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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
 | Minimum 7 months before the exercise |
| Identify Exercise Planning Team members | * Exercise Planning Team organizational chart
 | Minimum 7 months before the exercise |
| Formulate sponsoring agency’s exercise concept and overarching objectives | * Exercise Concept and Objective (C&O) statement
 | Minimum 7 months before the exercise |
| **Initial Planning Conference****(IPM)** | Develop IPC materials | * IPM presentation
* Agenda
* Capabilities to be tested
* Sample objectives
* Sign-in Sheets
* Invitations
* Participating agency list
* Master Task List
 | 2 to 4 weeks before the IPM |
| Send IPM invitations and read-ahead materials to Exercise Planning Team members | * Invitations
* Read-ahead materials
 | 2 to 3 weeks before IPM |
| Finalize IPM Materials | * IPM presentation
* Agenda
* Capabilities to be tested
* Sample objectives
* Sign-in sheets
* Invitations
 | 3 days before IPM |
| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |
| **Initial Planning Conference****(IPM)** |  | * Participating agency list
 | 3 days before the IPM |
| Conduct IPM | * Approximately 4 hours
 | Minimum 6 months before the exercise |
| Provide IPM minutes and updated draft ExPlan to Exercise Planning Team members | * IPM minutes
* Updated draft Explan
 | 10 to 14 days after the IPM |
| **Mid-Term Planning Conference****(MPM)** | Develop draft Exercise Plan (ExPlan) | * Capabilities to be tested
* Objectives
* Participating agency list
 | 30 days before the MPM |
| Develop draft Master Scenario Events List (MSEL) | * Overarching objectives
* Scenario overview
 | Minimum 5 days before the MPM |
| Finalize the MPM materials | * Draft ExPlan
* Draft MSEL
* MPM presentation
* Agenda
* Sign-in sheets
* Master Task List
 | Minimum 5 days before the MPM |
| Conduct the MPM (4 to 6 hours) | * MPM presentation
* Draft ExPlan
* Draft MSEL
 | Minimum 3 months before the exercise |
| Conduct a MSEL development workshop (Approximately 2 hours) | * Draft MSEL
 | Immediately following the MPM |

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| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |
| **Mid-Term Planning Conference****(MPM)** | Conduct a walkthrough of exercise site(s) | * N/A
 | Following MPM and MSEL workshop |
| Provide MPM minutes and updated Explan to Exercise Planning Team members | * MPM minutes
* Draft ExPlan
 | 11 days after the MPM |

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| **Final Planning Conference****(FPM)** | Finalize ExPlan | * Explan
 | Minimum 75 days before the FPM |
| Develop Controller/Evaluator (C/E) Handbook | * C/E Handbook
 | Minimum 10 days before the FPM |
| Develop media/public information release | * Media/public information release
 | Minimum 10 days before the FPM |
| Develop communications plan | * Draft communications plan
 | Minimum 10 days before the FPM |
| Finalize FPM materials | * Media/public information release
* Draft C/E Handbook
* Draft communications plan
* Draft MSEL
* Explan
* FPC presentation
* Agenda
* Sign-in sheets
* Master Task List
 | Minimum 5 days before the FPM |
| Conduct FPC (4 to 6 hours) | * See above task/materials listing
 | Minimum 6 weeks before the exercise |
| Finalize C/E assignments | * C/E Handbook
 | Before conclusion of the FPC |

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| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |

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| **Final Planning Conference****(FPM)** | Finalize assembly area handout | * Assembly area handout
 | Before the conclusion of the FPM |
| Provide FPM minutes and ExPlan to Exercise Planning Team members | * FPM minutes
* ExPlan
 | 2 days after the FPM |
| **Exercise Conduct** | Distribute ExPlan to participating agencies and/or organizations | * Explan
 | 25 days before the exercise |
| Develop exercise participant badges/ identification | * Badges/Identification
 | 10 days before the exercise |
| Conduct Controller and Evaluator Training and distribute C/E Handbook and other printed materials as required | * Presentation
* C/E Handbook
* C/E assignments
 | Minimum 1 day before the exercise |
| Set up facility (ies) | * N/A
 | 1 day before the exercise |
| Conduct exercise participant briefings (and moulage if appropriate for full-scale exercises) | * Actor briefing
* Actor waiver forms
* Sign-in sheets
* Badges/participant identification
* Triage/symptom tags (if full-scale)
* Player briefing
* Media/observer briefing
* Presentations as required
 | Immediately before the exercise |
| Conduct the exercise | * N/A
 | Exercise |

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| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |

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| **Exercise Conduct** | Conduct Hot Wash(es) | * Participant Feedback Forms
 | Maximum 2 hours after the exercise |
| Conduct C/E Debriefing | * Presentation
* C/E Handbook
* Other printed materials as appropriate
 | Maximum 1 day after the exercise |
| Provide Hot Wash minutes and Participant Feedback Forms to Exercise Planning Team | * Hot Wash minutes
* Participant Feedback Forms
* C/E Debriefing minutes
 | 3 to 4 days after the exercise |
| **After Action Report/Improvement Plan (AAR/IP)** | Develop draft AAR/IP | * Draft AAR/IP
* C/E Handbooks
* Participant Feedback Forms
 | 2 to 3 weeks after the exercise |
| Provide 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 | * After Action Conference presentation
* Agenda
* Sign-in sheets
* Draft AAR/IP
 | 5 to 6 weeks after the exercise |
| **Final AAR/IP** | Finalize the AAR/IP and distribute to sponsoring agency and Exercise Planning Team | * Final AAR/IP
* Any required data collection forms
 | 90 days following the exercise |

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| **Activity** | **Task** | **Task Materials** | **Relationship to Key Events in Workdays/Weeks (Approximate)** |

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| **After Action Report/Improvement Plan (AAR/IP** | Share lessons learned, best practices, and successes identified in the AAR/IP | * Final AAR/IP
 | 90 days following the exercise |
| 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 90 days following the exercise |