

# [Exercise Name]

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## After-Action Report/Improvement Plan

[On the cover page, insert additional graphics such as logos, pictures, and background colors as desired. The word “Draft” should be included before the phrase “After Action Report/Improvement Plan” on the cover page and in the header/footer of all versions except the final AAR/IP.]

[Sponsor Organization/Agency]

[Exercise Date]

[Publish Date]

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## PREFACE

Exercises afford organizations the opportunity to evaluate capabilities and assess progress toward meeting capability targets in a controlled, low-risk setting. After the evaluation phase concludes, organizations should reach consensus on identified strengths and areas for improvement and develop a set of improvements that directly addresses core capability gaps. This information is recorded in the After Action Report/ Improvement Plan (AAR/IP) and resolved through the implementation of concrete recommendations, which are prioritized and tracked as part of a corrective action program. This process constitutes the improvement planning phase and the final step in conducting an exercise.

This AAR was produced with the help, advice, and assistance of the [Organization/Agency] [Exercise Name] Planning Team, Facilitators and Evaluators. The purpose of publishing an AAR is to document effectiveness and overall exercise performance. It serves as a compendium of lessons learned, outlines recommended recommendations, and provides the basis for planning future exercises. This and subsequent AARs will contribute to improving recovery efforts and collaboration, recovery training and exercise objectives and the provision of expert assistance. Exercises serve as “final accountability” of collective preparedness. Exercise evaluation, such as this report, documents readiness and recommends plans for improvement. The [Organization/Agency] and its local, state, federal and Non-Governmental Organizations (NGO) partners are committed to providing an accurate analysis of training and exercises.

Program participants are encouraged to provide input relating to exercise design, conduct, and analysis to the Exercise Point of Contact (POC) [Name, Title, Organization, Address, City, State, and Zip Code].

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## ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is the [Exercise Name] After Action Report/Improvement Plan (AAR/IP).
2. For information on this exercise, please contact the following POC:

### Organization/Agency Point of Contact

Name

Title

Organization/Agency

Address

City, State, Zip Code

Phone:

Email Address

### Exercise Program Coordinator

Name

Title

Organization/Agency

Address

City, State, Zip Code

Phone:

Email Address

## TABLE OF CONTENTS

Preface.....	3
Administrative Handling Instructions.....	5
Table of Contents.....	6
Executive Summary.....	6
Section 1: Overview.....	6
Section 2: Analysis of Core Capabilities/objectives.....	6
Appendix A: Improvement Plan (IP).....	6
Appendix B: Exercise Planning Team.....	6
Appendix C: Exercise Participants.....	6
Appendix D: Acronyms.....	6
Appendix E: Core Capabilities.....	6
Appendix F: (Optional) Maps and Venue Locations.....	6
Appendix G: (Optional) Chronology.....	6

## EXECUTIVE SUMMARY

The [Organization/Agency], [Exercise Name and Type] was developed to [Insert the specific reason the exercise was conducted]. This exercise also provided an opportunity to evaluate current response concepts, plans, and capabilities for a response to an [Type of hazard] incident. The exercise was developed and evaluated using objectives that were identified by the [Exercise Name] Exercise Planning Team. The objectives for this exercise were:

**OBJECTIVE:** OBJECTIVE NAME AND DESCRIPTION

**OBJECTIVE:** OBJECTIVE NAME AND DESCRIPTION

The [Exercise Name] Exercise Planning Team discussed the overall expectations of the [Exercise Name] exercise, which included

1. Enter Expectation
2. Enter Expectation

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify areas for improvement, and support the development of Recommendation s.

### STRENGTHS:

1. Enter Strength

**2. Enter Strength****AREAS FOR IMPROVEMENT:****1. Enter Area for Improvement****2. Enter Area for Improvement****CLOSING:**

[Exercise Name] addressed all the evaluated objectives and provided an opportunity for [Organization/Agency], to demonstrate the effectiveness of Emergency Operations Plan (EOPs), Standard Operating Guidelines (SOGs), and Standard Operating Procedures (SOPs).

Planners should use the results of this exercise to review and update their respective agency's EOPs, SOGs, and SOPs.

Subsequent exercises should test specific improvements instituted as a result of this exercise and should include a focus on additional drills and exercises to routinely test and enhance the [Organization/Agency] EOPs.

## SECTION 1: OVERVIEW

<b>Exercise Name</b>	Exercise Name
<b>Exercise Date(s)</b>	Start date of exercise and end date if more than one day
<b>Exercise Location(s)</b>	Enter location or locations of exercise
<b>Scope</b>	This exercise is an [exercise type], planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters].
<b>Mission Area(s)</b>	Prevention, Protection, Mitigation, Response, and/or Recovery
<b>Core Capabilities</b>	List the core capabilities being exercised
<b>Objectives</b>	List exercise objectives
<b>Scenario</b>	Insert a brief overview of the exercise scenario, including scenario impacts. Should be 2-3 sentences.
<b>Sponsor</b>	Name of sponsor organization and any grants being utilized, if applicable
<b>Participating Organizations</b>	Brief summary of the total number of participants



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## SECTION 2: ANALYSIS OF CORE CAPABILITIES/OBJECTIVES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
[Objective 1]	[Core Capability]				
[Objective 2]	[Core Capability]				

### Ratings Definitions:

**Performed without Challenges (P):** The targets and critical tasks associated with the core capability 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 core capability 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 core capability 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 core capability 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 core capability, highlighting strengths and areas for improvement.

## [Objective 1]

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

### [Core Capability 1]

#### Strengths

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

**Strength 1:** [Observation statement]

**Strength 2:** [Observation statement]

#### Areas for Improvement

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

**Area for Improvement 1.1:** [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or recommendation, 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.]

