[Insert Cover Picture]

Music Festival Shooting Tabletop Exercise

Situation Manual

[Insert Date]

**\*[Insert Caveat]\***

This Situation Manual (SitMan) provides exercise participants with all 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 Agenda

| Start Time | End Time | Activity |
| --- | --- | --- |
| 8:00 a.m. | 8:15 a.m. | Welcome and Introductions |
| 8:15 a.m. | 9:15 a.m. | Module One: Pre-Incident Intelligence and Information Sharing |
| 9:15 a.m. | 9:30 a.m. | Break |
| 9:30 a.m. | 10:30 a.m. | Module Two: Incident Response |
| 10:30 a.m. | 10:45 a.m. | Break |
| 10:45 a.m. | 11:45 a.m. | Module Three: Immediate Recovery and Business Continuity |
| 11:45 a.m. | 12:30 p.m. | Hot Wash / Closing Remarks |

*\*All times are approximate*

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# Exercise Overview

|  |  |
| --- | --- |
| **Exercise Name** | Music Festival Shooting Tabletop Exercise (TTX) |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a TTX planned for [insert exercise duration] and will focus on [insert scope].  This exercise was developed using materials created by the Cybersecurity and Infrastructure Security Agency (CISA) for a CISA Tabletop Exercise Package (CTEP). |
| **Mission Area(s)** | Prevention, Protection, Mitigation, Response, and Recovery [Select appropriate Mission Areas] |
| **Capabilities** | * Community Resilience * Economic Recovery * Fatality Management Services * Health and Social Services * Intelligence and Information Sharing * Operational Communications * Operational Coordination * Planning * Public Health, Healthcare, and Emergency Medical Services (EMS) * Public Information and Warning * [Insert additional capabilities as necessary] |
| **Objectives** | 1. Examine pre-incident and incident intelligence and information sharing procedures between public and private sector stakeholders. 2. Examine emergency response plans and procedures to a shooting at a music festival with a focus on:    * Incident Command System (ICS) / National Incident Management System (NIMS)    * Evacuation and shelter-in-place procedures    * Mass casualty incident (MCI) procedures    * Public messaging protocols    * Family reunification procedures    * Mental and behavioral health resources 3. Examine immediate recovery plans following an incident, including victim assistance following an active threat at a music festival. 4. [Insert additional exercise objectives as necessary] |
| **Threat or Hazard** | Civil Unrest, Active Shooter Attack |
| **Scenario** | An interactive, discussion-based exercise focused on an active shooter attack at a music festival. The scenario consists of three modules: Pre-Incident Intelligence and Information Sharing, Incident Response, and Immediate Recovery. |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being used, if applicable] |
| **Participating Organizations** | [Please see Appendix B.] |
| **Point of Contact** | [Insert the name, title, agency, address, phone number, and email address of the primary exercise point of contact (POC) (e.g., exercise director or exercise sponsor).] |

# General Information

## Exercise Objectives and Capabilities

The exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team (EPT).

| **Exercise Objectives** | **Capability** |
| --- | --- |
| Examine pre-incident and incident intelligence and information sharing procedures between public and private sector stakeholders. | * Intelligence and Information Sharing * Planning * Public Information and Warning |
| Examine emergency response plans and procedures to an attack at a music festival with a focus on:   * Evacuation and shelter-in-place procedures * ICS / NIMS * MCI procedures * Public messaging protocols * Family reunification procedures * Mental and behavioral health resources * Donation and memorial plans | * Fatality Management Services * On-Scene Security, Protection, and Law Enforcement * Operational Communications * Operational Coordination * Planning * Public Health, Healthcare, and EMS * Public Information and Warning |
| Examine immediate recovery and business continuity plans following an incident, including victim assistance following an active threat at a music festival. | * Community Resilience * Economic Recovery * Health and Social Services * Operational Coordination * Planning |
| [Insert additional objectives as necessary] | * [Insert capability aligned to each objective] |

Table 1. Exercise Objectives and Associated Capabilities

## Video Use Guidelines

This SitMan includes optional videos embedded throughout the scenario for use in the exercise to accompany the narrative. Videos can be used to engage stakeholders during a TTX by simulating news coverage of incidents. While use of the video links is recommended, coinciding transcripts are included throughout the scenario if the exercise does not allow for video use.

