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Microsoft Excel templates for the Master Scenario Events List and the Improvement Opportunity Tracking Spreadsheet are available on [Safe Skies’ website](https://www.sskies.org/paras/reports/).

AIRPORT SECURITY EXERCISE DEVELOPMENT GUIDE

|  |  |
| --- | --- |
| Continuous improvement cycle phases | Essential meetings at minimum |

|  |  |
| --- | --- |
| PLANNING |  |
| Identify stakeholders for planning security exercise program |  |
| Gain senior management support |  |
| Identify security threats and risks using the [Security-Focused Risk Assessment](#SFRA) |  |
| Provide funding for exercise program in budget |  |
| Review other airport exercises (emergency exercises, other) |  |
| Review TSA security exercise compliance requirements |  |
| Meet to develop annual exercise plan |  |
| Identify stakeholders to participate in security exercises |  |
| Publish annual exercise plan |  |
| Emphasize importance and value of active participation in security exercises |  |
| Identify security-related core capabilities to be tested during year |  |
| Identify and prioritize objectives for security exercises to test |  |
| EXECUTION |  |
| Convene meeting of key stakeholders to design exercise |  |
| Use escalating series of short security exercises (seminars, trunk-top, mini-TTX) into staff meetings, station manager meetings, tenant meetings, etc., to build up to a drill, functional exercise or large TTX |  |
| Choose type of exercise (typically a tabletop, functional exercise, or a drill) |  |
| Design exercise to address desired core capabilities and objectives (Develop [Exercise Description](#ED), [Master Scenario Events List](https://www.sskies.org/paras/reports/), [Exercise Participants List](#EPL), and [Exercise Evaluation Guide](#EEG)) |  |
| Arrange for observer(s) and evaluator(s) – internal and/or external |  |
| Invite participants to exercise |  |
| Conduct exercise |  |
| EVALUATION |  |
| Do immediate simple hotwash with all participants at end of exercise (thumbs up, thumbs down) |  |
| Complete formal evaluation of exercise using [Exercise Evaluation Guide template](#EEG)  |  |
| Stakeholder meeting to perform [After Action Review (AAR) and generate Improvement Plan (IP)](#AARIP)  |  |
| Assign responsibilities for IP items |  |
| Track progress on correcting IP items ([Improvement Opportunity Tracking Spreadsheet](https://www.sskies.org/paras/reports/)) |  |
| Incorporate security elements as appropriate in emergency exercises |  |
| REVISION |  |
| Use results of Improvement Plan in subsequent year’s Annual Exercise Plan |  |
| Use social media and other forms of frequent communications to foster security awareness |  |

**SECURITY-FOCUSED RISK ASSESSMENT**

|  |  |  |  |
| --- | --- | --- | --- |
| **Security Threat** | **Probability of Occurrence****P****5 = highly probable****0 = improbable** | **Consequences****C****5 = extreme consequences****0 = no impact** | **Risk****P x C = R** |
| Abandoned package |  |  |  |
| Access system failure |  |  |  |
| Active threat |  |  |  |
| Alert II |  |  |  |
| Alert III |  |  |  |
| Bomb threat |  |  |  |
| Construction |  |  |  |
| Drone/Unmanned Aerial System incursion |  |  |  |
| Electrical outage |  |  |  |
| Fence jumper |  |  |  |
| Fuel farm fire |  |  |  |
| Gun in luggage |  |  |  |
| Hijacked heavy vehicle on AOA |  |  |  |
| Infrastructure failures |  |  |  |
| Natural disaster |  |  |  |
| Ransomware attack |  |  |  |
| Security breach through exit lane |  |  |  |
| Security breach through tenant facility |  |  |  |
| Unauthorized person opens secure door |  |  |  |
| Gate crasher |  |  |  |
| Other (specify) |  |  |  |
| Other (specify) |  |  |  |
| Other (specify) |  |  |  |
| Other (specify) |  |  |  |
| Other (specify) |  |  |  |

**EXERCISE DESCRIPTION**

The Exercise Description Template can serve two purposes. First, it is a simple description in general terms of a security event with as much or as little detail as the developer can think of to help build a library of potential scenarios. Second, as the scenario is adapted to the needs of the exercise and sections of the template are completed, it becomes the guide for exercise execution.

**EXERCISE OVERVIEW**

| **Exercise Name** | [Insert the formal name of exercise, which should match the name in the document header] |
| --- | --- |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a [exercise type], planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters]. |
| **Focus Area(s)** | [Prevention, Protection, Mitigation, Response, and/or Recovery Mission Areas] [https://www.fema.gov/sites/default/files/2020-06/national\_preparedness\_goal\_2nd\_edition.pdf](https://www.fema.gov/emergency-managers/national-preparedness-goal/mission-core-capabilities/development-sheets) |
| **Capabilities** | [List the core capabilities being exercised] <https://www.fema.gov/emergency-managers/national-preparedness-goal/mission-core-capabilities/development-sheets> |
| **Objectives** | [List exercise objectives] |
| **Threat/Hazard** | [List the threat or hazard (e.g. natural/hurricane, technological/radiological release)] |
| **Scenario** | [Insert a brief overview of the exercise scenario, including scenario impacts (2-3 sentences)] |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable] |
| **Participating Organizations** | [Insert a brief summary of the total number of participants and participation level (i.e., Federal, State, local, Tribal, non-governmental organizations (NGOs), and/or international agencies). Consider including the full list of participating agencies as an Appendix.] |
| **Point of Contact** | [Insert the name, title, agency, address, phone number, and email address of the primary exercise POC (e.g., exercise director or exercise sponsor)] |

