



Tabletop Exercise Situation Manual

HOMELAND AND SECURITY

Exercise Toolkit





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Handling Instructions

The title of this document is the **Hawaii Homeland Security Exercise Toolkit Tabletop Exercise Situation Manual (SitMan)**. The SitMan reflects the information provided to the exercise planning team as of the date of publication and may be modified prior to execution at the direction of the Exercise Director.

This document was created with funds from the Federal Emergency Management Agency (FEMA) Homeland Security Grant Program (HSGP) and was developed according to the Homeland Security Exercise and Evaluation Program (HSEEP) guidance.

This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. This material is **FOR DISCUSSION PURPOSES ONLY** and should be handled as sensitive information not intended for any other use.



Exercise Overview

Exercise Name	Hawaii Homeland Security Tabletop Exercise (TTX)
Exercise Date	[DATE]
Scope	This TTX is planned for [LENGTH OF EXERCISE]. Its purpose is to continue to develop the understanding of the EOC and partner capabilities and responsibilities to a homeland security type of attack in the State of Hawaii. Through a facilitated discussion, players drive the action of the exercise, allowing departments, agencies, and jurisdictions to closer inspect their plans, policies, and procedures.
Mission Area(s)	Preparedness, Response, Recovery
Core Capabilities	<ul style="list-style-type: none"> • Planning • Operational Coordination • [ADDITIONAL CORE CAPABILITY 1] • [ADDITIONAL CORE CAPABILITY 2] • [ADDITIONAL CORE CAPABILITY 3]
Objectives	<ol style="list-style-type: none"> 1. Determine gaps in current preparedness, response, and recovery capabilities in response to a homeland security type of attack. 2. Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations. 3. Develop an action plan that defines the next steps required to adapt preparedness, response, and recovery plans. 4. [ADDITIONAL OBJECTIVE 1] 5. [ADDITIONAL OBJECTIVE 2] 6. [ADDITIONAL OBJECTIVE 3]
Scenario	Homeland security type of attack in the State of Hawaii
Sponsor(s)	State of Hawaii Office of Homeland Security, in conjunction with: <ul style="list-style-type: none"> • City and County of Honolulu • County of Maui • County of Kauai
Points of Contact	<p>Jimmie Collins - State of Hawaii Department of Homeland Security jimmie.l.collins@Hawaii.gov</p> <p>Nicole Nakata - City and County of Honolulu Department of Emergency Management nicole.nakata@honolulu.gov</p> <p>Paul Coe - County of Maui Emergency Management Agency Paul.Coe@mauicounty.gov</p> <p>Chelsie Sakai - County of Kauai Emergency Management Agency Paul.Coe@mauicounty.gov</p>



Introduction

Purpose

- This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise.
- All exercise participants may view the SitMan.

Organization

This SitMan is organized in the following sections:

- **Exercise Overview**
- **Introduction**
- **Exercise Design Concept**
- **General Information**
- **Participant Information**
- **Exercise Evaluation**
- **Exercise Scenario**
- **Exercise Modules**
- **Appendix** A: Exercise Schedule
 - Appendix A: Exercise Schedule
 - Appendix B: Exercise Participants
 - Appendix C: Acronyms and Abbreviations



Exercise Design Concept

Exercise Objectives and Core Capabilities

The exercise objectives outlined in *Table 1* describe the expected outcomes for the exercise. The objectives are linked to the Federal Emergency Management Agency's (FEMA's) Core Capabilities.

Objectives

#	Objective	Related Core Capabilities
1	Determine gaps in current preparedness, response, and recovery capabilities in response to a homeland security type of attack.	Planning
2	Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations.	Planning Operational Coordination
3	Develop an action plan that defines the next steps required to adapt preparedness, response, and recovery plans.	Planning

Table 1: Exercise Objectives and Associated Capabilities

Modules

The modules in this exercise are organized by FEMA's Community Lifelines, which are the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. FEMA created Community Lifelines to reframe incident information, understand and communicate incident impacts using plain language, and promote unity of effort across the whole community to prioritize efforts to stabilize the lifelines during incident response.

The integrated network of assets, services, and capabilities that provide lifeline services are used day to day to support the recurring needs of the community and enable all other aspects of society to function. Organizing the modules by lifeline aligns with the most recent best practices regarding emergency planning, response, and recovery.¹

Depending on the modules chosen, additional Core Capabilities may be addressed during the discussions. The EPT should validate the modules and Core Capabilities selected for the exercise and delete all items that will not be used.

