



Tabletop Exercise After-Action Report

HOMELAND AND SECURITY
Exercise Toolkit



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Handling Instructions

The title of this document is the **Hawaii Homeland Security Exercise Toolkit Tabletop Exercise After-Action Report and Improvement Plan (AAR/IP)**. The information gathered in this AAR/IP is classified as **FOR OFFICIAL USE ONLY (FOUO)** and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives.

Points of Contact

Name
Agency
Contact

Name
Agency
Contact

Name
Agency
Contact



Executive Summary

This report outlines the strengths and areas for improvements as identified based on the EXERCISE NAME conducted on INSERT DATE.

A total of ## strengths, ## of areas for improvement, and ## of specific recommendations were identified during the development of the After-Action Report/Improvement Plan (AAR/IP).

[JURISDICTION] recognizes the importance of conducting after-action reports for all exercises. This report contains summaries of observations and recommendations of those who were involved during the event. Major strengths and primary areas for improvement are outlined below (*additional findings and more detailed analysis can be found throughout this report.*)

Key Strengths

- [KEY STRENGTH 1]
- [KEY STRENGTH 2]
- [KEY STRENGTH 3]

Key Areas for Improvement

- [KEY STRENGTH 1]
- [KEY STRENGTH 2]
- [KEY STRENGTH 3]



Exercise Overview

Table 1 highlights the exercise overview below.

Exercise Name	Hawaii Homeland Security Tabletop Exercise (TTX)
Exercise Date	[DATE]
Scope	This TTX planned for [LENGTH OF EXERCISE]. Its purpose is to continue to develop the understanding of the EOC and partner capabilities and responsibilities to a homeland security type of attack in the State of Hawaii. Through a facilitated discussion, players drive the action of the exercise, allowing departments, agencies, and jurisdictions to closer inspect their plans, policies, and procedures.
Mission Area(s)	Preparedness, Response, Recovery
Core Capabilities	<p><i>Please note that these core capabilities may or may not apply to the exercise based on the modules included each time this exercise is carried out.</i></p> <ul style="list-style-type: none"> • Planning • Operational Coordination • [ADDITIONAL CORE CAPABILITY 1] • [ADDITIONAL CORE CAPABILITY 2] • [ADDITIONAL CORE CAPABILITY 3]
Objectives	<p><i>Please note that additional objectives may be applied to the exercise based on the modules included each time this exercise is carried out.</i></p> <ol style="list-style-type: none"> 1. Determine gaps in current preparedness, response, and recovery capabilities in response to a homeland security type of attack. 2. Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations. 3. Develop an action plan that defines the next steps required to adapt preparedness, response, and recovery plans. 4. [ADDITIONAL OBJECTIVE 1] 5. [ADDITIONAL OBJECTIVE 2] 6. [ADDITIONAL OBJECTIVE 3]
Scenario	Homeland security type of attack in the State of Hawaii
Sponsor(s)	<p>State of Hawaii Office of Homeland Security, in conjunction with:</p> <ul style="list-style-type: none"> • City and County of Honolulu • County of Maui • County of Kauai



Points of Contact

Jimmie Collins, State of Hawaii Department of Homeland Security
jimmie.l.collins@Hawaii.gov
Nicole Nakata, City and County of Honolulu Department of Emergency Management
nicole.nakata@honolulu.gov
Paul Coe, County of Maui Emergency Management Agency
Paul.Coe@mauicounty.gov
Chelsie Sakai, County of Kauai Emergency Management Agency
Paul.Coe@mauicounty.gov

Table 1: Exercise Overview



Exercise Design Concept

Exercise Objectives and Core Capabilities

The following exercise objectives outlined in Table 2 describe the expected outcomes for the exercise. The objectives are linked to the Federal Emergency Management Agency’s (FEMA’s) Core Capabilities, detailed in Table 3. The objectives and aligned Capabilities are guided by the Exercise Planning Team.

Objectives

Objective	Related Core Capabilities
1. Determine gaps in current preparedness, response, and recovery capabilities in response to a homeland security type of attack.	Planning
2. Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations.	Planning Operational Coordination
3. Develop an action plan that defines the next steps required to adapt preparedness, response, and recovery plans.	Planning

Table 2: Exercise Objectives and Associated Capabilities

Modules

The modules in this exercise are organized by FEMA identified Community Lifelines, which are the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. FEMA created Community Lifelines to reframe incident information, understand and communicate incident impacts using plain language, and promote unity of effort across the whole community to prioritize efforts to stabilize the lifelines during incident response.

