[Insert Cover Picture]

Unmanned Aircraft System - Stadium Crash 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** | Unmanned Aircraft System (UAS) Stadium Incident 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 * 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 stakeholders. 2. Examine emergency response plans and procedures for an attack at a sporting event with a focus on:    1. Incident Command System (ICS) / National Incident Management System (NIMS)    2. Evacuation and shelter-in-place procedures    3. Public messaging protocols    4. Family reunification procedures    5. Mental and behavioral health resources 3. Examine immediate recovery and business continuity plans following an incident, including victim assistance following an active threat at a large sporting event. 4. [Insert additional exercise objectives as necessary] |
| **Threat or Hazard** | UAS / drone incident |
| **Scenario** | An interactive, discussion-based exercise focused on a UAS incident at a sporting event stadium. The scenario consists of three modules: Pre-Incident Intelligence and Information, Incident Response, and 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 stakeholders. | * Intelligence and Information Sharing * Planning * Public Information and Warning |
| Examine emergency response plans and procedures for an attack at a sporting event with a focus on:   * ICS / NIMS * Evacuation and shelter-in-place procedures * Public messaging protocols * Family reunification procedures * Mental and behavioral health resources | * 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 large sporting event. | * 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 tabletop exercise by simulating news coverage of incidents. Use of the video links is recommended and coinciding transcripts are included in **Appendix A,** but the scenarios are written in narrative format for use 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: Recovery

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: Incident Response

## Scenario

## [Insert Location]

### [Insert Month, Day, Year]: 5:00 p.m.

It is a warm afternoon at [insert stadium] as the venue is in the middle of hosting a playoff game. Just before halftime, a UAS appears over the stadium. Fans point up at the object in fascination, unsure why it is hovering. The UAS circles several times and suddenly dives towards the field and makes a low pass above the surface of the field before increasing altitude. While increasing speed and heading towards the top of the stadium, the drone suddenly veers and crashes into a large video screen above the end zone. Glass shatters on fans, and chaos ensues. People try to run away in the panic and start to cause mass panic.

As security and law enforcement calm the scene, first responders arrive at the incident and assist with triaging injured people. Responders concluded that first responders treated 15 people on-site, while two fans were transported to the hospital because of more serious injuries.

[*Click here for Video Supplement #1*](https://www.youtube.com/watch?app=desktop&v=KtHQCOXE4qk&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX)*[[1]](#footnote-1) or follow the transcription in Appendix A.*

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=rPCDYnkseYA&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=2)*[[2]](#footnote-2) or follow the transcription in Appendix A.*

## Discussion Questions

1. What are your organization’s current standard operating procedures (SOPs) in relation to drone incidents? Are your personnel trained on these procedures?
   1. How are employees trained to respond?
2. What law enforcement presence is at the stadium?
   1. Does your venue have contract security on-site?
   2. How many are on-site at a given time?
   3. To whom do contract security report?
3. Does your facility have closed-circuit cameras on-site?
   1. How can images / recordings be shared with law enforcement?
4. What are first responding agencies’ immediate actions and priorities?
   1. What policies are in place surrounding critical and / or fatal injuries to police on-scene?
5. How quickly can law enforcement and first responder personnel respond to an incident at the venue?
6. What communications are taking place between your venue and local law enforcement?
   1. Are any other agencies or venues included in this communication?
7. 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?
8. What types of crowd control procedures would be enacted?
   1. Is training conducted for these procedures? If so, how often?
9. What fire and EMS assets are located at the venue?
   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 arena to assist injured persons?
   4. Can your venue support basic first aid or medical care to wounded victims until EMS arrive on-scene?
10. Who is responsible for notifying state or federal agencies to the incident? At what point in the incident would this occur?
    1. What resources or actions would you expect from state or federal agencies?
    2. How would arriving state and federal resources integrate into the command structure, and at which locations (unified command, area command, emergency operations center (EOC), etc.)?
11. What protocols exist for internal organizations accountability?
    1. What about sports team members and their families, volunteers, or very important persons (VIPs)?
12. 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?
13. 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?
14. Is there a designated location identified for venue leadership to convene during an incident?
    1. If so, where and how would leadership be notified to convene?
15. What is your organization considering regarding the status of the playoff game?
    1. Who makes the decision to postpone or cancel events?
    2. How would rescheduling the game and any follow-on events be handled?

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# Module Two: Recovery

## Scenario

### [Insert Month, Day, Year + 1 Day]: 7:00 a.m.

Law enforcement and contracted security have secured the scene, and all injured people have been treated. No fatalities have been reported. Local law enforcement arrested the responsible party. The FAA and the National Infrastructure Coordinating Center (NICC), a sector of the Department of Homeland Security’s CISA, have also been contacted and are working with the Federal Bureau of Investigation’s (FBI) Joint Terrorism Task Force (JTTF) and the metro police in investigating the matter.

Because of the troublesome nature of the incident, fans are worried about returning to the stadium for future events.

