



PARAS PROGRAM FOR APPLIED RESEARCH IN AIRPORT SECURITY



PARAS 0051

November 2023

Guidance for Airport Security Exercises

National Safe Skies Alliance, Inc.

Sponsored by the Federal Aviation Administration

James F. Smith
Smith-Woolwine, Inc.
Jackson, MS

Ricardo E. Garcia
Miami, FL

Kevin Murphy
Dandridge, TN

Julie Quinn
QuinnWilliams LLC
Studio City, CA

Louisa Whitfield-Smith
Jackson, MS

© 2023 National Safe Skies Alliance, Inc. All rights reserved.

COPYRIGHT INFORMATION

Authors herein are responsible for the authenticity of their materials and for obtaining written permissions from publishers or persons who own the copyright to any previously published or copyrighted material used herein.

National Safe Skies Alliance, Inc. (Safe Skies) grants permission to reproduce material in this publication for classroom and not-for-profit purposes. Permission is given with the understanding that none of the material will be used to imply Safe Skies or Federal Aviation Administration (FAA) endorsement of a particular product, method, or practice. It is expected that those reproducing the material in this document for educational and not-for-profit uses will give appropriate acknowledgment of the source of any reprinted or reproduced material. For other uses of the material, request permission from Safe Skies.

NOTICE

The project that is the subject of this report was a part of the Program for Applied Research in Airport Security (PARAS), managed by Safe Skies and funded by the FAA.

The members of the technical panel selected to monitor this project and to review this report were chosen for their special competencies and with regard for appropriate balance. The report was reviewed by the technical panel and accepted for publication according to procedures established and overseen by Safe Skies.

The opinions and conclusions expressed or implied in this report are those of the individuals or organizations who performed the research and are not necessarily those of Safe Skies or the FAA.

Safe Skies and the FAA do not endorse products or manufacturers.

NATIONAL SAFE SKIES ALLIANCE, INC.

National Safe Skies Alliance (Safe Skies) is a non-profit organization that works with airports, government, and industry to maintain a safe and effective aviation security system. Safe Skies' core services focus on helping airport operators make informed decisions about their perimeter and access control security.

Through the ASSIST (Airport Security Systems Integrated Support Testing) Program, Safe Skies conducts independent, impartial evaluations of security equipment, systems, and processes at airports throughout the nation. Individual airports use the results to make informed decisions when deploying security technologies and procedures.

Through the POST (Performance and Operational System Testing) Program, Safe Skies conducts long-term evaluations of airport-owned equipment to track and document a device or system's performance continuously over its life cycle.

Through PARAS (Program for Appplied Research in Airport Security), Safe Skies provides a forum for addressing security problems identified by the aviation industry.

A Board of Directors and an Oversight Committee oversee Safe Skies' policies and activities. The Board of Directors focuses on organizational structure and corporate development; the Oversight Committee approves PARAS projects and sets ASSIST Program priorities.

Funding for our programs is provided by the Federal Aviation Administration.

PROGRAM FOR APPLIED RESEARCH IN AIRPORT SECURITY

The Program for Applied Research in Airport Security (PARAS) is an industry-driven program that develops near-term practical solutions to security problems faced by airport operators. PARAS is managed by Safe Skies, funded by the Federal Aviation Administration, and modeled after the Airport Cooperative Research Program of the Transportation Research Board.

Problem Statements, which are descriptions of security problems or questions for which airports need guidance, form the basis of PARAS projects. Submitted Problem Statements are reviewed once yearly by the Safe Skies Oversight Committee, but can be submitted at any time.

A project panel is formed for each funded problem statement. Project panel members are selected by Safe Skies, and generally consist of airport professionals, industry consultants, technology providers, and members of academia—all with knowledge and experience specific to the project topic. The project panel develops a request of proposals based on the Problem Statement, selects a contractor, provides technical guidance and counsel throughout the project, and reviews project deliverables.

The results of PARAS projects are available to the industry at no charge. All deliverables are electronic, and most can be accessed directly at www.sskies.org/paras.

PARAS PROGRAM OFFICER

Jessica Grizzle *Safe Skies PARAS Program Manager*

PARAS 0051 PROJECT PANEL

Tracy Fuller *Allied Universal*

David Hornsby *Dallas Fort Worth International Airport*

Stephanie Lane *Dallas Fort Worth International Airport*

Tim Riecker *Emergency Preparedness Solutions, LLC*

Ken Simmons *Cleveland Airport System*

Michael Steinle *Marine Tiger Technologies*

Michael Tobin *Charlotte Douglas International Airport*

Stephan Van Der Merwe *National Safe Skies Alliance*

Doug Wendt *TransSolutions, LLC*

Bob Wheeler *Covenant Aviation Security*

AUTHOR ACKNOWLEDGMENTS

The authors would like to thank the industry professionals who contributed to the research effort. It is only through their support that Safe Skies can continue to provide the aviation industry with valuable research on practical airport-related topics. The authors wish to give individual thanks to everyone who helped:

Alaska Department of Transportation, Division of Statewide Aviation	Josh Stuckey
Baton Rouge Metropolitan Airport	Craig Alford, Anthony Williams
Boise Airport	Michael Crane, Jodi Spencer
Charlotte Douglas International Airport	Lexi Farmer, Michael Tobin, Renee Tufts
Dallas Fort Worth International Airport	Alonzo Baucham, Brian Daniel, Stephanie Lane, Leslie Sanders
Denver International Airport	Mark Inzana, Steve Lee, John Smithwick, Nicholas Weber
Des Moines International Airport	Jim Welker
Eugene Airport	Tammie Hartje
Greenville Spartanburg International Airport	Michael Kossover, Bobby Welborn
Lakeland Linder International Airport	Cody Orlebeke, Craig Stewart
Monterey Regional Airport	Jeff Hoyne
Owatonna Degner Regional Airport	Dave Beaver
Phoenix Sky Harbor International Airport	Paul Berumen, Shawna Larson, Chris Rausch
Pittsburgh International Airport	Joan Stasiowski
Portland International Airport	Ethan Barske
Quad Cities International Airport	Joe Goetz, Jeff Swan
San Antonio International Airport	Krystle Caballero, Ricardo Miranda, Stephen Newman, John Romero, Yvette Santos
Seattle-Tacoma International Airport	Wendy Reiter
Tallahassee International Airport	Jim Durwin
Tucson International Airport	Scott Bader, Jeff Palmer
Western Nebraska Regional Airport	Paul Aguallo, Cheryl Clause, Lorraine Greenwalt
TSA Intermodal Security Training and Exercise Program	Andrew Berwick, Alvin Dalmida

The authors also wish to thank the project panel for their advice and support throughout the research process.

CONTENTS

PARAS ACRONYMS	viii
ABBREVIATIONS, ACRONYMS, INITIALISMS, AND SYMBOLS	ix
SECTION 1: INTRODUCTION	1
1.1 FEMA Homeland Security Exercise and Evaluation Program	1
1.1.1 Exercise Types	2
1.2 Building a Comprehensive Preparedness Program	4
1.3 Developing, Maintaining, and Improving an Exercise Program	5
SECTION 2: PLANNING	7
2.1 Exercise Design	8
2.1.1 FEMA Core Capabilities	9
2.1.2 Exercise Objectives	10
2.1.3 Critical Tasks	12
2.1.4 Events/Injects	12
2.1.5 Identifying Participants	12
2.1.6 Safety	13
2.2 Scenarios and Resources	13
2.3 Budget	14
SECTION 3: EXECUTION – TABLETOPS, DRILLS, AND FUNCTIONAL EXERCISES	15
SECTION 4: EVALUATION AND REVISION	17
4.1 Hotwash	17
4.2 Exercise Evaluation Guide	17
4.3 After Action Report/Improvement Plan	18
4.4 Program Review	18
SECTION 5: MAXIMIZING PARTICIPATION AND ENGAGEMENT	19
REFERENCES AND BIBLIOGRAPHY	21
APPENDIX A: TEMPLATES	A-1
APPENDIX B: EXERCISE SCENARIO EXAMPLES	B-1

TABLES & FIGURES

Table 1. FEMA’s Mission Areas and Core Capabilities	9
Table 2. Sample Airport Security-Specific Capability Targets	11
Figure 1. Steps in Creating a Security Exercise Program	6

SUMMARY

A robust airport security exercise program has many benefits, including improving the airport's overall security posture, building overall preparedness, enhancing safety, promoting success in TSA-mandated aviation security exercises, supporting a culture of security, and building internal and external relationships.

This guidebook's approach to developing a comprehensive airport security exercise program includes user-friendly, ready-to-use templates for planning, executing, evaluating, and documenting exercises. The guidance focuses primarily on tabletop exercises, drills, and functional exercises; however, the methods described can be used to develop other exercise types or to integrate security aspects into emergency exercises. All suggested methods aim to enhance stakeholder participation and secure senior management buy-in for security exercises.

Appendix B presents scenarios for fifteen different security threats. Once local information is inserted, these scenarios may be used directly or as a departure point for locally developed scenarios. Additionally, four completed exercise templates are provided.

The materials in this guidebook have been informed by the Homeland Security Exercise and Evaluation Program (HSEEP) and are cross-referenced to HSEEP's more detailed procedures.

PARAS ACRONYMS

ACRP	Airport Cooperative Research Program
AIP	Airport Improvement Program
AOA	Air Operations Area
ARFF	Aircraft Rescue & Firefighting
CCTV	Closed Circuit Television
CFR	Code of Federal Regulations
DHS	Department of Homeland Security
DOT	Department of Transportation
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FSD	Federal Security Director
GPS	Global Positioning System
IED	Improvised Explosive Device
IT	Information Technology
MOU	Memorandum of Understanding
RFP	Request for Proposals
ROI	Return on Investment
SIDA	Security Identification Display Area
SOP	Standard Operating Procedure
SSI	Sensitive Security Information
TSA	Transportation Security Administration

ABBREVIATIONS, ACRONYMS, INITIALISMS, AND SYMBOLS

AAR	After Action Report
AAR/IP	After Action Report and Improvement Plan
ACC	Airport Communications Center
C	Consequences
EEG	Exercise Evaluation Guide
EMA	Emergency Management Agency
EXIS	Exercise Information System
HSEEP	Homeland Security Exercise and Evaluation Program
IC	Incident Commander
ICS	Incident Command System
IP	Improvement Plan
I-STEP	Intermodal Security Training and Exercise Program
IS	Independent Study
LEO	Law Enforcement Officer
MASA	Mutual Aid Staging Area
MSEL	Master Scenario Events List
P	Probability
POETE	Planning, Organizing, Equipping, Training, and Exercising
R	Risk
SMART	Specific, Measurable, Achievable, Realistic, Time-Bound
THIRA	Threat and Hazard Identification and Risk Assessment
TTX	Tabletop Exercise
UAS	Unmanned Aircraft System

SECTION 1: INTRODUCTION

A robust airport security exercise program has many benefits, including improving the airport’s overall security posture, promoting success in TSA-mandated security exercises, building internal and external relationships, enhancing a culture of security awareness, testing levels of security readiness and preparedness, auditing security compliance, integrating security into emergency exercises, and enhancing safety.

This document presents guidance on how to use best practices from FEMA’s Homeland Security Exercise and Evaluation Program (HSEEP) to develop an airport security exercise program. It provides tools, templates, and worked-out examples ([Appendix A](#)) along with fifteen scenarios that can be used as departure points for developing various types of exercise ([Appendix B](#)).

The recommendations in this guidance document are based on interviews with eighteen airports, three focus groups, a comprehensive literature review, a demonstration of TSA’s Intermodal Security Training and Exercise Program (I-STEP) and Exercise Information System (EXIS[®]), TSA guidance, and HSEEP. This guidance will enable an airport of any size or type to develop a useful and comprehensive security exercise program.

This document is designed to be relevant to airports beginning to develop their security exercise program who may be less experienced with HSEEP, as well as airports that are more experienced with HSEEP who are looking to deepen and strengthen their exercise program. The document includes templates and scenarios for immediate use, as well as guidance for airports looking to develop more advanced exercises.

1.1 FEMA Homeland Security Exercise and Evaluation Program

FEMA’s HSEEP, which is the national standard for developing exercise programs, provides a detailed set of guiding principles and an approach for planning, conducting, and evaluating exercises. Table 1 shows how the tools provided in this guidance document relate to the steps and tools in the full HSEEP process specified in [FEMA’s 2020 Homeland Security and Evaluation Program Doctrine](#).

Table 1. Exercise Development, Execution, and Evaluation Process

Full HSEEP Process ¹	Simplified Process Presented in this Guidance Document
Conduct THIRA	Security-Focused Risk Assessment Template [Appendix A-2]
Identify Improvement and Capabilities	
Marshal external sources and requirements	
Recognize accreditation and standards (including regulatory requirements)	Airport Security Exercise Development Guide Template [Appendix A-1]
Integrated Preparedness Planning Workshop	Exercise Description Template [Appendix A-3]
Integrated Preparedness Plan	Exercise Participants List Template [Appendix A-5]
Exercise Program Priorities	

¹ www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf

Full HSEEP Process ¹	Simplified Process Presented in this Guidance Document
Exercise Objectives (SMART Objectives)	
Capabilities (Capability Targets)	
Choose Exercise Type (discussion-based or operational)	
Set Participation Level	
Choose Exercise Location	
Choose Exercise Duration	
Other Considerations (including safety, cost, etc.)	
Decide Evaluation Parameters (accounting for Capability Targets and Critical Tasks)	
Write the Scenario	
Exercise Documentation	
<ul style="list-style-type: none"> • Situation Manual 	Exercise Description Template [Appendix A-3]
<ul style="list-style-type: none"> • Player Handout 	
<ul style="list-style-type: none"> • Facilitator Guide 	
<ul style="list-style-type: none"> • Presentation 	Example Exercises [Appendices A-3 and B1–B15]
<ul style="list-style-type: none"> • Exercise Evaluation Guide(s) (EEG) 	EEG Template [Appendix A-6]
<ul style="list-style-type: none"> • Participant Feedback Form 	
<ul style="list-style-type: none"> • Exercise Plan 	
<ul style="list-style-type: none"> • Ground Truth 	
<ul style="list-style-type: none"> • Controller/Evaluator Handbook 	
<ul style="list-style-type: none"> • Master Scenario Events List (MSEL) 	MSEL Template [Appendix A-4]
<ul style="list-style-type: none"> • Extent of Play Agreement 	
<ul style="list-style-type: none"> • Control Staff Instructions 	
<ul style="list-style-type: none"> • Evaluation Plan 	
<ul style="list-style-type: none"> • Weapons and Safety Policy 	
Player Hotwash	
Debrief (involves controllers, facilitators, and evaluators)	AAR/IP Template [Appendix A-7]
Draft After Action Report/Improvement Plan (AAR/IP)	
Finalized AAR/IP	
Improvement Plan Actions Tracking	Improvement Opportunity Tracking Spreadsheet Template [Appendix A-8]

1.1.1 Exercise Types

FEMA has defined seven types of exercises, which can be either discussion based or operational based. Discussion-based exercises typically occur in a training room, conference room, or online. Operational-

based exercises typically involve the actual carrying out of functions. Functional exercises and full-scale exercises usually involve the mobilization and movement of personnel and equipment. Below are descriptions of all seven exercise types based on FEMA's National Preparedness Exercises.²

DISCUSSION-BASED EXERCISES

Seminar

- Orients participants to or provides an overview of plans, policies, procedures, protocols, and resources
- Lecture-based, usually led by a seminar facilitator/presenter with limited feedback or participation from attendees
- Makes a good starting point for developing new plans or making major changes to existing plans

Workshop

- Can be employed to develop policies, plans, or procedures
- A group-based discussion that is often facilitated by a subject matter expert
- Clearly defined objectives and goals help focus workshops on a specific issue, such as developing or revising a specific plan

Tabletop

- Conducted in response to a scenario that is intended to generate dialogue about various issues, identify strengths and areas for improvement, and change perceptions about plans, policies, or procedures
- The scenario is presented to describe an event at a specified time
- Players apply their knowledge and skills to a list of problems presented by the facilitator
- Problems are discussed as a group, and resolution may be reached and documented for later analysis

Game

- A structured form of play guided by clear rules, data, and procedures
- Designed to depict an actual or hypothetical situation to ensure that the participants make decisions and take actions that are plausible
- Can reinforce training, stimulate team building, or enhance operational and tactical capabilities

OPERATIONAL-BASED EXERCISES

Drill

- Often validates a specific function or capability in a single agency/organization
- Used to practice and maintain skills, evaluate new procedures or policies, and determine if plans can be executed as designed
- Results are measured against established standards

Functional Exercise

- Tests and evaluates capabilities and functions in a realistic, real-time environment; the movement of resources is usually simulated

² www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf

- Events are projected through a realistic exercise scenario with event updates that drive activity, typically at the management level
- Controllers typically use an MSEL to ensure participant activity remains within defined boundaries
- Evaluators observe behaviors and compare them to established plans, policies, procedures, and standard practices

Full-Scale Exercise

- Typically the most complex and resource-intensive of the exercise types, and often involves multiple agencies, jurisdictions/organizations, and real-time movement of resources
- Events are projected through an exercise scenario with event updates that drive activity at the operational level
- An MSEL drives player actions
- Can include many players operating under cooperative systems, such as the Incident Command System (ICS) Unified Command

Of the seven exercise types, tabletop exercises (TTX), drills, and functional exercises are most often used in airport security programs. Full-scale security exercises are used less often because of the planning and resource demands. When full-scale exercises are conducted, they are usually in conjunction with a Part 139 exercise. TTX is most often used to satisfy Part 1542 regulatory requirements.