**Recommendation:** [List actions needed to correct Area for Improvement]

**Area for Improvement 1.2:** [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or recommendation, 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.]

**Recommendation:** [List actions needed to correct Area for Improvement]

## [Objective 2]

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

### [Core Capability 2]

#### Strengths

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

**Strength 1:** [Observation statement]

**Strength 2:** [Observation statement]

## Areas for Improvement

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

**Area for Improvement 2.1:** [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or recommendation, 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.]

**Recommendation:** [List actions needed to correct Area for Improvement]

**Area for Improvement 2.2:** [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or recommendation, 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.]

**Recommendation:** [List actions needed to correct Area for Improvement]

## APPENDIX A: IMPROVEMENT PLAN (IP)

The Improvement Plan (IP) specifically details what actions will be taken to address each recommendation presented in the After Action Report (AAR), who or what agency will be responsible for taking the action, and the timeline for completion.

\*Capability elements: Planning, Organization, Equipment, Training and Exercise

Core Capability	Issue/Area for Improvement	Recommendation	Capability Element	Primary Responsible Organization	Responsible Organization POC	Start Date	Completion Date
[Core Capability 1]	1.1. [Area for Improvement]	1.1.1. [Recommendation]					
[Core Capability1]	1.2.[Area for Improvement]	1.2.1. [Recommendation]					
[Core Capability 2]	2.1. [Area for Improvement]	2.1.1. [Recommendation]					
[Core Capability 2]	2.2. [Area for Improvement]	2.2.1. [Recommendation]					

## APPENDIX B: EXERCISE PLANNING TEAM

Name	Title	Organization

## APPENDIX C: EXERCISE PARTICIPANTS

Participating Organizations
<b>Federal</b>
<b>State</b>
<b>Local</b>
<b>Other Partners</b>

### Number of Participants

- Players
- Controllers
- Simulators
- Evaluators

## APPENDIX D: ACRONYMS

Acronym	Definition	Acronym	Definition
AAR	After Action Report	NGO	Non-Governmental Organizations
ADA	Americans with Disabilities Act	POC	Point of Contact
ARC	American Red Cross	PPE	Personal Protective Equipment
ARES	Amateur Radio Emergency Services	RAD	Radiological
CBRNE	Chemical, Biological, Radiological, Nuclear, & High-Yield Explosives	SOG	Standard Operation Guidelines
CERT	Citizens Emergency Response Team	SOP	Standard Operation Procedures
COOP	Continuity of Operation Plan	SUA	Standard Use Agreement
EM	Emergency Management	TTX	Tabletop Exercise
EMA	Emergency Management Agency	USAR	Urban Search and Rescue
EMS	Emergency Medical Services	VOAD	Voluntary Organizations Active in Disaster
EOC	Emergency Operations Center	WMD	Weapons of Mass Destruction
ESF	Emergency Support Function		
EOP	Emergency Operation Plan		
FE	Functional Exercise		
FEMA	Federal Emergency Management Agency		
FSE	Full-Scale Exercise		
HAZMAT	Hazardous Material		
HSEEP	Homeland Security Exercise and Evaluation Program		
IAP	Incident Action Plan		
ICP	Incident Command Post		
ICS	Incident Command System		
IP	Improvement Plan		
JIC	Joint Information Center		
LEPC	Local Emergency Planning		
MOU	Memorandum of Understanding		
NIMS	National Incident Management System		
NWS	National Weather Service		



## APPENDIX E: CORE CAPABILITIES

Core Capabilities (32)	Mission Areas	Description
<b>Access Control and Identity Verification</b>	Protection	Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.
<b>Community Resilience</b>	Mitigation	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
<b>Critical Transportation</b>	Response	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
<b>Cybersecurity</b>	Protection	Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).
<b>Economic Recovery</b>	Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
<b>Environmental Response/Health and Safety</b>	Response	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
<b>Fatality Management Services</b>	Response	Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
<b>Fire Management and Suppression</b>	Response	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
<b>Forensics and Attribution</b>	Prevention	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
<b>Health and Social Services</b>	Recovery	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
<b>Housing</b>	Recovery	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

## APPENDIX E: CORE CAPABILITIES

Core Capabilities (32)	Mission Areas	Description
<b>Infrastructure Systems</b>	Response, Recovery	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
<b>Intelligence and Information Sharing</b>	Prevention, Protection	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
<b>Interdiction and Disruption</b>	Prevention, Protection	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
<b>Logistics and Supply Chain Management</b>	Response	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains
<b>Long-term Vulnerability Reduction</b>	Mitigation	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
<b>Mass Care Services</b>	Response	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
<b>Mass Search and Rescue Operations</b>	Response	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
<b>Natural and Cultural Resources</b>	Recovery	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.
<b>On-scene Security, Protection and Law Enforcement</b>	Response	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

## APPENDIX E: CORE CAPABILITIES

Core Capabilities (32)	Mission Areas	Description
<b>Operation Communications</b>	Response	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
<b>Operational Coordination</b>	All	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
<b>Physical Protective Measures</b>	Protection	Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
<b>Planning</b>	All	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
<b>Public Health, Healthcare and Emergency Medical Services</b>	Response	Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
<b>Public Information and Warning</b>	All	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
<b>Risk and Disaster Resilience Assessment</b>	Mitigation	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
<b>Risk Management for Protection Programs and Activities</b>	Protection	Identify, assess, and prioritize risks to inform Protection activities and investments.
<b>Screening, Search and Detection</b>	Prevention, Protection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.

## **APPENDIX F: MAPS AND VENUE LOCATIONS**

### **(OPTIONAL)**

[Insert any maps or venue locations used for the exercise.]

## **APPENDIX G: CHRONOLOGY**

### **(OPTIONAL)**

[Insert a timeline of major events during the exercise which will have an impact in the AAR.]