Additional core capabilities based on each module are listed in *Table 2*. The Core Capabilities and definitions are detailed in *Table 3*. The objectives and aligned Capabilities were guided by the EPT at the time of the exercise.

¹ <https://www.fema.gov/emergency-managers/practitioners/lifelines>



Module		Core Capability
A	EOC Operations	Operational Coordination
B	Community Lifeline #1: Safety and Security	On-Scene Security, Protection, and Law Enforcement
C	Community Lifeline #2: Food, Water, and Shelter	Mass Care Services
D	Community Lifeline #3: Health and Medical	Public Health, Healthcare, and Emergency Medical Services
E	Community Lifeline #4: Energy (power and fuel)	Infrastructure Systems
F	Community Lifeline #5: Communications	Operational Communications
G	Community Lifeline #6: Transportation	Critical Transportation
H	Community Lifeline #7: Hazardous Materials	Operational Coordination

Table 2: Additional Core Capabilities by Module

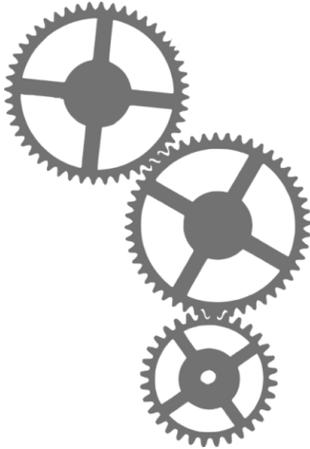
Core Capability Definitions

Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
On-Scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and response personnel engaged in lifesaving and life-sustaining operations.
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Public Health, Healthcare, and Emergency Medical Services	Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the



Table 3: Core Capabilities Defined

Exercise Structure



This exercise is designed to be a multimedia facilitated TTX. It is designed to be done virtually, but it can be altered slightly to be conducted in person.

Players will be guided through discussion modules based on a series of scenarios. Players will discuss key actions, answer discussion questions geared toward Community Lifelines as part of a breakout group, and then present their discussions.

Schedule

This exercise has been designed to be tailored according to the needs of the community at the time of the exercise. This TTX is planned for [LENGTH OF EXERCISE]. Details on the schedule of this TTX can be found in [Appendix A: Exercise Schedule](#).

Modules

The modules included in this exercise are [copy from the F/E Guide and delete those that do not apply]:

- EOC Operations
- Community Lifeline #1: Safety and Security
- Community Lifeline #2: Food, Water, and Shelter
- Community Lifeline #3: Health and Medical
- Community Lifeline #4: Energy (power and fuel)
- Community Lifeline #5: Communications
- Community Lifeline #6: Transportation
- Community Lifeline #7: Hazardous Materials

These modules are all detailed in the [Exercise Modules](#) section. Discussion questions are provided for each module.

Breakout Groups

Delete this section if no breakout groups are used.

Players will discuss key actions, answer discussion questions as part of a breakout group, and then present their discussions. For this exercise, the breakout groups are:

- [BREAKOUT GROUP NAME]
- [BREAKOUT GROUP NAME]
- [BREAKOUT GROUP NAME]



- [BREAKOUT GROUP NAME]

General Information

Exercise Guidelines

This exercise is held in an open, low-stress, no-fault environment where varying viewpoints are expected.

Players are encouraged to engage in an open and frank dialogue while remaining on topic and respectful of other participants' input.

- ✓ Respond to the scenario using your knowledge of current plans, capabilities, and insights derived from your training.
- ✓ This exercise is an opportunity to discuss and present multiple options and possible solutions.
- ✓ Decisions are not precedent setting and may not reflect your organization's final position on a given issue.
- ✓ Focus efforts on problem solving rather than issue identification, which is not as valuable as suggestions and recommended actions that could improve response efforts.
- ✓ Silence all cell phones and/or take any urgent phone calls outside during the exercise.