One useful approach is to fully develop a TTX, functional exercise, or drill and then use it to develop shorter and simpler exercises such as mini-TTXs, mini-workshops, short seminar exercises, and trunk-top exercises. A trunk-top exercise is a quick, hybrid TTX and functional exercise, typically performed in the field with the personnel on watch or on hand. It typically addresses a single issue or situation but can be more complex. Trunk-top exercises are primarily training devices and documentation is optional. See [Appendix A-3](#) for an example of a trunk-top exercise.

1.2 Building a Comprehensive Preparedness Program

The main components of a comprehensive preparedness program for an airport are training and exercises for emergencies and incidents. Regulatory requirements drive the basic requirements for both emergency and security exercises, but most airports choose to go beyond basic compliance training and exercises.

Airport security officers are recommended to complete HSEEP training or to collaborate closely with personnel (either from the airport or with mutual aid partners) who have completed HSEEP training and have experience in using it. City or county emergency management agencies (EMA) are one potential source for this collaboration. In addition, FEMA offers [Independent Study \(IS\) courses](#) that are highly relevant and directly usable for airport personnel who may be tasked with training, exercise development, conduct, evaluation, and/or procedural development. Of particular relevance are:

- [IS-120.c: An Introduction to Exercises](#)
- [IS-130.a: Exercise Evaluation and Improvement Planning](#)
- [IS-235.c: Emergency Planning](#)

Nearly any emergency exercise can have a security aspect. Security involvement may be a complex integral part of the emergency, or it may be as simple as traffic control, protecting evidence, mutual aid escorting, or crowd control. It is good practice to involve airport security in the planning, execution, and evaluation of emergency exercises.

Integrating security into an airport's comprehensive preparedness program is straightforward at most airports, as one person usually designs emergency and security exercises as well as the training programs that support them. Larger airports may divide these functions among several individuals or departments, in which case a conscious effort to coordinate exercises is necessary.

More and more airports are discovering the advantages of employing emergency managers or Emergency Management Departments. Emergency managers typically have a deep understanding of HSEEP and the annual exercise process. Close collaboration between security managers and emergency managers can improve the airport's comprehensive preparedness program for all hazards. One caveat is that nearly all the airports interviewed for this project strongly preferred keeping Part 139 emergency exercises and Part 1542 security exercises for compliance separate to avoid unnecessary complications in satisfying regulatory requirements.

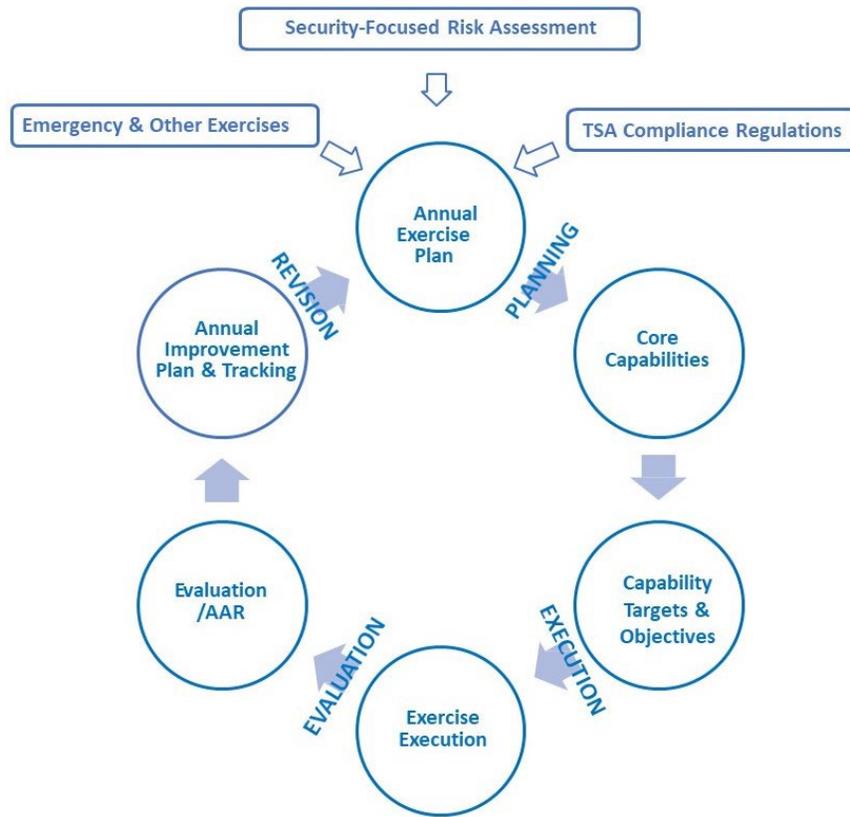
The HSEEP process has many other opportunities to enhance each airport's security exercise program. As an airport becomes comfortable with the key elements of the exercise cycle, it can review the HSEEP process to see if and where to make enhancements. References to the fundamental DHS and FEMA documents have been made throughout this guidance document. An airport that chooses to use the full HSEEP process can amplify its resources by using EXIS or requesting an I-STEP visit.

1.3 Developing, Maintaining, and Improving an Exercise Program

This guidance document is designed to aid airports in developing a security exercise program with quantifiable results, as well as provide support for qualitative results. It incorporates aspects of HSEEP, including the four essential stages in the continuous improvement cycle, currently described as discovery, validation, resolution, and evaluation, but traditionally stated as planning, execution, evaluation, and revision.³ This document uses the traditional terms as most users are more familiar with this terminology. Figure 1 illustrates this approach, and the guide in [Appendix A-1](#) lists the detailed steps in the process.

³ <https://www.fema.gov/about/offices/preparedness/continuous-improvement>

Figure 1. Steps in Creating a Security Exercise Program



SECTION 2: PLANNING

The first step in developing an exercise program is to understand what the airport needs to exercise or practice to improve responses to actual or perceived vulnerabilities.

Planning for security exercises requires identification of the airport's security vulnerabilities. This can be done through the completion of a Security-Focused Risk Assessment template ([Appendix A-2](#)). The Security-Focused Risk Assessment process aims to identify all risks and threats and prioritize them in order of descending consequence.

Process for Using the Security-Focused Risk Assessment Template

- 1. Establish the universe of threats to be considered.** The template in Appendix A-2 lists the security threat categories that were most often mentioned in the literature review and in the airport interviews for this project. It also has blanks for an airport to add other threats that may be site-specific or that have happened recently to other airports or facilities. The template lists the threats in alphabetical order for convenience.
- 2. Estimate the relative probability of occurrence (P).** Based on TSA National Amendments, the airport's records of past events, professional experience, professional knowledge, and technical literature, and possibly with assistance from airlines, local emergency managers, academic researchers, and contracted consultants, assign qualitative relative probabilities ranging from 5 (highly probable/very likely) to 0 (improbable/unreasonable to expect).
- 3. Rate the relative consequences or impacts to the airport (C) if the threat were to occur.** Using the same resources plus the airport's architecture and engineers, utility providers, and potential contractors for recovery services, assign qualitative relative consequences ranging from 5 (extreme consequences/prolonged loss of airport usability) to 0 (no impact).
- 4. Compute risk (R) where $R = P \times C$.** The higher R is, the more impactful that threat will be and, in general, the higher priority it should be given in preparedness activities, including training and exercises.
- 5. Rearrange the list of threats in order of descending risk (R).** This will show the threats to be addressed by training and exercises from highest priority to lowest. However, an airport may have reasons for elevating the priority of a threat factor. Examples would be new construction, new security procedures, fundamental changes in resources (e.g., installing a microgrid or alternative energy supplies), or major policy changes. In all cases, airport leadership should apply the commonsense test to the results of the risk analysis to be sure that they fit the needs of the airport.

The Security-Focused Risk Assessment process provided in this guidance document is a simplified version of one portion of the rigorous [FEMA Threat and Hazard Identification and Risk Assessment \(THIRA\)](#) process. By FEMA definition, a THIRA is a capabilities-based assessment of threats and hazards, generally yielding a target capability for mitigation of, response to, and recovery from a specific threat or hazard. The defined THIRA process is quite involved and resource intensive. A THIRA performed by a jurisdictional authority (e.g., county or city) may provide valuable information to airports, but full airport-specific THIRAs appear to be rare.

To enhance the overall Security-Focused Risk Assessment, airports are encouraged to include a wide range of stakeholders to ensure all points of view are considered. At a minimum, the stakeholder group should include airport police, security, fire, operations, management, and TSA when discussing and rating the overall assessment of the airport. Any Joint Vulnerability Assessments or Risk Assessments

conducted during the prior year should be considered, as well as incidents that have occurred at other airports. The final assessment should include any mandated or focused areas from regulators.

The results of the Security-Focused Risk Assessment become the basis from which exercises and drills are developed. After each annual exercise cycle, the Security-Focused Risk Assessment should be updated to determine whether the same threats and hazards exist at the same level as the prior year. An airport's Security-Focused Risk Assessment template should likely be marked and handled as SSI.

Once the Security-Focused Risk Assessment is completed, the Annual Security Exercise Plan can be developed.

2.1 Exercise Design

The Exercise Description Template ([Appendix A-3](#)) will aid in gathering the needed information to create an effective and thorough exercise. Essential elements include:

- **Scope:** The type of exercise (tabletop, functional, drill, etc.), how long the exercise is expected to last, where it will be held, and the actions the participants will be limited to perform
- **Focus Areas:** The main mission area(s) the exercise will focus on
- **Core Capabilities:** The core capabilities the exercise will focus on
- **Objectives:** What the exercise is intended to test or accomplish; can be developed from the results of the Security-Focused Risk Assessment, pertinent core capabilities, and the airport's needs
- **Threat/Hazard:** The threat/hazard identified in the Security-Focused Risk Assessment that the exercise will address
- **Scenario:** A brief description of the scenario that will be used in the exercise
- **Sponsor:** The agency or organization in charge of conducting the exercise
- **Participating Organizations:** Agencies, organizations, or departments that will actively participate in the exercise
- **Point of Contact:** Agency or person to whom inquiries regarding the exercise should be directed, including contact details
- **Critical Tasks:** Task(s) that must be correctly performed in order to accomplish an Objective
- **Source:** Reference to the procedure, policy, standard, etc., that will indicate if an Objective was accomplished satisfactorily
- **Major Events/Injects:** Sequence of events that will guide or modify the exercise; when introduced during the exercise, they become injects that prompt the participants to the specific actions to be exercised. Many use the terms interchangeably. The most recent HSEEP guidance document notes that an MSEL with the timeline for events or injects can be used to develop any type of exercise.⁴

A strong interaction between Objectives and aspects of the overall exercise, such as participant selection and events/injects development, is usually very productive.

⁴ www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf, pp. 3-14, 3-23, 3-24, and Table 3.14.

2.1.1 FEMA Core Capabilities

In 2011, FEMA released its first National Preparedness Goal, which described a vision for preparedness nationwide, and identified the core capabilities necessary to achieve that vision across the five mission areas—Prevention, Protection, Mitigation, Response, and Recovery. FEMA also identified thirty-two core capabilities, which are critical elements necessary for the execution of each mission area. Airports can use these capabilities to define clear objectives for an exercise.

Table 1 lists the thirty-two Core Capabilities sorted by mission area.⁵ Based on the results of the airport interviews and the literature review, the nineteen Core Capabilities shown in bold font relate most clearly to security, and are the most likely to be part of an airport security exercise. However, airports are encouraged to review all Core Capabilities and develop a list that fits their specific characteristics.

Table 1. FEMA’s Mission Areas and Core Capabilities

Mission Areas	Core Capabilities
Prevention	1. Planning
	2. Public Information and Warning
	3. Operational Coordination
	4. Intelligence and Information Sharing
	5. Interdiction and Disruption
	6. Screening, Search, and Detection
	7. Forensics and Attribution
Protection	1. Planning
	2. Public Information and Warning
	3. Operational Coordination
	4. Intelligence and Information Sharing
	5. Interdiction and Disruption
	6. Screening, Search, and Detection
	7. Access Control and Identity Verification
	8. Cybersecurity
	9. Physical Protective Measures
	10. Risk Management for Protection Programs and Activities
	11. Supply Chain integrity and Security
Mitigation	1. Planning
	2. Public Information and Warning
	3. Operational Coordination
	4. Community Resilience
	5. Long-term Vulnerability Reduction

⁵ www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities

Mission Areas	Core Capabilities
	<ol style="list-style-type: none"> 6. Risk and Disaster Resilience Assessment 7. Threat and Hazard Identification
<p>Response</p>	<ol style="list-style-type: none"> 1. Planning 2. Public Information and Warning 3. Operational Coordination 4. Infrastructure Systems 5. Critical Transportation 6. Environmental Response, Health & Safety 7. Fatality Management Services 8. Fire Management and Suppression 9. Logistics and Supply Chain Management 10. Mass Care Services 11. Mass Search and Rescue Operations 12. On-scene Security, Protection, and Law Enforcement 13. Operational Communication 14. Public Health, Healthcare, and Emergency Medical Services 15. Situational Assessment
<p>Recovery</p>	<ol style="list-style-type: none"> 1. Planning 2. Public Information and Warning 3. Operational Coordination 4. Infrastructure Systems 5. Economic Recovery 6. Health and Social Services 7. Housing 8. Natural and Cultural Resources

2.1.2 Exercise Objectives

Exercise Objectives define the specific outcomes that an airport wishes to accomplish from an exercise. These will be based on the priorities determined through vulnerability assessments such as the Security-Focused Risk Assessment, and will align with relevant Core Capabilities.

Effective Objectives should follow SMART criteria: Specific, Measurable, Achievable, Realistic, and Time-Bound. The example TTX in [Appendix A-3](#) illustrates a SMART Objective: “At the conclusion of the exercise, the participants will have described the steps they would take to respond to the incident, stabilize and secure the scene, and return the gate to service within four hours.” The exercise is scheduled for one hour. The breakdown of the objective below illustrates how it is a SMART Objective.

Specific: “described the steps they would take”

Measurable: “steps... to respond to the incident, stabilize and secure the scene, and return the gate to service”

Achievable: enumerate the steps in the one-hour time allowed for exercise

Realistic: participants should be capable of enumerating the steps

Time-Bound: “At the conclusion of the exercise”

Using SMART criteria, the resulting Objective statements include targets that are similar to the Capability Targets required by the HSEEP process. FEMA provides sample language for Capability Targets that may not be directly relevant to airports, but may assist airports in developing Objective statements for the abridged process outlined in this guidebook.

Table 2 provides standardized language for Capability Targets associated with three different core capabilities along with corresponding sample Objective statements.⁶

Table 2. Sample Airport Security-Specific Capability Targets

Core Capability/Mission Area	FEMA Standardized Capability Target	Sample User-Specific Objective Statement
<p><u>Access Control and Identity Verification (Protection)</u></p> <p>Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.</p>	<p>Within (#) (time) of an event, be prepared to accept credentials from (#) partner organizations involved in incident management</p>	<p>Within 1 hour of an event, be prepared to accept credentials from all partner organizations involved in incident management.</p>
<p><u>Operational Coordination (Response)</u></p> <p>Mobilize all critical resources and establish command, control, and coordination structures at the airport and with other coordinating bodies in surrounding communities and across the Nation and maintain them as needed throughout the duration of an incident.</p>	<p>Within (#) (time) of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across (#) jurisdictions affected and with (#) partner organizations involved in incident management. Maintain for (#) (time).</p>	<p>Within 20 minutes of a potential or actual incident, establish and maintain a unified and coordinated operational structure and process across airport areas affected and with local and state partner organizations involved in incident management. Maintain for 12 hours.</p>
<p><u>Public Information and Warning (Response)</u></p> <p>Deliver credible messages to inform the airport community and the public about security protective measures and facilitate the transition to recovery.</p>	<p>Within (#) (time) notice of an incident, deliver reliable and actionable information to (#) people affected, including (#) people with access and functional needs (affected) and (#) people with limited English proficiency affected.</p>	<p>Within 30 minutes of notice of an incident, deliver reliable and actionable information to the affected airport community, including all people with access and functional needs affected and all people with limited English proficiency affected.</p>

⁶ Adapted from www.fema.gov/sites/default/files/documents/fema_core-capability-development-sheets.pdf

A good exercise will have at least one objective relating to the Security-Focused Risk Assessment. Using the risk assessment to prioritize topics and scenarios for exercises ensures that the most consequential threats and hazards get attention.

2.1.3 Critical Tasks

Critical Tasks state the activities, resources, and responsibilities required to complete an Objective, and are listed in the order they must be conducted. Depending on the specific Objective, these tasks may be derived from operation plans, SOPs, or industry standards.

The example TTX in [Appendix A-3](#) outlines the Critical Tasks associated with the sample Objective:

1. Critical Task 1: On arrival, first arriving unit will establish and initiate Incident Command
2. Critical Task 2: Declare establishment of Command and state who is Incident Commander (IC)
3. Critical Task 3: IC, on assuming command, will identify and communicate to arriving units the communications plan
4. Critical Tasks 4: IC and Staff will establish an Incident Action Plan

2.1.4 Events/Injects

Injects are events that exercise planners use to direct participants to toward the Critical Tasks and processes required to achieve Objectives. By listing the tasks the exercise is intended to evaluate and relating them to the source document identified in the Exercise Description, the exercise planner will be able to create the appropriate injects to ensure all objectives are met within the scenario. The key template for doing this is the MSEL ([Appendix A-4](#)). An MSEL is typically used for operational exercises and is rarely necessary for discussion-based exercises. However, some airports reported that they found MSELs to be useful in all types of exercises.

Breaking down the exercise objectives into discrete elements can help identify productive injects. For example, an active threat response plan may include the opening of a Mutual Aid Staging Area (MASA) and the establishment of an alternate command and communication plan by mutual aid responders so the airport police can focus on neutralizing the active threat. The objectives for the TTX would be (1) opening the MASA, (2) establishing command and control, and (3) establishing unified communications. An example Inject to prompt these tasks could be: *Fire and police mutual aid departments have self-deployed to the airport and are contacting dispatch wanting to know the entry points and staging locations.*

Other useful sources of ideas for injects are evaluations of previous exercises, AAR/IPs of previous real incidents or exercises, and accounts of incidents at other airports. TSA's EXIS software can guide the development of injects if the full HSEEP process is being used.

