[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** | Radiological Dispersion Device |
| **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 radiological dispersion device 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: [The Threat]

Module 2: [The Radiological Dispersion Device is Detonated]

Module 3: [The Response Begins]

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: [The Threat]

## Scenario

[April 24, 2017]: [2000 hrs]

[Tuesday evening’s news reports that regional counterterrorism teams are active in the state and are tracking reports of threats. No specific information has been released about the threats, but a request is made for the public to be aware and notify authorities of persons exhibiting unusual behavior.

Late in the evening, the utility receives a call from the police department. A resident that lives near the drinking water utility reported seeing an unmarked vehicle parked off the public road near a utility fence line. Police investigated the area, but no one was there and everything appeared normal.]

## Key Issues

* [The drinking water facility is located near several other government buildings.]
* [The sighting of suspicious persons or vehicles on utility property is uncommon.]

## 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.

1. [What procedures does your utility have in place to monitor security threats and maintain situational awareness?]
2. [Would you take any preventive action after the suspicious vehicle is sighted near your facility?]
3. [What is your message for your utility’s employees?]

#

# Module 2: [The Radiological Dispersion Device Is Detonated]

## Scenario

[April 25, 2017]: [1200 hrs]

[On Wednesday at noon, a loud but muffled explosion is heard that seems to shake the walls of the drinking water utility and other buildings in the area. Sirens are heard coming from the same direction that the utility’s storage tanks and reservoirs are located. Soon after the explosion, both the drinking water and wastewater utilities are notified by the county emergency management agency that they are to attend an emergency meeting at the county’s Emergency Operations Center (EOC).]

## Key Issues

* [No unusual smells or debris were noted near the drinking water facilities in the minutes following the explosion.]
* [Utility workers observe traffic beginning to back up in the direction of the storage tanks and reservoirs.]

## 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. [What initial actions would you take?]
2. [What procedures have been developed to assess the incident and take initial action to support the response?]
3. [Whom would you contact (e.g., local, state agencies) as a result of what you heard, felt and observed?]
4. [What procedures have been developed to ensure employee safety during potentially violent incidents?]

#

# Module 3: [The Response Begins]

## Scenario

[April 25, 2017]: [1300 hrs]

[At the meeting in the EOC, it is announced that terrorists have detonated an improvised radiological dispersion device in the area of the drinking water reservoirs. There is significant damage to other government buildings in that area, with two deaths reported. Preliminary reports indicate that the explosion released radioactive material including cesium 137, cobalt-60, cesium chloride and/or uranium dust with the intent to spread gamma and alpha particulates in the air and in the drinking water. State and federal response teams will be arriving, an evacuation is in process, the local EOC is fully activated and an Incident Command System (ICS) organization has been implemented.

During the meeting, response team officials present a map of an air plume analysis and estimates of where wind will carry and deposit the radiological particulates. The computer-generated projection shows the path and area of dispersion hour by hour from the time of the explosion, taking into account the wind patterns. The response team subject matter experts clarify that the air models can change depending on temperature and wind direction and that the levels of particulate matter are estimates, since field surveys have yet to confirm actual amounts. Some of the drinking water reservoirs are in the plume’s path. Utility personnel begin reviewing the Water Contaminant Information Tool (WCIT) to gather more information on the contaminants.]

## Key Issues

* [The water utility representatives realize that two of the three main water reservoirs are covered tanks with open vents located within the area that will likely be affected by higher concentrations of radioactive particulates. It is estimated that the water distribution system that draws from these tanks serves 10 percent of the customer population.]
* [The water utility representatives also realize that the estimate indicates that three hours later, a less dangerous level of radioactive particulates might reach the water pump station that controls the intake from the raw water reservoirs. Utility personnel in the area may also become contaminated.]
* [News media has made several uncorroborated broadcasts about the safety of the drinking water and the utility’s call center is overwhelmed with calls from concerned customers.]
* [The water utility representatives are unsure how long radiochemical water sample analyses will take and request HazMat and laboratory assistance.]
* [The air plume analysis indicates that the wastewater plant is located outside the path of contaminants carried by wind. However, wastewater utility representatives are concerned about receiving contaminated drinking water from potentially affected neighborhoods.]
* [The state wastewater permitting authorities and hazardous material response team work together to calculate that if it rains as predicted, storm water runoff and drainage from the impacted areas served by a combined wastewater and storm water collection system may become highly contaminated and reach the wastewater plant within two days.]
* [The level of radiation that might arrive at the wastewater plant via storm water is unknown, but is projected to contaminate the wastewater treatment plant systems as well as the activated sludge, water, biosolids and ambient air in and around the plant. Utility personnel may also be at risk to contamination and the entire facility may become uninhabitable.]
* [The wastewater utility representatives are unsure how to arrange for continual radiological analyses of plant influent and effluent.]
* [Drinking water utilities downstream from the wastewater utility are concerned and want to know what is being done to protect the river and their other water sources from contamination.]
* [Additionally, water and wastewater utilities report that some personnel are requesting time off to evacuate their families and are concerned about the health risks of reporting for work.]

## 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. [With whom do you coordinate your response and remediation actions? How are response plans altered by incoming state, and potentially federal, responders?]
2. [Who is responsible for internal and external (i.e., public) communication activities during this incident?]
3. [Would you and your employees shelter in place or evacuate?]
4. [What procedures have been developed for conducting sampling and analysis to confirm contamination?]
5. [What resources are available to perform the field sampling, laboratory testing and system analysis? How would employees be protected from potential exposure to radiation?]
6. [What laboratory capabilities will be required in response to this incident? How will the laboratories you work with be impacted by the increased demand for testing resulting from this incident?]

# 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] |