diverse stakeholder groups in economic recovery contexts?

The Master Scenario Events List is a chronological timeline of expected actions and scripted events to be injected into exercise play by facilitators/controllers to generate or prompt player activity. It ensures necessary events happen so that all exercise objectives can be met. This template should be utilized to track each of the individual events within the scenario and those expected actions of personnel and the learning points associated with those actions.											
Event	Date	Time	Inject Mod e	Synopsis	From	To	Message	Expected Action	Responsible Organization	Poc Author	Comment
Tourism Drop Report	Monday	Morning	Media Sim	News outlets report a 50% drop in tourism at key attractions.	Local Media	City Officials	Tourism at major sites has plummeted by 50%. Immediate strategic response required.	Convene emergency marketing strategy meeting.	City Tourism Office	John Mayor	Ensure public communication to counteract tourism decline.
Supply Shortage	Monday	Afternoon	Operational Challenge	Businesses face essential supply shortages.	Supply Chain Coordinator	Business Owners	Severe supply shortages reported along Marvin Gardens and Baltic Avenue.	Initiate resource reallocation and supplier negotiations.	Economic Development Team	Jane Smith	Prepare alternative supply solutions.
Property Auction	Early Tuesday		Scenario Update	High-stakes auction attracts international interest.	Auctioneer	City Council	Evaluate international bidder impacts on local	Assess strategic impacts and develop fair distribution	City Economic Team	Alice Brown	Consider socio-economic impacts.

							econom y.	ion strategy.			
Communication Confusion	Tuesday	Afternoon	Execution Error	Miscommunication leads to event confusion.	Event Planner	Community Leaders	Discrepancies in event communications need clarification.	Improve coordinated messaging strategies.	Community Relations Office	Mark Johnson	Address miscommunication impacts.
Community Unrest	Wednesday	Morning	Public Reaction	Community unrest over potential development.	Community Group	City Planning	Residents express major concerns over potential development.	Engage with community to address and resolve concerns.	City Planning Department	Linda Green	Prioritize public consultation and feedback.
Hotel Proposal Debate	Thursday	Morning	Public Debate	Luxury hotel proposal sparks debate.	Developer	Public Stakeholders	Proposal for luxury hotel on Boardwalk area initiated.	Organize town hall to discuss economic vs. gentrification impacts.	Urban Development Authority	Tom Harris	Evaluate long-term community impacts.
Historic Building Demolition Rumors	Friday	Afternoon	Rumor Management	Rumors of demolition cause protests.	Historic Preservation Society	City Officials	Protests escalate over rumored building demolition.	Convene stakeholders to discuss preservation efforts.	Heritage Preservation Committee	George White	Clarify project details to public.
Festival Logistics	Weekend		Operational Task	Logistical issues at community festival.	Event Coordinator	Local Authorities	Immediate assistance required to handle	Coordinate with authorities for seamless event	Public Events Team	Sophia Lee	Facilitate community involvement.



							festival logistic s.	executio n.			
Increased Service Demand	Monday	Morning	Resource Allocation	High demand for services highlight s gaps.	Social Services Director	Health Depart ment	Attention needed to address increased service demand s.	Reassess strategies for equitable resource distribution.	Social Services Board	Nancy Adams	Prioritize vulnerable communities.
Zoning Report Confusion	Tuesday	Afternoon	Policy Clarification	Conflicting zoning reports cause concern.	Zoning Committee	City Council	Clarify conflicting zoning details to stakeholders.	Address concerns to stabilize environment.	Regulatory Affairs Office	Peter Walker	Maintain transparency and trust.
Communication Miscommunication	Thursday	Morning	Coordination Breakdown	Miscommunication between officials and business leaders.	Mayor's Office	Business Community	Align on economic recovery measures to prevent public confusion.	Update protocols for consistent communications.	Public Affairs Office	Henry Clarke	Implement feedback for future improvements.
Transport Overload	Friday	Afternoon	Emergency Response	Tourist influx overwhelms public transport.	Transport Department	City Emergency Management	Develop urgent plans to accommodate transportation demand.	Coordinate with teams to manage tourist flow.	Transport Coordination Group	Laura Collins	Ensure readiness for unexpected surges.
Infrastructure Misinformation	Weekend		Social	Misinformation	Communication Office	General Public	Dispel rumors	Engage community	Infrastructure	Rachel Grey	Adapt community

			Media Monitoring	spreads about infrastructure plans.			and clarify project scope on social media.	nication experts to correct narrative.	e Planning Team		ication strategies for future challenges.
Resource Allocation Disagreements	Monday	Morning	Strategic Review	Partners disagree on resource distribution.	Regional Coordination Board	Strategic Operations Team	Urgently align with partners to resolve resource misunderstandings.	Reevaluate coordination strategies to reinforce efforts.	Regional Partnership Committee	Olivia Newton	Focus on strengthening alliances.

## APPENDIX A: EXERCISE SCHEDULE

Note: Because this information is updated throughout the exercise planning process, appendices may be developed as stand-alone documents rather than part of the SitMan.

<b>Date</b>	[Insert Date]
<b>[Time]</b>	Registration
<b>[Time]</b>	Welcome and Introductions
<b>[Time]</b>	Module 1: Resource Management and Economic Strategy
<b>[Time]</b>	Break
<b>[Time]</b>	Module 2: Community Engagement and Resilience Building
<b>[Time]</b>	Break
<b>[Time]</b>	Module 3: Stakeholder Coordination and Communication Flow
<b>[Time]</b>	Break
<b>[Time]</b>	Hotwash
<b>[Time]</b>	Closing Comments

## APPENDIX B: Exercise Participants

Participating Organizations
<b>Federal</b>
[Federal Participant]
[Federal Participant]
[Federal Participant]
<b>State</b>
[State Participant]
[State Participant]
[State Participant]
<b>Jurisdiction A</b>
[Jurisdiction A Participant]
[Jurisdiction A Participant]
[Jurisdiction A Participant]
<b>Jurisdiction B</b>
[Jurisdiction B Participant]
[Jurisdiction B Participant]
[Jurisdiction B Participant]

## **APPENDIX C: Relevant Plans**

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]



## APPENDIX D: Acronyms

Acronym	Term
HSEEP	Homeland Security Exercise and Evaluation Program
SitMan	Situation Manual
TTX	Tabletop Exercise
[Acronym]	[Term]
[Acronym]	[Term]
[Acronym]	[Term]
[Acronym]	[Term]
[Acronym]	[Term]