2.1.5 Identifying Participants

Once the exercise has been designed, the designer or facilitator should analyze its elements and objectives to see which employees of the airport, airlines, agencies, tenants, concessionaires, and outside partners should be invited and decide how strongly to encourage or enforce attendance. The Exercise Participants List template ([Appendix A-5](#)) may be useful in this process. In the interviews, airports reported having as many as ten outside partners participating in annual security exercises. See Section 5 for information on encouraging participation in security exercises.

2.1.6 Safety

Safety concerns must be paramount regardless of the type of airport security exercise. Exercise participants must be safeguarded from hazards during all phases of the exercise. Security exercises, especially drills, require a number of safety considerations, such as community awareness, firearms safety, or hazardous materials safety. HSEEP includes a [Safe Exercises Best Practices](#) document that gives specific, comprehensive guidance for safety during exercises.

2.2 Scenarios and Resources

An airport's completed Scenario Description Template will have all the information needed to complete the deliverable exercise. [Appendices B-1 through B-15](#) include several Scenario Descriptions with scripts and injects to aid airports in developing scenarios that may address the results of their Security-Focused Risk Assessment.

In addition to using this guidance document to develop exercises, external resources are available that can enhance the effectiveness of an airport's program. Examples of external resources to consider include:

- Using real incidents from other airports or other industries
- Duplicating exercises conducted at other airports
- Developing joint exercises with surrounding jurisdictions or mutual aid partners
- Using TSA's I-STEP to import an exercise
- Using TSA's EXIS tool to generate complete HSEEP documentation for exercises

TSA's Intermodal Security Training & Exercise Program (I-STEP) is a free program for users, although there is an application and vetting process for use. The I-STEP staff develops and conducts a TTX on-site with the requestor's team and exercise participants. TSA budgets each year for a certain number of I-STEP staff-developed exercises, which require a request through an airport's TSA contact. If approved, the I-STEP staff will work with the airport to develop the appropriate scenario, injects, and participant invitations; conduct the exercise on-site; develop an AAR; and produce improvement opportunities. The planning process is approximately five months from initial outreach to exercise. The I-STEP staff will use the EXIS tool to develop all the items listed above to complete the security exercise. In general, multi-organizational requests for I-STEP are given higher priority.

TSA's Exercise Information System (EXIS[®]) is a tool for developing security exercises and all their related documentation. EXIS focuses on improving the core capabilities applicable to the mission areas for airport security, and uses the various HSEEP exercise types (e.g., TTX, seminar, full-scale, etc.). EXIS includes a library of exercises tailored to the mission areas for the different modes of transportation, including airports and aviation. EXIS is recommended to anyone who wants to produce the complete set of HSEEP documentation and presentations for a good training exercise. EXIS requires registration and approval from TSA, a process that usually takes about three working days. The research team spent many hours investigating the use of EXIS and found it to be a very powerful tool, but also noted that a significant training time would be required to become proficient with the system.

To further illustrate the process as described, examples for various exercise types are included in Appendix A-3. The entries are shown in red.

2.3 Budget

Budget considerations and actual costs for carrying out an airport security exercise program are relatively small. The primary cost categories include printing, communications, and refreshments. In nearly every interview, airports noted the importance of providing lunch or refreshments during planning sessions and exercises. An additional significant cost may be incurred if the airport invites an outside evaluator and pays their expenses. Perhaps the most significant part of budgeting for security exercises is ensuring it rises to the attention of senior management during the annual budget-making process.

Looking at the airport security exercise program from an ROI point of view, the hard costs are relatively small, as are the soft costs, such as lost staff time. However, hard benefits are difficult to measure as they deal with preventing situations and harm. One hard benefit is the greater likelihood of success in security compliance inspections. Soft benefits include improved overall preparedness, enhanced relationships with stakeholders and mutual aid partners, greater awareness of security threats, decreased risk of injury during exercises, improved targeting of training, less risk of bad publicity from a poor security response, and personnel benefits such as greater retention and job satisfaction.⁷ Airport security professionals, exercise and training managers, and emergency managers can use these examples to sell exercise costs to airport senior executives.

⁷ See James F. Smith, Using Return on Investment and Resiliency Return on Investment for Preparedness. *Public Administration Review*, 2023, <http://doi.org/10.1111/puar.13677>

SECTION 3: EXECUTION - TABLETOPS, DRILLS, AND FUNCTIONAL EXERCISES

The airports interviewed identified TTXs, drills, and functional exercises as the three most commonly used airport security exercise types. Regardless of which type of exercise is used, it is important to document exercises thoroughly, including an accurate list of participants ([Appendix A-5](#)).

One of the fundamental tenets of HSEEP is that it is highly productive to use an escalating series of increasingly complex exercises to build towards success in a larger-scale TTX, drill, or even full-scale exercise. In previous studies, airports have reported great utility from monthly or even more frequent short discussion-based (seminar, trunk-top, or tabletop) exercises, either independently or as part of other regular meetings.⁸ A series of exercises enables participants to focus on just one or two Core Capabilities or Objectives each time. In addition, a series of frequent, very short exercises supports a culture of problem solving while building relationships among stakeholders.

TABLETOP EXERCISES

A TTX is a discussion-based exercise that involves a theoretical response by participants stating what they or their organization would do to respond to a specific set of circumstances or events. The TTX is intended to generate a dialogue of various issues to facilitate a conceptual understanding, identify strengths and areas for improvement, and/or achieve changes in perceptions about plans, policies, or procedures.

Most TTXs are delivered to an audience by the facilitator, who may use one or more presentation tools (e.g., digital slide presentations, videos, maps, building plans, charts, whiteboards, oral presentations). A strong facilitator who knows the plans and the audience can increase the likelihood of a positive TTX environment. Maintaining a balance of attendee response can be challenging, as some participants may be more comfortable sharing, which can limit input from others. An effective facilitator will keep the discussion open to all participants and keep the environment judgment free to gain input from all airport stakeholders. During a TTX, the responses to objectives are theoretical; it is assumed that the persons assigned to responsibilities have the capability, training, tools, and authority to conduct them.

A scenario developed for a TTX can be scaled up or down to create other types of exercises. For example, the basic situation and one inject from a scenario can be used to create a short seminar exercise to open a regular staff meeting or station manager meeting. A scenario could also be used for a short (five to ten minute) trunk-top exercise conducted in the field with on-duty personnel. In addition, these scenarios may be useful for combining with emergency exercises to test the security aspects of emergency response and recovery.

DRILLS

A drill is an operations-based exercise often employed to validate a single operation or function and practice responding to one or more injects.

Drills are vital to an exercise program. During an actual incident, assumptions made during a TTX often do not hold true, and the response breaks down. Drills test these assumptions and highlight gaps in response, planning, or both. An example of a drill is in [Appendix A-3](#), in which Critical Tasks of the larger Functional Exercise scenario are pulled out to be exercised on their own (in this case, the opening

⁸ For example, see ACRP Synthesis 72 *Tabletop and Full-Scale Exercises for General Aviation, Non-Hub, and Small Hub Airports*, <https://www.trb.org/Publications/Blurbs/174692.aspx>.

of a MASA and the implementation of a Unified Communications Channel). A drill would be the actual opening of the MASA, establishing security, and setting up wayfinding cones and flags. Other drill examples include having the communications center open the Unified Communications Channel, conducting a radio check for those units that should be switching to it, and testing communications protocols to reveal any deficiency in the communications plan or protocols. Communication failures are probably the most frequent source of problems in actual responses, especially when mutual aid partners and outside agencies are involved.

Drills will test and practice the assumed process of the overall response.

FUNCTIONAL EXERCISES

A functional exercise tests the capability of an organization to respond to an event. It simulates an incident in the most realistic manner possible, short of moving resources to an actual site. It focuses on the coordination, integration, and interaction of an organization's policies, procedures, roles, and responsibilities before, during, or after the simulated event.

A worked-out example of the documentation for a functional exercise, Active Threat in Departures, can be found in [Appendices A-3, A-4, A-6, and A-7](#). This example shows the documentation for an exercise demonstrating the ability of various XYZ Airport players to communicate effectively coordinated and integrate their individual actions into a response. The exercise only tests the ability of XYZ Police, XYZ Communications Control, and Operations to simulate a response. A full-scale exercise would have required the actual response by law enforcement mutual aid, outside medical support, response by federal agencies, etc.

SECTION 4: EVALUATION AND REVISION

To derive the maximum value from security exercises, every aspect of an exercise—whether a TTX or a drill—should be observed and open to review for continuous improvement efforts. Many airports use designated evaluators, and some airports invite an outside evaluator from another airport or mutual aid partner. Several methods of evaluation can be beneficial, including hotwashes, exercise evaluation guide (EEG) templates, AAR/IPs, and annual revisions to the exercise program.

4.1 Hotwash

A hotwash is a facilitated discussion used to capture feedback from participants following an exercise, planned event, or real-world incident. It provides an opportunity to discuss strengths and areas for improvement, and the information gathered can be used during the AAR/IP process. HSEEP guidance suggests that the hotwash be done by the exercise facilitators and designers as soon as possible after the end of the exercise. For larger airports where multiple departments and players are involved in an exercise, the practice is typically for each unit to complete a hotwash for their parts of the exercise and submit a written hotwash report to the facilitators and designers, who then integrate and synthesize the various departmental reports. The third and simplest practice is to involve every exercise participant in a quick hotwash before they leave the room. A major advantage of including everyone who participated in the exercise in an immediate hotwash is that it creates an opportunity for immediate retraining on the exercise activities.

A hotwash should be conducted as soon as possible after an exercise while events are still fresh in the participants' minds. Hotwashes are most effective when led by an experienced facilitator. The facilitator should prepare questions to guide the discussion and encourage varying viewpoints. The facilitator can pose open-ended questions to solicit feedback or pose questions that are answered with a “thumbs up or down” response. Notes should be taken to capture the feedback.

The hotwash can also be conducted using an electronic poll that asks all participants to evaluate the exercise for its effectiveness in testing each objective. Software is available that allows participants to use their cell phones to answer multiple-choice or open-ended questions, with the questions, responses, and analytics being displayed on a screen in the exercise room.

4.2 Exercise Evaluation Guide

In addition to a hotwash, the exercise leader and evaluator should complete an EEG to capture exercise details. An EEG is a standardized tool that is designed to guide collection of information regarding the evaluation requirements defined in the Exercise Objectives.

A template included as [Appendix A-6](#) of this guidance document provides a simplified approach to this task along with an example completed EEG.

The template guides the evaluator to record observations and ratings for how and whether each Critical Task was accomplished for a specific Exercise Objective. Four rating levels are provided, ranging from *P*, “performed without challenges,” to *U*, “unable to be performed.” The results of EEGs are used to determine the effectiveness of airport training programs, and to determine priorities for future exercises.

4.3 After Action Report/Improvement Plan

The AAR/IP will primarily be based on the hotwash and EEG. It should cover both what went well and what did not go well in the exercise. For items that did not go well—i.e., did not meet the objective set for the exercise—an action to improve each item should be written, assigned to a staff member or group to fix, and the corrective actions tracked. These three components make up the Improvement Plan part of the AAR/IP. The template in [Appendix A-7](#) can be used to create an AAR/IP for any airport security exercise.

The opportunities for improvement listed in the Improvement Plan should be the focus of future security exercises designed to test whether they have been fixed. Within the Improvement Plan, focusing on POETE (P_lanning, O_rganizing, E_quipping, T_raining, and E_xercising) capability elements can promote appropriate objectives for follow-up exercises. POETE is FEMA’s overall context for preparedness activities.⁹

4.4 Program Review

There are two simple and readily implementable approaches to measuring the effectiveness of an airport’s security exercise program. The simpler metric is a count of discrepancies from one exercise that appear again on the following exercise, either as an absolute number or a percentage.

The second approach uses the Improvement Opportunity Tracking spreadsheet (see [Appendix A-8](#)) to develop metrics that measure the airport’s average progress toward resolving items to correct the improvement opportunities revealed by exercises. The spreadsheet can compute the number of items that have been closed as resolved (resolution percentage), the average age of open items, the average time to correct items, and the countdown until the completion of a corrective action is due. This approach gives managers more information upon which to set or revise priorities for action items, training, or exercises.

Arguably, both measurement approaches reflect the success of an airport’s overall preparedness program, of which exercises are only a part. Intelligent interpretation of these measures must include all preparedness activities, including training, staffing, equipment, facility design, policies, and investment.

At the end of the annual program, the filled-out Improvement Tracking template can be used to update an airport’s Security-Focused Risk Assessment or THIRA for the next exercise cycle. If the simplified process is used, the results of the spreadsheet can be used to create the next year’s exercise plan.

The spreadsheet can be used to inform revision of the annual security exercise plan and reflect lessons learned, address gaps, and test corrections. The airport security exercise plan may be revised by senior management, the airport security coordinator, or by the same group of stakeholders who create the annual security exercise plan. In most cases, the third option will be preferable. Revision of the airport security exercise plan may also be done as part of the airport’s overall preparedness program. The revision process results can also be used to shape the airport’s training program and target communications concerning security threats.

An essential step in the continuous improvement process is re-exercising or re-testing once a function or process has been modified because of exercise results or as the result of an Improvement Plan. Re-exercising or re-testing can be done in the following year or immediately, depending on the urgency and nature of the modification.

⁹ <https://www.fema.gov/sites/default/files/2020-04/CPG201Final20180525.pdf>, page 30.

SECTION 5: MAXIMIZING PARTICIPATION AND ENGAGEMENT

Maximizing attendance and participation in security exercises is essential to achieve the goals and objectives of a security exercise program. Participation by all key stakeholders, including airline employees, tenant agencies, concessionaires, and mutual aid partners is desirable for all types of airport security exercises but is critically important for exercises that fulfill TSA regulatory requirements. A collaborative relationship in which all parties work to tailor airport security exercises to suit a given airport's characteristics is likely to be more successful.

Effective coordination and collaboration with EMAs, fire, and law enforcement is essential for an effective airport security exercise program and an airport's overall level of preparedness. These partners can lend expertise and logistical support. In many cases, EMAs can even help with exercise costs if there is mutual jurisdictional benefit. In some areas, EMAs can also provide direct exercise support, facilitation, and evaluation. A major benefit of this collaboration is keeping the exercises grounded in reality; another is the development of strong personal relationships.

During the airport interviews, a variety of effective approaches were identified to increase participation in airport security exercises:

- Involve stakeholders in the planning of exercises, especially scenario selection
- Base exercises on realistic situations, recent incidents, or current threats
- Publish an annual exercise schedule so that everyone is aware of the planned schedule and stakeholders can communicate possible conflicts or other airport and/or regional events
- Clearly state the goals and objectives of the exercises
- Designate an appropriate person—someone who fosters collaboration and avoids finger-pointing—as exercise leader or facilitator
- Introduce small-scale security exercises (e.g., mini-TTX, trunk-top, seminar) into staff meetings
- Involve all participants in a quick, simple hotwash at the end of each exercise
- Establish a friendly environment and provide refreshments or lunch
- Emphasize the benefits of engagement in exercises

Helping stakeholders understand the benefits of exercises can also improve participation. The benefits of security exercises include:

- Enhancing the security and safety of the airport and everyone in it
- Improving communications procedures
- Building relationships
- Developing muscle memory for faster, surer responses in security incidents
- Identifying gaps and disconnects between various stakeholders' security plans and procedures
- Improving ability to benefit from mutual aid

One notable finding from the research is that airports that are satisfied with their security exercise programs all had the support of senior management. This support is demonstrated by senior management's participation in exercises, and their budgetary and overall support for the exercise program.

Some airports reported that having senior management present during exercises promoted greater participation by airline managers and other stakeholders; the knowledge that senior management would attend seemed to motivate stakeholders to attend.

When asked why to engage senior management, several themes emerged: (1) recognition of the exercise program as an essential component of a strong security culture; (2) the need to meet and comply with regulatory requirements; and (3) the need to maintain robust mutual aid partnerships.

Several interviewees also noted that when exercise scenarios reflect real-world circumstances—particularly recent events with the potential to impact an airport’s operations and reputation—the exercises take on added significance and relevance, making senior management more likely to be involved.

Several interviewees also called out the importance of the relationship between the Federal Security Director / Assistant Federal Security Director and airport senior leadership as a critical component of a successful security exercise program.

