[Insert Cover Picture]

Music Festival Bombing 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 Bombing 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 bombing at a music festival with a focus on:    1. Incident Command System (ICS) / National Incident Management System (NIMS)    2. Evacuation and shelter-in-place procedures    3. Mass casualty incident (MCI) procedures    4. Public messaging protocols    5. Family reunification procedures    6. 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, Improvised Explosive Device (IED) Attack |
| **Scenario** | An interactive, discussion-based exercise focused on a civil unrest incident and subsequent explosion 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 large sporting event 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 from the domestic extremist group, Universal Adversary (UA), calling for bombing attacks on large public gatherings across the Unites States, 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 available at this time that would warrant the release of an “Imminent” Threat.

The alert states the threat is from an extremist group in the United States, which focuses on mass gatherings, particularly at large music festival 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?
2. What information does your organization or agency expect from local, state, federal partners, and the intelligence community regarding threats of this nature?
3. How will 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 upcoming concerts?
   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 are put into place following this alert, if any?
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 from throughout the state and out of state. The local fusion center immediately submits screenshots of the posts to the venue and local law enforcement.

## 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 IED awareness / response elements?
3. Does your organization conduct any cross-training with local law enforcement or other first response agencies?
4. Does this training include the ICS?
5. How would your organization expect to receive threat information from a fusion center or local law enforcement?
   1. How would the previous months’ NTAS alert impact threat monitoring?
6. Is your organization aware of SAR?
   1. Is SAR training provided within your organization?
   2. What are the protocols for employees and volunteers to report suspicious activity / behavior or objects that could be associated with IEDs?
7. What would law enforcement officials expect to do with this intelligence information?
   1. How would this information be disseminated and to whom?
8. Once informed of a credible threat, what information is law enforcement sharing with other public and private sector organizations that could be at risk?
9. What steps does your organization take once you receive notice of a possible or credible threat?
10. How would threat information be communicated within your organization? Would communication include key organizational leadership?
11. 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?
12. How is this information shared with the customers or stakeholders who use your facility?
13. What information sharing protocols exist between organizations? How would other concert venues in the area be alerted to this situation?
14. How would additional threat information change your organization / agency’s security posture?
    1. What additional protective measures are put in place following this report?
    2. Would you conduct additional hazard / threat specific training?
15. 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?
16. What plans exist describing the required protective measures that need to be taken prior to the event?
17. 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] and continues marching from there towards [insert venue], blocking roadways and inhibiting the normal operations for parts of the city. The procession continues its march for about an hour until they arrive 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 begins to form 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 resulting in minor injuries, which only seems 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 other agencies or venues included in this communication?
6. What EMS assets are on-scene that can assist injured persons?
   1. Would any barriers exist in allowing EMS personnel to enter the scene to assist injured participants?
   2. Does your jurisdiction have Rescue Task Force capabilities?
7. Are there protocols in place at the venue to alert fans and employees of 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 would be enacted?
   1. Is training conducted for these procedures? If so, how often?
   2. Would your facility encourage staff to not engage with protestors?

### Scenario Update

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

Approximately three hours into the protest, nearly 15,000 spectators are at the much anticipated [insert event] at [insert venue]. A popular local band, [insert band] 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, an explosion erupts near the left side of the stage, close to the partitioned dance area. Fans begin running in all directions trying to exit the venue. Black smoke engulfs the area, making it difficult to see. Due to the reduced visibility, fleeing fans collide with each other and trip over discarded personal items on the ground. Social media begins to light 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 there was an explosion at [insert venue] and recording the chaos ensuing.