Videos are embedded using hyperlinks, which will route the user directly to the corresponding YouTube video. For best results, the EPT should prepare reliable internet access with unrestricted access to YouTube.com, a way to share the videos with exercise participants, audio output equipment, and consider the following list of best practices:

* Familiarize the facilitator with video functionality to ensure smooth transitions during exercise conduct or designate an EPT member to run the slides.
* Open all videos in advance of the exercise to mitigate any technical issues that may arise from opening the videos on the spot.
* Ensure all participants have a copy of the SitMan for use in the event of technical difficulties.
* Determine whether to allow participants to review videos prior to exercise conduct.

## 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** 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** 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** provide situation updates and moderate the discussion. They also provide additional information or resolve questions as required. Key EPT members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
* **Moderators** are responsible for admitting and signing in all participants to the virtual exercise, monitoring the chat area for questions and / or issues, and controlling participant audio.
* **Data Collectors** are assigned to observe and document the discussion during the exercise, participate in data analysis, and assist with drafting the After-Action Report (AAR).

## Exercise Structure

This exercise will be a discussion-based, facilitated exercise. Players will participate in the following three modules:

* Module One: Pre-Incident Intelligence and Information Sharing
* Module Two: Incident Response
* Module Three: Immediate Recovery and Business Continuity

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in discussions of appropriate [insert mission area] issues.

## Exercise Guidelines

* This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. 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 jurisdiction’s / 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 [insert mission area] efforts. Problem-solving efforts should be the focus.
* The assumption is that the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned core capabilities. Players will be asked to complete a participant feedback form. These documents, coupled with facilitator observations and evaluator notes, will be used to evaluate the exercise and then compiled into the AAR / Improvement Plan (IP).

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# Module One: Pre-Incident Intelligence and Information Sharing

## Scenario

## [Insert Location]

### [Insert Month, Day, Year]



Based on an increased amount of online chatter calling for attacks on large public gatherings across the Unites States from the domestic extremist group, Universal Adversary (UA), the Secretary of Homeland Security, in coordination with other federal entities, issues an “Elevated” Threat Alert through the National Terrorism Advisory System (NTAS), warning of a credible domestic terrorist threat in states in identified areas. There is no information at this time that would warrant the release of an “Imminent” Threat Alert.

The alert focuses on mass gatherings, particularly at large performance venues. The alert is to remain in place until further notice.

## Discussion Questions

1. How would your agency or organization expect to receive information about a credible threat?
   1. Does your venue’s management subscribe to NTAS alerts?
   2. Are there any government clearance considerations or issues regarding receiving information?
2. What information does your organization or agency expect from local, state, and federal partners and the intelligence community regarding threats of this nature?
3. How would your organization receive this information?
4. How long does it take for your organization to process information for sharing?
5. What security recommendations are public sector partners making to private sector partners?
6. How does your agency or organization triage intelligence information you receive, such as from formal reporting, hearsay, and social media?
   1. What social media monitoring does your agency or organization conduct?
   2. How would this NTAS alert affect social media monitoring?
   3. How is this type of alert, or any suspicious activity alert, communicated to the departments within your organization?
   4. What do department heads do with this information?
7. How would law enforcement or fusion centers be disseminating this information?
8. How would this NTAS alert affect preparations for the upcoming festival?
   1. What actions, if any, would your organization take in response to this alert?
   2. How would this alert information change your organization’s incident response readiness?
   3. What protective measures or actions, if any, are put into place following this alert?
9. What kind of messaging would be released to the public, organizational leaders, and venue users?
   1. What would trigger this information sharing?
   2. Who is responsible for releasing the information / messaging?

## Scenario Update

### [Insert Month, Day, Year + 2 Months]

With the [insert event] quickly approaching, [insert law enforcement] begin noticing posts on social media platforms from individuals and groups organizing a demonstration near the festival’s venue. Additionally, there are rumors that another group is organizing a counter-protest. Based on the comments and posts, investigators suspect a large-scale civil unrest incident may take place during the upcoming festival. They suspect individuals from both sides may come both from throughout the state and out of state. [Insert local law enforcement] immediately submits screenshots of the posts to the local fusion center.