REFERENCES AND BIBLIOGRAPHY

- "Airport Emergency Plan." *Code of Federal Regulations*, title 14 (December 22, 2022): Section 139.325. Subsection (h). <https://www.ecfr.gov/current/title-14/chapter-I/subchapter-G/part-139/subpart-D/section-139.325>
- "Airport Operations- Security." *Code of Federal Regulations*, title 49 (December 22, 2022): Section 1542, Subsection C. <https://www.ecfr.gov/current/title-49/part-1542/subpart-C>
- Alaska Department of Transportation and Public Facilities, Office of Statewide Airports. *Contingency Planning Triennial Tabletop Exercise Template*. August 15, 2019.
- Alaska Department of Transportation and Public Facilities, Office of Statewide Airports. *Annual Airport Incident Management Meeting Agenda Template*. Undated.
- Barich, Inc. *PARAS 003: Enhancing Communication and Collaboration Among Airport Stakeholders*. Louisville, TN: National Safe Skies Alliance, 2017. https://www.sskies.org/images/uploads/subpage/PARAS_0003.C2Guidebook.FinalReport.pdf
- Barry, Ann S. *PARAS 0015: Guidance for Airport Perimeter Security*. Louisville, TN: National Safe Skies Alliance, 2018. https://www.sskies.org/images/uploads/subpage/PARAS_0015.AirportPerimeterSecurity.FinalReport.pdf
- Baton Rouge Metropolitan Airport (BTR). *Building Emergency Evacuation Plan (BEEP)*. January 5, 2017. (Partially SSI)
- Cadmus Group LLC. (In progress). "PARAS 0049: Creating and Maintaining a Strong Security Culture at Airports." Louisville, TN: National Safe Skies Alliance. Unpublished manuscript, March 23, 2023.
- Charlotte Douglas International Airport (CLT). *After Action Review for American Airlines / PSA Flight # 5594, Smoke & Odor in Cabin, Incident Date: June 27, 2022*. June 6, 2022. (For Official Use Only).
- Charlotte Douglas International Airport (CLT). "Airport to Conduct Disaster Exercise Oct. 8." 2022. https://cltairport.mediaroom.com/Triennial_2022
- Charlotte Douglas International Airport (CLT). "Airport to Conduct Disaster Exercise Saturday Morning." October 5, 2019. <https://cltairport.mediaroom.com/2019-10-04-Airport-to-Conduct-Disaster-Exercise-Saturday-Morning>
- "Contingency Plan." *Code of Federal Regulations*, title 49 (December 22, 2022): Section 1542.301. <https://www.ecfr.gov/current/title-49/subtitle-B/chapter-XII/subchapter-C/part-1542/subpart-D/section-1542.301>
- Crosby, Mark, Michael Steinle, Kori Nobel, and Theresa Smith. *PARAS 0016: Airport Security Vulnerability Assessments*. Louisville, TN: National Safe Skies Alliance, 2020. https://www.sskies.org/images/uploads/subpage/PARAS_0016.SVAGuidebook_Final_.pdf
- Denver International Airport (DEN). *2020 Part 139 Full-Scale Exercise After-Action Report*. December 31, 2020.
- Denver International Airport (DEN). *2020 Part 139 Full-Scale Exercise Evaluation Guide*. 2020.
- Denver International Airport (DEN). *2022 Part 139 Tabletop After-Action Report*. June 15, 2022.
- Denver International Airport (DEN). "[Exercise] Participant Feedback Form." Undated.
- Denver International Airport (DEN). *Master Scenario Events List (MSEL) Template*. Undated.

Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), “Homeland Security Exercise Evaluation Program.” <https://pretoolkit.fema.gov/web/hseep-resources/about>

_____. *Mission Areas and Core Capabilities*. July 20, 2020. <https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities>.

_____. *National Incident Management System (NIMS)*, 3rd ed. October 2017. <https://www.fema.gov/emergency-managers/nims>.

_____. *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action*. DOC 104-008-1, December 2011. https://fema.gov/whole_community_dec2011_2.

_____. *Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide. Comprehensive Preparedness Guide (CPG) 201*, 3rd ed. May 2018. <https://www.fema.gov/sites/default/files/2020-04/CPG201Final20180525.pdf>

_____. *Continuous Improvement*. April 2023. <https://www.fema.gov/about/offices/preparedness/continuous-improvement>

Department of Homeland Security (DHS), Transportation Security Administration (TSA). *Cybersecurity Self-Assessments and Incident Response Plans*, National Amendment TSA-NA-22-01. June 30, 2022.

_____. *Exercise Information System (EXIS)*®. <https://exis.tsa.dhs.gov/default.aspx>.

_____. “Intermodal Security Training and Exercise Program (I-STEP).” <https://www.tsa.gov/for-industry/intermodal-security-training-and-exercise-program>.

_____. *Security Directives and Emergency Amendments (“National Amendments”)*. <https://www.tsa.gov/sd-and-ea>

_____. *TSA Security Guidelines for General Aviation Airport Operators and Users* (Information Publication A-001, Version 2, TSA National Amendment TSA-NA-17-01). Washington, DC: TSA. July 2017. https://www.tsa.gov/sites/default/files/2017_ga_security_guidelines.pdf.

_____. “TSA to Conduct Series of Exercises at Pittsburgh International Airport May 2-3.” May 1, 2017. <https://www.tsa.gov/news/press/releases/2017/05/01/tsa-conduct-series-exercises-pittsburgh-international-airport-may-2>

Department of Homeland Security (DHS). Emergency Management Agency (FEMA), Homeland Security Exercise and Evaluation Program (HSEEP). January 2020. www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf.

Department of Homeland Security (DHS). Emergency Management Agency (FEMA), Undated. dem.nv.gov/uploadedFiles/demnv.gov/content/raining/HSEEP%20GUIDE%20-%20Module%203.pdf.

Department of Homeland Security (DHS). Emergency Management Agency (FEMA), Emergency Management Institute (EMI), Undated. What are SMART Objectives? https://emilms.fema.gov/is_0120c/groups/84.html.

Department of Homeland Security (DHS). Emergency Management Agency (FEMA), Emergency Management Institute (EMI), Undated. Types of Training and Exercises [for Damage Assessment]. [https://emilms.fema.gov/is_0559/groups/155.html#:~:text=Functional%20Exercises%20\(FE\)&text=It%20is%20similar%20to%20a,of%20your%20damage%20assessment%20plan](https://emilms.fema.gov/is_0559/groups/155.html#:~:text=Functional%20Exercises%20(FE)&text=It%20is%20similar%20to%20a,of%20your%20damage%20assessment%20plan).

Department of Homeland Security (DHS). National Terrorism Advisory System (NTAS) Alerts and Bulletins. <https://www.dhs.gov/national-terrorism-advisory-system>

- Department of the Interior, Bureau of Land Management (BLM). *2022 Alaska State Aviation Plan*. 2022. https://www.nifc.gov/sites/default/files/blm/aviation/BLMLibrary/AK_AP.pdf
- Eugene Airport (EUG). *Airport Tabletop Exercise After Action Report Template*. November 2, 2022.
- Faith Group, LLC. *PARAS 0011: Guidance for Airport Security Master Planning*. Louisville, TN: National Safe Skies Alliance, 2019. https://www.sskies.org/images/uploads/subpage/PARAS_0011.SecurityMasterPlanning.FinalReport.pdf
- Federal Aviation Administration (FAA). *Airport Emergency Plan*. Advisory Circular 150/5200-31C (Consolidated with Change 2). 2009. www.faa.gov/documentLibrary/media/150_5200_31c_chg1.pdf.
- Federal Aviation Administration (FAA). National Part 139 Cert Alert: Updated Guidance for Airport Emergency Plans (AEP) under 14 CFR Part 139.325(b)(7). September 21, 2021. See https://www.faa.gov/airports/airport_safety/certalerts for log of all FAA Cert Alerts by year.
- Flamenbaum, Harold, Dave Fleet, Ross Gaisor, and Zach Varwig. *PARAS 0006: Employee Inspections Synthesis Report*. Louisville, TN: National Safe Skies Alliance, 2017. https://www.sskies.org/images/uploads/subpage/PARAS_0006.Employee_Inspections.FinalReport.pdf
- “Former Dallas FBI Chief: Use TSA Security Breach as Training Video.” CBS News, July 25, 2016. <https://www.cbsnews.com/texas/news/former-dallas-fbi-chief-use-tsa-security-breach-as-training-video/>
- Goslett, Jane and Kate Sanderson. *PARAS 0032: Enhancing Security of Cargo Operations at Airports*. Louisville, TN: National Safe Skies Alliance, 2022. https://www.sskies.org/images/uploads/subpage/PARAS_0032.CargoOperationSecurity_FinalReport_.pdf
- Government Accounting Office (GAO). *Aviation Security Programs: TSA Should Clarify Compliance Program Guidance and Address User Concerns with Its Data Systems*. GAO-22-105063. September 2022. <https://www.gao.gov/assets/gao-22-105063.pdf>.
- Government Accounting Office (GAO). *Security Assessments at Selected Airports*. GAO-11-298. May 20, 2011. <https://www.gao.gov/products/gao-11-298>.
- Greenville-Spartanburg International Airport (GSP). “Emergency Drill.” *Carolina Traveler: A Podcast from Greenville-Spartanburg International Airport*. Season 5, Episode 6. October 19, 2022. <https://www.buzzsprout.com/1614646/11530821-emergency-drill>
- Griffith, Don, Aaron Moore, Gloria Bender, Karthik Ayodhiramanujan, Nader Sayadi, James Smith, Alvy Dodson, Carol White, John Sawyer, Julie Quinn, and Katherine Williams. *Airport Cooperative Research Program Report 112: Airport Terminal Incident Response Planning*. Washington, DC: Transportation Research Board of the National Academies, 2014. <http://www.trb.org/main/blurbs/171121.aspx>.
- Herrera, James. “Only a Drill: Monterey Regional Airport to Conduct Emergency Exercise.” *Monterey Herald*. May 23, 2022. <https://www.montereyherald.com/2022/05/23/only-a-drill-monterey-regional-airport-to-conduct-emergency-exercise/>
- International Civil Aviation Organization (ICAO). *Standards and Recommended Practices (SARPs) Annex 14 – Aerodromes*, 9th ed. 2022. <https://store.icao.int/en/annexes>.
- International Civil Aviation Organization (ICAO). *Standards and Recommended Practices (SARPs) Annex 17 – Aviation Security*, 12th ed. 2022. <https://store.icao.int/en/annexes>.

- Kenville, Kim and James F. Smith. *Airport Cooperative Research Program Synthesis Report of Current Practice 82: Uses of Social Media in Operational Response and Recovery during Airport Emergencies*. Washington, DC: Transportation Research Board, 2017. <https://www.trb.org/Main/Blurbs/176496.aspx>.
- LAM LHA. "PARAS Report 0046: Security at Tenant and Third-Party Controlled Facilities at Airports." Louisville, TN: National Safe Skies Alliance. Unpublished manuscript, March 23, 2023.
- Multnomah County. *Emergency Management Integrated Preparedness Plan, Fiscal Year 2022-2024 (July 1, 2021-June 30-2024)*. March 31, 2022. https://multco-web7-psh-files-usw2.s3-us-west-2.amazonaws.com/s3fs-public/033122_MultCo_IPP_FY22-24_1.pdf
- Namowitz, Dan. "AOPA hosts TSA security exercise." December 18, 2018. <https://www.aopa.org/news-and-media/all-news/2018/december/18/aopa-hosts-tsa-security-exercise>
- National Academies of Sciences, Engineering, and Medicine. *Command-Level Decision Making for Transportation Emergency Managers*. Washington, DC: The National Academies Press, May 2022. <https://doi.org/10.17226/26587>.
- Phoenix Sky Harbor International Airport (PHX). "2022 Emergency Preparedness Exercise Schedule (Version 5)." June 2, 2022.
- Prather, C. Daniel. *Airport Cooperative Research Program Synthesis of Current Practice 112: Airport Operations Training at Small Airports*. Washington, DC: Transportation Research Board, 2020. <https://www.trb.org/Publications/Blurbs/181307.aspx>.
- Quinn, Julie, Katherine Williams, Nathan Polsgrove, Neil Gabrielson, Jeff Hoyne, Tim O’Krongley, and Jim Smith. *PARAS 0042: Force Multiplier Strategies for Airport Law Enforcement*. Louisville, TN: National Safe Skies Alliance, 2022. https://www.sskies.org/images/uploads/subpage/PARAS_0042.ForceMultiplierStrategies_FinalReport_.pdf
- Quinn, Julie, Katherine Williams, and Shaun Germolus. *PARAS Report 0035: Synthesis of Escort Privileges and Escorting Practices*. Louisville, TN: National Safe Skies Alliance, 2021. https://www.sskies.org/images/uploads/subpage/PARAS_0035.EscortPrivilegesPractices_Final_Report_.pdf
- Salus Solutions. *PARAS 0022: Active Shooter Mitigation and Recovery Strategies*. Louisville, TN: National Safe Skies Alliance, 2020. https://www.sskies.org/images/uploads/subpage/PARAS_0022.ActiveShooterMitigationRecovery_Final_Report_.pdf
- Samuelson, Shawna. "Boise Airport Completes Full-Scale Disaster Exercise." Boise Airport. August 18, 2022. <https://www.iflyboise.com/press-room/media-center/2022/august/boise-airport-completes-full-scale-disaster-exercise/>
- Shuman, Zachary, Rick Day, Aaron Lawrence, Sheldon Menezes, Maria Muia, and Drishti Valecha. *PARAS 0031: Airport Response to Unmanned Aircraft System (UAS) Threats*. Louisville, TN: National Safe Skies Alliance, 2021. https://www.sskies.org/images/uploads/subpage/PARAS_0031.ResponsetoUASThreats_FinalReport_.pdf
- Smith, James F. *Airport Cooperative Research Program Synthesis of Current Practice 50: Effective Cooperation Among Airports and Local and Regional Emergency Management Agencies for Disaster Preparedness and Response*. Washington, DC: Transportation Research Board, 2014. <https://www.trb.org/Publications/Blurbs/170368.aspx>.

- Smith, James F. “Using Return on Investment and Resiliency Return on Investment for Preparedness.” *Public Administration Review*, 2023. <http://doi.org/10.1111/puar.13677>.
- Smith, James F., Ricardo E. Garcia, John M. Sawyer, and Kim Kenville. *Airport Cooperative Research Program Synthesis of Current Practice 72: Tabletop and Full-Scale Emergency Exercises for General Aviation, Non-Hub, and Small Hub Airports*. Washington, DC: Transportation Research Board, 2016. <https://www.trb.org/Publications/Blurbs/174692.aspx>.
- Smith, James F. and Joshua Greenberg. *Airport Cooperative Research Program Synthesis Report of Current Practice 83: Preparing Airports for Communicable Diseases on Arriving Flights*. Washington, DC: Transportation Research Board, 2017. <https://www.trb.org/Publications/Blurbs/176419.aspx>.
- Smith, James F. and Todd W. Haines. *Airport Cooperative Research Program Synthesis Report of Current Practice 90: Integrating ADA in Emergency Exercises*. Washington, DC: Transportation Research Board, 2018. <https://crp.trb.org/acrpwebresource2/incorporating-ada-and-functional-needs-in-emergency-exercises/>.
- Smith, James F., Kim Kenville, and John M. Sawyer. *Airport Cooperative Research Program Synthesis of Current Practice 60: Airport Emergency Post-Event Recovery Practices*. Washington, DC: Transportation Research Board, 2015. <https://www.trb.org/Publications/Blurbs/172539.aspx>.
- SSi, Inc. *PARAS 0018: Airport Security Training for Law Enforcement and Security Personnel*. Louisville, TN: National Safe Skies Alliance, 2020. https://www.sskies.org/images/uploads/subpage/PARAS0018_LEOAirportSecurityTraining.FinalReport.pdf
- State of Texas. *Texas Homeland Security Strategic Plan 2021-2025*. 2021. https://gov.texas.gov/uploads/files/press/HSSP_2021-2025.pdf
- Steinle, Michael, Michael Zoia, David Schuberth, Carolyn Hughes, Ashlee Delventhal, Kymmie Scott, Prasanna Kavaipatti, and Jessica Gafford. *PARAS 0040: Pandemic Response, Recovery Planning for Airport Security Operations Phase 2*. Louisville, TN: National Safe Skies Alliance, 2022. https://www.sskies.org/images/uploads/subpage/PARAS_0040.Phase_2_PandemicRRPPlanning_FinalReport.pdf
- U.S. Congress. House of Representatives. Committee on Homeland Security. *Aviation Security Challenges: Is TSA Ready for the Threats of Today?: Hearing before the Committee on Homeland Security*. 114th Cong., 1st sess., July 29, 2015. <https://www.govinfo.gov/content/pkg/CHRG-114hhrg97919/html/CHRG-114hhrg97919.htm>
- Williams, Craig. *Airport Cooperative Research Program Synthesis of Current Practice 3: General Aviation Safety and Security Practices*. Washington, DC: Transportation Research Board, 2007. <https://nap.nationalacademies.org/download/23242>.

APPENDIX A: TEMPLATES

The following appendices provide references for the templates discussed in this document. Completed examples are also provided for a selection of these templates, as shown in the table below.

For airports seeking templates that can be modified for their specific needs, Microsoft Excel files for Appendices A-4 and A-8, and a Microsoft Word document containing all of the remaining templates are available on [Safe Skies' website](#).

	Template	Completed Example
A-1	Airport Security Exercise Development Guide	✓
A-2	Security-Focused Risk Assessment	✓
A-3	Exercise Description	✓
A-4	Master Scenario Events List	✓
A-5	Exercise Participants List	✓
A-6	Exercise Evaluation Guide	✓
A-7	After Action Report/Improvement Plan	✓
A-8	Improvement Opportunity Tracking Spreadsheet	✓

APPENDIX A-1: AIRPORT SECURITY EXERCISE DEVELOPMENT GUIDE

TEMPLATE

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 (Appendix A-2)	
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 Appendices A-3, A-4, A-5, and A-6)	
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 (Appendix A-6)	
Stakeholder meeting to perform After Action Review (AAR) and generate Improvement Plan (IP) (Appendix A-7)	
Assign responsibilities for IP items	
Track progress on correcting IP items (Appendix A-8)	
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	

APPENDIX A-2: SECURITY-FOCUSED RISK ASSESSMENT

TEMPLATE

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)			

COMPLETED EXAMPLE

Security Threat	Probability of Occurrence P 5 = highly probable 0 = improbable	Consequences C 5 = extreme consequences 0 = no impact	Risk $P \times C = R$
Abandoned package	5	1	5
Access system failure	2	5	10
Active shooter	4	5	20
Alert II	4	1	4
Alert III	2	4	8
Bomb threat	3	3	9
Construction	5	2	10
Drone/Unmanned Aerial System incursion	3	5	15
Electrical outage	4	3	12
Fence jumper	2	3	6
Fuel farm fire	1	5	5
Gun in luggage	3	1	3
Hijacked heavy vehicle on AOA	2	5	10
Infrastructure failures	2	5	10
Ransomware attack	2	5	10
Security breach through exit lane	3	4	12
Security breach through tenant facility	3	5	15
Unauthorized person opens secure door	3	4	12
Gate crasher	2	5	10
Other (specify)			

APPENDIX A-3: EXERCISE DESCRIPTION

TEMPLATE

[This template was adapted from HSEEP. To use it, replace items that are highlighted in yellow with exercise specifics. The template below is followed by completed examples for Functional, Drill, Tabletop, and Trunk-top exercise formats.]