The integrated network of assets, services, and capabilities that provide lifeline services are used day to day to support the recurring needs of the community and enable all other aspects of society to function. Organizing the modules by lifeline aligns with the most recent best practices regarding emergency planning, response, and recovery.¹

¹ <https://www.fema.gov/emergency-managers/practitioners/lifelines>



Module	Core Capability
Module A: EOC Operations	Operational Coordination
Module B: Community Lifeline #1: Safety and Security	On-Scene Security, Protection, and Law Enforcement
Module C: Community Lifeline #2: Food, Water, and Shelter	Mass Care Services
Module D: Community Lifeline #3: Health and Medical	Public Health, Healthcare, and Emergency Medical Services
Module E: Community Lifeline #4: Energy (power and fuel)	Infrastructure Systems
Module F: Community Lifeline #5: Communications	Operational Communications
Module G: Community Lifeline #6: Transportation	Critical Transportation
Module H: Community Lifeline #7: Hazardous Materials	Operational Coordination

Table 3: Additional Core Capabilities by Module

Core Capability Definitions

Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
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.
On-Scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and response personnel engaged in lifesaving and life-sustaining operations.
Mass Care Services	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.
Public Health, Healthcare, and Emergency Medical Services	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.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Operational Communications	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.



**Critical
Transportation**

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.

Table 4: Core Capabilities Defined



Report Introduction

Purpose

The purpose of this After-Action Report/Improvement Plan (AAR/IP) is to identify strengths to be maintained and potential areas for further improvement presented during the TTX, support development of corrective actions through solutions discussed by exercise participants and analyze exercise results. Information from both formal evaluation and participant feedback forms are included in this report.

Organization

This AAR/IP is organized in the following sections:

- **Executive Summary**
- **Exercise Overview**
- **Exercise Design Concept**
- **Report Introduction**
- **Exercise Structure**
- **Design and Development**
- **Conduct**
- **Evaluation**
- **Findings**
- **Appendixes**
 - **Appendix A:** Improvement Plan (IP)
 - **Appendix B:** Participants
 - **Appendix C:** Participant Feedback Materials
 - **Appendix D:** Participant Feedback Summary
 - **Appendix E:** Analysis of Core Capabilities
 - **Appendix F:** Acronyms and Abbreviations



Exercise Structure

Scenario Overview

The exercise was designed around a scenario of an CCTA type event that effects operations of the county. An abbreviated summary of the situation provided to the players is below:

- [INSERT EXCERPTS FROM THE SCENARIO IN THE F/E HANDBOOK]
-

Schedule

The exercise was held using the following exercise schedule. The schedule was designed to be flexible and adapt to discussion. Some times may have been adjusted to accommodate play:

- [INSERT THE SCHEDULE FROM THE F/E HANDBOOK]

Assumptions and Artificialities

In any exercise, assumptions and artificialities are necessary to account for logistical limitations. Exercise participants played within the following assumptions and artificialities and did not allow these considerations to negatively impact their participation.

Several assumptions were used to communicate the implied factual foundation for the exercise:

- The exercise was conducted in a no-fault learning environment where capabilities, plans, processes, and systems are evaluated.
- The exercise scenario was plausible, and all events were responded to as they were presented. Do not “fight the scenario.”
- All players received the information at the same time.



Design and Development

Exercise Planning Team

Provide a list of exercise planning team members.

Planning Meetings

The following lists the planning meetings held in the development of this exercise and AAR/IP:

Name	Concept and Objectives Meeting (C&O) and Initial Planning Meeting
Date	Insert Date
Participation	List Participants
Discussions	Generalize discussion notes

Name	Midterm Planning Meeting (MPM)
Date	Insert Date
Participation	List Participants
Discussions	Generalize discussion notes

Name	Final Planning Meeting (FPM)
Date	Insert Date
Participation	List Participants
Discussions	Generalize discussion notes

Players

Provide a descriptive summary of the players. Include number, experience level, disciplines, departments/agencies, specialized expertise, and other general information to provide context for the findings.



Conduct

Before the Exercise

Provide a summary of actions taken prior to the exercise.

During the Exercise

Provide a summary of actions taken during the exercise.

After the Exercise

Provide a summary of actions taken after the exercise.



Evaluation

Provide a summary of strategies used to conduct analysis.



Findings

Objective 1

Determine gaps in current preparedness, response, and recovery capabilities in response to a homeland security type of attack.

The strengths and areas for improvement for each core capability aligned to Objective 1 are described in this section.

Planning

Rating: [APPLICABLE RATING LEVEL]

Strengths

- [STRENGTH 1]
- [STRENGTH 2]

Areas for Improvement

Area for Improvement: [AREA FOR IMPROVEMENT 1]

- **Analysis:** [ANALYSIS]

Area for Improvement: [AREA FOR IMPROVEMENT 2]

- **Analysis:** [ANALYSIS]



Objective 2

Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations.

The strengths and areas for improvement for each core capability aligned to Objective 2 are described in this section.

Planning

Rating: [APPLICABLE RATING LEVEL]

Strengths

- [STRENGTH 1]
- [STRENGTH 2]

Areas for Improvement

Area for Improvement: [AREA FOR IMPROVEMENT 1]

- **Analysis:** [ANALYSIS]

Area for Improvement: [AREA FOR IMPROVEMENT 2]

- **Analysis:** [ANALYSIS]

Operational Coordination

Rating: [APPLICABLE RATING LEVEL]

Strengths

- [STRENGTH 1]
- [STRENGTH 2]

Areas for Improvement

Area for Improvement: [AREA FOR IMPROVEMENT 1]

- **Analysis:** [ANALYSIS]

Area for Improvement: [AREA FOR IMPROVEMENT 2]

- **Analysis:** [ANALYSIS]



Objective 3

Develop an action plan that defines the next steps required to adapt preparedness, response, and recovery plans.

