[Exercise Name]

**\*Note: Items highlighted in gray will or may need to be changed to reflect the details of your exercise. Delete this text box before producing and distributing this situation manual.**

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].

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# 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 tabletop exercise, planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters]. |
| **Mission Area(s)** | [Prevention, Protection, Mitigation, Response and/or Recovery] |
| **Objectives** | [List exercise objectives; see page 2] |
| **Threat or Hazard** | Hurricane |
| **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 (e.g., 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 facilitator)] |

# General Information

## Exercise Objectives

The following exercise objectives in Table 1 describe the expected outcomes for the exercise.

| **Exercise Objectives** |
| --- |
| [Define or refine participants’ roles and responsibilities for managing the consequences of a Hurricane incident, which should be reflected in their ***plans, policies and procedures*** and other preparedness elements currently in place or under development] |
| [Build relationships between utilities and stakeholders] |
| [Determine neighboring utility water infrastructure capabilities and needs] |
| [Identify other needed enhancements related to ***training and exercises*** and other preparedness elements currently in place or under development] |
| [Insert objective] |

Table 1. Exercise Objectives

The exercise schedule is in Appendix A.

## 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 (Appendix B), 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 [three] scenario modules:

Module 1: [Before Landfall]

Module 2: [Landfall]

Module 3: [The Hurricane Ends]

Each module begins with a multimedia update that summarizes key events occurring within that time period.

The facilitator will guide participants through a discussion period, developed using the scenario modules, to describe their actions, decisions and notifications as necessitated by the change in situation or resource status. Players are encouraged to ask questions of other players. Immediately following the discussion period, the facilitator will lead a “hot wash” session among participants to highlight key elements and develop a list of action items.

## 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 or recovery] efforts. Problem-solving should be the focus.
* Assume there will be cooperation and support from other responders and agencies.
* The basis for discussion consists of the scenario narrative and modules, your experience, your understanding of your Emergency Response Plan (ERP), your intuition and other utility resources included as part of this material or that you brought with you.
* Treat the scenario as if it will affect your area.

## 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.]

# Module 1: [Before Landfall]

## Scenario

 [September 2, 2017]: [1300 hrs]

[Hurricane Mariana, a Category 3 storm with sustained winds of 115 mph, is intensifying and rapidly approaching the coast on Labor Day weekend. The National Hurricane Center is predicting that the storm will make landfall in three days. However, damaging high surf combined with a lunar high tide and heavy rainfall is expected in two days, which will result in flooding and significant shoreline erosion. The county and state Emergency Operations Centers have been activated. Residents and visitors are being evacuated from low-lying coastal areas.]

## Key Issues

* [Many utility staff members ask to leave work and assist their families to evacuate; others are out on vacation.]
* [The water utility has at least one generator that is inoperable, and the wastewater utility is down one diesel fuel storage tank as it is being cleaned and refurbished by an outside contractor.]

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.

1. [What pre-incident planning could have been completed prior to this emergency to minimize impacts to utility operation?]
2. [How will you and your staff gather information about the approaching hurricane?]
3. [How will you activate your emergency procedures and protocols?]
4. [Should the Incident Command System (ICS) be established at your utility? When should it be established? How does your ICS structure fit into the larger response structure established to manage the storm across the affected region?]
5. [What are your backup power requirements for essential facilities and equipment? What are your fueling needs for on-site backup generators?]

# Module 2: [Landfall]

## Scenario

[September 5, 2016]: [0600 hrs]

[The high surf and heavy rains arrive and flood the drinking water treatment plant. Although submerged, the area around the drinking water treatment plant remains intact. Hurricane Mariana makes landfall as predicted and further inundates the drinking water treatment plant, which has been evacuated. The power and landline telephone service is out throughout the region, and is expected to remain down for the next three days. Cell phone service is unreliable as towers are down and thousands of people are trying to contact family members and friends. Debris blocks major and secondary roads and inhibits emergency work and delivery of supplies. Emergency responders focus on rescuing survivors from flooded areas and collapsed housing.]