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
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.]

COMPLETED EXAMPLE – FUNCTIONAL EXERCISE SCENARIO

ACTIVE THREAT IN DEPARTURES

May 1, 2024

EXERCISE OVERVIEW

Exercise Name	Active Threat in Departures
Exercise Dates	May 1, 2024
Scope	This exercise is a Functional Exercise , planned for four hours at XYZ Terminal A . Exercise play is limited to participating invited response elements .
Focus Area(s)	Response
Capabilities	Operational Control, Operational Communications
Objectives	<ol style="list-style-type: none"> 1. Upon completion of the exercise, Airport Police will have demonstrated their Response to Active Threat per XYZ Airport Police SOP 123. 2. Upon completion of the exercise, XYZ Communications Control will have demonstrated how to monitor communications and relay relevant CCTV information in real time to responding units/command per XYZ Communications SOP 456. 3. Upon receiving notification or becoming aware of an Active Threat, Airport Command will have requested Mutual Aid responders to MASA per Airport Police SOP 789. 4. Upon completion of the exercise, XYZ Operations will have demonstrated standing up the MASA per XYZ Airport Police SOP 789.
Threat/Hazard	Active Threat. Immediate threat to life safety of passengers.
Scenario	Unknown subject drives panel van into cars and passengers on the Departure curbside. Subject flees vehicle into Departure Hall and starts to stab random passengers with knife. Panicked passengers rush through the checkpoint unscreened and out to AOA. Officers engage and stop threat.
Sponsor	XYZ Airport
Participating Organizations	Smallish airlines, TSA, FBI, Airport Law Enforcement, Airport Fire, Airport Security, Airport Operations, Airport Communications, Mutual Aid Law Enforcement, Mutual Aid Fire and Emergency Services
Point of Contact	John Doe, XYZ Security Director, 123-456-7890

GENERAL INFORMATION

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.

Exercise Objective 1: Upon completion of the exercise, XYZ Airport Police will have demonstrated their Response to Active Threat per XYZ Airport Police SOP 123.	
Core Capability: Operational Coordination, Operational Control	
Critical Task 1.1: Respond to reported areas and engagement of suspect	Source 1.1: XYZ Airport Police SOP 123 – Response to Active Threat
Critical Task 1.2: Establish Airport Command to coordinate response	Source 1.2: XYZ Airport Police SOP 123 – Response to Active Threat
Exercise Objective 2: Upon completion of the exercise, XYZ Airport Communications Control will have demonstrated how to monitor communications and relay relevant CCTV information in real time to responding units/command per XYZ Communications SOP 456.	
Core Capability: Operational Coordination	
Critical Task 2: CCTV operator relays vital location and activities of suspect to responding officers	Source 2: XYZ Communications SOP 456 - Response to Active Threat in Terminals
Exercise Objective 3: Upon receiving notification or becoming aware of an Active Threat, XYZ Airport Command will request Mutual Aid responders to MASA per Airport Police SOP 789.	
Core Capability: Operational Coordination	
Critical Task 3.1 : Communications Control request Mutual Aid responders to MASA	Source 3.1: XYZ Airport Police SOP 789 – Mutual Aid
Critical Task 3.2: Establish the Unified Communications Plan and transition all responders to the Mutual Aid Channel	Source 3.2: XYZ Airport Police SOP 789 – Mutual Aid
Exercise Objective 4: Upon completion of the exercise, XYZ Airport Operations will have demonstrated standing up the MASA per XYZ Airport Police SOP 789.	
Core Capability: Operational Coordination	
Critical Task 4: Airport Command will stand up MASA and MASA Manager.	Source 4: XYZ Airport Police SOP 789 – Mutual Aid

Exercise Scenario

The scenario takes place on a Saturday morning during the first bank of the day. There is no prior intelligence stating the imminence of any threat. All areas are at normal staffing and no significant airport operations disruption.

Weather

The weather is reflective of today.

Major Injects

Airport Departure Curb

- 0700 Communications center is getting reports of a traffic accident with injuries at the departure area.
- 0702 Communications center gets further reports of white van intentionally hitting vehicles and running over people. Several people are now injured.
- 0702 Communications Center has a vehicle on CCTV and reports two people running from the vehicle into the terminal.

Airport Departure Terminal

- 0705 Communications Center gets report of white male in black shirt and pants stabbing multiple people in front of airline ticket counter.
- 0705 Communications Center reports white male continuing to stab passengers and moving towards checkpoint area.
- 0705 First Police Officer on scene encounters suspect. Suspect holding airline employee as shield with knife at throat
- 0705 First Police Officer and Communications Center report a second suspect has stabbed the officer. Officer has engaged second suspect with firearm. Suspect is down.

0710 ORIGINAL SUSPECT HAS BARRICADED HIMSELF AND HOSTAGE BEHIND TICKET COUNTER.

COMPLETED EXAMPLE – DRILL SCENARIO

MASA DRILL

May 1, 2024

EXERCISE OVERVIEW

Exercise Name	MASA Activation
Exercise Dates	May 1, 2024
Scope	This exercise is a Drill , planned for one hour at Mutual Aid Staging Area (MASA) . Exercise play is limited to actions needed to open and establish MASA Command .
Focus Area(s)	Response
Capabilities	Operational Command
Objectives	<ol style="list-style-type: none"> 1. Upon notification or becoming aware of a SIMULATED Active Threat, SIMULATE requesting Mutual Aid to respond to MASA as per XYZ Airport Police SOP 789 2. Upon notification, Operations will order the standing up of the MASA per XYZ Operations SOP 2311. 3. Upon notification that the MASA has been established, implement the Unified Communications Plan as per the XYZ Communications SOP.
Threat/Hazard	Active Threat
Scenario	Mutual Aid Response to MASA for Active Threat in Departure
Sponsor	XYZ Airport
Participating Organizations	XYZ Law Enforcement and Operations
Point of Contact	John Doe, XYZ Security Director, 123-456-7890

GENERAL INFORMATION

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.

Objective 1: Upon notification or becoming aware of a SIMULATED Active Threat, SIMULATE requesting Mutual Aid to respond to MASA as per XYZ Airport Police SOP789	
Core Capability: Operational Control	
Critical Task 1.1: Simulate requesting Mutual Aid responders to MASA.	Source 1.1: XYZ Airport Police SOP 789 – Mutual Aid
Critical Task 1.2: Simulate requesting arriving LE mutual aid stand-up Mutual Aid Command	Source 1.2: XYZ Airport Police SOP 789 – Mutual Aid
Objective 2: Upon notification, Operations will order the standing up of the MASA per XYZ Operations SOP 2311.	
Core Capability: Physical Protective Measures and Operational Coordination	
Critical Task 2.1: Unlock gate, set up gate security	Source 2.1: XYZ Operations SOP 2311 – Establishing the Mutual Aid Staging Area
Critical Task 2.2: Set up cones and flags	Source 2.2: XYZ Operations SOP 2311 – Establishing the Mutual Aid Staging Area
Objective 3: Upon notification that the MASA has been established, implement the Unified Communications Plan as per the XYZ Communications SOP.	
Core Capability: Communications	
Critical Task 3: Move all responders and mutual aid to Unified Communications channel	Source 3: XYZ Communications SOP – Establishing unified radio channel

Exercise Scenario

Mutual Aid has been requested to the MASA, Establish MASA Command and Unified Communications

Weather

The weather is reflective of today.

Major Events/Injects

Landside

- Terminal LE advice of active shooter on terminal and activates response.
- Operations requests mutual aid.
- Operations orders MASA established.

Mutual Aid Staging Area

- Establish MASA – open area (gate, cordon off, cones), implement any tactics planned for opening.
- Establish MASA command and documentation for control.

Communications Center

- Establishes MASA communications plan.
- Requests units test unified radio channels.

COMPLETED EXAMPLE – TABLETOP EXERCISE DESCRIPTION

SECURITY GATE VEHICLE CRASH

June 4, 2024

EXERCISE OVERVIEW

Exercise Name	Security Gate Vehicle Crash
Exercise Dates	June 4, 2024
Scope	This exercise is a Tabletop Exercise , planned for one hour at XYZ Airport Training Room . Exercise play is limited to discussion of the response responsibilities of the participants .
Focus Area(s)	Response
Capabilities	Operational Coordination
Objectives	At the conclusion of the exercise, the participants will have described the steps they would take to respond to the incident, stabilize and secure the scene, and return the gate to service within four hours.
Threat/Hazard	Fire, Explosion, Environmental Contamination
Scenario	A 1,500-gallon Jet A fuel truck has crashed into the vehicle gate 1 and struck a bollard causing the truck to rupture and rapidly spill the jet fuel.
Sponsor	XYZ Airport
Participating Organizations	XYZ Airport Operations Agents, Fire, Safety, AOC, Police, Maintenance
Point of Contact	XYZ Airport Operations Training Supervisor

GENERAL INFORMATION

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.

Objective: At the conclusion of the exercise, the participants will have described the steps they would take to respond to the incident, stabilize and secure the scene, and return the gate to service within four hours.	
Core Capability: Operational Coordination	
Critical Task 1: On arrival, first arriving unit will establish and initiate Incident Command	
Critical Task 2: Declare establishment of Command and state who is Incident Commander (IC)	
Critical Task 3: IC, on assuming command, will identify and communicate to arriving units the communications plan	
Critical Task 4: IC and Staff will establish an Incident Action Plan	Source 4: XYZ Airport Incident Command SOP

EXERCISE SCENARIO

A 1,500-gallon Jet A fuel truck has crashed into the vehicle gate 1 and struck a bollard causing the truck to rupture and rapidly spill the jet fuel. The vehicle sliding gate is not repairable and will need to be replaced.

Weather

Today's weather

Presentation Mode

Slide presentation

Prompts

What command structure would you use?

If Yes – IC then transitioned to UC?

Who and how do you communicate it

Was it communicated to the AOC? Y or N

Was it communicated to the AOC? Y or N

What was the communications plan?

Normal radio traffic flow?

What Actions would you implement?

Fire – made area safe?

Police – Set up security – closed vehicle gate 1 to traffic – moved to another gate?

Maintenance – four hours to fix and replace gate?

Operations – closed nearby taxiway for concerns with vehicle fire?

Takeaways

Should meet as a UC group before decisions are made to reopen.

Need to finalize Mass Notification Group for operations.

Did not notify tenants about gate closure.

COMPLETED EXAMPLE – TRUNK-TOP EXERCISE

SECURITY GATE EMERGENCY REPAIR

June 4, 2024

EXERCISE OVERVIEW

Exercise Name	Security Gate Emergency Repair
Exercise Dates	June 4, 2024
Scope	This exercise is a Trunk-top Exercise, planned for morning briefing at XYZ Airport Maintenance Shop. Exercise play is limited to discussion of expeditious possible solutions to the problem presented.
Focus Area(s)	Recovery
Capabilities	Infrastructure Systems
Objectives	At the conclusion of the exercise, the participants will have described the possible steps to take to return the gate to service within four hours.
Threat/Hazard	Site Security
Scenario	A 1,500-gallon Jet A fuel truck has crashed into vehicle gate 1 and struck a bollard causing the truck to rupture and rapidly spill the jet fuel. The gate is unrepairable and will need to be replaced.
Sponsor	XYZ Airport Maintenance
Participating Organizations	XYZ Airport Maintenance
Point of Contact	XYZ Airport Maintenance Supervisor

Prompts

How can we quickly secure the entrance?

Can we fashion a temporary working gate?

How can we safely allow tenant use of the gate?

Is there a vendor that can provide a temporary gate?

Which vendor can provide a replacement gate and how soon?

Takeaways

Secure portable barricades that can be quickly deployed

Update the list of approved emergency suppliers

Rehabilitate old Southwest gate for emergency use.

COMPLETED EXAMPLE – FUNCTIONAL EXERCISE

Exercise Name						Exercise Type		Exercise Lead	Exercise Date(s)	Dropdown Menus			
Active Threat in Departures						TTX		John Doe, XYZ Security Director, 123-456-7890	5/1/2024	Category: ExPa=Expected Action, Inject, Contingency Inject, Other Inject Mode: In Person, Fax, Phone, Email, Radio			
Event	Date	Time	Category	Inject Mode	Synopsis	From	To	Message	Expected Action	Responsible Organization	POC/Author	Comment	
1	5/1/2024	7:00 AM	Inject	Phone	Reports of traffic accident at the departure area	Public	Comm Center	Comm Ctr receives report of a traffic accident in the departure area, there are people injured	Investigate, report	Comm Center	Exercise Director		
2	5/1/2024	7:02 AM	Inject	Phone	Report of white van intentionally hitting vehicles and running over people	Public	Comm Center	Comm Ctr receives report of a white van intentionally hitting vehicles and running over people. Several people are injured.	Continue investigation of report, dispatch airport LEO & EMS to incident.	Comm Center	Exercise Director		
3	5/1/2024	7:02 AM	Inject	In Person	Comm Ctr has CCTV visual on vehicle	Exercise Control	Comm Center	Comm Ctr has visual of vehicle on CCTV and sees two people running from the vehicle vicinity.	Report information to responding airport LEO	Comm Center	Exercise Director		
4	5/1/2024	7:05 AM	Inject	Phone	Report of person stabbing people in front of airline counter	Public	Comm Center	Comm Ctr gets report of white male in black shirt and pants stabbing multiple people in front of airline ticket counter	Report information and dispatch LEO to new scene.	Comm Center	Exercise Director		
5	5/1/2024	7:05 AM	Inject	In Person	Checkpoint breach alarm	Checkpoint alarm system,	Comm Center	Communications Center receives checkpoint breach alarm and TSA supervisor contacts center stating all employees are fleeing threat.	Report information and dispatch airport LEO and Landside Staff to direct evacuation	Comm Center	Exercise Director		
6	5/1/2024	7:05 AM	Inject	Radio	Report of person continuing stabbing people and moving towards checkpoint	Airline counter personnel	Comm Center	Comm Ctr gets reports of white male continuing to stab passengers and moving towards checkpoint area	Report information and redirect LEO to additional scene	Comm Center	Exercise Director		

7	5/1/2024	7:05 AM	Inject	Radio	First Police Officer on scene encounters suspect	On-scene LEO	Comm Center	First Police Officer on scene encounters suspect. Suspect holding airline employee as shield with knife at throat.	Report information	Comm Center	Exercise Director	
8	5/1/2024	7:05 AM	Inject	Radio	First Police Officer on scene is stabbed	On-scene LEO	Comm Center	First Police Officer and Communications Center report a second suspect has stabbed the officer – officer has engaged second suspect with firearm. Suspect is down.	Report information and direct additional EMS and LEO to scene	Comm Center	Exercise Director	
9	5/1/2024	7:07 AM	Inject	In Person	Passengers fleeing into AOA	Checkpoint alarm system and CCTV	Comm Center	Communications Center receives fire door security alarms and observes passengers fleeing onto the AOA	Report information and dispatch LEO and Airside Staff to secure AOA	Comm Center	Exercise Director	
10	5/1/2024	7:10 AM	Inject	In Person	Original suspect barricaded with hostage.	On-scene LEO	Comm Center	Original suspect has barricaded himself and hostage behind ticket counter.	Report information and redirect hostage negotiation team to scene	Comm Center	Exercise Director	
11	5/1/2024	7:10 AM	Inject	Radio	Request Mutual Aid	Police Supervisor	Comm Center	On-duty police supervisor has requested mutual aid police and EMS, and requested the establishment of the MASA	Request mutual aid police and EMS, request hostage negotiation team, and activate the MASA	Comm Center	Exercise Director	

COMPLETED EXAMPLE – DRILL

Exercise Name						Exercise Type		Exercise Lead	Exercise Date(s)	Dropdown Menus			
MASA Drill						Drill		John Doe, XYZ Security Director, 123-456-7890	May 1, 2024	Category: ExPa=Expected Action, Inject, Contingency Inject, Other Inject Mode: In Person, Fax, Phone, Email, Radio			
Event	Date	Time	Category	Inject Mode	Synopsis	From	To	Message	Expected Action	Responsible Organization	POC/Author	Comment	
1	5/1/2024	8:00	Inject	Radio	Activate response procedure for Active Threat	On-scene initial responding unit	Airport Operations	4567 to ops we have an Active Threat in the Departures Area at Smallish Airlines counter. We need mutual aid.	Operations, activates the EOC, Requests mutual aid from partners, and activates the MASA	XYZ Ops	Tgn Officer 123-456-7891.		
2	5/1/2024	8:02	Inject	Phone	Activate mutual aid	Airport Operations	Mutual Aid Partners	We have an Active Threat at XYZ in the Departures Area at the Smallish Airlines counter. We are requesting you deploy your AT Response to the XYZ MASA. The MASA will be at Gate 5 on Large Blv.	Ops will dispatch Airside 2 as MASA mgr. to establish MASA and direct arriving units. Mutual Aid partners will respond to Gate 5. MASA mgr. will dispatch units as directed by IC.	Smallish PD or State HP first arriving unit	SAA		
3	5/1/2024	8:03	ExPA	Radio	Activate Com Plan	Airport Operations	All responding units	All units responding to SIA change to Tac Frequency	All units acknowledge and report on Tac	All responding units	SAA		
4	5/1/2024	8:04	ExPA	Radio	Stand up MASA	Airside 2	IC and all Units	Airside 2 is now MASA Mgr. MASA is set up at Gate 5.	Set up Id banner and cones.	XYZ Airside 2	SAA	Make sure additional security is standing by when gate is open for drill	
5	5/1/2024	8:10	ExPA	Radio	Dispatch arriving units	IC	MASA	Send the first 3 units to arrival area	Dispatch units to specific areas of scene	MASA Mgr	SAA		
6	5/1/2020	8:20	Inject	Radio	Suspect apprehended	IC	all units	Subject has been apprehended scene is secure	All units acknowledge.	IC	SAA		

APPENDIX A-5: EXERCISE PARTICIPANTS LIST

[This template was adapted from HSEEP.]