The strengths and areas for improvement for each core capability aligned to Objective 3 are described in this section.

Planning

Rating: [APPLICABLE RATING LEVEL]

Strengths

- [STRENGTH 1]
- [STRENGTH 2]

Areas for Improvement

Area for Improvement: [AREA FOR IMPROVEMENT 1]

- **Analysis:** [ANALYSIS]

Area for Improvement: [AREA FOR IMPROVEMENT 2]

- **Analysis:** [ANALYSIS]



Objective 4

[OBJECTIVE 4 FROM THE F/E HANDBOOK]

The strengths and areas for improvement for each core capability aligned to Objective 4 are described in this section.

Planning

Rating: [APPLICABLE RATING LEVEL]

Strengths

- [STRENGTH 1]
- [STRENGTH 2]

Areas for Improvement

Area for Improvement: [AREA FOR IMPROVEMENT 1]

- **Analysis:** [ANALYSIS]

Area for Improvement: [AREA FOR IMPROVEMENT 2]

- **Analysis:** [ANALYSIS]



Objective 5

[OBJECTIVE 5 FROM THE F/E HANDBOOK]

The strengths and areas for improvement for each core capability aligned to Objective 5 are described in this section.

Planning

Rating: [APPLICABLE RATING LEVEL]

Strengths

- [STRENGTH 1]
- [STRENGTH 2]

Areas for Improvement

Area for Improvement: [AREA FOR IMPROVEMENT 1]

- **Analysis:** [ANALYSIS]

Area for Improvement: [AREA FOR IMPROVEMENT 2]

- **Analysis:** [ANALYSIS]



Appendix A: Improvement Plan (IP)

This section of the report contains the improvement plan consolidated into a tabular format designed from the analysis in Findings. In this section, observations are organized using the capability element and the *POETE* model (Planning, Organization, Equipment, Training, and Exercise) and include corrective actions, as well as the assigned agency/organization for conducting the corrective action.

Improvement Plan (IP)						
Finding #	Area for Improvement	Corrective Action	POETE	Priority	Primary Responsible Agency/ Organization	Due Date
1	Description 1	1				
2		2				
3		3				
4	Description 2	1				
5		2				
6		3				
7	Description 3	1				
8		2				
9		3				



Appendix B: Participants

The following tables list the entities who were involved in the Exercise.

Players

Name	Agency

Facilitators

Name	Agency

Evaluators

Name	Agency



Observers

Name	Agency



Appendix C: Participant Feedback Materials

[Describe how the feedback forms or surveys were provided and to whom. Include a picture of the feedback forms or surveys used.]



Appendix D: Participant Feedback Summary

A total of ## exercise participants returned feedback materials. The raw data from those materials are detailed here.

Strengths highlighted by the exercise:

-

Areas of improvement highlighted by the exercise:

-

Actions the participant will take as a direct result of this exercise:

-

Changes that can be made to improve emergency response:

-

Additional comments:

-

	The exercise objectives were achieved.	Exercise participation was appropriate for someone in my field with my level of experience or training	The exercise increased my understanding about, and familiarity with, the capabilities and resources of other participating	The exercise highlighted strengths and/or areas of improvement for my organization	After this exercise, I am better prepared to deal with capabilities and hazards discussed	This exercise allowed me to gain familiarity with established plans, policies, or procedures
Strongly Agree	0	0	0	0	0	0
Agree	0	0	0	0	0	0
Neutral	0	0	0	0	0	0
Disagree	0	0	0	0	0	0
Strongly Disagree	0	0	0	0	0	0



Appendix E: Analysis of Core Capabilities

Aligning exercise objectives and Core Capabilities provides a benchmark for evaluation. Table 4 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. The following sections provide an overview of the performance related to each exercise objective and associated core capabilities, highlighting strengths and areas for improvement.

Objective	Core Capabilities	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Determine gaps in current preparedness, response, and recovery capabilities in response to a homeland security type of attack.	Planning				
Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations.	Operational Coordination, Planning				
Develop an action plan that defines the next steps required to adapt preparedness, response, and recovery plans.	Planning				
[ADDITIONAL OBJECTIVE 1]					
[ADDITIONAL OBJECTIVE 2]					



Objective	Core Capabilities	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
[ADDITIONAL OBJECTIVE 3]					

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 5: Analysis of Core Capabilities Summary



Appendix F: Acronyms and Abbreviations

Acronym/ Abbreviation	Term
AAR	After-Action Report
AAM	After-Action Meeting
C&O	Concept and Objectives Meeting
F/E	Facilitator/Evaluator
EEG	Exercise Evaluation Guides
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FPM	Final Planning Meeting
IAP	Incident Action Plan
IC	Incident Command/Incident Commander
ICS	Incident Command System
IP	Improvement Plan
IPM	Initial Planning Meeting
MPM	Midterm Planning Meeting
NGO	Non-Governmental Organization
NRF	National Response Framework
UC	Unified Command