## Key Issues

* [The wastewater utility’s radio repeater antenna is severely damaged during the hurricane, which is hampering staff’s ability to communicate in the field.]
* [Flood debris is piling in and around the utility pump stations and covering broken lines.]
* [Flooding at the water treatment plant is causing water seepage into SCADA control panels, and staff members fear that the plant’s SCADA system will be inoperable soon.]
* [Sand and debris is clogging portions of the collection system, causing sewage to back up into the streets.]

## 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.

1. [How will communications be handled to internal staff, to the public, to the business community and to elected and other government officials? How will this be impacted by power and phone service outages?]
2. [Considering that field staff is having difficulty communicating, what back-up communications or relay systems could you use if you lost radio service to the field?]
3. [What backup procedures does your utility have in place to operate without SCADA systems?]
4. [How can mutual aid and assistance be used at your facility during an incident for water supply or wastewater disposal?]
5. [What policies or guidelines do you have in place that govern acceptable outdoor working conditions for staff?]

# Module 3: [The Hurricane Passes]

## Scenario

[September 6, 2017]: [1000 hrs]

[Once the hurricane passes, drinking water utility staff members stage generators and backup pumps, but soon determine that they need two additional pumps for high service distribution. Due to multiple sewer and water line breaks around the city, the safety of the drinking water is a major concern. The local and state laboratories that typically conduct analytical testing for the water utility are either heavily damaged or have staff who have been evacuated.]

[The wastewater plant, already partially submerged from the heavy rains, has lost three lift stations to hurricane-driven debris. Additionally, the wastewater utility is short-staffed and needs help from other emergency responders to remove the debris piled in and around the inoperable lift stations and multiple broken collection lines.]

## Key Issues

* [Debris management teams not under the control of the drinking water utility have inadvertently caused more damage to the distribution system by knocking over fire hydrants and valve boxes as they clear sand and debris from roadways.]
* [Staff levels at the wastewater treatment plant are very low, as many vacationing and evacuated employees are having difficulty returning due to roadblocks and road closures.]
* [The wastewater utility is still partially under water, major collection lines (some gravity, some pressurized) have been broken and three lift stations are severely damaged.]
* [Washouts have caused water main and individual drinking water service breaks, and water pressure is low in some neighborhoods.]
* [Water sampling has been suspended due to the flooded conditions and danger to utility staff.]
* [Water samples are awaiting analysis, as both the local and state laboratories are not operable due to storm damage.]

## 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.

1. [How does your utility coordinate response with other responders? Specifically, how can your utility redirect the efforts of those causing additional damage to the system?]
2. [What procedures and/or provisions are in place to support staff with special needs (e.g., lost or damaged personal property, injured or killed family/friends, psychological impact from the devastation) due to the incident?]
3. [What procedures have been developed to address logistical support (e.g., food, shelter and equipment for responders) during this incident?]
4. [What facilities and/or activities are most critical and require immediate attention at the conclusion of response activities?]
5. [What additional resources (e.g., staff, heavy equipment and generators) would your utility need to repair damage and restore service? Where will they come from?]
6. [What procedures does your utility have for resuming water service after an incident? How is this impacted if laboratories around you are closed or overwhelmed with high sample volume?]

# 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 as part of the SitMan.

| Time | Activity |
| --- | --- |
|  | **[Month Day, Year]** |
| 00:00 | Registration |
| 00:00 | Welcome and Opening Remarks |
| 00:00 | Module 1: Discussions  |
| 00:00 | Break |
| 00:00 | Module 2: Discussions |
| 00:00 | Lunch |
| 00:00 | Module 3: Discussions |
| 00:00 | Break |
| 00:00 | Hot wash |
| 00:00 | Closing Comments |

# Appendix B: Exercise Participants

| Participating Organizations |
| --- |
| **Federal** |
| [Participating organization] |
| [Participating organization] |
| [Participating organization] |
| **State** |
| [Participating organization] |
| [Participating organization] |
| [Participating organization] |
| **[Jurisdiction A]** |
| [Participating organization] |
| [Participating organization] |
| [Participating organization] |
| **[Jurisdiction B]** |
| [Participating organization] |
| [Participating organization] |
| [Participating organization] |

# 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  |
| [Acronym] | [Term] |
| [Acronym] | [Term] |
| [Acronym] | [Term] |
| [Acronym] | [Term] |
| [Acronym] | [Term] |