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]

APPENDIX A-6: EXERCISE EVALUATION GUIDE

TEMPLATE

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]

[Insert Chosen Mission Area]

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]	<ul style="list-style-type: none"> [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]	<ul style="list-style-type: none"> [Insert Exercise Objective 2 Critical Tasks from page 1] 	[Observation notes and explanation of rating]	[Task rating]
[Insert Exercise Objective 3 from page 1]	<ul style="list-style-type: none"> [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).

COMPLETED EXAMPLE

Exercise Name: Active Threat in Departures

Exercise Date: May 1 – May 1, 2024

Jurisdiction/Organization: XYZ Airport

Venue: XYZ Administrative Training room 1

Response
Exercise Objective 1: Upon completion of the exercise XYZ Airport Police will have demonstrated their response to Active Threat per XYZ Airport Police SOP 123.
Core Capability: Operational Coordination Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Critical Task 1.1: Response to all areas, departure hall and engagement of suspect Source(s): XYZ Airport Police SOP 123 – Response to Active Threat
Critical Task 1.2: Establish Airport Command to coordinate response Source(s): XYZ Airport Police SOP 123 – Response to Active Threat
Exercise Objective 2: Upon completion of the exercise, XYZ Airport Communications Control will have demonstrated how to monitor communications and relay relevant CCTV information in real time to responding units/command per XYZ Communications SOP 456.
Core Capability: Operational Coordination Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Critical Task 2: Single CCTV operator relays vital location and activities of suspect to responding officers Source: XYZ Communications SOP 456 - Response to Active Threat in Terminals
Exercise Objective 3: Upon receiving notification or becoming aware of a SIMULATED Active Threat, XYZ Airport Command will request Mutual Aid responders to MASA per Airport Police SOP 789.
Core Capability: Operational Communications Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Critical Task 3.1: Communications Control request Mutual Aid responders to MASA Source(s): XYZ Airport Police SOP 789 – Mutual Aid
Critical Task 3.2: Establish the Unified Communications Plan and transition all responders to the Mutual Aid Channel. Source: XYZ Airport Police SOP 789 – Mutual Aid
Exercise Objective 4: Upon completion of the exercise, XYZ Airport Operations will have demonstrated standing up the MASA per XYZ Airport Police SOP 789.

Response

Core Capability: **Operational Coordination**

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

Critical Task 4: **Command will assign personnel and equipment to stand up MASA and assign a MASA Manager.**

Source: XYZ Airport Police SOP 789 – Mutual Aid

Exercise Objectives	Associated Critical Tasks	Observation Notes and Explanation of Rating	Task Rating
<p>Exercise Objective 1: Upon completion of the exercise, XYZ Airport Police will have demonstrated their response to Active Threat per XYZ Airport Police SOP 123.</p>	<p>Critical Task 1.1: Respond to reported areas and engagement of suspect.</p>	<p>Responders were familiar with where and how to respond and aware of the stipulated timelines in XYZ Airport Police SOP 123 – Response to Active Threat</p>	P
	<p>Critical Task 1.2: Establish Airport Command to coordinate response.</p>	<p>Responders were familiar with ICS and established command within the timelines of Police SOP 123</p>	P
<p>Exercise Objective 2: Upon completion of the exercise, XYZ Airport Communications Control will have demonstrated how to monitor communications and relay relevant CCTV information in real time to responding units/command per XYZ Communications SOP 456.</p>	<p>Critical Task 2: CCTV operator relays vital location and activities of suspect to responding officers</p>	<p>CCTV operator quickly was able to describe how to track suspect via CCTV and was familiar with the airport and able to direct LEO responders</p>	P
<p>Exercise Objective 3: Upon receiving notification or becoming aware of a SIMULATED Active Threat, Airport</p>	<p>Critical Task 3.1: Communications Control request Mutual Aid responders to MASA.</p>	<p>Communications had some difficulty soliciting Mutual Aid but were quickly able to find the procedure and implement it.</p>	S

Exercise Objectives	Associated Critical Tasks	Observation Notes and Explanation of Rating	Task Rating
<p>Command will request Mutual Aid responders to MASA per Airport Police SOP 789.</p>	<p>Critical Task 3.2: Establish the Unified Communications Plan and transition all responders to the Mutual Aid Channel.</p>	<p>Although Comm Ctr was familiar with the need to transition to the plan, some of the responders were unfamiliar with the plan and had no knowledge of which frequency to use, needing additional prompting</p>	<p>S</p>
<p>Exercise Objective 4: Upon completion of the exercise, XYZ Airport Operations will have demonstrated standing up the MASA per XYZ Airport Police SOP 789.</p>	<p>Critical Task 4: Airport Command will stand up MASA and MASA Manager.</p>	<p>Units were confused as to who was responsible for standing up the MASA Units assigned to stand up the MASA were unable to accurately set it up requiring major coaching to accomplish the task</p>	<p>M</p>
<p>Final Critical Task Rating:</p>			<p>S</p>

Evaluator Information
Evaluator Name: Inspector 2345
Evaluator Email: 2345Insp@flyxyz.com
Evaluator Phone: 123-456-7890

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).

APPENDIX A-7: AFTER ACTION REPORT/IMPROVEMENT PLAN

[This template was adapted from HSEEP.]

TEMPLATE

[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)

COMPLETED EXAMPLE

ACTIVE THREAT IN DEPARTURES

XYZ Airport
After-Action Report/Improvement Plan
May 5, 2024

Security Sensitive Information

EXERCISE OVERVIEW

The scenario takes place on a Saturday morning during the first bank of the day. There is no prior intelligence stating the imminence of any threat. All areas are at normal staffing and no significant airport operations disruption.

Weather

The weather is reflective of today.

Major Injects

Airport Departure Curb

- 0700 Communications center getting reports of traffic accident with injuries at the departure area.
- 0702 Communications center gets further reports of white van intentionally hitting vehicles and running over people. Several people are now injured.
- 0702 Communications Center has vehicle on CCTV and reports 2 people running from the vehicle vicinity.

Airport Departure Terminal

- 0705 Communications Center gets report of white male in black shirt and pants stabbing multiple people in front of airline ticket counter.
- 0705 Communications Center reports white male continuing to stab passengers and moving towards checkpoint area.
- 0705 First Police Officer on scene encounters suspect. Suspect holding airline employee as shield with knife at throat
- 0705 First Police Officer and Communications Center report a second suspect has stabbed the officer – officer has engaged second suspect with firearm. Suspect is down.
- 0710 Original suspect has barricaded himself and hostage behind ticket counter.

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: Upon completion of the exercise, XYZ Airport Police will have demonstrated their Response to Active Threat per XYZ Airport Police SOP 123.	Respond to reported areas and engagement of suspect.	P			
	Establish Airport Command to coordinate response.	P			
Objective 2: Upon completion of the exercise, XYZ Airport Communications Control will have demonstrated how to monitor communications and relay relevant CCTV information in real time to responding units/command per XYZ Communications SOP 456.	CCTV operator relays vital location and activities of suspect to responding officers	P			
Objective 3: Upon receiving notification or becoming aware of a SIMULATED Active Threat, XYZ Airport Command will request Mutual Aid responders to MASA per Airport Police SOP 789.	Communications Control request Mutual Aid responders to MASA.		S		
	Establish the Unified Communications Plan and transition all responders to the Mutual Aid Channel		S		

Objective	Critical Task	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Objective 4: Upon completion of the exercise, XYZ Airport Operations will have demonstrated standing up the MASA per XYZ Airport Police SOP 789.	Airport Command will Stand up MASA and MASA Manager.			M	

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.

Exercise Objective 1

Upon completion of the exercise XYZ Airport Police will have demonstrated their Response to Active Threat per XYZ Airport Police SOP 123

Critical Task 1.1

Respond to reported areas and engagement of suspect.

Strengths

The full objective level can be attributed to the following strengths:

Strength 1: Responders were familiar with where to respond.

Strength 2: Responders responded in the appropriate manner for the situation.

Strength 3: Responder knew the time limits for an appropriate response.

Areas for Improvement

The following areas require improvement to **continue** the full objective level:

Area for Improvement 1: New hires were not as familiar with the procedure.

Reference: XYZ Airport Police SOP 123 – Response to Active Threat

Analysis: Full objective level was achieved.

Critical Task 1.2

Establish Airport Command to coordinate response.

Strengths

The **full** objective level can be attributed to the following strengths:

Strength 1: Responders were knowledgeable of ICS and how to implement it.

Areas for Improvement

The following areas require improvement to **continue** the full objective level:

Area for Improvement 1: New hires were not as familiar with the procedure.

Reference: XYZ Airport Police SOP 123 – Response to Active Threat

Analysis: Full objective level was achieved.

Exercise Objective 2:

Upon completion of the exercise XYZ Airport Communications Control will have demonstrated how to monitor communications and relay relevant CCTV information in real time to responding units/command per XYZ Communications SOP 456.

Critical Task 2.1

CCTV operator relays vital location and activities of suspect to responding officers.

Strengths 2.1

The **full** objective level can be attributed to the following strengths:

Strength 1: CCTV operator quickly was able to describe how to track suspect via CCTV.

Strength 2: CCTV operator was familiar with the airport and able to direct LEO responders.

Areas for Improvement

The following areas require **continued** improvement to **maintain** full objective level:

Area for Improvement 2.1: Include rigorous security tracking and directing training of new hires.

Reference: XYZ Communications SOP 456 – Response to Active Threat in Terminals.

Analysis: Full objective level was achieved, but future new hires must be as adequately trained as the present operator.

Exercise Objective 3:

Upon receiving notification or becoming aware of a SIMULATED Active Threat, XYZ Airport Command will request Mutual Aid responders to MASA per Airport Police SOP 789.

Critical Task 3.1

Communications Control request Mutual Aid responders to MASA.

Strengths

The **partial** objective level can be attributed to the following strengths:

Strength 3.1: Participants had access to information to be able eventually to partially accomplish the objective.

Areas for Improvement

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

Area for Improvement 3.1: Participants had only partial knowledge of which mutual aid partners to activate, some critical partners were not initially activated.

Reference: XYZ Airport Police SOP789 – Mutual Aid.

Analysis: Responsible participants were not familiar with the list of Mutual Aid Partners and how to contact them.

Critical Task 3.2

Establish the Unified Communications Plan and transition all responders to the Mutual Aid Channel.

Strengths

The **partial** objective level can be attributed to the following strengths:

Strength 3.2: Comm Ctr was familiar with the plan and could prompt participants unfamiliar with it.

Areas for Improvement

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

Area for Improvement 3.2: Not all responders knew what frequency to use and had to be instructed.

Reference: XYZ Airport Police SOP 789 — Mutual Aid

Analysis: Responding participants were not familiar with the SOP.

Exercise Objective 4:

Upon completion of the exercise XYZ Airport Operations will have demonstrated standing up the MASA per XYZ Airport Police SOP 789

Critical Task 4.1

Airport Command will Stand up MASA and MASA Manager.

Strengths

The **partial** objective level can be attributed to the following strengths:

Strength 1: MASA Manager was familiar with the procedure and was able to coach the responders in how to set up the MASA.

Areas for Improvement

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

Area for Improvement 1: Most of the responders responsible for establishing the MASA were unfamiliar with the procedure and need to be trained and drilled in the procedure.

Area for Improvement 2: Participants were confused as to who was responsible for standing up and managing the MASA.

Reference: XYZ Airport Police SOP 789 — Mutual Aid

Analysis: Lack of familiarity with XYZ Airport Police SOP 789 — Mutual Aid.

IMPROVEMENT PLAN

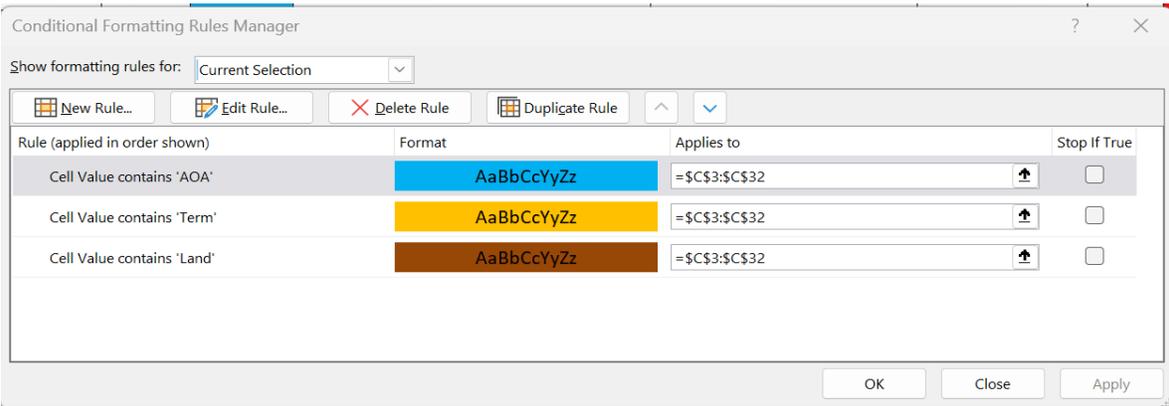
This IP is developed specifically for **XYZ Airport** as a result of **Active Threat in Departures Exercise** conducted on **May 1, 2024**

Objective/ Capability	Reference Number	Capability Element	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Objective 1: Task 1.1 Task 1.2	ATE 1.1.1	Operational Coordination	1.New hires were not as familiar with the procedure.	Train all new hires in XYZ Airport Police SOP 123 – Response to Active Threat before releasing to field	XYZ Airport Police Dept	XYZ Airport Police Training. Officer		
Objective 2: Task 2.1	ATE 2.1.1	Operational Coordination	1.New hire might not be as familiar with CCTV usage.	Include rigorous security tracking and directing training of new hires.	XYZ Airport Operations	XYZ Airport Operations Training. Officer		
Objective 3; Task 3.1	ATE 3.1.1	Operational Communications	1.Participants had only partial knowledge of which mutual aid partners to activate, some critical partners were not activated.	Conduct training and drill on Mutual Aid solicitation.	XYZ Airport Operations	XYZ Airport Operations Training. Officer		
	ATE 3.1.2	Operational Communications	2.Participants were not familiar with assigned use to the various airport frequencies	Train personnel on the Unified Command Communication Plan. XYZ Communications SOP – Establishing unified radio channel,	XYZ Airport Operations	XYZ Airport Operations Training. Officer		

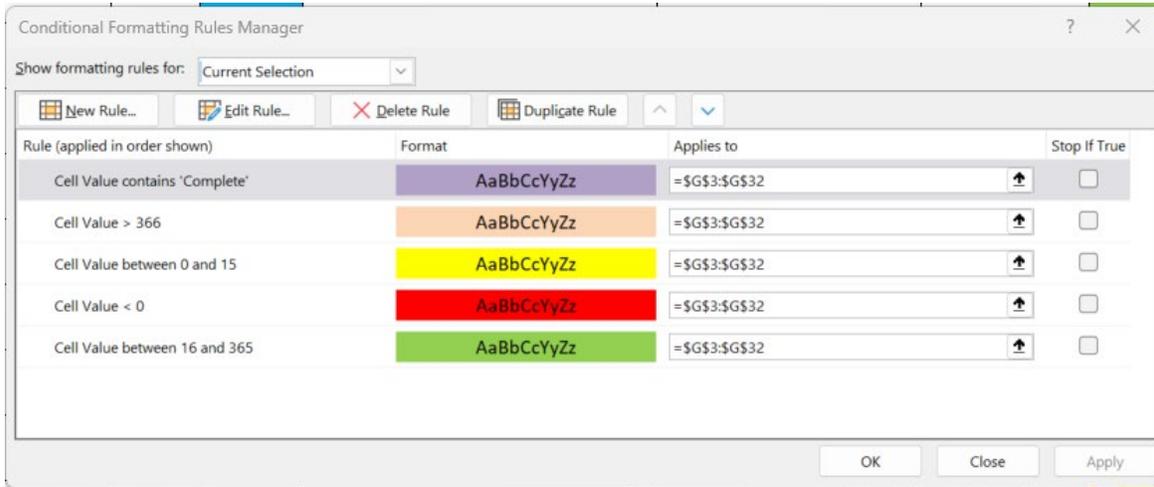
<p>Objective 4: Task 4.1</p>	<p>ATE 4.1.1</p>	<p>Operational Coordination</p>	<p>1. Responders were unfamiliar with how to set up the MASA. 2.Participants were confused as to who was responsible for standing up and managing the MASA.</p>	<p>Conduct training and drill on MASA Activation</p>	<p>XYZ Airport Operations</p>	<p>XYZ Airport Operations Training Officer</p>		
----------------------------------	------------------	-------------------------------------	--	--	-------------------------------	--	--	--

APPENDIX A-8: IMPROVEMENT OPPORTUNITY SPREADSHEET

NOTE: The original Excel spreadsheet has been converted to Word for inclusion in this document. The full Excel version, including formulas, is available on the [Safe Skies website](#).