## Discussion Questions

1. What training, if any, does your agency or organization conduct based on credible threats?
2. Does this training include emergency management or active shooter elements?
3. Does your organization conduct any cross-training with local law enforcement or other first response agencies? Is your organization embedded with and / or know who to contact at the local Federal Bureau of Investigation (FBI) field office?
4. Does this training include the ICS?
5. How would your organization expect to receive threat information?
   1. Do you receive alerts from local law enforcement or fusion centers?
   2. Who is responsible for triaging threat information?
   3. Does the previous months’ NTAS alert affect your threat collection procedures?
6. How does your organization conduct social media monitoring activities?
   1. Does your organization engage in any social media monitoring for potential threats prior to events?
   2. With whom is this information shared?
   3. Who is responsible for compiling and sharing this information?
   4. At what point would law enforcement begin vetting credible threats?
7. Is your organization aware of suspicious activity reporting (SAR)?
   1. Is SAR training provided within your organization?
8. What would law enforcement officials expect to do with this intelligence information?
   1. How would this information be disseminated and to whom?
   2. Is a list of suspicious behaviors and activity generated for the public? Does the list include information telling the public where to submit reports?
9. Once informed of a credible threat, what information is law enforcement sharing with other public and private sector organizations that could be at risk?
10. What steps does your organization take once you receive notice of a possible or credible threat?
11. How would threat information be communicated within your organization? Would it include key organizational leadership?
12. What are you communicating to your employees?
    1. Who in your organization is responsible for addressing employee concerns?
    2. How is information shared with your employees?
13. How is this information shared with the customers or stakeholders who use your facility?
14. What information sharing protocols exist between organizations? How would other venues in the area be alerted to this situation?
15. How would additional threat information change your organization / agency’s security posture?
    1. What additional protective measures are put in place?
    2. Would you conduct additional hazard / threat specific training?
    3. Would you conduct background investigations on your employees to determine if there is an insider threat risk?
16. What security recommendations, if any, are law enforcement agencies making to private sector stakeholders?
    1. What other information is law enforcement sharing with private sector stakeholders?
17. What plans exist describing the required protective measures that need to be taken prior to the event?
18. Are there any notifications that need to be made outside of your organization?
    1. How is this information shared with other venues in the area?
    2. Are there any notifications that need to be made to the media?
    3. Who is responsible for disseminating this information?

# Module Two: Incident Response

## Scenario

## [Insert Location]

### [Insert Month, Day, Year]: 4:00 p.m.

It is a warm afternoon in [insert city / location] as the city prepares for the [insert event] and the crowd it attracts. Around 4:00 p.m., a large protest and march of roughly 200 people wearing all black clothing convenes at a nearby [insert location]. From there, the crowd marches toward [insert venue], blocking roadways and inhibiting normal operations for parts of the city. The procession continues its march for about an hour until it arrives at the outside perimeter of [insert venue]. The large group of protestors congregates and becomes increasingly aggressive, harassing patrons and spectators as they make their way to the venue.

As the afternoon progresses into evening, a counter-protest forms nearby, attracting dozens of people. Both rallies begin to antagonize and confront each other on the [insert venue] property. Opposing protestors engage in physical skirmishes, which result in minor injuries and only seem to further galvanize the crowd. Some bystanders and protestors from each side begin to flee the area, resulting in injuries to several onlookers.

## Discussion Questions

1. What are your agency’s or organization’s current standard operating procedures (SOPs) in relation to civil unrest demonstrations in the area? Are your personnel trained on these procedures?
   1. How are employees trained to respond?
2. Is the area immediately surrounding your facility private property, or is there an accessible public space where people may congregate?
3. What law enforcement presence would be expected during a civil protest? Would the movement to [insert venue] affect that posture?
   1. Does your venue have contract security on-site?
   2. How many are on-site at a given time?
   3. What are contract security’s rules of engagement?
   4. To whom do contract security report?
4. Does your facility have closed-circuit cameras on-site?
   1. How can images / recordings be shared with law enforcement?
5. What communications are taking place between your venue and local law enforcement?
   1. Are any neighboring agencies or venues included in this communication?
6. What EMS assets are on-scene that can assist injured persons?
   1. Would any barriers hinder EMS personnel from entering the scene to assist injured participants?
   2. Does your jurisdiction have Rescue Task Force capabilities?
   3. Are your personnel trained in Stop the Bleed™?
7. Are there established protocols at the venue to alert fans and employees to the demonstration?
   1. Who is responsible for enacting these protocols?
   2. How are alerts sent to facility employees?
   3. What is the message that is sent to facility employees?
8. What types of crowd control procedures, including shelter-in-place or lockdown, would be enacted?
   1. Is training conducted for these procedures? If so, how often?
   2. Would your facility encourage staff to ignore protestors?