[*Click here for Video Supplement #1*](https://www.youtube.com/watch?v=5FCBVs5MeEw&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=1)[[1]](#footnote-1) *or follow the transcription in Appendix A.*

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=sMr6dUFJNp0&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=2)[[2]](#footnote-2) *or follow the transcription in Appendix A.*

### [Insert Month, Day, Year]: 8:40 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 explosion and subsequent exodus. Officers search for additional explosives and discover a large backpack near the ticketing area at the front entrance of the festival grounds, creating challenges for ingress of EMS resources and egress of injured patients until the Bomb Squad can evaluate the new threat. Rumors of a potential second explosion spread through the crowd outside the venue, causing further panic as fans begin to run for cover again. 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=BDy4xDjAI4A&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=3)[[3]](#footnote-3) *or follow the transcription in Appendix A.*

## Discussion Questions

1. How quickly can law enforcement and first responder personnel respond to an incident at the venue?
2. What are first responding agencies’ immediate actions and priorities?
   1. What policies are in place surrounding critical and / or fatal injuries to first responders on-scene?
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 inside and outside the venue?
   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. How would law enforcement work to locate additional IEDs?
   1. What steps need to take place to ensure the venue is cleared of all IEDs?
   2. What additional law enforcement assets are available for request?
   3. What would their general response time be?
5. 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 does this training happen?
6. What is the general level of event staffing on the day of a(n) festival / event?
7. 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 for responding to active threats?
8. What type of command structure would responders establish?
   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?
9. What communications are taking place between your venue / organization and local law enforcement?
10. How quickly is the incident communicated to surrounding facilities or organizations?
11. How is an incident alerted to venue employees, contract personnel, first responders, and the public?
    1. What are the protocols 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?
12. What are your agency’s or organization’s current SOPs for responding to an explosion?
    1. What roles and responsibilities for event staff are included in your SOPs, including in the venue’s 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?
13. Does [insert venue] have an event operations center for every event?
    1. What is the primary role of the event operations center?
14. 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?
15. What are the protocols for internal organization’s accountability?
    1. What about band members and their families, volunteers, and very important persons (VIPs)?
16. 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 predetermined 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?
17. What measures are taken to disrupt the distribution of fake or erroneous information provided by the public?
    1. Do these measures include plans for preventing the spread of misinformation on social media?
18. Is there a designated location for venue leadership to convene during an incident?
    1. If so, where? How would leadership be notified about this location?
19. 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 following 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 begin 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 launch an investigation into the motivations and planning steps of the offenders and begin to look through surveillance tapes from the venue. There is still no information known about the person(s) who planted the backpacks, though Box Office staff report that a bomb threat was called in a few minutes prior to the explosion. Counts of injuries from the explosion continue to rise, along with individuals who sustained injuries from the ensuing chaos of attempting to leave the premises. Total fatalities are still unknown but have surpassed [insert number to qualify for MCI in your jurisdiction].

Public safety officials and venue personnel are being approached by the media and concerned family and friends regarding any information they can provide about the incident.

*[Click here for Video Supplement #4](https://www.youtube.com/watch?v=6-Axmtnf7ZI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=4)* [[4]](#footnote-4) *or follow the transcription in Appendix A.*

### [Insert Month, Day, Year]: 10:30 p.m.

Two hours after the incident, law enforcement officials have secured the scene of the [insert venue] bombing and are working with facility staff to organize festival attendees and reunite family members. Responding agencies, hospitals, and venue staff are continuing to be inundated with calls from the media and families of victims looking for information. 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. Trying 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=sU5XVSsGEqk&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=5) [[5]](#footnote-5) *or follow the transcription in Appendix A.*

[*Click here for Video Supplement #6*](https://www.youtube.com/watch?v=cnqlcK8hXMI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=6)[[6]](#footnote-6) *or follow the transcription in Appendix A.*