Exercise Rules

The following general rules govern exercise play:

- ✓ Real-world emergency actions take priority over exercise actions.
- ✓ Exercise players must comply with real-world emergency procedures unless otherwise directed by the control staff.
- ✓ All communications (including written, radio, telephone, and email) during the exercise must begin and end with the statement, **"This is an exercise."**

Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to 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:

- This exercise is conducted in a no-fault learning environment where capabilities, plans, processes, and systems are evaluated.
- The exercise scenario is plausible, and all events have occurred as they are presented. Do not “fight the scenario.”
- All players receive information at the same time.

Safety

Exercise participant **safety** takes priority over exercise events.

The following general requirements apply to the exercise:

- ✓ Any safety concerns must be immediately reported to a facilitator/evaluator. The facilitation team will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.
- ✓ For any emergency that requires assistance or pause in play, the phrase **“real-world emergency”** will be used.



Participant Information

Participant Roles and Responsibilities

Groups of participants involved in the exercise, and their respective roles and responsibilities, are:

Players	Players have an active role in discussing or performing their typical roles and responsibilities during the exercise. Players discuss or initiate actions in response to the situation presented based on knowledge of response procedures, current plans and procedures, and insights derived from training.
Observers	Observers support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise while not directly participating in the exercise.
Facilitators	Facilitators provide situation updates and moderate discussions among players to achieve the objectives of the exercise. They may also provide additional information or resolve questions as required.
Evaluators	Evaluators assess and document discussion on exercise objectives during facilitated discussion. Evaluators' primary role is to document player conversations, including how and if they conform to plans, policies, and procedures.

Table 4: Participant Roles and Responsibilities

Player Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

Before the Exercise

- ✓ Review appropriate organizational plans, procedures, and exercise support documents.
- ✓ Read all exercise information and materials in advance.
- ✓ Come to the exercise open-minded and prepared to focus on problem solving rather than issue identification.

During the Exercise

- ✓ Read all exercise information as presented throughout the exercise
- ✓ Respond to exercise events and information as if the situation were a real-life emergency unless otherwise directed by an exercise facilitator.
- ✓ All players depend on the information provided by a facilitator. Do not assume any information not provided in the scenario.



- ✓ If you do not understand the scope of the exercise, or if you are uncertain about an organization's participation in an exercise, ask a facilitator.
- ✓ Parts of the scenario may seem implausible. Every effort has been made to create an effective learning and evaluation environment. Do not "fight the scenario."

After the Exercise

- ✓ Participate in the Hotwash with facilitators and evaluators.
- ✓ Complete the Participant Feedback Form or survey for this exercise. This allows all participants to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a facilitator or evaluator or submit the survey as directed.
- ✓ Provide any notes or materials generated from the exercise to a facilitator or evaluator for review and inclusion in the After-Action Report/Improvement Plan (AAR/IP).



Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks.

Players will be asked to participate in a Hotwash and complete Participant Feedback Forms or surveys. These documents, coupled with facilitator and evaluator observations and notes, will be used to evaluate the exercise and compile the After-Action Report/Improvement Plan (AAR/IP).

Hotwash

At the conclusion of exercise play, the facilitators or evaluators will lead a Hotwash to allow players to discuss strengths and areas for improvement and for evaluators to seek clarification regarding player actions and decision-making processes. All participants may attend. The information gathered during a Hotwash contributes to AAR/IP.

Participant Feedback Forms or Surveys

Participant Feedback Forms or Surveys allow players to comment candidly on exercise activities and design and share their observed strengths and areas for improvement. Participant Feedback Forms or Surveys should be collected at the conclusion of the Hotwash.

After-Action Report (AAR) and Improvement Plan (IP)

An AAR/IP will be developed which is the document that summarizes key information related to evaluation. The AAR primarily focuses on analyzing core capabilities, including capability performance, strengths, and areas for improvement.

It also includes an Improvement Plan that identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by the exercise team and approved by leadership from the organizations participating in the exercise and is discussed during the AAM.



Exercise Scenario

[INSERT SCENARIO OPTIONS FROM THE F/E GUIDE]



Exercise Modules

[INSERT MODULES FROM THE F/E GUIDE]



Appendix A: Exercise Schedule

Below is the recommended exercise schedule. The schedule was designed to be flexible and adapt to discussion and time needs and may be altered by the facilitation team based on the discussions.

[INSERT SCHEDULE FROM THE F/E GUIDE]



Appendix C: Acronyms and Abbreviations

[INSERT THE ACRONYM AND ABBREVIATION LIST FROM THE F/E GUIDE]

