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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 |