[Exercise Name]

**\*Note: Items highlighted in gray will need to be changed to reflect the details of your exercise. Delete this text box before producing and distributing this After Action Report Improvement Plan.**

After Action Report Improvement Plan

[Date]

[Users are encouraged to add additional sections as needed to support their own organizational needs.]

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# 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 tabletop exercise, planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters]. |
| **Mission Area(s)** | [Prevention, Protection, Mitigation, Response and/or Recovery] |
| **Objectives** | [List exercise objectives, see SitMan] |
| **Threat or Hazard** | Ice Storm |
| **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 (e.g., 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 facilitator)] |

# Analysis of Exercise Objectives

Table 1 includes the exercise objectives and remarks for each objective as observed during the exercise and determined by the facilitator or exercise design team.

| Objective | Remarks |
| --- | --- |
| [Explore and address ice storm challenges] | [Insert remarks] |
| [Define or refine participants’ roles and responsibilities for managing the consequences of an ice storm incident, which should be reflected in their ***plans, policies and procedures*** and other preparedness elements currently in place or under development] | [Insert remarks] |
| [Build relationships between utilities and stakeholders] | [Insert remarks] |
| [Increase awareness of the damage that can be caused by a cyber incident on a business or control system] | [Insert remarks] |
| [Identify other needed enhancements related to ***training and exercises*** and other preparedness elements currently in place or under development] | [Insert remarks] |

Table 1. Summary of Exercise Objectives

The following sections provide an overview of the performance related to each exercise objective, highlighting strengths and areas for improvement.

## Objective 1

[Explore and address ice storm challenges]

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

**Strengths**

The [full or partial] objective 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:

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 objective 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 objective was not achieved.]

## Objective 2

[Define or refine participants’ roles and responsibilities for managing the consequences of an ice storm incident, which should be reflected in their plans, policies and procedures and other preparedness elements currently in place or under development.]

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

**Strengths**

The [full or partial] objective 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:

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 objective 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 objective was not achieved.]

## Objective 3

[Build relationships between utilities and stakeholders.]

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

**Strengths**

The [full or partial] objective 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:

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 objective 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 objective was not achieved.]

## Objective 4

[Increase awareness of the damage that can be caused by a cyber incident on a business or control system]

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

**Strengths**

The [full or partial] objective 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:

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 objective 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 objective was not achieved.]

## Objective 5

[Identify other needed enhancements related to ***training and exercises*** and other preparedness elements currently in place or under development.]

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

**Strengths**

The [full or partial] objective 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:

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 objective 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 objective was not achieved.]

1. Improvement Plan

| Objective | Issue/Area for Improvement | Corrective Action | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
| --- | --- | --- | --- | --- | --- | --- |
| Objective 1 | 1. [Area for Improvement] | [Corrective Action 1]  |  |  |  |  |
| Objective 1 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 2 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
|  Objective 2 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 3 | 1. [Area for Improvement] | [Corrective Action 1]  |  |  |  |  |
| Objective 3 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 4 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
| Objective 4 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 5 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
| Objective 5 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |

This IP has been developed specifically for [Utility Name] as a result of [Exercise Name] conducted on [date of exercise].

# Appendix B: Exercise Participants

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