## Scenario Update

### [Insert Month, Day, Year]: 8:20 p.m.

Approximately three hours after the beginning of the protest, nearly 15,000 spectators are at the much anticipated [insert event] being held at [insert venue]. A popular local band, [insert band name], is set to open the festival, and festival organizers expect a high-energy crowd, with many fans viewing the concert from a partitioned dance area near the stage.

During the performance, gunfire erupts across the concert grounds. Fans begin running in all directions trying to exit the venue and find shelter. They collide with each other and trip over discarded personal items and injured persons on the ground. Social media is lighting up with livestreamed content and short video clips of spectators screaming and running in all directions. Reporters who were on the perimeter of the venue reporting on the concert quickly begin live broadcasts on local news stations, stating that gunshots were heard at [insert venue] and that chaos has ensued.

[*Click here for Video Supplement #1*](https://www.youtube.com/watch?v=S2M6UtK1MQI&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=1)[[1]](#footnote-1) *or follow the transcription in Appendix A.*

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=reLSlS4sepA&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=2)[[2]](#footnote-2) *or follow the transcription in Appendix A.*

### [Insert Month, Day, Year]: 8:45 p.m.

Law enforcement officers have arrived on-scene after receiving a barrage of 9-1-1 calls and start to evacuate fans still inside the venue. EMS personnel rush to evaluate and treat those who were wounded during the shooting and subsequent chaos. Officers clear the area of potential suspects, and witnesses report that the shots appeared to come from the high-rise hotel directly across from the festival grounds. A few spectators inform the officers outside the venue that they saw two of the protestors dressed in black carrying large backpacks earlier in the day.

[*Click here for Video Supplement #3*](https://www.youtube.com/watch?v=5xEc3Emcm9g&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=3)[[3]](#footnote-3) *or follow the transcription in Appendix A.*

