

[Exercise Name]

Situation Manual

[Date]

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

Exercise Name	[Insert the formal name of exercise, which should match the name in the document header]
Exercise Dates	[Indicate the start and end dates of the exercise]
Scope	This exercise is a [exercise type], planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters].
Mission Area(s)	[Prevention, Protection, Mitigation, Response, and/or Recovery]
Core Capabilities	[List the core capabilities being exercised]
Objectives	[List exercise objectives]
Threat or Hazard	[List the threat or hazard (e.g. natural/hurricane, technological/radiological release)]
Scenario	[Insert a brief overview of the exercise scenario, including scenario impacts (2-3 sentences)]
Sponsor	[Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable]
Participating Organizations	[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.]
Point of Contact	[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 Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

Exercise Objective	Core Capability
[Insert objectives]	[Insert core capability aligned to each objective]

Table 1. Exercise Objectives and Associated Core 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.** 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.
- **Observers.** 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.** 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.** 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 [insert number of modules] modules:

- Module 1: [Module name, e.g. Incident Notification]
- Module 2: [Module name]
- Module 3: [Module name]

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 [prevention/protection/mitigation/response/recovery] 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, low-stress, no-fault environment. 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 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 [prevention/protection/mitigation/response/recovery] efforts. Problem-solving efforts should be the focus.

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. During this exercise, the following apply:

- [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.]
- [All players 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).

MODULE 1: [MODULE NAME]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

Key Issues

- [Summarize the key scenario events provided in this module.]
- [Summarize the key scenario events provided in this module.]
- [Summarize the key scenario events provided in this module.]

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. [List suggested discussion questions. Questions should be developed by the Exercise Planning Team with input from the Evaluators. Questions should be structured to help Evaluators collect data on the capability targets and critical tasks in the EEGs.]
2. [Provide suggested discussion questions.]
3. [Provide suggested discussion questions.]

[Functional Group]

1. [Provide suggested discussion questions.]
2. [Provide suggested discussion questions.]
3. [Provide suggested discussion questions.]

MODULE 2: [MODULE NAME]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

Key Issues

- [Summarize the key scenario events provided in this module.]
- [Summarize the key scenario events provided in this module.]
- [Summarize the key scenario events provided in this module.]

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. [List suggested discussion questions. Questions should be developed by the Exercise Planning Team with input from the Evaluators. Questions should be structured to help Evaluators collect data on the capability targets and critical tasks in the EEGs.]
2. [Provide suggested discussion questions.]
3. [Provide suggested discussion questions.]

[Functional Group]

1. [Provide suggested discussion questions.]
4. [Provide suggested discussion questions.]
5. [Provide suggested discussion questions.]

MODULE 3: [MODULE NAME]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

[Month, Day, Year]: [Time]

[Provide scenario event details, including any relevant locations and persons/groups involved in the scenario.]

Key Issues

- [Summarize the key scenario events provided in this module.]
- [Summarize the key scenario events provided in this module.]
- [Summarize the key scenario events provided in this module.]

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. [List suggested discussion questions. Questions should be developed by the Exercise Planning Team with input from the Evaluators. Questions should be structured to help Evaluators collect data on the capability targets and critical tasks in the EEGs.]
6. [Provide suggested discussion questions.]
7. [Provide suggested discussion questions.]

[Functional Group]

1. [Provide suggested discussion questions.]
8. [Provide suggested discussion questions.]
9. [Provide suggested discussion questions.]

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.

Time	Activity
[Month Day, Year]	
0000	Registration
0000	Welcome and Opening Remarks
0000	Module 1: Briefing, Caucus Discussion, and Brief-Back
0000	Break
0000	Module 2: Briefing, Caucus Discussion, and Brief-Back
0000	Lunch
0000	Module 3: Briefing, Caucus Discussion, and Brief-Back
0000	Break
0000	Hot Wash
0000	Closing Comments

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Federal
State
[Jurisdiction A]
[Jurisdiction B]

APPENDIX C: RELEVANT PLANS

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

APPENDIX D: ACRONYMS

Acronym	Term
DHS	U.S. Department of Homeland Security
HSEEP	Homeland Security Exercise and Evaluation Program
SitMan	Situation Manual
SME	Subject Matter Expert
TTX	Tabletop Exercise