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State of Oregon

Office of Emergency Management



[Exercise Name]

SITUATION MANUAL (SitMan)

**[MONTH] [YEAR] (Draft)**

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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Handling Instructions

1. This SitMan is intended FOR EXERCISE USE ONLY. This document should be safeguarded, handled, transmitted, and stored in accordance with the appropriate security directives.
2. At a minimum, the attached materials should only be disseminated on a need-to-know basis to applicable partners.
3. The information gathered in this SitMan is classified as [For Official Use Only (FOUO)] and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from [Oregon Office of Emergency Management (OEM)] is prohibited.
4. Points of Contact: [List all points of contact (POC) using the format below.]

**[Exercise Director]**

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**Appendices (maintained as separate documents)**

Appendix A Exercise Schedule

Appendix B Exercise Participants

Appendix C Relevant Plans

Appendix D Acronyms

Exercise Overview

## Exercise Name

[Insert the formal name of the exercise, which should match the name in this document’s header]

## Exercise Dates

[Insert the start and end dates of the exercise]

## Scope

This exercise is a [exercise type], planned for [exercise duration] at [exercise venue]. 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

Exercise design objectives are focused on [insert description]. The objectives are as follows:

1. [List exercise objectives]
2. [List exercise objectives]
3. [List exercise objectives]
4. [List exercise objectives]

## Threat or Hazard

[List the specific threat(s) or hazard(s) associated with the exercise scenario (e.g., natural/earthquake, technological/radiological release, human-caused/terrorism)]

## 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 participants and exercise role (i.e. Federal, State, local, Tribal, non-governmental organizations (NGOs)). Consider including a full list of participating agencies in Appendix B (delete appendix B if not required)]

General Information

## Exercise Objectives and Core Capabilities

The exercise objectives in Table 1 describe the intent of 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 were selected by the Exercise Planning Team.

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

**Exercise Objective:** [Insert objectives]

**Core Capability:** [Insert core capability aligned to each objective]

## 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, polices, and procedures.
* **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.
* **Media Personnel.** Some media personnel may be present as Observers, pending approval by the sponsor organization and the Exercise Planning Team. [Delete bullet if not applicable]
* **Support Staff.** The exercise Support Staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

## 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]

[Insert additional modules and exercise structure details as appropriate]

## 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 of this event.

## 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 designed to evaluate capabilities, plans, systems, and processes rather than individual actions or abilities.]
* [The exercise scenario is plausible, and events occur as they are presented.]
* [Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.]

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in [insert document title]. 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).

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Module 1: [Module Title]

## [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.]

## 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.]

[Functional Group]

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Module 2: [Module Title]

## [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.]

## 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.

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Module 3: [Module Title]

## [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.]

## 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.]

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