

Emergency Services Sector Tabletop Exercise

After-Action Report/Improvement Plan

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The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal 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.

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# Exercise Overview

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| --- | --- |
| **Exercise Name** | Emergency Services Sector Tabletop Exercise |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a tabletop exercise, planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters]. |
| **Mission Area(s)** | Prevention, Protection, Response, and Recovery |
| **Core Capabilities** | Planning; Intelligence and Information Sharing; Risk Management for Protection Programs and Activities; Public Information and Warning |
| **Objectives** | Assess information sharing capabilities with the public, sector partners, and Federal, State, local, tribal, and territorial government departments and agencies in accordance with applicable plans and procedures.  Review intelligence and information sharing and dissemination processes in relation to a credible threat to domestic critical infrastructure owners/operators  Discuss private sector stakeholders’ emergency preparedness plans and response procedures to a threat-initiated incident and the coordination activities under National Incident Management System (NIMS) with local, State, and Federal agencies |
| **Threat or Hazard** | Cyber; Vehicle-Borne IED |
| **Scenario** | Following a threat buildup concerning the hacking of utility control facilities and communications infrastructure, a VBIED is detonated in a populated restaurant district while the city is in a power outage and communications infrastructure is compromised or disabled |
| **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 in Appendix B. Delete Appendix B if not required.] |
| **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)] |

# Analysis of Core Capabilities

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) |
| --- | --- | --- | --- | --- | --- |
| Assess information sharing capabilities with the public, sector partners, and Federal, State, local, tribal, and territorial government departments and agencies in accordance with applicable plans and procedures. | Planning; Intelligence and Information Sharing; Public Information and Warning |  |  |  |  |
| Review intelligence and information sharing and dissemination processes in relation to a credible threat to domestic critical infrastructure owners/operators. | Public Information and Warning; Intelligence and Information Sharing |  |  |  |  |
| Discuss private sector stakeholders’ emergency preparedness plans and response procedures to a threat-initiated incident and the coordination activities under National Incident Management System (NIMS) with local, State, and Federal agencies. | Planning; Risk Management for Protection Programs and Activities |  |  |  |  |
| *[Insert additional Exercise Objectives as necessary]* | *[Insert Additional Core Capability, as necessary]* |  |  |  |  |
| **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). | | | | | |

Table 1. Summary of Core Capability Performance

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: [Use complete sentences to describe each major strength.]

Strength 2: [Use complete sentences to describe each major strength.]

Strength 3: [Use complete sentences to describe each major strength.]

### Areas for Improvement

The following areas require improvement to achieve the full capability 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 relevant plans, policies, procedures, laws, and regulations, or sections that apply. If no references apply to the observation, it is acceptable to simply list “Not Applicable.”]

1. [Name of the task and the applicable plans, policies, procedures, laws, and regulations and 1–2 sentences describing their relation to the task.]
2. [Name of the task and the applicable plans, policies, procedures, laws, and regulations and 1–2 sentences describing their relation to the task.]

Analysis: [The analysis section should be the most detailed section of an Observation. Include a description of the behavior or actions at the core of the observation, as well as a brief description of what was discussed and the implications/consequence(s) noted. If a strength was identified, include any relevant innovative approaches discussed by the exercise participants.]

Area for Improvement 2: [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 relevant plans, policies, procedures, laws, and regulations, or sections that apply. If no references apply to the observation, it is acceptable to simply list “Not Applicable.”]

1. [Name of the task and the applicable plans, policies, procedures, laws, and regulations and 1–2 sentences describing their relation to the task.]
2. [Name of the task and the applicable plans, policies, procedures, laws, and regulations and 1–2 sentences describing their relation to the task.]

Analysis: [The analysis section should be the most detailed section of an Observation. Include a description of the behavior or actions at the core of the observation, as well as a brief description of what was discussed and the implications/consequence(s) noted. If a strength was identified, include any relevant innovative approaches discussed by the exercise participants.]

## [Core Capability 2]

### Strengths

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

Strength 1: [Use complete sentences to describe each major strength.]

Strength 2: [Use complete sentences to describe each major strength.]

Strength 3: [Use complete sentences to describe each major strength.]

### Areas for Improvement

The following areas require improvement to achieve the full capability 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 relevant plans, policies, procedures, laws, and regulations, or sections that apply. If no references apply to the observation, it is acceptable to simply list “Not Applicable.”]

1. [Name of the task and the applicable plans, policies, procedures, laws, and regulations and 1–2 sentences describing their relation to the task.]
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Analysis: [The analysis section should be the most detailed section of an Observation. Include a description of the behavior or actions at the core of the observation, as well as a brief description of what was discussed and the implications/consequence(s) noted. If a strength was identified, include any relevant innovative approaches discussed by the exercise participants.]

# Appendix A: Improvement Plan

This IP has been developed specifically for [Organization or Jurisdiction] as a result of Emergency Services Sector Tabletop Exercise conducted on [date of exercise].

| **Core Capability** | **Issue/Area for Improvement** | **Corrective Action** | **Capability Element[[1]](#footnote-1)** | **Primary Responsible Organization** | **Organization POC** | **Start Date** | **Completion Date** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Core Capability 1: [Capability Name] | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |  |
| [Corrective Action 2] |  |  |  |  |  |
| [Corrective Action 3] |  |  |  |  |  |
| 2. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |  |
| [Corrective Action 2] |  |  |  |  |  |

# Appendix B: Exercise Participants

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| --- |
| Participating Organizations |
| **Federal** |
|  |
|  |
|  |
| **State** |
|  |
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|  |
|  |
| **[Jurisdiction A]** |
|  |
|  |
|  |
| **[Jurisdiction B]** |
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|  |

1. Capability Elements are: Planning, Organization, Equipment, Training, or Exercise. [↑](#footnote-ref-1)