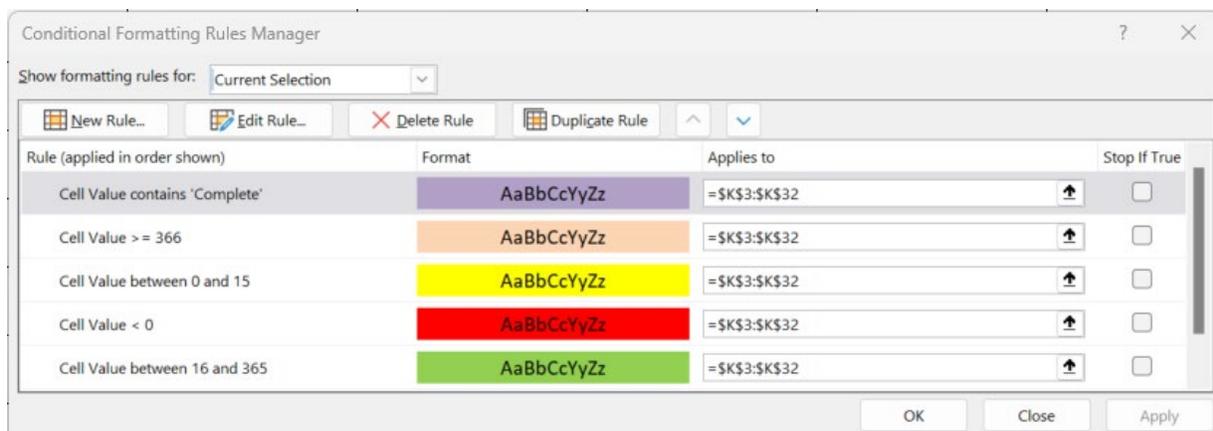
Instructions for AAR Tracking Spreadsheet
After Action Reports Improvement Opportunity Tracking, Action Items
This spreadsheet can be used by any organization to identify and track AARs developed from exercises, incidents and occurrences in the organization. It can be independent of the AAR/IP developed after exercises and incidents but utilizes that information and allows the organization to track progress and metrics.
If you have not retrieved this spreadsheet template electronically and are creating a new file from scratch, you will need to insert the appropriate formulas in order to track the countdown dates and color coding.
Do not move the Today's Date formula from its cell. It is referred to by the other cells to determine the Aging Days and Count Down.
Today's Date formula: =TODAY()
Reference Number: Number assigned to the item by your agency.
Capability Element: Which component of the Organizational Capability is affected (see example below from the FEMA Capability Development Sheets). Interdiction and Disruption Capability Targets The standardized target for this Core Capability is provided below. Within (#) (time) of the identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community and identify (#) personnel assigned to support follow up interdiction and disruption activities that may be undertaken against identified suspects and/or contraband.
Issue/Area for Improvement: Describes the Item identified in the AAR/IP after exercises, or it can be any item identified in daily operations or events.
Corrective Action: Describes how the item should be improved or corrected, and the tasks to be completed to accomplish corrective action. E.g., Purchase security cameras.
Primary Responsible Organization: Which organization, department or agency the item was assigned to for resolution.
Organization POC: Name, title and contact information for person(s) responsible for the resolution of item.
Area AOA-Term-Land: Refers to the area of the airport the item pertains to. The text entered must be case sensitive (e.g., AOA, Term [terminal], Land [landside]). These cells use Conditional Formatting Rules; the values can be adjusted as required by the user:

Open Date: Date the item started to be tracked. The cell must be formatted as DD/MM/YYYY. This item is used in tracking the Aging Days.

Aging Days: How many days since item Open Date. Formula = $\$B\$1-H3$ ($\$B\1 is the cell for Today's Date; H3 is the cell for Open Date). These cells use Conditional Formatting Rules; the values can be adjusted as required by the user:

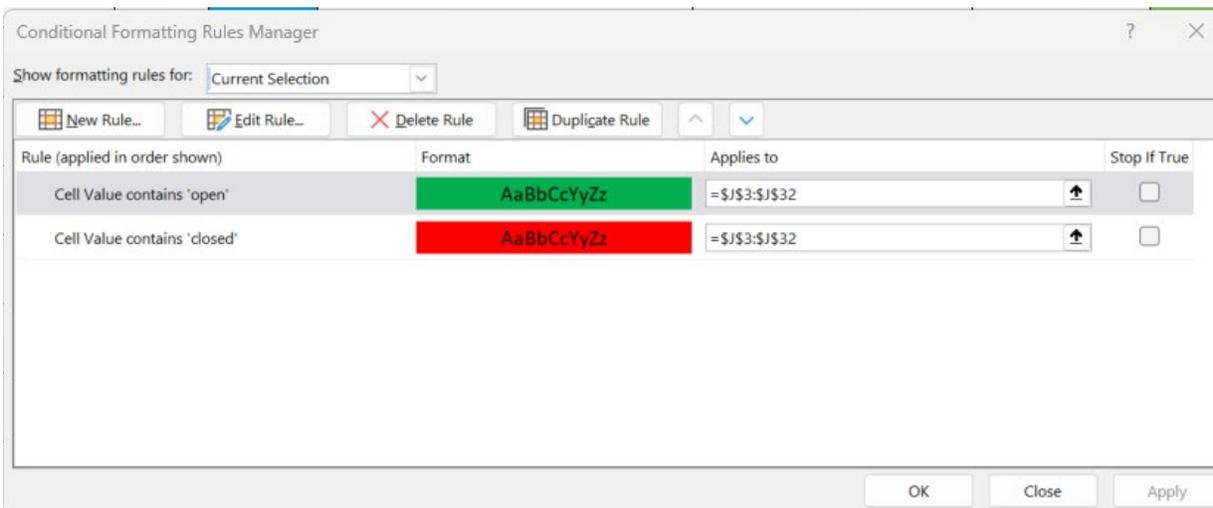


Due Date: Date completion of the item is expected by. The cell must be formatted as DD/MM/YYYY

Countdown: How many days until the Due Date. Formula = $J3-\$B\1 (J3 is the cell for Due Date; $\$B\1 is the cell for Today's Date). These cells use Conditional Formatting Rules; the values can be adjusted as required by the user:



Open or Closed: State if item is Open or Closed. These cells use Conditional Formatting Rules as follows:



Closed Date: Date item was resolved.

Comments: Pertinent comment on resolution or lack of resolution of the item.

After-Action Reports Improvement Opportunity Tracking, Closed Items

A second spreadsheet is included that can be used to record the completed items. Once items are documented as completed in the **Action Items** sheet, the sheet row documenting the item can be CUT and PASTED into the **Completed Items** sheet, if the Values (v) Paste option is used, only the final result numbers will be pasted and not the changing formulas.

APPENDIX B: EXERCISE SCENARIO EXAMPLES

[Appendix A-3, which was adapted from HSEEP, was used to create these 15 scenarios.]

- [B-1 Access Control Cyber Attack](#)
- [B-2 Active Threat at Checkpoint](#)
- [B-3 Active Threat in Baggage Area](#)
- [B-4 Checkpoint Breach – Missed Weapon](#)
- [B-5 Disgruntled Employee](#)
- [B-6 Exit Lane Breach](#)
- [B-7 In-flight Disturbance](#)
- [B-8 Infrastructure Failure](#)
- [B-9 Insider Threat](#)
- [B-10 Large Vehicle Breach of AOA](#)
- [B-11 Police Pursuit at Terminal \(Variation 1\)](#)
- [B-12 Police Pursuit at Terminal \(Variation 2\)](#)
- [B-13 Police Pursuit at Terminal \(Variation 3\)](#)
- [B-14 Ransomware Attack](#)
- [B-15 Unmanned Aerial System Incursion](#)

APPENDIX B-1: ACCESS CONTROL CYBER ATTACK

EXERCISE SCENARIO

A vendor employee's phone has been hacked, compromising his employer's scheduling application. The hackers have accessed the employer's computer files, including senior employees' contact information and credentials. The information gathered from the vendor's system has allowed the hackers to mount a successful phishing attack on the airport and to gain control of the Access Control software. The breach has compromised the badging/alarm monitoring system, so SIDA doors have become uncontrolled access points.

Weather

Actual weather

Major Events Venues and Injects

IT

- Sunday morning: Yummy Smoothie weekend employee Bret, an avid internet surfer when he is not busy making smoothies, complained to his boss Sunday that his phone was not working properly and that he had a hard time accessing the Yummy scheduling app.
- Monday morning: Yummy Smoothies owner emails XYZ Airport that he is having problems accessing the airport vendor login.
- The head of vendor relations for XYZ notices that he has received an unusual number of emails from various vendors. The emails contained pictures of supposed damage to their businesses from an unreported break-in. The pictures failed to load.
- Midday Monday: Access Control software has stopped working. The breach has compromised the badging/alarm monitoring system, so SIDA doors have become uncontrolled access points.

Airport Operations

- The airport has lost the ability to monitor doors for more than six hours and has had to file a change of condition with the TSA.
- Every door is being physically monitored or shut down, stressing LEO resources and hampering Airport Ops.
- Passengers are being processed through security as expeditiously as possible.
- Flights are being delayed or canceled, causing problems system wide.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-2: ACTIVE THREAT AT CHECKPOINT

EXERCISE SCENARIO

A person enters the departure area of the airport with a firearm concealed inside hand luggage. When the person arrives at the security screening checkpoint, they pull out the gun and start firing at the TSA agents and passengers in line. Several passengers are killed and wounded. The shooter is eventually engaged and subdued.

Weather

Actual weather

Major Events Venues and Injects

Security Check-in Area

- An unknown person approaches [Checkpoint #]. They pull out a gun from hand luggage and start shooting.
- Employees in the immediate area call 911 and airport security, which notifies the local LE partners.
- Upon hearing the gunshots, passengers and staff in the immediate vicinity start to self-evacuate in every possible direction and/or take cover in any available safe space.
- Multiple victims with unknown levels of injury are being reported.
- After the initial sounds of 8 to 12 gunshots, no further shots are heard.

Adjacent Areas

- Upon seeing the commotion and hearing comments, passengers and staff in other adjacent airport locations also start to self-evacuate in various directions.
- Evacuees are streaming into the AOA, causing taxiing aircraft to stop and shut down to keep from injuring them.
- Responding mutual aid LE and self-dispatched local LE are arriving at the airport. Many of their vehicles are left at the closest entry point in their haste to engage the shooter(s).
- Responding offsite EMS is having difficulty accessing the scene because of multiple vehicles obstructing traffic.

Airport Emergency Operations Center

- As news of the incident spreads, multiple media agencies are arriving at the airport and requesting information.
- Social media is inundated with spontaneous reports and pictures from passengers, and posts from family wanting to know their relative's status.
- Airport social media accounts are inundated with comments and postings.
- After [time elapsed], the shooter is finally reported neutralized and determined a lone shooter. The scene is now safe.
- The airport will be closed for the next several hours as the shooting is investigated and the airport secured.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-3: ACTIVE THREAT IN BAGGAGE AREA

EXERCISE SCENARIO

A passenger lawfully travels with a personal firearm in a TSA-approved transport container within his personal checked luggage. On arrival at his destination, [airport name], the passenger retrieves his luggage and proceeds to the bathroom. He retrieves and loads his firearm in the bathroom, and then exits into the baggage area and starts shooting at random.

Weather

Simulated – Warm summer sunny day.

Major Events Venues and Injects

Airport Baggage Retrieval Area

- An unknown person emerges from the men's room in front of [baggage handling carousel #] and starts shooting.
- Employees in the immediate area call 911 and airport security, which notifies the local LE partners.
- Upon hearing the gunshots, passengers and staff in the immediate vicinity start to self-evacuate in every possible direction and/or take cover in any available safe space.
- Multiple victims with unknown levels of injury are being reported.
- After the initial sounds of 8 to 12 gunshots, no further shots are heard.

Adjacent Areas

- Upon seeing the commotion and hearing comments, passengers and staff in other adjacent airport locations also start to self-evacuate in various directions.
- Evacuees are streaming into the AOA, causing taxiing aircraft to stop and shut down to keep from injuring them.
- Responding mutual aid LE and self-dispatched local LE are arriving at the airport. Many of their vehicles are left at the closest entry point in their haste to engage the shooter(s).
- Responding offsite EMS is having difficulty accessing the scene because of multiple vehicles obstructing traffic.

Airport Emergency Operations Center

- As news of the incident spreads, multiple media agencies are arriving at the airport and requesting information.
- Social media is inundated with spontaneous reports and pictures from passengers, and posts from family wanting to know their relative's status.
- Airport social media accounts are inundated with comments and postings.
- After [time elapsed], the shooter is finally reported neutralized and determined a lone shooter. The scene is now safe.
- The airport will be closed for the next several hours as the shooting is investigated and the airport secured.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-4: CHECKPOINT BREACH - MISSED WEAPON

EXERCISE SCENARIO

A passenger traveling with a handgun in carry-on baggage is mistakenly allowed into the departure area. Security realizes the mistake but is unable to immediately identify and stop the passenger.

Weather

Actual weather.

Major Events Venues and Injects

Security Check-in Area

- A new security employee is working the screening equipment at [Checkpoint #]. The area is crowded and the queue is backing up. It is a peak travel day during the holiday season.
- An unknown person approaches [Checkpoint #] and places their carry-on luggage, belongings, and shoes into the screening equipment. The passenger has forgotten to remove a loaded handgun from his carry-on luggage. The carry-on bag, belongings, and shoes are cleared. The passenger retrieves them and proceeds to their gate.
- The security supervisor notices that a possible handgun has been allowed into the Sterile Area.
- The relevant passenger has left the immediate area, and visual contact has been lost when they mingled with the other passengers.
- A search for the passenger and the rescreening of all other passengers must be conducted.

Adjacent Areas

- Passengers being forced to re-screen and miss connecting flights are protesting and refusing to comply with directions.
- Several shouting matches are taking place between passengers and LE/security staff.
- A fight has broken out between LE/security staff and a group of passengers. LE weapons have been drawn and injuries are being reported.
- Passengers not involved in the fighting fear for their safety and begin streaming into the AOA, causing taxiing aircraft to stop and shut down to keep from injuring them.
- Responding mutual aid LE and self-dispatched local LE are arriving at the airport. Many of their vehicles are left at the closest entry point in their haste to engage and control the disturbance.
- Responding offsite EMS is having difficulty accessing the scene because of multiple vehicles obstructing traffic.

Airport Emergency Operations Center - EOC

- As news of the incident spreads, multiple media agencies are arriving at the airport and requesting information.
- Social media is inundated with spontaneous reports and pictures from passengers, and posts from family wanting to know their relative's status.

- Airport social media accounts are inundated with comments and postings.
- After [time elapsed], the disturbance is finally reported neutralized. The scene is now safe.
- The airport will be closed for the next several hours as the disturbance is investigated, and the airport secured.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-5: DISGRUNTLED EMPLOYEE

EXERCISE SCENARIO

A fuel truck driver has been acting aggressively towards several coworkers during the day. The worker in question has had previous anger issues at work. On the way to refill after completing a fuel servicing call at the GA ramp, he runs over a coworker he has been arguing with, who is also refueling an aircraft at the GA ramp. While escaping the scene, he runs over the fuel fill line, causing a spill and fire that results in severe burns to the already injured employee.

Weather

Simulated – Clear, warm, dry and sunny.

Major Events Venues and Injects

GA Ramp

- Report comes in of fuel truck running over a fueler and leaving the scene at the GA ramp.
- The fleeing fuel truck ran over the other truck's fuel line causing a spill and fire.
- The assaulted fueler is injured and suffers severe burns from the fire.
- The fire has been extinguished, but fuel has spilled everywhere.
- Medical aid is being rendered to the injured fueler who will have to be transported to the hospital.

Tank Farm

- The escaping fuel truck is seen heading to the tank farm.
- The tank farm security gate reports that one of the fuel trucks failed to stop, ran through the gate, and rammed into the fuel pumps causing a spill and fire.
- The driver jumped out of the truck and ran away; it is unknown if he was armed.
- Aircraft are stuck on taxiways with queues backing up.
- The fire suppression system in the fuel pumps has extinguished the fire but there is a lot of fuel on the ground.
- The driver has been apprehended alive by airport police and security; he was not armed.

Airport Emergency Operations Center - EOC

- News media trucks are backing up traffic in the approach to the terminal.
- Airline Station Managers request situation status reports.
- Operations has determined that the GA ramp and taxiway will need to be closed for 24 hours.
- Some aircraft can return to the terminal to deplane their passengers.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.

- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-6: EXIT LANE BREACH

EXERCISE SCENARIO

A person carrying a bag enters the Sterile Area through the exit lane, disappearing into the crowd. Once located, the person no longer has the bag and is defiant with the authorities.

Weather

Actual weather.

Major Events Venues and Injects

Terminal Passenger Exit Lane

- The airport is in the middle of the first bank of flights on Monday morning, and the terminal exit lane is crowded with passengers.
- A middle-aged male carrying a black, non-descript bag and wearing a somewhat bulky jacket approaches the exit lane from the public side. The male is visibly agitated.
- The male starts to enter the exit lane but is turned away by the exit lane guard and/or the exit lane technology and appears to step out to the baggage claim area. The guard does not contact the airport communications center (ACC).
- A short time later, the male returns to the exit lane still carrying the bag. This time the male runs through the exit lane, [pushing past the guard OR pushing past the technology] while other passengers are in the exit lane.
- The male makes it through the exit lane and has pushed an elderly passenger to the ground, causing a visible facial laceration that is bleeding profusely. The injured person is also complaining of hip pain.
- The [guard contacts the ACC OR the exit lane alarms ring into the ACC]. The ACC initiates the exit lane breach protocols and starts to review the cameras at that location.
- The ACC confirms via CCTV footage that a white male, wearing a dark blue bulky jacket breached the exit lane. The male is carrying a medium-sized black bag that appears to be overly full and has something black in his other hand.
- The ACC relays to responding officers that the exit lane is now backed up due to the injured person and the crowd is starting to panic, pushing people toward the exit. The ACC observes other passengers falling to the ground and being pinned against the walls.
- The ACC continues to search for the male on CCTV and has dispatched EMS to care for the injured person.