## Discussion Questions

1. What are first responding agencies’ immediate actions and priorities?
   1. What policies exist surrounding critical and / or fatal injuries to police on-scene?
   2. What policies are in place for accessing and reviewing closed-circuit television (CCTV) footage?
2. How quickly can law enforcement and first responder personnel respond to an incident at the venue?
   1. What security staffing does your event / venue implement that would be on-scene prior to the arrival of outside assets?
   2. Are private security personnel armed? If so, what are their rules of engagement?
3. What fire and EMS assets are located at the festival?
   1. How would they be expected to respond?
   2. Where are they located? Are there assets within the venue as well as outside?
   3. What protocols exist to allow fire and EMS personnel to make entry into the venue to assist injured persons?
   4. Does your venue have capabilities to support basic first aid or medical care to wounded victims until EMS arrive on-scene?
4. What are the immediate actions and priorities of [insert venue] staff?
   1. How are staff trained to respond to this type of incident? How often?
5. What is the general level of event staffing on the day of the festival?
6. What level of security and law enforcement would be on-site for this event?
   1. Are event staff familiar with or trained in ICS / NIMS?
   2. What training do they receive on responding to active threats?
7. What type of command structure would be established?
   1. Who would be in charge of the command structure(s)?
   2. How are the command structures staffed?
   3. How does your organization represent itself within the ICS / Unified Command?
   4. How would contract / private security wrap into the command structure, and what are their rules of engagement?
8. What communications are taking place between your venue / organization and local law enforcement?
9. How quickly is the incident communicated to surrounding facilities or organizations?
10. How is an incident alerted to venue employees, contract personnel, first responders, and the public?
    1. What protocols exist for this alert?
    2. Who is responsible for disseminating this alert?
    3. How quickly could these announcements be made?
    4. What message is sent to employees and fans on-site?
11. What are your agency’s or organization’s current SOPs for responding to an active shooter?
    1. What roles and responsibilities for event staff are included in your SOPs, including the venue event action plans (EAPs)?
    2. How recently has the plan been reviewed and updated?
    3. Are your personnel trained on these procedures?
    4. How are employees trained to respond?
12. Does [insert venue] have an event operations center for every event?
    1. What is the primary role of the event operations center?
13. How would an evacuation or shelter-in-place effort be coordinated and conducted?
    1. Who makes the decision to evacuate or shelter-in-place?
    2. How is this effort communicated to individuals in the venue?
14. What protocols exist for internal organization’s accountability?
    1. What about band members and their families, volunteers, or very important persons (VIPs)?
15. What role would your organization have in a Joint Information Center (JIC)? What communication platforms are used to communicate to venue guests?
    1. Who is responsible for informing the public, and how quickly is the public notified?
    2. Does your organization have pre-identified messages to disseminate to the public and media outlets?
    3. Is this messaging coordinated across the different agencies and organizations?
    4. Do you have a Public Information Officer (PIO) to leverage?
    5. What social media resources are available during and immediately after an incident?
16. What measures are taken to disrupt the distribution of fake or erroneous information the public may provide?
    1. Do these measures include plans for preventing the spread of misinformation on social media?
17. Is there a designated location identified for venue leadership to convene during an incident?
    1. If so, where, and how would leadership be notified of the location?
18. What considerations is your organization making regarding the status of the festival?
    1. Who makes the decision to postpone or cancel events?
    2. How would rescheduling the festival and any upcoming events be handled?

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# Module Three: Immediate Recovery and Business Continuity

## Scenario

### [Insert Month, Day, Year]: 9:30 p.m.

Approximately an hour after the incident, law enforcement clears the venue of additional threats and begins to move the remaining fans and spectators into safe areas with the assistance of security personnel. Fire and EMS personnel have arrived on-scene and continue to triage and treat the injured while transporting critically injured individuals to local hospitals and trauma centers.

Local and federal law enforcement and area Special Weapons and Tactics (SWAT) teams swarm the nearby hotel following witness reports that the shots appeared to come from the building. After locating the shooter on the 27th floor, officers engage in a brief firefight before neutralizing the suspect.

Police launch an investigation into the offender’s motivations and planning steps, and officers begin to look through surveillance tapes from the hotel and the festival venue. However, there is still no information about the identity of the shooter. Injury counts from the incident continue to rise, as do the number of individuals who sustained injuries from the ensuing chaos while attempting to leave the premises. At present, 175 people have been transported to local hospitals. There have been 22 fatalities.

The media and concerned family and friends begin approaching public safety officials and venue personnel asking for any information they can provide about the incident.

*[Click here for Video Supplement #4](https://www.youtube.com/watch?v=p6_Lz17djGs&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=4)* [[4]](#footnote-4) *or follow the transcription in Appendix A.*

### 10:30 p.m.

Two hours after the incident, law enforcement officials have secured the scene of the [insert venue] shooting and are working with facility staff to organize festival attendees and reunite family members. The media and families of victims looking for information continue inundating responding agencies, hospitals, and venue staff. As expected, rumors and speculation about the incident run rampant on social media as the investigation continues. Fans also begin to express weariness about returning to the venue for future events. In an attempt to quell the rumors, the PIO provides another update to the media on the status of the investigation.