**EXERCISE OBJECTIVES AND CAPABILITIES**

The following exercise objectives describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). Critical Tasks are individual tasks and the order in which they must be completed to accomplish the objective.

|  |
| --- |
| **[Insert Objective 1]** |
| Core Capability [Insert capability aligned to Objective 1] |
| Critical Tasks: [Insert task from frameworks, plans, or SOPs,]  | Source(s): [Insert name of plan, policy, procedure, or reference] |
| **[Insert Objective 2]** |
| Core Capability [Insert capability aligned to Objective 2] |
| Critical Tasks: [Insert task from frameworks, plans, or SOPs,]  | Source(s): [Insert name of plan, policy, procedure, or reference] |
| **[Insert Objective 3]** |
| Core Capability [Insert capability aligned to Objective 3] |
| Critical Tasks: [Insert task from frameworks, plans, or SOPs,]  | Source(s): [Insert name of plan, policy, procedure, or reference] |
| **[Insert Objective 4]** |
| Core Capability [Insert capability aligned to Objective 4] |
| Critical Tasks: [Insert task from frameworks, plans, or SOPs,]  | Source(s): [Insert name of plan, policy, procedure, or reference] |
| **[Insert Objective 5]** |
| Core Capability [Insert capability aligned to Objective 5] |
| Critical Tasks: [Insert task from frameworks, plans, or SOPs,]  | Source(s): [Insert name of plan, policy, procedure, or reference] |

**EXERCISE SCENARIO**

The scenario should test the objectives and capabilities from the previous section. Insert the detailed exercise scenario narrative or scenario ground truth, including scenario information across all venues and functions. This should establish a common understanding of the scenario for all controllers and evaluators.

Weather

[Insert weather for the exercise day(s) and indicate if it is real weather or simulated.]

Major Events/Injects

[Venue Name]

* [Insert a list of major exercise events at each venue, including both simulated scenario events and important expected player actions.]
* [Insert event description.]
* [Insert event description.]

[Venue Name]

* [Insert a list of major exercise events at each venue, including both simulated scenario events and important expected player actions.]
* [Insert event description.]
* [Insert event description.]

[Venue Name]

* [Insert a list of major exercise events at each venue, including both simulated scenario events and important expected player actions.]
* [Insert event description.]
* [Insert event description.

**EXERCISE PARTICIPANTS LIST**

Exercise Name

Date – Time

Exercise Participants List

| **Participating Organizations** |
| --- |
| **Federal** |
| [Federal Participant] | [Signature] |
| [Phone] | [Email] |
| [Federal Participant] | [Signature] |
| [Phone] | [Email] |
| [Federal Participant] |  |
| [Phone] | [Email] |
| **State** |
| [State Participant] | [Signature] |
| [Phone] | [Email] |
| [State Participant] | [Signature] |
| [Phone] | [Email] |
| [State Participant] | [Signature] |
| [Phone] | [Email] |
| **[Jurisdiction A]** |
| [Jurisdiction A Participant] | [Signature] |
| [Phone] | [Email] |
| [Jurisdiction A Participant] | [Signature] |
| [Phone] | [Email] |
| [Jurisdiction A Participant] | [Signature] |
| [Phone] | [Email] |
| **[Jurisdiction B]** |
| [Jurisdiction B Participant] | [Signature] |
| [Phone] | [Email] |
| [Jurisdiction B Participant] | [Signature] |
| [Phone] | [Email] |
| [Jurisdiction B Participant] | [Signature] |
| [Phone] | [Email] |

|  |
| --- |
| **[Airport Personnel]** |
| [Airport Participant] | [Signature] |
| [Phone] | [Email] |
| [Airport Participant] | [Signature] |
| [Phone] | [Email] |
| [Airport Participant] | [Signature] |
| [Phone] | [Email] |
| **[Airline Personnel]** |
| [Airline Participant] | [Signature] |
| [Phone] | [Email] |
| [Airline Participant] | [Signature] |
| [Phone] | [Email] |
| [Airline Participant] | [Signature] |
| [Phone] | [Email] |
| **[Tenants/Concessionaires]** |
| [Tenant/Concessionaire Participant] | [Signature] |
| [Phone] | [Email] |
| [Tenant/Concessionaire Participant] | [Signature] |
| [Phone] | [Email] |
| [Tenant/Concessionaire Participant] | [Signature] |
| [Phone] | [Email] |
| **[Others]** |
| [Participant name] | [Signature] |
| [Phone] | [Email] |
| [Participant name] | [Signature] |
| [Phone] | [Email] |
| [Participant name] | [Signature] |
| [Phone] | [Email] |
| [Participant name] | [Signature] |
| [Phone] | [Email] |

