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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 |