



Sleeper/Stoutland Volunteer Fire Departments Search & Rescue Full-Scale Exercise (FSE)

Situation Manual

20 May 2023

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 and Location	Sleeper/Stoutland Volunteer Fire Departments Search and Rescue Exercise at Ha Ha Tonka State Park 1491 State Rd. D Camdenton, MO 65020
Exercise Dates	20 May 2023
Scope	This exercise is a full-scale exercise, planned for 6 hours in Camdenton, MO. Exercise play is limited to the scenario present within this manual and participating organization's plans, policies, and procedures.
Mission Area(s)	Response
Core Capabilities	Public Information and Warning, Operational Coordination, Operational Communication, Resource Management
Objectives	<ul style="list-style-type: none"> • Test and validate existing operational procedures for SSVFD and the EMA/CERT • Validate procedures to establish Incident Command System and assign roles, assess plans, and protocols for communicating between the Command Post (CP), Staging, and the Emergency Operations Center (EOC) • Evaluate the steps/processes for handling search and rescue incidents
Threat or Hazard	Weather conditions, lost person(s), wildlife, external persons not involved in the exercise, steep terrain
Scenario	24-year-old female hiker lost in Ha Ha Tonka State Park. Informed family she should be back at about 8 am. Last seen in the parking area near Devil's Kitchen Trail. Missing approximately two hours.
Sponsor	Sleeper/Stoutland Volunteer Fire Departments
Participating Organizations	SSVFD, Camden County, MO EMA, Camden County CERT, US National Weather Service

<p>Exercise Name and Location</p>	<p>Sleeper/Stoutland Volunteer Fire Departments Search and Rescue Exercise at Ha Ha Tonka State Park 1491 State Rd. D Camden, MO 65020</p>
<p>Points of Contact and Facilitators</p>	<p>Sam Henley, Director Camden County, MO Emergency Management Agency Duty Cell 573-836-0178 Office 573-346-7108 sam_henley@camdenmo.org Tony Reeder, Assistant Fire Chief Sleeper/Stoutland Volunteer Fire Departments Cell email</p>

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 Objectives	Core Capability
<ul style="list-style-type: none"> Test and validate existing operational procedures for SSVFD and the EMA/CERT 	Operational Coordination
<ul style="list-style-type: none"> Validate procedures to establish Incident Command System and assign roles, assess plans, and protocols for communicating between the Command Post (CP), Staging, and the Emergency Operations Center (EOC) 	Operational Communications
<ul style="list-style-type: none"> Evaluate the steps/processes for handling search and rescue incidents 	Public Health, Healthcare, and Emergency Medical Services; Situational Assessment

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.
- 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 modules:

- Module 1: Initial Response

- Module 2: Decision and Notification
- Module 3: Consolidation and Operation

Each module begins with an 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 and recovery issues.

Exercise Guidelines

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints and 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 and knowledge of local plans.
- 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, and response 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 the core 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: INITIAL RESPONSE

Scenario

24-year-old female hiker lost in Ha Ha Tonka State Park. Informed family she should be back at about 8 am. Last seen in the parking area near Devil's Kitchen Trail. Missing approximately two hours.

Saturday, May 20, 2023: 0930

Reports of sightings of hiker around 800' area at approximately 0630. Passed by another group of hikers in the area. Pack found at approximately 0900 in the vicinity of the cave by Devil's Kitchen Trail. Packstrap was torn, indicating a possible fall down the steep incline.

Key Issues

- Locating missing person and condition they may be in when found
- Inclement weather affecting search area and terrain
- Steep terrain and a cave are within the hot zone

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.

1. Number of personnel available for search?
2. Define the hot zone.
3. Determine course of action for searches
4. Determine extraction points in case of medical transport needs

MODULE 2: DECISION AND NOTIFICATION**Scenario****Saturday, May 20, 2023: 1000**

First responders have established the incident command post, staging, and the Emergency Operations Center co-located in the parking area and trailhead of Devil's Kitchen Trail, provided a briefing, and created the search grid parameters. The US National Weather Service has advised a storm is moving in from the northwest and may contain hail as large as softballs.

Key Issues

- First responders have narrowed down the search area to (GPS Coordinates) and incoming weather system will create new hazards
- Primary radios are having issues working in the park due to rock.

Questions

Based on the information provided, identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

1. What method will be used to extract the patient?
2. Patient's right ankle is broken, has bumps and scrapes, and a possible concussion. How will you stabilize the patient for transport?
3. How are you communicating with IC when your radios are not working well?

MODULE 3: CONSOLIDATION AND OPERATION

Scenario

Saturday, May 20, 2023 1200

The incident has been contained. The patient has been transported to Lake Regional Hospital. Media is on scene to conduct first-person interviews with first responders, witnesses, and the family.