## Discussion Questions

1. What are the immediate priorities for [insert venue] post-incident?
   1. Do your plans, policies, or procedures specify these priorities?
   2. How is this 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. 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?
3. 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?
4. What communication takes place between your organization, venue, and first responders after the initial incident?
   1. What other agencies and organizations need to be contacted at this time?
5. What is being communicated to spectators and employees still inside the perimeter of the venue?
   1. How is this message communicated to spectators and employees?
   2. What would the messaging be?
6. How quickly is the incident communicated to surrounding facilities or organizations?
7. Does your organization have any pre-identified evacuation points to which spectators can be sent during and after an incident?
   1. What actions would be taken to ensure that the evacuation location is safe and is not an additional target of the adversary?
   2. Who is responsible for leading the family reunification effort?
   3. How quickly are reunification procedures put in place?
   4. How are families and fans made aware of where to go?
   5. What information would be provided to the public regarding family reunification and victim assistance services at this point?
   6. Are there accommodations for individuals with access or functional needs?
   7. If applicable, do you have existing agreements with other organizations to assist in providing resources or shelter?
   8. How would you address crowd control and media control, including directing parking?
8. Does the festival conduct an accountability check of its employees?
   1. What about independent vendors?
9. 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) for this?
   2. Are there separate plans for social media?
   3. Who is in charge of developing that messaging?
10. Is there a plan to handle civilian-submitted pictures and videos of the incident?
    1. Who is responsible for sorting through this information?
11. Does your organization have an established 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 contracts in place to assist with incident cleanup and recovery?
12. 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?
13. 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?
14. How would your organization handle incoming requests for information over the phone?
    1. What about requests coming through various social media sources?
15. 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?
16. How would this incident affect protective measures moving forward?
17. How does the investigation affect other nearby locations / venues?
18. 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?
19. 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?
20. Are there established plans to manage donations after the incident? If so, who is responsible for this task?
21. 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=5FCBVs5MeEw&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=1)[[7]](#footnote-7) *or follow the transcription below.*

**News Anchor:** We interrupt this program for this breaking news; I’m Jacob Johnson. Reports are coming in that there has been an explosion at the 5-Live Music Festival within the last 10 minutes. Details remain sketchy as to the cause and extent of the injuries. We know that the explosion occurred while a rock concert was taking place at the music festival grounds. The scene remains chaotic, and we will continue to stay on top of this story as more details become available.

## Video Supplement #2: 8:40 p.m. – News Update

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=sMr6dUFJNp0&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=2)[[8]](#footnote-8) *or follow the transcription below.*

**News Anchor:** We interrupt your programming; this is Jacob Johnson reporting with breaking news. More details are coming into us about the explosion at the 5-Live Music Festival. Law enforcement officials have confirmed that an explosion occurred at the music festival concert grounds. Reports are coming in that there are many people who have been injured. Action News reporter Andreas Smith is there at the music festival. Andreas, what can you tell us?

**News Reporter:** 25 minutes ago, an explosion was seen and heard near the stage-left speaker set up next to the partitioned dance area during the second set of the music festival. It is unclear at this time how many are injured; however, I can report that many of the injuries appear to be serious. \*static\* According to contract security officials, a small group of concertgoers and security personnel were seen running from the location seconds prior to the explosion. 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 \*static\* (unintelligible) \*static\* … things are chaotic at this point. We’ll try to find another location and set up and get back to you.

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

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

[*Click here for Video Supplement #3*](https://www.youtube.com/watch?v=BDy4xDjAI4A&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=3)[[9]](#footnote-9) *or follow the transcription below.*

**News Anchor:** We are standing by for a briefing and update on tonight’s incident. While we wait, I can tell you that the scene is still very active. More and more emergency response personnel have flooded into the area, and it looks like the Public Information Officer is about to begin speaking.

**Public Information Officer:** At approximately 8:20 p.m. this evening, an explosion was reported at the 5-Live Music Festival. According to the eyewitness accounts, a large unattended backpack was spotted by concertgoers near the stage. Just prior to the explosion, festival grounds security began evacuating concertgoers near the backpack. However, it appears that one concertgoer attempted to open the backpack when it detonated.

We are uncertain at this time how many injuries and fatalities have occurred. However, this is a mass casualty event. We have alerted local area hospitals and law enforcement mutual aid support. At approximately 8:40 p.m., a second large backpack was discovered near a ticket kiosk at the front entrance of the festival grounds. We are in the process of evacuating the area and establishing a perimeter around the suspicious backpack.

Emergency response personnel are continuously moving into the area and attempting to get a handle on treating the victims. This scene is still considered active, as security is unclear as to the status of the second backpack. Please stay clear of the festival concert grounds. We will continue to report as new information becomes available. We will convene for a follow up news brief as soon as we receive new information.