Terminal Gate Area

- The ACC has located a male that appears to be the subject. He is now carrying a blue bundle, which appears to be the jacket, and no longer has the black bag. The male is near the first gates [insert appropriate description for your airport], walking toward the terminal exit and talking on a phone. The ACC directs law enforcement to him.
- The male is agitated and non-compliant with LE, and tries to push past them when approached. Law enforcement is forced to physically detain him, and the male starts to fight

the officers. A taser is deployed, and the male is taken to the ground and handcuffed. LE confirms there is no black bag.

- Passengers in the area are now panicked by the incident and starting to flee the area.
- Social media posts are starting to appear showing the bloodied person at the exit lane and the incident between LE and the subject.
- Initial questioning provides no information as the subject states he is just trying to leave the airport and doesn't know what is going on.
- Upon closer inspection of video, the ACC is certain they have the correct person, but are not able to tell what happened to the black bag.
- As news of the incident spreads, multiple media agencies are arriving at the airport and requesting information.
- Social media is inundated with reports and pictures from passengers, and posts from family wanting to know their relative's status.
- Airport social media accounts are inundated with comments and postings.
- After 15 minutes, the subject finally admits he was the person who went through the exit lane to take a briefcase to his wife who had forgotten it and needed it for a meeting. He provides her name and flight information.
- After several airport-wide pages and another 10 minutes have passed, the wife is located. The wife confirms the story and hands over the black briefcase containing nothing out of the ordinary in it.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-7: IN-FLIGHT DISTURBANCE

EXERCISE SCENARIO

The pilot of a Smallish Airlines flight is declaring an emergency due to a fight between two groups of 8 to 10 people. The pilot wants ARFF support to respond, as well as security.

Weather

Simulated – Clear, warm, dry summer weather.

Major Events Venues and Injects

AOA

- There is a report of an Alert II at Runway 27:
 - The pilot of Smallish Airlines flight 1235, an Embraer 170 enroute from Cocomo Island, is declaring an emergency due to a fight between two groups of 8 to 10 people. The flight is on final approach and the cabin crew is unable to control the situation. Passengers are panicking and moving about the cabin to escape the fight. Due to the shifting weights the aircraft is harder to control. The pilot requests ARFF support as well as security.
 - The aircraft will land on Runway 27 in less than 3 minutes with 60 passengers and crew on board and 3,000 pounds of fuel.
- Aircraft has come to rest mid-runway of 27. All doors and chutes have deployed, and people are evacuating the plane.
- Social media is showing reports of the fight during flight and the subsequent emergency exits.
- Fire and police mutual aid departments have self-deployed to the airport and are contacting dispatch wanting to know the entry points and staging locations.
- The 60 people on board have been accounted for and are being treated for multiple injuries. Ten people have been arrested.

Social Media

- Private groups have been promoting a rock concert in town and the band has a known gang following.
- Reports are that rival gangs have taken over the flight.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-8: INFRASTRUCTURE FAILURE

EXERCISE SCENARIO

A thunderstorm system moves through the airport during the Friday evening push. The system quickly turns into severe weather with wind microbursts in the airport and surrounding communities. The weather system has contributed to area-wide electricity outages and damaged several buildings and fence lines.

Weather

The National Weather Service has issued a severe thunderstorm watch for the airport and surrounding communities from 5:00–7:00 pm local time. Heavy rain and wind could affect the area.

Major Events Venues and Injects

Airport

- 1200 hrs – National Weather Service has issued a severe thunderstorm watch for the airport and surrounding areas for this evening.
- 1500 hrs – National Weather Service indicates the storm front is strengthening; heavy rain and wind is probable.
- 1700 hrs – National Weather Service has issued a severe thunderstorm warning for the airport and surrounding areas until 6:15 pm. At 5:00 pm local time, a severe thunderstorm was located over City X [insert local area], moving towards the airport at 25 mph. Hazard – 60 mph wind gusts, half-dollar size hail, lightning, and flash flooding. Source – Radar Indicated. Impact – Hail damage to vehicles is expected. Expect wind damage to roofs, siding, and trees. This severe thunderstorm will be near the airport at 5:20 pm.
- 1710 hrs – City X has been heavily affected by the storm. Many trees are down, electricity is out, many buildings have been damaged, and many injuries are being reported. City X is requesting any available mutual assistance from law enforcement, fire, and EMS.
- 1717 hrs – The severe weather has reached the airport. Wind microbursts have hit multiple areas in the airport. Electricity has been knocked out, affecting all the airport. Any system that requires electricity and is not on a generator or back-up battery has failed. The CCTV and Access Control systems are inoperable. No alarms are being received in the Airport Communication Center (ACC). The storm has dropped over an inch of rain and all low-lying areas have standing water. The baggage claim drive is flooded, limiting vehicle access.
- 1720 hrs – Vehicle gate guard calls the ACC stating the vehicle gate will not function and there is a line of vehicles trying to enter and exit the gate.
- 1721 hrs – The ACC receives calls reporting multiple terminal and concourse windows have been blown out by the storm. Multiple people complaining of minor cuts from the broken glass.
- 1724 hrs – The FAA tower has contacted the ACC via the direct hot phone to report they are observing debris from the storm strewn across the airfield. All runways and taxiways are affected, and they cannot move aircraft at this time.
- 1730 hrs – Airport Maintenance Department contacts the ACC stating that approximately 100 yards of fence has been blown down on the west side of the terminal.

- 1800 hrs – Electric Company relays to ACC to expect electricity outage to continue for the next 12 hours.
- 1810 hrs – All airlines have decided to cancel arrivals and departures until Saturday morning, depending upon electricity restoration.
- 2117 hrs – All systems being powered by back-up batteries have now failed; only those systems having generator power are functioning.
- 2330 hrs – Electricity is restored to the airport.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-9: INSIDER THREAT

EXERCISE SCENARIO

Intelligence services relay to airport police the possibility of an attack at airports conducted by employees using their access to bring weapons in, but they cannot provide any other details. An employee attempts to take a firearm through an employee screening checkpoint, while another employee attempts to take a weapon and VBIED through a vehicle gate onto the AOA.

Weather

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

Major Events/Injects

- Inject 1 – Friday, February 17, 2023 – Federal Intelligence agencies (FBI JTTF, TSA) relay to airport law enforcement there are multiple sources reporting a planned attack on an airport in the US using employees to smuggle in weapons. No other details are available.
- Inject 2 – Monday, March 6, 2023, 0845 hrs – Contract security calls the Airport Communications Center (ACC) stating they have located a firearm in a bag at the employee screening area. 0847 hrs – While enroute to the screening area, contract security calls back stating the employee who had the bag has left the area with the bag and is walking to the employee parking bus pickup area.
- Inject 3 – Monday, March 6, 2023, 0902 hrs – Contract security working the vehicle inspection gate calls the ACC by radio to report the finding of a suspicious device in a commissary truck. The employee driving the truck is agitated about being held up.
- Inject 4 – Monday, March 6, 2023, 0910 hrs – 911 call comes in stating that someone has been stabbed at the employee bus pickup. No other details are available.
- Inject 5 – Monday, March 6, 2023, 0912 hrs – Multiple 911 calls come in stating a person on the employee bus is attacking other people on the bus. The driver has been stabbed and has crashed the bus.
- Inject 6 – Monday, March 6, 2023, 0917 hrs – Contract security at the vehicle gate screams into radio that he needs help and is fighting with the stopped commissary truck driver.
- Inject 7 – Monday, March 6, 2023, 0920 hrs – Police arrive on the bus accident scene, confront the assailant with the knife and shoot him. There are 11 passengers on the bus who have been injured and the bus has crashed into another vehicle.
- Inject 8 – Monday, March 6, 2023, 0922 hrs – Police and Explosive Detection Team (EDT) arrive at vehicle gate and detain the commissary truck driver. The EDT has positive alert on the truck.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-10: LARGE VEHICLE BREACH OF AOA

EXERCISE SCENARIO

Option 1 – A group of radical activists has been protesting the runway expansion of the airport. There has been information in chat rooms about the possibility of stealing an airport-type vehicle to disrupt the upcoming full-scale exercise.

Option 2 – A group of radical activists has been protesting the runway expansion of the airport. There has been information in chat rooms about the possibility of stealing an airport-type vehicle to disrupt the upcoming full-scale exercise. The group manages to steal a spare fire pumper truck from the nearby Village Volunteer Fire Department (VVFD).

Weather

Current weather

Major Events/Injects

Option 1 and 2 – Online Chats

- The airport's informational web page has been under sporadic minor attacks (Denial of Service, defacing, etc.)
- The activist group has become increasingly vocal and angry about the proposed runway expansion and the destruction of the village way of life.
- The chat rooms and media posts of the group are discussing possible ways to disrupt the upcoming full-scale exercise at the airport.
- Several of the participants have discussed the possibility of stealing an airport-related vehicle to drive into the airport and disrupt the exercise.
- The increased scrutiny dissuades them, and nothing comes of it.

Option 2 – Airport Access Gate 5

- A volunteer on the way to VVFD Station 2 for the training exercise noticed that the spare pumper kept at the Village Garage was not there. He assumed that it was being used in the exercise.
- The access control personnel at Gate 5 notice a late arriving fire pumper and assumes that it is part of the exercise and lets it through.
- The fire truck rapidly drives away and into the parked aircraft used as a prop for the exercise.
- Several participants are injured, and the aircraft is in danger of collapsing and catching fire.
- The perpetrators are apprehended after a struggle with security.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-11: POLICE PURSUIT AT TERMINAL (VARIATION 1)

EXERCISE SCENARIO

A suspect under surveillance engages security in a shoot-out when they attempt to apprehend him. The subject escapes and hijacks a hotel shuttle. As he attempts to escape, he loses control of the vehicle and runs into passengers waiting at the curbside. He exits the vehicle into the terminal. He is armed and dangerous.

Weather

Simulated weather for scenario: Light rain, cool 70's

Major Events Venues and Injects

Baggage Claim Area

- A bag in an arriving flight is suspected of containing illicit drugs. Airport security/LE has the bag under surveillance.
- The suspect is seen retrieving the bag, walking to a curbside waiting vehicle, and driving away. The vehicle is driven by an accomplice.
- LE follows the vehicle with the intention of stopping and apprehending in a less crowded area.

Airport Exit Loop Road

- LE stops the vehicle, and as they are approaching, the suspect exits the vehicle and starts firing. No officers are injured.
- Subject runs into a hotel shuttle that had pulled over for the security stop. The subject makes the driver of the bus disembark and drives away.
- The suspect mistakenly drives into the return loop, returning to the terminal instead of exiting the airport.

Terminal A Curbside

- The suspect loses control of the hotel shuttle vehicle on the wet pavement and crashes into several parked vehicles and arriving passengers.
- There are multiple passengers on the ground with injuries of varying severities.
- The suspect jumps out of the hotel shuttle, limping, and enters the arrivals terminal armed with his handgun.
- The suspect attempts to secure a hostage but is unsuccessful and barricades behind the counter area where he is contained by security.
- After four hours of negotiation, the suspect surrenders peacefully without further injuries to security personnel or the public.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-12: POLICE PURSUIT AT TERMINAL (VARIATION 2)

EXERCISE SCENARIO

A shoot out with local police occurs off site on the entrance road to the airport. When local police attempt to apprehend the suspect, he escapes and hijacks a hotel shuttle. As he drives away, he enters the airport entrance loop. When he enters the terminal area, he loses control of the vehicle and runs into passengers waiting at the curbside. He exits the vehicle into the terminal. He is armed and dangerous.

Weather

Simulated weather for scenario: Light rain, cool 70's

Major Events Venues and Injects

Off-Site Entrance Road to Airport

- Shoot out occurs between local police and a suspect (unknown reason).
- Subject runs into a hotel shuttle that had pulled over for the incident. The subject makes the driver of the bus disembark and drives away.

Airport Exit Loop Road.

- The suspect unknowingly drives into the return to terminal loop. Returning to the terminal area.

Terminal A Curbside

- Arriving at Terminal A, the suspect loses control of the hotel shuttle vehicle on the wet pavement. He crashes into several parked vehicles and arriving passengers.
- There are multiple passengers on the ground with injuries of varying severities.
- The suspect jumps out of the hotel shuttle, limping, and enters the arrivals terminal armed with his handgun.
- The suspect attempts to secure a hostage but is unsuccessful and barricades himself behind the counter area where he is contained by security.
- After four hours of negotiation, the suspect surrenders peacefully without further injuries to security personnel or the public.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-13: POLICE PURSUIT AT TERMINAL (VARIATION 3)

EXERCISE SCENARIO

A suspect under surveillance engages police in a shoot out when they attempt to apprehend him. The subject escapes and hijacks a hotel shuttle. As he attempts to escape, he loses control of the vehicle and runs into passengers waiting at the curbside. He exits the vehicle into the terminal. He is armed and dangerous.

Weather

Simulated weather for scenario: Light rain, cool 70's

Major Events Venues and Injects

Airport Parking Lot

- Airport police have a suspect under surveillance with a history of stealing cars from the airport parking lot.
- As police approach, the suspect flees in a vehicle and is soon found nearby.

Airport Exit Loop Road

- When police again approach, he rams his vehicle into one of the police officers' vehicles. A shoot out ensues and the suspect escapes on foot.
- The subject runs into a hotel shuttle that had pulled over for the traffic stop. The subject makes the driver of the bus disembark and drives away.
- The suspect mistakenly drives into the return loop, returning to the terminal instead of exiting the airport.

Terminal A Curbside

- While fleeing in the hotel shuttle, the suspect loses control of the vehicle on the wet pavement and crashes into several parked vehicles and arriving passengers .
- There are multiple passengers on the ground with injuries of varying severities.
- The suspect jumps out of the hotel shuttle, limping, and enters the arrivals terminal armed with his handgun.
- The suspect attempts to secure a hostage but is unsuccessful and barricades behind the counter area where he is contained by security.
- After four hours of negotiation, the suspect surrenders peacefully without further injuries to police personnel or the public.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-14: RANSOMWARE ATTACK

EXERCISE SCENARIO

A vendor employee's phone has been hacked, compromising his employer's scheduling application. The hackers have accessed the employer's computer files, including senior employees' contact information and credentials. The information gathered from the vendor's system has enabled the hackers to mount a phishing attack on the airport, successfully gaining access to the airport's computer files. The files have been encrypted and a ransom of \$100,000.00 demanded.

Weather

Actual weather

Major Events Venues and Injects

IT

- Sunday morning: Bret the Yummy Smoothie weekend employee, an avid internet surfer when he is not busy making smoothies, complained to his boss Sunday that his phone was not working properly and that he had a hard time accessing the Yummy scheduling app.
- Monday morning: Yummy Smoothies owner emails Airport that he is having problems accessing the airport vendor login.
- The head of vendor relations for the airport notices that he has received an unusual number of emails from various vendors. The emails contained pictures of supposed damage to their businesses from an unreported break-in, but the picture failed to load.
- Midday Monday: The airport cannot access any of their computer files. They all appear to be password protected and no one knows the password.
- The airport's COO receives an email demanding \$100,000.00 to de-encrypt the files.

Airport Operations

- The airport has lost the ability to conduct business. None of their computers are functioning properly.
- Flights are being canceled causing problems systemwide.

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.

APPENDIX B-15: UNMANNED AERIAL SYSTEM INCURSION

EXERCISE SCENARIO

An Unmanned Aerial System (UAS) is seen flying through the AOA and over buildings and taxiing aircraft over a span of several days. A suspect is apprehended by a neighboring jurisdiction while he is operating a UAS. The suspect claims to be protesting airport development and wants to halt flights from the airport as protest.

Weather

Actual current weather conditions unless too inclement to fly the simulate flying weather.

Major Events Venues and Injects

Tuesday

- 1015 hrs – Construction crew contacts Airport Communications Center (ACC) stating a drone is flying around construction area.
- 1018 hrs – Police officer at Terminal reports to ACC that a drone is moving toward AOA and Secured Area near the Concourse. Drone is described as four blades, two feet wide, and has something hanging from bottom, possibly a camera.
- 1025 hrs – Ramp Tower reports to ACC that a drone has been sighted over the Concourse, flying about 50 feet over the building, and appears to be circling building.
- 1030 hrs – Operations Agents report to ACC that the drone is moving from the Concourse and flying over taxiing aircraft. Appears to be hovering over aircraft at runway hold line.
- 1035 hrs – Operations Agents report to ACC that the drone is moving across the active taxiway (TW) and is now hovering over hangars and the FBO.
- 1040 hrs – The drone moves quickly away from the AOA and disappears near the terminal.
- No other drone activity has been observed.

Wednesday

- 1100 hrs – FAA ATC reports to ACC that a pilot departing from the runway (RW) reports a drone in the area of threshold approach over runway, about 100 feet off ground.
- 1115 hrs – Operations Agents report drone over taxiway and RW
- 1230 hrs – Contract security guard reports drone flying over support building ramp and end of runway, about 50 feet off ground.
- 1235 hrs – Adjacent Police Department Dispatch calls ACC to report that their police officer has stopped a suspicious subject near the airport, and the subject has a drone in their back seat. Subject said is with 'Save our Planet' and is protesting the Airport development.
- 1335 hrs – ARFF report drone sighting over ARFF building and adjacent runway.
- 1400 hrs – Twitter statement from Save our Planet: No planes will fly today in protest of airport development

Recovery

- Describe recovery to normal operations.
- Designate recovery Incident Commander.
- Describe the steps to full recovery.
- Determine timeline for full recovery.
- Describe Communication Plan to inform stakeholders and staff.