[*Click here for Video Supplement #3*](https://www.youtube.com/watch?v=ffaqcBMe2Nw&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=3)*[[3]](#footnote-3) or follow the transcription in Appendix A.*

## Discussion Questions

1. What are the 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. 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?
3. 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?
4. What communication methods (e.g., alerts, emails, telecommunications, text messages, and special tools) do event organizers and other private sector organizations use to share information?
   1. How do you communicate with first responders?
   2. What other private sector organizations would you communicate with?
   3. What communication methods would you use for coordinating with your private sector partners?
   4. Who in your organization is responsible for communication during an incident?
   5. If the incident overwhelms the cell network, does that affect your communication procedures?
   6. Are there alternate communication procedures?
   7. Do you use social media to communicate with the public? If so:
      1. At what point in the incident would your organization use social media to communicate with the public?
      2. Who in your organization would be responsible for this function during an incident?
5. How quickly is the incident communicated to surrounding facilities or organizations?
6. 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 in place?
   3. How are families and fans made aware of where to go?
   4. What information would be provided to the public regarding family reunification and victim assistance services at this point?
   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?
7. What is the plan to handle the significant media attention from national 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?
8. Is there a plan to handle civilian-submitted pictures and videos of the incident?
   1. Who is responsible for sorting through this information?
9. What mental health services are available for fans, employees, and first responders?
   1. How would available services be communicated?
10. What is your communication plan to address inaccurate reports following the incident?
    1. Are there specific plans and procedures in your EOP?
    2. Are there separate plans to handle social media?
11. 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 sports venues?
12. How would this incident affect protective measures moving forward?
13. How does the investigation affect other nearby locations / venues?
14. 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?
15. How would your organization encourage employees / visitors to return to the arena after such an incident?
    1. What would that messaging say?
    2. Who would be responsible for drafting and releasing this messaging?

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# Appendix A: Supplemental Video Transcripts

### Video Supplement #1: 6:00 p.m. – Breaking News

[*Click here for Video Supplement #1*](https://www.youtube.com/watch?v=KtHQCOXE4qk&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX)*[[4]](#footnote-4) or follow the transcription below.*

**News Anchor:** Good evening and welcome to Action News. As expected, there was plenty of hard-hitting football action tonight at Metropolitan Memorial Stadium as State and Tech battled for a spot in the championship game. But not all the action was on the field. We go now to Action News at reporter Andreas Smith, who was at the stadium. Andreas, there was an unexpected hit today at the game, we hear.

**Reporter:** That’s right. Just before halftime, what appeared to be a remote controlled drone flew into the stadium. It circled several times over the fans and then dove toward the field near the 10-yard line. It then flew maybe six or seven feet above the turf down the length of the field. As it approached the end zone, it shot back up into the air and appeared to be heading out of the stadium when it crashed directly into the Jumbo Vision screen above the end zone. It was really a dramatic scene with debris and sparks raining down on the crowd under the screen.

**News Anchor:** Incredible. Was anyone injured?

**Reporter:** I spoke with stadium officials. They report multiple minor injuries that were treated by local EMTs here on-scene. They did say two people were transported to University Hospital as a precaution but that they did not seem to be seriously injured.

**News Anchor:** Do authorities know who was operating the drone, and why?

**Reporter:** Not at this time. Stadium officials told me they are working with local law enforcement now.

**News Anchor:** What about the game, Andreas?

**Reporter:** The officials called “time out” when the drone began to circle the field. So, the players were on the sidelines when the drone made its run down the field. Play resumed after a short delay while first responders and stadium personnel dealt with the aftermath of the crash. State didn’t fare any better than the drone, getting smashed 31-14 by Tech, who heads to the national championship game in two weeks.

**News Anchor:** Thanks Andreas. Plenty of action tonight on and above the field at Metropolitan Memorial Stadium. We will bring you more on this story as it develops.

### Video Supplement #2: 8:00 p.m. – News Update

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=rPCDYnkseYA&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=2)*[[5]](#footnote-5) or follow the transcription below.*

**News Anchor:** Good evening. We begin tonight with an update on the drone incident at Metropolitan Memorial Stadium earlier this evening. A spokesperson for the stadium released this statement a short time ago.

**Stadium Spokesperson**: Tonight, at around 5:15, a remotely piloted unmanned aircraft flew into Metropolitan Memorial Stadium during the State-Tech football game. After flying around inside the stadium for several minutes, the unmanned aircraft crashed into the Met Stadium Jumbo Vision video screen. The unmanned aircraft and several video panels were destroyed in the crash. Glass and other small pieces of debris fell onto fans seated in section DD of the stadium. Fifteen people received minor injuries that were treated on-scene by local first responders. Two people were transported to the hospital for additional treatment. We are pleased to report that they were both treated and released.

The entire Metropolitan Memorial Stadium organization wishes to thank the swift and effective response by first responders present tonight as well as the additional first responders that reported to the incident. We are working with local law enforcement and the FBI on this incident. We have also contacted the Federal Aviation Administration and the National Infrastructure Coordinating Center, part of the Department of Homeland Security’s Cybersecurity and Infrastructure Security Agency, CISA.