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

[*Click here for Video Supplement #4*](https://www.youtube.com/watch?v=6-Axmtnf7ZI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=4)[[10]](#footnote-10) *or follow the transcription below.*

**News Anchor:** Welcome back to Action News’ continued coverage of the bombing at the festival concert grounds. I’m Jacob Johnson, and for those just joining us, there has been a bombing at the 5-Live Music Festival with numerous casualties. According to the latest brief by the police, a large explosion has occurred at approximately 8:20 p.m. this evening on the concert grounds.

New developments have been reported that the festival concert office received a bomb threat at approximately 8:15 p.m. Now that’s less than five minutes prior to the explosion. According to concert officials, security staff investigating the grounds before the explosion identified a suspicious backpack and immediately began to evacuate the area.

Unfortunately, the bomb detonated before security personnel could clear the entire area and a large number of people have been injured. As emergency personnel began arriving to assist, another bomb threat was received by festival ground officials stating that there was a possibility of a second explosive device. Because of this new information, emergency rescue and medical support had to be stopped until the grounds were clear of any other additional explosives.

At this time, bomb squad and hazardous materials personnel are assessing the grounds for any additional explosives. Medical care by the paramedics has continued to arrive on the scene. Stay tuned to Action News for the latest updates on the bombing at the festival grounds.

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

[*Click here for Video Supplement #5*](https://www.youtube.com/watch?v=sU5XVSsGEqk&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=5) [[11]](#footnote-11) *or follow the transcript below.*

**News Anchor:** We’re going live now to a second update from the police department.

**Public Information Officer:** Based on our initial investigation, we would like to provide some new developments. According to the festival grounds’ front office staff, a bomb threat was called into the concert box office minutes prior to the detonation of a large backpack near the crowd side of the stage. Upon this notification, festival grounds officials immediately dispatched concert security and special event law enforcement personnel to the location of the suspected bomb.

Security officials confirmed the presence of a suspicious backpack and began to immediately evacuate the concertgoers near the package. Within seconds, the backpack detonated causing mass casualties and fatalities. Numerous concertgoers assisted security and law enforcement personnel with initial triage and basic first aid care. Within six minutes, the first arriving rescue teams arrived, establishing command and triage. Regional bomb squad technicians and hazardous materials units were immediately dispatched to the scene.

At 8:40 p.m., a second bomb threat was called into the festival grounds’ main office, reporting the location of a second bomb at the concert grounds. Due to this threat, all rescue and volunteer personnel were immediately evacuated, forced to leave behind numerous victims. At 8:47 p.m., law enforcement personnel discovered a second large backpack near a food kiosk at the entrance of the concert grounds. Following initial examination, it appeared the backpack had external wires connecting the backpack to large propane bottles positioned in the kiosk.

Bomb squad technicians were able to disarm the explosive and clear the grounds for rescue and continued medical care to the injured. According to bomb squad officials, if this second explosive device was to have detonated, it would have triggered a significant blast due to the number of propane bottles stored in the kiosk, creating an extremely high number of fatalities and injuries. We are confident the scene is now secure. All victims have been transported to area hospitals. We have set up a family support line at 555-366-0304. Please refrain from calling 9-1-1 unless it is an emergency. Our 9-2-1-1 system has been overloaded off and on throughout this emergency.

## Video Supplement #6: 11:30 p.m. – News Update; Recovery

[*Click here for Video Supplement #6*](https://www.youtube.com/watch?v=cnqlcK8hXMI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=6)[[12]](#footnote-12) *or follow the transcript below.*

**News Anchor:** Law enforcement officials continue to secure the scene of the 5-Live Music Festival bombing. Responding agencies, hospitals, and festival grounds administration are inundated with calls from the media and families of victims for information. Final casualties are listed as 126 injured and 18 killed. As expected, rumors and speculation about the incidents run rampant on social media and the Federal Bureau of Investigation (FBI) continues to lead the investigation.