Key Issues

- Clean up of equipment, accountability for personnel, information collection for reports
- Demobilization

Questions

Based on the information provided, identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

1. If pieces of equipment have gone missing, what are the protocols for reporting and tracking?
2. How is used/broken equipment repaired/replaced?

APPENDIX A: EXERCISE SCHEDULE

Time	SSVFD Exercise
May 20, 2023	
0800-0930	Arrive at Ha Ha Tonka State Park, set up, briefing
0930-1000	Module 1: Initial response to scenario (10 am CERTs meet at EMA)
1000-1100	Module 2: Operations for scenario (10:15 CERT Ops Briefing at EMA)
1100-1200	Module 3: Injects, issues, etc.
1200-1400	Hot Wash, Closing Comments, Barbecue lunch

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations	
Federal	
	U.S. National Weather Service - Springfield office
State	
County	
	Camden County EMA
	Camden County Community Emergency Response Team
City	
	Sleeper/Stoutland Volunteer Fire Departments
Others	

APPENDIX C: GLOSSARY OF ABBREVIATIONS

Acronym	Term
AAM	After-Action Meeting
AAR	After-Action Report
COAD	Community Organization Active in a Disaster
DHS	U.S. Department of Homeland Security
EEG	Exercise Evaluation Guide
EMS	Emergency Medical Services
EndEx	End of Exercise
EOC	Emergency Operations Center
EDT	Exercise Design Team
ESF	Emergency Support Function
F/E	Facilitator and Evaluator
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FSE	Full-Scale Exercise
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
ICS	Incident Command System
IP	Improvement Plan
ISR	Initial Situation Report
LTRG	Long Term Recovery Group
NGO	Non-governmental Organization
NIMS	National Incident Management System
OPORD	Operations Order
POC	Point of Contact
POETE	Planning, Organization, Equipment, Training, and Exercise
PPD	Presidential Policy Directive
SitMan	Situation Manual
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
SME	Subject Matter Expert
SOP	Standard Operating Procedure
StartEx	Start of Exercise

Acronym	Term
THIRA	Threat and Hazard Identification and Risk Assessment
TEP	Training and Exercise Plan
TEPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise

APPENDIX D: GLOSSARY OF TERMS

Term	Description
After-Action Meeting (AAM)	The AAM is a meeting held among elected and appointed officials, or their designees from the exercising organizations, as well as the lead evaluator and members of the Exercise Design Team, to debrief the exercise, and to review and refine the draft AAR/IP. The AAM should be an interactive session, providing attendees the opportunity to discuss and validate the analytical findings and corrective actions in the draft AAR/IP.
After-Action Report (AAR)	The AAR summarizes key exercise-related evaluation information, including the exercise overview and analysis of objectives and core capabilities. The AAR is usually developed in conjunction with an IP.
Best Practices	Best practices are peer-validated techniques, procedures and solutions that prove successful. Actual experiences with operations, training, and exercises provide the foundation for best practices.
Capabilities-Based Planning	Capabilities-based planning is defined as planning, under uncertainty, to build capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning is the basis for guidance such as the National Preparedness Goal.
Capability	Any combination of plans, organizations, equipment, training, or personnel used to achieve an intended target.
Capability Target	The performance thresholds for each core capability; they state the exact amount of a particular capability that players aim to achieve. Capability targets are typically written as quantitative or qualitative statements.
Core Capabilities	Distinct critical elements necessary to achieve the National Preparedness Goal.
Corrective Action	Corrective actions are the concrete, actionable steps outlined in an IP that are intended to resolve preparedness gaps and shortcomings experienced in exercises or real-world events.

Term	Description
Critical Tasks	Critical tasks are the distinct elements required to perform a core capability. Mission Area Frameworks, organizational operations plans or SOPs, or discipline-specific standards may provide the basis for the critical tasks.
Drill	A drill is a coordinated, supervised activity usually employed to validate a specific operation or function in a single agency or organization. Drills are commonly used to provide training on new equipment, develop or validate new policies or procedures, or practice and maintain current skills.
End of Exercise (EndEx)	The official conclusion of an exercise.
Evaluation Team	The evaluation team consists of evaluators trained to observe and record participant actions. These individuals should be familiar with the exercising jurisdiction's plans, policies, procedures, and agreements.
Exercise	An exercise is an instrument to train for, assess, practice and improve performance in prevention, protection, mitigation, response and recovery capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; improving individual performance; identifying gaps in resources; and identifying opportunities for improvement.
Exercise Evaluation Guide (EEG)	EEGs provide a template for observing and collecting exercise data in relation to objectives and associated core capabilities. EEGs typically identify targets and critical tasks for exercise objectives and core capabilities, and enable evaluators to capture structured and unstructured data regarding exercise performance. Evaluators should develop and customize EEGs to meet the unique objectives of their exercise and to reflect jurisdiction-specific capability targets.
Exercise Design Team (EDT)	The EDT oversees, and is ultimately responsible for, exercise development, conduct, and evaluation. The team determines exercise objectives, tailors the scenario to meet the exercising entity's needs, and develops documentation used in evaluation, control, and simulation (if applicable). EDT members also help with developing and distributing pre-exercise materials and conducting exercise planning conferences, briefings, and training sessions.
Exercise Rules	Exercise rules are the parameters that exercise participants follow during the exercise. Exercise rules describe appropriate exercise behavior, particularly in the case of real-world emergencies.

