



exercise name:

document name: Project Management Timeline

Tasks	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Foundation												
Establish exercise design team												
Develop Master Task List												
Review Exercise Program Plan for completeness												
Confirm stakeholder buy-in and participation												
Develop exercise budget												
Develop project management timeline												
Schedule Initial Planning Conference and other milestones												
2. Design & Development Phase												
A. Initial Planning Conference												
Prepare/ send IPC invitations & read-ahead packets												
Develop IPC agenda, presentation, and sign-in sheets												
Determine exercise scope												
Develop exercise purpose statement												
Develop exercise objectives												
Develop expected action												
Develop questions, tasks, and problem statements												
Develop evaluation criteria												
Determine exercise scenario												
Determine delivery method												
Identify exercise venue												

Tasks	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Begin development of exercise documentation												
Schedule Final Planning Conference												
Assign responsibilities and due dates for tasks												
Develop IPC minutes												
Schedule follow-up meetings												
Identify the threat/ hazard and/or specific agent												
Develop scenario												
B. Documentation												
Develop Situation Manual (SITMAN)												
Develop Exercise Evaluation Guides (EEGs)												
Develop multimedia exercise presentation												
Develop participant invitation letter												
Develop participant sign-in sheet												
Develop participant feedback form												
Develop participant thank you letter												
C. Media-Public Information												
Develop media policy												
Develop media release/ public information handout												
D. Exercise Site Areas												
Designate media/ observer area												
Designate registration area												
Designate parking area												
E. Logistics												
Arrange for use of exercise venue (reserve room/ use of facility)												
Arrange for participant parking at venue												

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Arrange for audio/visual equipment (e.g. microphones, screens, projectors)												
Arrange for exercise supplies (e.g. pens, markers, flipcharts)												
Develop mailing lists for exercise staff and players												
Develop ID badges, name tags and/or table tents, and sign-in sheets												
Arrange for restrooms												
Arrange for food and refreshments												
Develop signage												
Arrange for video recording of exercise												
F. Exercise Staffing												
Determine exercise staff requirements												
Select and train exercise staff												
G. Final Planning Conference												
Prepare/ send FPC invitations												
Develop agenda, read-ahead packets, and sign-in sheets												
Review all exercise materials, documents, and tasks												
Assign responsibilities and due dates for tasks												
Develop/ send FPC minutes												
3. Conduct Phase												
A. Briefings												
Conduct pre-exercise briefings												
Multimedia presentation												
B. Documentation												
Distribute SITMAN												
Distribute EEGs												

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Distribute participant feedback forms												
C. Exercise Control												
Set up exercise site												
Conduct the exercise												
Conduct a post-exercise hot wash												
4. Evaluation Phase												
A. After Action Review												
Develop hot wash minutes												
Conduct C/E debrief												
Develop C/E debrief minutes												
Develop draft AAR												
Send draft AAR to exercise design team for review												
5. Improvement Planning Phase												
A. After Action Conference												
Schedule conference												
Prepare/ send invitations												
Conduct After Action Conference												
Finalize AAR												
Develop Improvement Plan												
B. Improvement Planning												
Share lessons learned, best practices, and successes identified in AAR												
Implement AAR/IP												
Track implementation of AAR/IP												