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| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |
| **Exercise Foundation** | Develop exercise budget | * Sponsor agency’s budget format
 | 5 months before the exercise |
| Identify Exercise Planning Team members | * Exercise Planning Team organizational chart
 | 5 months before the exercise |
| Formulate sponsoring agency’s exercise concept and overarching objectives | * Exercise Concept and Objectives (C&O) statement
 | 5 month before the exercise |
| **Initial Planning Meeting (IPM)** | Develop IPM materials | * IPM presentation
* Agenda
* Sign-in sheets
* Invitations
* Read-ahead materials
* Participating agency list
 | 3 to 4 weeks before the IPM |
| Send IPM invitations and read-ahead packet to the Exercise Planning Team | * Invitations
* Read-ahead materials
 | 2 to 3 weeks before the IPM |
| Finalize the IPM materials | * IPM presentation
* Agenda
* Sign-in sheets
* Master task list
 | 3 days before the IPM |
| Conduct IPM (2 to 6 hours) | * See list above
 | 3 months before the exercise |
| Initial Master Scenario Events List (MSEL) development workshop (1 hour) | * Draft MSEL
 | Immediately following the IPM |
| Provide IPM minutes and draft MSEL to the Exercise Planning Team members | * IPM Minutes
* Draft MSEL
 | 7 to 9 days following the IPM |
| Complete and submit the required Notification of Exercise Form | * NoE Form
 | 7 to 9 days following the IPM |
| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |
| **Final Planning Meeting (FPM)** | Develop draft Situation Manual/ Player Handbook | * Draft Situation Manual/ Player Handbook
 | 2 weeks before the FPM |
| Finalize FPM materials | * FPM presentation
* Agenda
* Master Task List
* Sign-in sheets
* Draft Situation Manual/Player Handbook
* Player Feedback Forms
* Exercise Evaluation Guides (EEGs)
 | 1 week before the FPM |
| Conduct FPM (4 to 6 hours) | * See listing above
 | 6 weeks before the exercise |
| Final MSEL development workshop (1 hour) | * Draft MSEL
 | Immediately following the FPM |
| Conduct walk through of the exercise site/facilities | * N/A
 | Following the conclusion of the FPM |
| Provide FPM minutes to the Exercise Planning Team | * FPM Minutes
 | 7 to 9 days following the FPM |
| **Exercise Conduct** | Finalize Situation Manual/Player Handbook and FPM presentation | * Situation Manual/Player Handbook
* FPM Presentation
* Player badges/identification
 | 10 days before the exercise |
| Set up the facility and review the FPM presentation | * Room Layout
* Presentation
* Support materials (i.e. flip charts, etc.)
 | 1 day before the exercise |
| Conduct the exercise (3 to 6 hours) | * Presentation
* Situation Manual/Player Handbook
 | Exercise |
| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |
| **Exercise Conduct** | Conduct the exercise | * Agenda
* Sign-in sheets
* Badges/participant identification
 | Exercise |
| Conduct a Player Hot Wash (1 to 1 ½ hours) | * Participant Feedback Forms
 | Immediately after the exercise |
| Conduct Evaluator Debriefing | * EEGs and other evaluator notes
 | Immediately after the Player Hot Wash |
| **After Action Report (AAR)/ Improvement Plan (IP)** | Develop draft AAR/IP | * Hot Wash minutes
* Participant feedback forms
* Draft AAR/IP
 | 3 weeks after the exercise |
| Send draft AAR/IP to sponsoring agency and Exercise Planning Team | * Draft AAR/IP
 | 4 weeks after the exercise |
| **After Action Conference** | Conduct After Action Conference(1 to 2 hours) | * Presentation
* Agenda
* Sign-in sheets
* Draft AAR/IP
 | 5 weeks after the exercise |
| **Final AAR/IP** | Finalize AAR/IP and distribute to the sponsoring agency and Exercise Planning Team | * Final AAR/IP
 | 3 months after the exercise (90 days)  |
| Share lessons learned,, best practices, and successes identified in the final AAR/IP | * Final AAR/IP
 | 3 months after the exercise (90 days)  |
| Where the exercise was conducted to satisfy grant or other mandated requirements, submit to state and/or federal grant oversight agencies | * Final AAR/IP (where specifically required metrics were measured, submit the appropriate data collection forms)
 | No later than 3 months (90 days) after the exercise |