[*Click here for Video Supplement #5*](https://www.youtube.com/watch?v=ownZOdcrl3w&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=5) [[5]](#footnote-5) *or follow the transcription in Appendix A.*

## Discussion Questions

1. What are [insert venue]’s priorities post-incident?
   1. Do your plans, policies, or procedures specify these priorities?
   2. How are these priorites communicated internally?
   3. How are these priorities coordinated with local emergency management entities?
   4. How are these priorities coordinated with state or federal agencies?
2. How would law enforcement work to locate additional shooters or potential improvised explosive devices (IEDs)?
   1. What steps need to take place to ensure the venue is cleared of all potential threats?
   2. What additional law enforcement assets are available for request?
   3. What would their expected response time be?
3. What kind of patient tracking system does your organization use?
   1. Who is primarily responsible for tracking patients?
   2. Are there other organizations that would wrap into patient tracking?
4. Do different agencies cross-train on this type of incident?
   1. Which agencies are involved in this training?
   2. How often does this training occur?
5. What communication takes place between your organization, the venue, and first responders after the initial incident?
   1. What other agencies and organizations need to be contacted at this time?
6. What is being communicated to spectators and employees still inside the perimeter of the venue?
   1. How is this communicated to spectators and employees?
   2. What would the messaging be?
7. How quickly is the incident communicated to surrounding facilities or organizations?
8. Does your organization have any pre-identified evacuation points to which spectators can be sent during and after an incident?
   1. Who is responsible for leading the family reunification effort?
   2. How quickly are reunification procedures put into place?
   3. How are families and fans made aware of where to go?
   4. At this point, what information would be provided to the public regarding family reunification and victim assistance?
   5. Are there accommodations for individuals with access or functional needs?
   6. If applicable, do you have existing agreements with other organizations to assist in providing resources or shelter?
   7. How would you address crowd control and media control, including directing parking?
9. Does the festival conduct an accountability check of its employees?
   1. What about a check of independent vendors?
10. What is the plan to handle the significant media attention from national and international outlets?
    1. Are there specific plans and procedures in your emergency operations plan (EOP)?
    2. Are there separate plans for social media?
    3. Who is in charge of developing that messaging?
11. Is there an established plan to handle civilian-submitted pictures and videos of the incident?
    1. Who is responsible for sorting through this information?
12. Does your organization have a continuity of operations / business plan? If so, does it include a crisis communications plan?
    1. What resources are available to assist in recovery or business continuity?
    2. Does your venue have any established contracts to assist with incident cleanup and recovery?
13. How and what type of messaging would be sent to employees and fans?
    1. What training do employees receive regarding media relations and the release of sensitive information?
14. What mental health services are available for fans, employees, and first responders?
    1. How would available services be communicated?
    2. What plans do you have in case some employees cannot return to work because of the psychological or physical trauma?
15. What is your communication plan to address inaccurate reports following the incident?
    1. Are there specific plans and procedures for this in your EOP?
    2. Are there separate plans to handle social media?
16. How would your organization handle incoming requests for information over the phone?
    1. What about requests coming through various social media sources?
17. What local, state, or federal resources would you request to assist in immediate and short-term recovery?
    1. Does your facility have memorandums of understanding (MOUs) with local response agencies or other local concert venues?
18. How would this incident affect protective measures moving forward?
19. How does the investigation affect other nearby locations / venues?
20. At what point would you consider your organization stabilized and back to a steady state?
    1. Who determines when it is safe for employees / visitors to return to steady operations?
21. How would your organization encourage employees / visitors to return to the venue after such an incident?
    1. What would that messaging say?
    2. Who would be responsible for drafting and releasing this messaging?
22. Are there established plans to manage donations after the incident? If so, who is responsible for this task?
23. Are there established plans to handle memorials after the incident? If so, who is responsible for this task?

# Appendix A: Supplemental Video Transcripts

## Video Supplement #1: 8:30 p.m. – Breaking News Report

[*Click here for Video Supplement #1*](https://www.youtube.com/watch?v=S2M6UtK1MQI&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=1)[[6]](#footnote-6) *or follow the transcription below.*

**News Anchor:** We interrupt your regularly scheduled programming for this breaking news. I’m Megan Lee. Reports are coming in that there has been a shooting at the 5-Live Music Festival within the last 10 minutes. Details remain sketchy as to the cause and extent of injuries. We know that the shooting occurred while the concert was taking place, possibly from a room adjacent to the music festival grounds. The scene remains very chaotic. We will continue to stay on top of this story as more details become available.