**EXERCISE EVALUATION GUIDE**

Exercise Name:

Exercise Date:

Jurisdiction/Organization:

Venue:

| [Insert Chosen Mission Area] |
| --- |
| Exercise Objective 1: [Insert exercise objective] |
| Core Capability: [Insert Core Capability Designation][Insert Core Capability description] Descriptions are available for each Core Capability from the FEMA Core Capability Development Sheets. Available at <https://www.fema.gov/emergency-managers/national-preparedness-goal/mission-core-capabilities/development-sheets>  |
| Critical Tasks Objective 1:Critical Task: [Insert task from frameworks, plans, or Standard Operating Procedures (SOPs)] Critical Task: [Insert task from frameworks, plans, or SOPs]Critical Task: [Insert task from frameworks, plans, or SOPs]Critical Task: [Insert task from frameworks, plans, or SOPs]Source(s): [Insert name of plan, policy, procedure, or reference] |
| Exercise Objective 2: [Insert exercise objective] |
| Core Capability: [Insert Core Capability Designation][Insert Core Capability description] |
| Critical Tasks Objective 2:Critical Task: [Insert task from frameworks, plans, or Standard Operating Procedures (SOPs)] Critical Task: [Insert task from frameworks, plans, or SOPs]Critical Task: [Insert task from frameworks, plans, or SOPs]Critical Task: [Insert task from frameworks, plans, or SOPs]Source(s): [Insert name of plan, policy, procedure, or reference] |
| Exercise Objective 3: [Insert exercise objective] |
| Core Capability: [Insert Core Capability Designation][Insert Core Capability description] |
| Critical Tasks Objective 3:Critical Task: [Insert task from frameworks, plans, or Standard Operating Procedures (SOPs)] Critical Task: [Insert task from frameworks, plans, or SOPs]Critical Task: [Insert task from frameworks, plans, or SOPs]Critical Task: [Insert task from frameworks, plans, or SOPs]Source(s): [Insert name of plan, policy, procedure, or reference] |

| **Exercise Objectives** | **Associated Critical Tasks** | **Observation Notes and Explanation of Rating** | **Task Rating** |
| --- | --- | --- | --- |
| [Insert Exercise Objective 1 from page 1] | * [Insert Exercise Objective 1 Critical Tasks from page 1.

If more than one Task add additional rows] | [Observation notes and explanation of rating] | [Task rating] |
| [Insert Exercise Objective 2 from page 1] | * [Insert Exercise Objective 2 Critical Tasks from page 1]
 | [Observation notes and explanation of rating] | [Task rating] |
| [Insert Exercise Objective 3 from page 1] | * [Insert Exercise Objective 3 Critical Tasks from page 1]
 | [Observation notes and explanation of rating] | [Task rating] |
| **Final Critical Task Rating:** | [Total rating] |

| **Evaluator Information** |
| --- |
| Evaluator Name: [Insert] |
| Evaluator Email: [Insert] |
| Evaluator Phone: [Insert] |

| **Ratings Key** |
| --- |
| P: Performed without challenges |
| S: Performed with some challenges |
| M: Performed with major challenges |
| U: Unable to be performed |

Ratings Definitions

| **Performed without Challenges (P)** | The targets and critical tasks associated with the objective were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. |
| --- | --- |
| **Performed with Some Challenges (S)** | The targets and critical tasks associated with the objective were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. |
| **Performed with Major Challenges (M)** | The targets and critical tasks associated with the objective were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. |
| **Unable to be Performed (U)** | The targets and critical tasks associated with the objective were not performed in a manner that achieved the objective(s). |

**AFTER ACTION REPORT/IMPROVEMENT PLAN**

[Exercise Name]

**After-Action Report/Improvement Plan**

[Date]

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

Exercise Overview

[Insert Exercise Overview from the Exercise Description]

**Analysis of Tasks**

Aligning exercise objectives and tasks provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, required tasks, and performance ratings for each task as observed during the exercise and determined by the evaluation team. The information is derived from the Exercise Evaluation Guides.

Table 1. Summary of Objective Performance

| Objective | Critical Task | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
| --- | --- | --- | --- | --- | --- |
| [Objective 1] | [Critical Task] |  |  |  |  |
| [Objective 2] | [Critical Task] |  |  |  |  |
| [Objective 3] | [Critical Task] |  |  |  |  |
| [Objective 4] | [Critical Task] |  |  |  |  |

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the objective were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the objective were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the objective were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the objective were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated tasks, highlighting strengths and areas for improvement.

[Objective 1]

The strengths and areas for improvement for each task aligned to this objective are described in this section.

[Critical Task1] (Insert additional tasks as needed)

Strengths

The [full or partial] objective level can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

Areas for Improvement

The following areas require improvement to achieve the full objective level:

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations, or laws.]

Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]

Area for Improvement 2: [Observation statement]

Reference: [List any relevant plans, policies, procedures, regulations, or laws.]

Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]

[Objective 2] (Insert additional objective sections as needed)