**News Anchor:** We reached out to the FAA as well about this incident. An FAA spokesperson explained that flying drones in and around stadiums is prohibited starting one hour before and ending one hour after the scheduled time of many sporting events. Specifically, operating a drone is prohibited within a radius of three nautical miles of the stadium or venue. The FAA further said that they encourage the public to report unauthorized drone operations to local law enforcement and to help discourage this dangerous and illegal activity. For more on this story, we now go to Action reporter, Andreas Smith. What’s the latest Andreas?

**Reporter:** Metro police report that in a joint operation with the FBI, they have arrested the suspected drone operator from the incident at Metropolitan Memorial Stadium. The suspect’s name has not yet been released. Police say they identified the man after an alert neighbor in an apartment complex near the stadium reported him. They say they did not recognize the man as a resident as he was standing outside a vehicle in the complex’s parking lot holding what appeared to be a remote control device with an antenna. The resident that reported the incident took a photograph of the man and was able to provide a police description of the vehicle and the license plate number. Police say the suspect was arrested later at his home without incident. It isn’t clear at this time exactly what the charges will be. Police tell us that the investigation in this matter will be conducted by the FBI’s Joint Terrorism Task Force and the metro police, with the assistance of the Federal Aviation Administration.

**News Anchor:** Thank you Andreas. We will bring you more on this story as it develops.

### Video Supplement #3: 7:00 a.m. – News Update

[*Click here for Video Supplement #3*](https://www.youtube.com/watch?v=ffaqcBMe2Nw&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=3)*[[6]](#footnote-6) or follow the transcription below.*

**News Anchor:** Good Morning and thanks for joining us at Action News. The suspect in yesterday’s drone incident at Metropolitan Memorial Stadium has been identified. According to a Department of Justice spokesperson, special agents with the FBI, together with metro police, arrested Douglas Corrigan, a local man, last night on a federal charge alleging that he recklessly operated a drone in restricted airspace that crashed into Metropolitan Memorial Stadium during yesterday’s game. The statement said that Corrigan was arrested pursuant to a criminal complaint that charges him with one count of unsafe operation of an unmanned aircraft.

As charged, the unsafe operation of an unmanned aircraft offense alleged in the complaint is a misdemeanor offense that carries a statutory maximum sentence of one year in federal prison. Corrigan reportedly told agents that he is an FAA-licensed drone pilot and that he was aware of the temporary flight restriction. Corrigan also appeared to be operating the drone without an uninterrupted visual line of sight for the entire flight, which is required by FAA regulations. He also flew the drone over people and moving cars, according to the Justice Department. Metro police report Corrigan is likely to face local and state charges as well.

Tune in at 6:00 for our exclusive interview with the Cybersecurity and Infrastructure Security Agency’s Executive Assistant Director for Infrastructure Security, who will help us understand the risks of the unauthorized use of drones and steps to mitigate the risks they pose.

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# Appendix B: Exercise Participants

| **Participating Private Sector Organizations** |
| --- |
| [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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| **Participating Federal Organizations** |
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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: Acronyms

| Acronym | Term |
| --- | --- |
| **AAR** | After-Action Report |
| **CISA** | Cybersecurity and Infrastructure Security Agency |
| **CTEP** | CISA Tabletop Exercise Package |
| **EMS** | Emergency Medical Services |
| **EOC** | Emergency Operations Center |
| **EOP** | Emergency Operations Plan |
| **EPT** | Exercise Planning Team |
| **FAA** | The Federal Aviation Administration |
| **FBI** | Federal Bureau of Investigation |
| **ICS** | Incident Command System |
| **IP** | Improvement Plan |
| **JIC** | Joint Information Center |
| **JTTF** | Joint Terrorism Task Force |
| **MOU** | Memorandum of Understanding |
| **NICC** | National Infrastructure Coordinating Center |
| **NIMS** | National Incident Management System |
| **PIO** | Public Information Officer |
| **POC** | Point of Contact |
| **SitMan** | Situation Manual |
| **SME** | Subject Matter Expert |
| **SOP** | Standard Operating Procedures |
| **TTX** | Tabletop Exercise |
| **UAS** | Unmanned Aircraft System |
| **VIP** | Very Important Person |



1. Video supplement #1: <https://www.youtube.com/watch?v=KtHQCOXE4qk&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX> [↑](#footnote-ref-1)
2. Video supplement #2: <https://www.youtube.com/watch?v=rPCDYnkseYA&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=2> [↑](#footnote-ref-2)
3. Video supplement #3: <https://www.youtube.com/watch?v=ffaqcBMe2Nw&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=3> [↑](#footnote-ref-3)
4. Video supplement #1: <https://www.youtube.com/watch?v=KtHQCOXE4qk&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX> [↑](#footnote-ref-4)
5. Video supplement #2: <https://www.youtube.com/watch?v=rPCDYnkseYA&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=2> [↑](#footnote-ref-5)
6. Video supplement #3: <https://www.youtube.com/watch?v=ffaqcBMe2Nw&list=PL-BF3N9rHBLKwrRHF96zf17pS9tQCkrUX&index=3> [↑](#footnote-ref-6)