



*Campus Resilience Program  
Exercise Starter Kit*

**Scenario: Active Shooter  
Setting: Middle School**

*Exercise Conduct Briefing*

[Insert Date]



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# READ FIRST

- The purpose of this Exercise Conduct Briefing is to provide a baseline exercise document that middle schools can use to assess their emergency plans, policies, and procedures
- The sample content contained in this document can be tailored as necessary by filling in all [bracketed content that is highlighted in red], or adding/deleting content as needed
- To insert the sponsoring organization's logo, navigate to the "View" menu and select "Slide Master"
- This briefing is to be used in tandem with the Active Shooter: Middle School Situation Manual and Facilitator Guide, so any changes made to this briefing will need to be aligned with those documents

**\*\*Delete slide prior to conduct\*\***

# Welcome and Introductions

**[Name]**

[Title]

[Department/Agency/Organization]

**[Name]**

[Title]

[Department/Agency/Organization]



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# Administrative Remarks

- Cell phone etiquette
- Evacuation procedures
- Restroom locations



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# Exercise Schedule

Activity	Time
[Welcome and Introductions]	[00:00 a.m.]
[Exercise Overview]	[00:00 a.m.]
Module 1: Initial Response	[00:00 a.m.]
Break	[00:00 a.m.]
Module 2: Continued Response	[00:00 p.m.]
Break	[00:00 p.m.]
Module 3: Short-Term Recovery	[00:00 p.m.]
[Exercise Hot Wash]	[00:00 p.m.]
[Closing Remarks]	[00:00 p.m.]



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# Exercise Overview



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# Exercise Overview

## Background:

- This Tabletop Exercise (TTX) is made available through the Campus Resilience Program (CR Program) Exercise Starter Kits
- Each Exercise Starter Kit aims to support practitioners and senior leaders from the middle school education community in assessing emergency plans, policies, and procedures while also enhancing overall middle school resilience

## Purpose:

- This specific Exercise Starter Kit will provide school districts and schools the opportunity to examine response and recovery operations related to an active shooter incident



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# Exercise Overview (cont.)

## Scope:

- This [insert duration]-TTX is divided into three Modules:
  - **Module 1** will examine initial response operations following an active shooter incident
  - **Module 2** will examine continued response operations following an active shooter incident
  - **Module 3** will examine short-term recovery operations following an active shooter incident
- Each Module will consist of two activities:
  1. **Scenario Overview:** Each Module will contain a detailed overview of the scenario
  2. **Facilitated Discussions:** Participants will engage in facilitated discussions surrounding a set of discussion questions



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# READ FIRST

- The exercise objectives contained in the following slide(s) are provided as sample objectives
- These can be tailored as appropriate to align with the overarching goals and desired outcomes for the exercise
- Please note that changes made to these objectives will need to be reflected in the associated Facilitator Guide and Situation Manual for this scenario

**\*\*Delete slide prior to conduct\*\***

# Exercise Objectives

1. **Operational Coordination:** Assess the ability to establish an effective command structure that integrates all critical stakeholders to ensure school and community resources are used efficiently to respond to and recover from an active shooter incident.
2. **On-Scene Security, Protection, and Law Enforcement:** Evaluate the ability to provide a safe and secure environment for students and staff, as well as first responders, during the response to an active shooter incident occurring on school grounds.
3. **Mass Care Services:** Examine processes and procedures to provide and coordinate mass care services to include life-sustaining, human services and Psychological First Aid for Schools (PFA-S) during the response to and recovery from an active shooter incident.
4. **Public Information and Warning:** Assess the ability to deliver coordinated, actionable, age-appropriate, and timely information to critical partners and stakeholders when faced with an active shooter incident.
5. **Community Resilience:** Assess recovery plans that capture expectations, priorities, and actions of students, staff, families, and the community in the aftermath of an active shooter incident.



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# Participant Roles and Responsibilities

- **Facilitator:** Provides situation updates and facilitates discussions
- **Players:** Respond to the situation presented based on current plans, policies, and procedures
- **Observers:** Visit or view selected segments of the exercise without directly engaging in exercise discussions
- **Support Staff:** Perform administrative and logistical support during the exercise (e.g., registration)
- [Insert additional participant roles as appropriate]



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# Participating Organizations

- [Insert Participating Organization]
  - [Insert Participating Sub-Organization]
- [Insert Participating Organization]
  - [Insert Participating Sub-Organization]
- [Insert Participating Organization]
  - [Insert Participating Sub-Organization]