Term	Description
Facilitated Discussion	A facilitated discussion is the focused discussion of specific issues through a facilitator with functional area or subject-matter expertise.
Full-Scale Exercise (FSE)	FSEs are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System or Unified Command.
Game	A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions, and are therefore excellent tools to use when validating or reinforcing plans and procedures or evaluating resource requirements.
Homeland Security Exercise and Evaluation Program (HSEEP)	HSEEP is a program that provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.
Hot Wash	A Hot Wash is a facilitated discussion held immediately after an exercise among exercise players. It captures feedback about any issues, concerns, or proposed improvements players may have about the exercise. The Hot Wash is an opportunity for players to voice their opinions on the exercise and their own performance.
Improvement Plan (IP)	The IP identifies specific corrective actions, assigns them to responsible parties and establishes target dates for their completion. The IP is developed in conjunction with the After-Action Report.
Mitigation	The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.
National Incident Management System (NIMS)	The NIMS standard was designed to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive system for incident management. It is a system mandated by Homeland Security Presidential Directive-5 (HSPD-5) that provides a consistent, nationwide approach for Federal, state, local, tribal and territorial governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

Term	Description
National Preparedness Goal	The National Preparedness Goal defines the core capabilities necessary to prepare for the specific types of incidents that pose the greatest risk to the security of the Nation. The Goal emphasizes actions aimed at achieving an integrated, layered and all-of-Nation preparedness approach that optimizes the use of available resources. Specifically, the Goal defines success as “A secure and resilient Nation with the capabilities required across the Whole Community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”
National Preparedness System	The National Preparedness System is an integrated set of guidance, programs and processes that will enable the Nation to meet the National Preparedness Goal.
Objectives	Objectives are the distinct outcomes an organization wishes to achieve during an individual exercise. Objectives should reflect the exercise sponsor’s specific needs, environment, plans, and procedures, while providing a framework for scenario development and a basis for evaluation. A THIRA, Homeland Security Strategies or other preparedness documents may all provide the basis for objectives. Planners should create objectives that are specific, measurable, achievable, relevant, and time-bound (SMART), and should limit the number of exercise objectives to enable timely exercise conduct, facilitate reasonable scenario design, and support successful evaluation.
Preparedness	The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.
Prevention	The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.
Protection	The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.
Recovery	The capabilities necessary to assist communities affected by an incident to recover effectively.
Response	The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.
Root-Cause Analysis	When evaluating exercises, root-cause analysis involves identifying the emerging issues and discovering their root causes. Root-cause analysis enables exercise stakeholders to target how best to address areas for improvement and close capability gaps.

Term	Description
Scenario	A scenario provides the storyline that drives an exercise to test objectives. The scenario selected for an exercise should be informed by the actual threats and hazards faced by the exercise stakeholders. The exercise scenario should realistically stress the delivery of core capabilities, providing a mechanism for testing objectives and assessing core capability levels and gaps.
Seminar	Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts and ideas. As a discussion-based exercise, seminars can be valuable for entities that are developing or making major changes to existing plans or procedures. Seminars can be similarly helpful when attempting to gain awareness of, or assess, the capabilities of interagency or inter-jurisdictional operations.
Situation Manual (SitMan)	A SitMan is provided for TTXs and games as the core documentation that provides the textual background for a multimedia, facilitated exercise. The SitMan supports the scenario narrative and serves as the primary reference material for all participants during conduct.
Sponsor	The sponsor is the primary funding organization for an exercise.
Start of Exercise (StartEx)	The official beginning of an exercise.
Subject Matter Expert (SME)	SMEs add functional knowledge and expertise in a specific area or in performing a specialized job, task or skill to the Exercise Design Team. They help make the scenario realistic and plausible and ensure jurisdictions have the appropriate capabilities to respond. SMEs are ideal for the positions of Controllers and Evaluators.
Tabletop Exercise (TTX)	A TTX is typically held in an informal setting intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to and recovery from a defined incident. Generally, TTXs facilitate conceptual understanding, identify strengths and areas for improvement and/or achieve changes in attitudes.
Whole Community	A term used to describe wide-ranging stakeholder participation in national preparedness activities. Stakeholders include: Federal, State, local, tribal, and territorial governments; the private and nonprofit sectors (including nongovernmental organizations); and the general public. Wide-ranging participation can foster better coordination and working relationships. The term is used interchangeably with “all-of-Nation.”

APPENDIX E: FACILITY MAP

APPENDIX F: INJECTS - SEE ATTACHED DOCUMENT