# 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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| **Participating State Organizations** |
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| **Participating Federal Organizations** |
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| [Insert federal participants] |
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| **Other Participating Organizations** |
| --- |
| [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: Bombing Prevention Resources for Music Festivals

CISA’s Office for Bombing Prevention offers the following **products, trainings, information and job aids** to help facilities and the public prepare for bomb-related incidents and take appropriate action:

* [Security and Resiliency Guide for Countering IEDs](https://www.dhs.gov/publication/security-and-resiliency-guide-and-annexes) (SRG C-IED) The SRG C-IED was developed by DHS and the FBI to help stakeholders take proactive steps to enhance their security and resiliency for potential IED incidents. The guide serves as a planning tool for C-IED preparedness activities.
  + Additional annexes to the SRG C-IED provide amplifying information to assist stakeholders with performing C-IED activities specifically applicable to their industry.
    - **Outdoor Events Annex**—Entities that provide the public with a place to meet and gather in outdoor spaces for the purposes of entertainment, education, and recreation (ex. fairgrounds, festivals, theme parks, amusement parks, parades, and marathons).
    - **Public Assembly Annex**—Arenas, convention centers, auditoriums, cultural properties, movie theaters, and other assets where large numbers of people meet for the purpose of professional education, meeting/gathering, and entertainment.
    - **Sports and Entertainment Venues Bombing Prevention Solutions Portfolio**

Designed to be a one-stop-shop for countering the threat of explosives, the Solutions Portfolio can assist you and your teams in identifying and connecting to those resources that best meet your needs. This interactive product contains information on and direct access to the Office for Bombing Prevention’s (OBP) trainings, products, and resources tailored to the needs of organizations and venues of all types and sizes, ranging from large stadiums, casinos, and hotels, to smaller theatres, offices, and areas of public assembly.

* “**What to Do: Bomb Threat Resources**” [webpage](https://www.cisa.gov/what-to-do-bomb-threat) offers guidance and resources with in-depth procedures for either bomb threats or suspicious items to help you prepare and react appropriately during these events.
* OBP offers the public these free short videos that provide tips on reacting to bomb threats:
  + OBP **released** [**a new video**](https://www.youtube.com/watch?v=08_pG2hVtrI&t=6s)**,** CISA’s Critical Resources for Handling Bomb Threats, that describes the wide array of critical resources that OBP offers for free to help members of the public and others effectively respond to bomb threats.
  + [What to Do: Bomb Threat](https://www.youtube.com/watch?v=pg7yVTBciWg) video demonstrates the procedures you should follow during a bomb threat and helps you prepare and react appropriately.
  + [What to Do: Suspicious or Unattended Item](https://www.youtube.com/watch?v=jjcaksGQ6HU) video demonstrates how you can determine whether an item is suspicious (i.e., a potential bomb) or simply unattended, and helps you prepare and react appropriately.
  + [What to Do: Bomb Searches](https://www.youtube.com/watch?v=fQWEfq7Z6u8) video, which is set in a school, describes basic bomb search procedures to use once the determination has been made that a search is warranted, and authorities have been notified. It demonstrates in detail the room, route and area search techniques that can be applied to any facility.
* OBP also offer a wide variety of [free online trainings](https://cdp.dhs.gov/obp) on those specific subjects and more:
  + [Bomb Threat Preparedness and Response (AWR-903)](https://tripwire.dhs.gov/training/214054) **– 1-hour Online Web-Based Course. Description:** Online independent study training that uses interactive exercises and case histories of what happened during bombing incidents to familiarize participants with the steps necessary to prepare for and respond to a bomb threat.
  + [Response to Suspicious Behaviors and Items (AWR-335)](https://tripwire.dhs.gov/training/214050) **– 1-hour Virtual Instructor-Led Course. Description:** Provides participants with a foundational introduction to recognizing and responding to suspicious behaviors and activities related to terrorist or criminal activities. This course also highlights what to do when encountering an unattended or suspicious item and to whom to report it.
  + [Bomb Threat Management (BTM) Planning (MGT-451)](https://tripwire.dhs.gov/training/241722) **– 1-day In-Person Course. Description:** Provides participants foundational knowledge on the DHS risk management process and bomb threat management planning. It gives participants opportunity to apply this knowledge to develop a bomb threat management plan.
  + [Improvised Explosive Device (IED) Search Procedures (PER-339)](https://tripwire.dhs.gov/training/241725) **– 1-day In-Person Course**. **Description:** Introduces participants to basic, low risk search protocols. It provides participants the information needed to create a search plan for their facility or special event and allows them to perform IED searches of a facility, an area and a route.
* [DHS-DOJ Bomb Threat Guidance](https://www.cisa.gov/sites/default/files/publications/Bomb-Threat-Guidance-Quad-Fold.pdf) is a quick reference guide that provides site decision-makers with guidelines to react to a bomb threat in an orderly and controlled manner.
* [DHS-DOJ Bomb Threat Stand-Off Card](https://tripwire.dhs.gov/training/264351) provides standard distances for safety during a bomb threat if you must shelter in place or evacuate.
* [Bomb Threat Procedures & Checklist](https://www.cisa.gov/sites/default/files/publications/Bomb-Threat-Procedure-Checklist.pdf) helps employees at schools, commercial facilities and elsewhere respond to a bomb threat in an orderly and controlled manner with first responders and other stakeholders.
* [Suspicious or Unattended Item](https://www.cisa.gov/sites/default/files/publications/Unattended-vs-Suspicious-Postcard.pdf) postcard helps you safely determine if an item is a serious threat, or just unattended.
* [TRIP*wire*](https://tripwire.dhs.gov./) is OBP’s free, online information and resource sharing portal that offers best practices; preparedness information; and reports about evolving improvised explosive device tactics.