## Video Supplement #2: 8:45 p.m. – News Update

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=reLSlS4sepA&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=2)[[7]](#footnote-7) *or follow the transcription below.*

**News Anchor:** We interrupt your regularly scheduled programming for this breaking news; I’m Megan Lee. Reports continue to come with more details on the shooting at the 5-Live Music Festival. Law enforcement officials have confirmed that an active shooter event was in process at the festival concert grounds. Reports confirm that there are a large number of injured. Action News reporter, Andreas Smith, is there at the music festival. What can you tell us, Andreas?

**News Reporter:** About 25 minutes ago, shots rang out from what appears to be the high-rise hotel adjacent to the 5-Live Music Festival concert. It’s unclear at this time how many are injured; however, I can report that many of the injuries appear to be serious. The scene remains chaotic, with festival security and police officers trying to get a handle on the situation.

As you know, the 5-Live Music Festival concert grounds is a large, open-air concert venue. As shots started, people ran for what little cover was available. I can report that there are a number of gunshot injuries, and just as disturbing, the concert grounds only had a few exit points available for the concert goers. The stampede of people trying to run from the shooting appear to have been trampled. As I stated, things are chaotic at this point. We will try to find another location and set up and get back to you.

**News Anchor:** Okay Andreas, be safe. Again, a large-scale shooting has occurred at the 5-Live Music Festival. We will continue to stay on top of this story as more details become available. You’re watching Action News, and I’m Megan Lee.

## Video Supplement #3: 9:00 p.m. – News Update

[*Click here for Video Supplement #3*](https://www.youtube.com/watch?v=5xEc3Emcm9g&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=3)[[8]](#footnote-8) *or follow the transcription below.*

**News Anchor:** You’re watching Action News, and I’m Megan Lee. We now continue our coverage of the 5-Live Music Festival shooting. We are joined by team reporter, Andreas Smith, live on the scene. Andreas, what can you tell us?

**News Reporter:** At approximately 8:20 p.m. this evening, a mass shooting was reported at the 5-Live Music Festival. It was unclear in the beginning where the shots were coming from, but it appears that the shots originated from the hotel across from the festival grounds. The area has filled with law enforcement and rescue personnel. It appears the shooting has stopped, though we can see dozens of police officers running into the hotel. According to rescue officials, they are still assessing the total number of injuries and fatalities, but we can report that dozens have been injured, some seriously, and that there have been a number of confirmed fatalities. We will continue to report as new information becomes available. Back to you in the studio.

## Video Supplement #4: 9:45 p.m. – News Update

[*Click here for Video Supplement #4*](https://www.youtube.com/watch?v=p6_Lz17djGs&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=4)[[9]](#footnote-9) *or follow the transcription below.*

**News Anchor:** At approximately 8:20 p.m. this evening, a shooting occurred at the 5-Live Music Festival, seriously injuring dozens of concert goers. According to police officials, the lone gunman positioned himself at the top floor of the hotel directly across from the concert grounds.

As the shooting began, many concert goers, including security personnel, thought the gunshots were firecrackers or part of the show. Once concert security teams recognized that it was actually a shooting, officers immediately began directing concert goers to the exits and limited areas of concealment. Law enforcement personnel arrived just minutes from the start of the shooting.

It appears that the shooter had positioned himself on the 27th story of the hotel with what we have been told was over 3,000 rounds of high-velocity ammunition. Area SWAT teams were seen mobilizing at the hotel entrance and converged on the shooter. Officers reported that a brief firefight did occur with the shooter.

Law enforcement officials have confirmed with Action News that the threat has been eradicated. Local law enforcement are continuing to work this investigation with federal resources to include the FBI and ATF. As of 9:30 PM this evening, 175 people have been transported to area hospitals, with 22 fatalities. We’ll let you know when we hear more on our next update.

## Video Supplement #5: 10:30 p.m. – News Update

[*Click here for Video Supplement #5*](https://www.youtube.com/watch?v=ownZOdcrl3w&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=5)[[10]](#footnote-10) *or follow the transcription below.*

**News Anchor:** To recap for those of you just joining us, there has been a mass shooting at the 5-Live Music Festival with numerous casualties. Here’s what we know: At 8:20 this evening, shots began to ring out from the adjacent hotel across from the 5-Live Music Festival concert grounds, causing numerous injuries and fatalities. Let’s go to our field reporter, Andreas Smith, with the latest. Andreas?