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# Exercise Guidelines

- This exercise is being conducted in an **open, low-stress, no-fault environment**; varying viewpoints, even disagreements, are expected
- Act in real-world roles for your school district, school, or organization when considering the scenario
- Decisions are **not precedent-setting**; this is an open discussion
- The focus should be on **identifying suggestions and recommended actions** for improving preparedness, response, and recovery efforts
- [Insert any additional guidelines that may be relevant to the exercise]



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# Assumptions and Artificialities

- The exercise **scenario is plausible**, and events occur as they are presented
- Players will use **existing plans, policies, procedures, and resources** to guide responses
- There is **no “hidden agenda”** nor are there any trick questions
- The scenario assumes certain player actions as it moves through each phase; players should first discuss the actions stipulated by the scenario
- Players are welcome to engage in **“what if” discussions** to alternative scenario conditions
- Discussion questions are intended for school district and/or school personnel; however, they can be adjusted or answered based on external stakeholder participation (e.g., local first responders, emergency management)
- **[Insert any additional assumptions or artificialities that may be relevant to the exercise]**



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# Start of Exercise



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# Module 1: Initial Response



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# Module 1: Scenario Background

## [Insert Date and Time]

- Students and staff are preparing for the annual spring dance
- A student notifies a teacher that she overheard an agitated individual making threatening remarks regarding the administration and teachers at the school



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# Module 1: Scenario Overview

## [Insert Date and Time]

- Two hours later, an unidentified individual enters [insert building name] and opens fire in classrooms on the first floor
- Bystanders begin fleeing from the [insert building name] and disperse in all directions
- Students and staff in other classrooms turn off lights and barricade doors



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# Module 1: Scenario Overview (cont.)

- Local 9-1-1 operators receive frantic calls reporting popping noises, screaming, and flashes of light
- Students begin posting on social media about their experience, and some students begin to flee



**[Insert Date and Time]**

- [The school resource officer encounters the gunman and is wounded before calling for backup]
- Local law enforcement officials arrive on scene within minutes of the first emergency call



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# Module 1: Discussion Questions (1/4)

## Operational Coordination

1. What plans, policies, and procedures does your school district or school have in place to respond to an active shooter event?
2. What are your school district's or school's initial priorities?
3. How would your school district or school establish a command structure to coordinate your immediate response efforts?
4. What resource gaps could limit your school district's or school's ability to respond to an active shooter event?
5. **[Insert additional discussion questions as appropriate]**



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# Module 1: Discussion Questions (2/4)

## On-Scene Security, Protection, and Law Enforcement

1. In terms of securing the scene, what are the immediate priorities? [Do you know what your local first responders' immediate priorities are as well?]
2. Given the situation, what protective measures, if any, would you adopt at this point?
3. How would resource needs be prioritized in the event of a secondary attack?
4. Have you trained or exercised with your local first responders?
5. **[Insert additional discussion questions as appropriate]**



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# Module 1: Discussion Questions (3/4)

## Mass Care Services

1. What are your school district's or school's immediate mass care priorities?
2. What partners would you begin to coordinate with at this point?
3. What critical decisions might need to be made at this point?
4. **[Insert additional discussion questions as appropriate]**



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# Module 1: Discussion Questions (4/4)

## Public Information and Warning

1. How does your school district or school issue warnings, alerts, and other emergency messaging?
2. What plans, policies, and procedures does your school district or school have in place to guide your internal and external communications strategies?
3. What individual (or position) coordinates and delivers your school district's or school's public messaging?
4. **[Insert additional discussion questions as appropriate]**



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# Break



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# Module 2: Continued Response



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# Module 2: Scenario Overview

**[Insert Date and Time + 20 Minutes]**

- Police quickly enter the building while the local special weapons and tactics (SWAT) team begins their response
- The shooter barricades himself inside a stairwell; upon seeing SWAT officers, the gunman fatally shoots himself



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# Module 2: Scenario Overview (cont.)

## [Insert Date and Time + 1 Hour]

- National and local media outlets begin providing coverage of the shooting
- Rumors start on social media that there are multiple shooters involved in a shooting rampage at the school
- Parents begin arriving at the school and inundating the school with phone calls, voicing concern for their children
- Law Enforcement begins conducting a building and grounds search for possible accomplices or secondary devices



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# Module 2: Discussion Questions (1/4)

## Operational Coordination

1. What plans, policies, and procedures does your school district or school have in place to guide response efforts at this point?
2. How would your school district or school administrators integrate into the law enforcement command structure to coordinate emergency response efforts?
3. How do key decision-makers collect information to assess the situation, including the number of injuries and fatalities?
4. What operational resources are currently available?
5. Who are the key external partners that would support response efforts?
6. [Insert additional discussion questions as appropriate]