If your facility would like to engage in discussions about how you can increase your preparedness to prevent, mitigate, and respond to bombing incidents, please reach out to OBP at [OBP@hq.dhs.gov](mailto:).

# Appendix E: Acronyms

| Acronym | Term |
| --- | --- |
| **AAR** | After-Action Report |
| **BTM** | Bomb Threat Management |
| **C-IED** | Countering Improvised Explosive Devices |
| **CISA** | Cybersecurity and Infrastructure Security Agency |
| **CTEP** | CISA Tabletop Exercise Package |
| **DHS** | Department of Homeland Security |
| **DOJ** | Department of Justice |
| **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 |
| **OBP** | Office for Bombing Prevention |
| **PIO** | Public Information Officer |
| **POC** | Point of Contact |
| **SAR** | Suspicious Activity Report |
| **SitMan** | Situation Manual |
| **SME** | Subject Matter Expert |
| **SOP** | Standard Operating Procedures |
| **SRG** | Security and Resilience Guide |
| **TRIPwire** | Technical Resource for Incident Prevention |
| **TTX** | Tabletop Exercise |
| **UA** | Universal Adversary |
| **VIP** | Very Important Person |



1. Video supplement #1: <https://www.youtube.com/watch?v=5FCBVs5MeEw&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=1> [↑](#footnote-ref-1)
2. Video supplement #2: <https://www.youtube.com/watch?v=sMr6dUFJNp0&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=2> [↑](#footnote-ref-2)
3. Video supplement #3: <https://www.youtube.com/watch?v=BDy4xDjAI4A&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=3> [↑](#footnote-ref-3)
4. Video supplement #4: <https://www.youtube.com/watch?v=6-Axmtnf7ZI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=4> [↑](#footnote-ref-4)
5. Video supplement #5: <https://www.youtube.com/watch?v=sU5XVSsGEqk&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=5> [↑](#footnote-ref-5)
6. Video supplement #6: <https://www.youtube.com/watch?v=cnqlcK8hXMI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=6> [↑](#footnote-ref-6)
7. Video supplement #1: <https://www.youtube.com/watch?v=5FCBVs5MeEw&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=1> [↑](#footnote-ref-7)
8. Video supplement #2: <https://www.youtube.com/watch?v=sMr6dUFJNp0&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=2> [↑](#footnote-ref-8)
9. Video supplement #3: <https://www.youtube.com/watch?v=BDy4xDjAI4A&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=3> [↑](#footnote-ref-9)
10. Video supplement #4: <https://www.youtube.com/watch?v=6-Axmtnf7ZI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=4> [↑](#footnote-ref-10)
11. Video supplement #5: <https://www.youtube.com/watch?v=sU5XVSsGEqk&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=5> [↑](#footnote-ref-11)
12. Video supplement #6: <https://www.youtube.com/watch?v=cnqlcK8hXMI&list=PL-BF3N9rHBLLZXqEVtSHJoYoT96yVjCBA&index=6> [↑](#footnote-ref-12)