Local Approach to Discussion-Based Disaster Exercises and Readiness (LADDER)

After-Action Report/Improvement Plan

[Date]

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine 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.

# Exercise Overview

| **Exercise Name** | LADDER: Local Approach to Discussion Based Exercises and Readiness |
| --- | --- |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a discussion-based exercise game, planned for 4 hours at [exercise location]. Exercise play is limited to addressing animal issues during a natural disaster. |
| **Focus Area(s)** | Planning and Response |
| **Core Capabilities** | Logistics and Supply Chain ManagementPlanning |
| **Objectives** | Teams compete to acquire and apply resources to resolve five animal needs assignments following game rules.Players determine whether their local plans, policies, and procedures meet National Incident Management System guidance using three game assignments. |
| **Threat or Hazard** | Natural disaster |
| **Sponsor** | Project supported by USDA National Institute of Food and Agriculture Smith Lever Special Needs Competitive Grants Program (2018-41210-28701). |
| **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.] |
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# Analysis of Capabilities

Aligning exercise objectives and 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 capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

| Objective | Capability | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
| --- | --- | --- | --- | --- | --- |
| Teams compete to acquire and apply resources to resolve five animal needs assignments following game rules. | Logistics and Supply Chain Management |  |  |  |  |
| Players determine whether their local plans, policies, and procedures meet National Incident Management System guidance using three game assignments. | Planning |  |  |  |  |

Table 1. Summary of Core Capability Performance

Ratings Definitions:

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

**Objective 1:** Teams compete to acquire and apply resources to resolve five animal needs assignments following game rules.

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

**Capability 1:** Logistics and Supply Chain Management

### Strengths

The [full or partial] capability level 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 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 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.]

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 capability level was not achieved.]

## Objective 2: Players determine whether their local plans, policies, and procedures meet National Incident Management System guidance using three game assignments.

## Capability 2: Planning

### Strengths

The [full or partial] capability level 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 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 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.]

1. Improvement Plan

| Capability | Issue/Area for Improvement | Corrective Action | Capability Element[[1]](#footnote-1) | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Capability 1: Logistics and Supply Chain Management | 1. [Area for Improvement] | [Corrective Action 1]  |  |  |  |  |  |
| Capability 1: Logistics and Supply Chain Management | 1. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |  |
| Capability 1: Logistics and Supply Chain Management | 2. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |  |
| Capability 2: Planning | 1. [Area for Improvement] | [Corrective Action 1]  |  |  |  |  |  |
| Capability 2: Planning | 1. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |  |
| Capability 2: Planning | 2. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |  |

This IP has been developed specifically for [Organization or Jurisdiction] as a result of LADDER conducted on [date of exercise].

# Appendix B: Exercise Participants

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| --- |
| Participating Organizations |
| **Federal** |
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| **State** |
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| **[Jurisdiction A]** |
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| **[Jurisdiction B]** |
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1. Capability Elements are: Planning, Organization, Equipment, Training, or Exercise. [↑](#footnote-ref-1)