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# Module 2: Discussion Questions (2/4)

## On-Scene Security, Protection, and Law Enforcement

1. What response plans and protocols would your school district or school activate at this point?
2. How will students and staff know when the school is safe and the scene is secure?
3. What additional protective measures would be implemented at this time based on your earlier decision to either evacuate, shelter-in-place, or lock-down the school?
4. How would you begin to conduct personnel accountability for students and staff?
5. **[Insert additional discussion questions as appropriate]**



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# Module 2: Discussion Questions (3/4)

## Mass Care Services

1. What potential mass-care coordination challenges does this type of incident pose for school administrators while working with emergency managers and law enforcement response personnel?
2. How will you coordinate with emergency responders and emergency care facilities to identify, locate, and transport injured or diseased persons?
3. Does your school district or school have a family reunification plan in place?
4. **[Insert additional discussion questions as appropriate]**



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# Module 2: Discussion Questions (4/4)

## Public Information and Warning

1. How does your school district or school ensure consistent, coordinated public messaging throughout this phase of response operations?
2. How does your school district or school ensure timely and accurate situational updates for internal and external partners throughout the response period?
3. Does your school district or school have a crisis communications plan?
4. How does your school district or school notify families, key partners, and the public of fatalities or serious injuries?
5. **[Insert additional discussion questions as appropriate]**



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# Break



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# Module 3: Short-Term Recovery



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# Module 3: Scenario Overview

**[Insert Date and Time + 4 Hours]**

- Law enforcement confirms that the threat has been neutralized
- Injured victims are transported to healthcare facilities and hospitals
- Initial estimates indicate there are approximately **[number]** dead and **[number]** injured
- Family reunification protocols have been implemented
- Local and national media continue to cover the shooting, and students post on social media that they are worried about returning to school



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# Module 3: Discussion Questions (1/5)

## Operational Coordination

1. How does your school district or school coordinate the transition from response to short-term recovery efforts?
2. What plans, policies, and procedures guide your school district's or school's recovery process?
3. What resource gaps could limit your school district's or school's ability to meet these priorities?
4. **[Insert additional discussion questions as appropriate]**



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# Module 3: Discussion Questions (2/5)

## On-Scene Security, Protection, and Law Enforcement

1. What plans or procedures are in place to manage and secure the scene following the incident?
2. What partners would be engaged to assist with these efforts?
3. What is your process for tracking the status and location of individuals who have been injured?
4. **[Insert additional discussion questions as appropriate]**



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# Module 3: Discussion Questions (3/5)

## Mass Care Services

1. What are your school district's or school's mass care recovery priorities at this point?
2. How does your school district or school handle the notification of death or injury to relatives?
3. What plans or policies are in place to support affected populations with counseling and behavioral health resources?
4. What additional resources, if any, would be needed to support family reunification and other support services for families, students, and staff?
5. **[Insert additional discussion questions as appropriate]**



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# Module 3: Discussion Questions (4/5)

## Public Information and Warning

1. How does your school district or school ensure consistent, coordinated public messaging throughout the recovery period?
2. How does your school district or school provide internal and external partners with timely updates concerning recovery efforts? With families, students, and staff?
3. Do your recovery communications methods include the capability to communicate with students and staff who have language needs or access and functional needs?
4. [Insert additional discussion questions as appropriate]



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# Module 3: Discussion Questions (5/5)

## Community Resilience

1. Has your school district or school and your community thought about the aftermath of this type of incident and what the priorities, needs, and expectations of the students, staff, families, and community would be?
2. Does your school district or school have the ability to support long-term behavioral health needs for students and staff? If not, are there public or private resources that can support these requirements?
3. What actions, if any, have been identified to help the community heal?
4. What mechanisms do you use to communicate with and encourage your students, staff, and families to take individual steps to prepare for a potential active shooter incident?
5. **[Insert additional discussion questions as appropriate]**



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# End of Exercise



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# Exercise Hot Wash



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# Exercise Hot Wash

- This Hot Wash aims to capture the following information based on observations made throughout the exercise:
  - Overall strengths
  - Overall areas for improvement
  - Major takeaways and action items



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# Closing Remarks

**[Name]**

[Title]

[Department/Agency/Organization]

**[Name]**

[Title]

[Department/Agency/Organization]



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# Adjournment



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Exercise Starter Kit*

**Scenario: Active Shooter**  
**Setting: Middle School**

*Exercise Conduct Briefing*

[Insert Date]



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