

[FULL EXERCISE NAME]

[Exercise Date]

AFTER ACTION REPORT/IMPROVEMENT PLAN

[Publication Date]

CONTENTS

CONTENTS	2
EXECUTIVE SUMMARY	3
SECTION 1: EXERCISE OVERVIEW	4
SECTION 2: EXERCISE DESIGN SUMMARY	5
SECTION 3: ANALYSIS OF CAPABILITIES	6
SECTION 4: CONCLUSION	7
APPENDIX A: IMPROVEMENT PLAN	8

EXECUTIVE SUMMARY

The [school or school district] [scenario type] [exercise type] exercise [exercise name] was developed to test [school or school district]'s Emergency Operations Plan. The exercise planning team was composed of numerous and diverse agencies/people, including [list of agencies/people participating in planning team]. The exercise planning team discussed [include a brief overview of the major issues encountered, discussed, and resolved during the exercise planning process. Topics to address in this section could include the length of the planning process, the reasoning behind the planning team's choice of objectives to exercise, etc.]

Based on the exercise planning team's deliberations, the following objectives were developed for [exercise name]:

- Objective 1: [Insert 1 sentence description of the exercise objective]
- Objective 2: [Insert 1 sentence description of the exercise objective]
- Objective 3: [Insert 1 sentence description of the exercise objective]

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

[In general, the major strengths and primary areas for improvement should be limited to three each to ensure the Executive Summary is high-level and concise.]

Major Strengths

The major strengths identified during this exercise are as follows:

- [Use complete sentences to describe each major strength.]
- [Additional major strength]
- [Additional major strength]

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in [jurisdiction/organization name]'s ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- [Use complete sentences to state each primary area for improvement and its associated key recommendation(s).]
- [Additional key recommendation]
- [Additional key recommendation]

SECTION 1: EXERCISE OVERVIEW

Exercise Details

Exercise Name

[Insert formal name of exercise, which should match the name in the header.]

Type of Exercise

(e.g. seminar, workshop, drill, game, tabletop, functional exercise, or full-scale exercise.)

Exercise Date

[Insert the month, day, and year that the exercise was conducted.]

Duration

[Insert the total length of the exercise, in day or hours, as appropriate.]

Location

[Insert all applicable information regarding the specific location(s) of the exercise]

Response Protocol or Emergency Action

[Insert a list of the response protocol or emergency action addressed within the exercise.]

Scenario Type

[Name the exercise scenario type (e.g. chemical release).]

Exercise Planning Team

[The name of each member of the planning team leadership should be listed along with their role in the exercise, organizational affiliation, job title, mailing address, phone number, and e-mail address.]

Participants

[Insert a list of the individual participating organizations or agencies, including Federal, State, Tribal, non-governmental organizations (NGOs), local and international agencies, and contract support companies as applicable.]

Number of Participants

- Players: [#]
- Controllers/Facilitators: [#]
- Evaluators: [#]
- Observers: [#]
- Victim Role Players: [#] (*for operations based exercises only*)

SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

[This section should contain a brief (one-to-two paragraph) summation of why the exercise was conducted and what the exercise participants hoped to learn. It should also include a brief history of how the exercise was organized, designed, funded, etc.]

Exercise Objectives, Capabilities, and Activities

[The purpose of this section is to list exercise objectives and activities as identified by the emergency operations plan. A description of how the exercise objectives and activities were evaluated should be explained here.]

Based upon the identified exercise objectives below, the exercise planning team has decided to demonstrate the following activities during this exercise:

- **Objective 1:** [Insert a one sentence description of each objective].
 - [Activity 1];
 - [Activity 2]; and
 - [Activity 3].

Scenario Summary

[For an operations-based exercise, this section should summarize the scenario or situation initially presented to players, subsequent key events introduced into play, and the time in which these events occurred. For a discussion-based exercise, this section should outline the scenario used and/or modules presented to participants.]

SECTION 3: ANALYSIS OF CAPABILITIES

Objective 1: [Name]

Summary of Activities Associated with Objective: [Include an overview of the objective, and a description of how the objective was performed during the exercise or addressed during a discussion-based exercise.]

List of General Observations/Comments: [A strength is an observed action, behavior, procedure, and/or practice that is worthy of recognition and special notice.]

Analysis: [Include a description of the behavior or actions at the core of the observation, as well as a brief description of what happened and the consequence(s) (positive or negative) of the action or behavior. If an action was performed successfully, include any relevant innovative approaches utilized by the exercise participants. If an action was not performed adequately, the root-causes contributing to the shortcoming must be identified.]

Recommendations:

1. [Complete description of recommendation]
2. [Complete description of recommendation]
3. [Complete description of recommendation]

SECTION 4: CONCLUSION

[This section is a conclusion for the entire document. It provides an overall summary to the report. It should include the demonstrated capabilities, lessons learned, major recommendations, and a summary of what steps should be taken to ensure that the concluding results will help to further refine plans, policies, procedures, and training for this type of incident.]

Subheadings are not necessary and the level of detail in this section does not need to be as comprehensive as that in the Executive Summary.

APPENDIX A: IMPROVEMENT PLAN MATRIX

This IP has been developed specifically for {Enter school/district} as a result of [exercise name] conducted on [date of exercise]. These recommendations draw on both the After Action Report and the After Action Conference. [The IP should include the key recommendations and corrective actions identified in the *Analysis of Capabilities*, and the After Action Conference.]

No.	Objectives/Observations/ Issues/Expected Outcomes Not Met	Recommendation(s)	Specific Corrective Action to be implemented	Priority L/M/H	Assigned To	Expected Completion Date
1	<i>Example: Staff did not clearly understand instructions from Crisis Team, but knew how to activate SIP within the classrooms.</i>	<i>-Maintain regular SIP training for teachers to keep concept fresh -Fix communication issues from Crisis Team</i>	<i>-Quarterly SIP training for teachers - Training Crisis Team on appropriate language for messaging & use of radios</i>	<i>-Low -High</i>	<i>-Principal Jones -Crisis Team Training Leader</i>	<i>-Ongoing (Quarterly) -End of 2nd Quarter or by next drill</i>
2						
3						
4						
5						
6						
7						
8						