**News Reporter:** Based on the latest reports from police officials, the joint investigation with our local law enforcement agencies, the FBI, and ATF continues. The shooter has not been identified, though crime scene forensics have arrived on the scene. When asked about new investigative information, officials were tight-lipped about releasing any information. All we know at this time is that the unidentified shooter checked into his room on the 27th floor of the hotel this morning with over 3,000 rounds of ammunition, including what appears to be four assault-style rifles.

Local investigators stated they will review all security cameras throughout the hotel and concert grounds. Law enforcement officials are asking for witnesses that have cellphone video footage of the event to contact police headquarters. Hotel representatives have stated that the hotel cleaning crews began to hear gunshots shortly after the shooting began and were able to direct police to the shooter’s floor and room number. As you can imagine, this has turned into a large crime scene. We’ll continue with this story, back to you in the studio.

**News Anchor:** Thank you, Andreas, for that report.

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# Appendix B: Exercise Participants

| **Participating Private Sector Organizations** |
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| [Insert private sector participants] |
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| **Participating Local Organizations** |
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| [Insert local participants] |
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| **Participating State Organizations** |
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| [Insert state participants] |
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| **Participating Federal Organizations** |
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| **Other Participating Organizations** |
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| [Insert other participants] |
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# Appendix C: Relevant Plans

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]

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# Appendix D: Acronyms

| Acronym | Term |
| --- | --- |
| **AAR** | After-Action Report |
| **ATF** | Bureau of Alcohol, Tobacco, Firearms and Explosives |
| **CCTV** | Closed-Circuit Television |
| **CISA** | Cybersecurity and Infrastructure Security Agency |
| **CTEP** | CISA Tabletop Exercise Package |
| **EAP** | Event Action Plan |
| **EMS** | Emergency Medical Services |
| **EOP** | Emergency Operations Plan |
| **EPT** | Exercise Planning Team |
| **FBI** | Federal Bureau of Investigation |
| **ICS** | Incident Command System |
| **IED** | Improvised Explosive Device |
| **IP** | Improvement Plan |
| **JIC** | Joint Information Center |
| **MCI** | Mass Casualty Incident |
| **MOU** | Memorandum of Understanding |
| **NIMS** | National Incident Management System |
| **NTAS** | National Terrorism Advisory System |
| **PIO** | Public Information Officer |
| **POC** | Point of Contact |
| **SAR** | Suspicious Activity Reporting |
| **SitMan** | Situation Manual |
| **SME** | Subject Matter Expert |
| **SOP** | Standard Operating Procedures |
| **SWAT** | Special Weapons and Tactics |
| **TTX** | Tabletop Exercise |
| **UA** | Universal Adversary |
| **VIP** | Very Important Person |



1. Video supplement #1: <https://www.youtube.com/watch?v=S2M6UtK1MQI&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=1> [↑](#footnote-ref-1)
2. Video supplement #2: <https://www.youtube.com/watch?v=reLSlS4sepA&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=2> [↑](#footnote-ref-2)
3. Video supplement #3: <https://www.youtube.com/watch?v=5xEc3Emcm9g&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=3> [↑](#footnote-ref-3)
4. Video supplement #4: <https://www.youtube.com/watch?v=p6_Lz17djGs&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=4> [↑](#footnote-ref-4)
5. Video supplement #5: <https://www.youtube.com/watch?v=ownZOdcrl3w&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=5> [↑](#footnote-ref-5)
6. Video supplement #1: <https://www.youtube.com/watch?v=S2M6UtK1MQI&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=1> [↑](#footnote-ref-6)
7. Video supplement #2: <https://www.youtube.com/watch?v=reLSlS4sepA&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=2> [↑](#footnote-ref-7)
8. Video supplement #3: <https://www.youtube.com/watch?v=5xEc3Emcm9g&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=3> [↑](#footnote-ref-8)
9. Video supplement #4: <https://www.youtube.com/watch?v=p6_Lz17djGs&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=4> [↑](#footnote-ref-9)
10. Video supplement #5: <https://www.youtube.com/watch?v=ownZOdcrl3w&list=PL-BF3N9rHBLJCNbE1VPRUk_ELaaEm8Jv3&index=5> [↑](#footnote-ref-10)