Tools for Planning
HSEEP-Compliant Exercises for Public Health
Objectives

- Identify performance requirements needed in order to comply with HSEEP
- Outline elements for planning HSEEP-compliant exercises
- Describe components of evaluation and improvement planning for HSEEP-compliant exercises
Objectives (cont.)

- Illustrate how basic HSEEP concepts and methodology are applied to exercise planning, conduct and evaluation

- Explain key resources from the HSEEP Toolkit and Website to enhance community-wide exercise planning on local and regional levels
An Orientation

- This training provides an orientation to HSEEP concepts, guidelines, methodologies, and the HSEEP Toolkit.

- This training does not replace the full two-day course offered through MSP-EMHSD.

- This training does not provide access to secure Toolkit features.
Our Purpose:

- To provide basic awareness about HSEEP concepts and methodology

- To help prepare you to participate and contribute more effectively in the planning, design, conduct, evaluation, or improvement planning process of HSEEP-compliant public health exercises
Agenda

- 10:00-10:15 am  Welcome & Introduction
- 10:15-11:30 am  Concepts & Components of Compliance
- 11:30-12:00 pm  Introduction to HSEEP Toolkit and NEXS System
- 12:00-12:45 pm  Networking lunch
Agenda (cont.)

- 12:45-2:30 pm  Planning & Conducting Exercises
- 2:30-2:45 pm  Break
- 2:45-4:15 pm  Exercise Evaluation and Improvement Planning
- 4:15-4:30 pm  Course Summary & Evaluations, Post-test
Handouts and Materials

- PowerPoint presentation
- HSEEP 101
- Compliance Job Aid
- Pandemic Flu TTX SITMAN
- EEG Template
- AAR/IP Template
- Discussions-Based Exercise Planning Team Members
- Discussions-Based Exercise Participant List
HSEEP Concepts & Components of Compliance

- Overview of HSEEP definition, background, guiding documents, capabilities-based exercises
- Blended approach to HSEEP implementation
- Overview of HSEEP doctrine, concepts, methodology
- HSEEP Compliance
- Introduction to the HSEEP Toolkit: The NEXS System
Homeland Security Exercise and Evaluation Program (HSEEP)

- A capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation and improvement planning
Guiding Documents

- National Strategy for Homeland Security
- Homeland Security Presidential Directives (HSPD) 5 & 8
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- National Exercise Program (NEP)
- National Preparedness Guidelines
National Preparedness Guidelines

- Finalizes and supersedes the Interim National Preparedness Goal

- Includes four critical elements:
  - National Preparedness Vision
  - National Planning Scenarios
  - Universal Task List (UTL)
  - Target Capabilities List (TCL)
National Planning Scenarios

- A diverse set of 15 high-consequence threat scenarios depicting potential terrorist attacks and natural disasters

- Collectively designed to focus contingency planning for homeland security preparedness for all levels of government and the private sector
15 National Planning Scenarios

#1: Nuclear detonation
#2: Biological attack (anthrax)
#3: Biological disease outbreak (pan flu)
#4: Biological attack (plague)
#5: Chemical attack (blister agent)
#6: Chemical attack (toxic industrial chemicals)
#7: Chemical attack (nerve agent)
#8: Chemical attack (chlorine tank explosion)
#9: Natural disaster (major earthquake)
#10: Natural disaster (major hurricane)
#11: Radiological attack (RDD)
#12: Explosives attack (IED)
#13: Biological attack (food contamination)
#14: Biological attack (foot-and-mouth disease)
#15: Cyber attack
Universal Task List (UTL)

- Catalog of about 1600 unique tasks designed to prevent, protect against, respond to, and recover from major events as represented in the National Planning Scenarios.

- No single jurisdiction or agency is expected to perform every task, and no two jurisdictions require the same level of capabilities.
Target Capabilities List (TCL)

- Derived from UTL, defines 37 specific capabilities that communities, the private sector, and all levels of government should collectively possess to respond effectively to disasters.

- Each capability has an associated Exercise Evaluation Guide (EEG) in HSEEP Toolkit.
Defining Capabilities

- Based on threat/hazard analysis

- Focused on three fundamental questions:
  - How prepared do we need to be?
  - How prepared are we?
  - How do we prioritize efforts to close the difference?
TCL Mission Capabilities

- Common Target Capabilities
- Prevent Mission Capabilities
- Protect Mission Capabilities
- Respond Mission Capabilities
- Recover Mission Capabilities
Common Target Capabilities

- Planning
- Communications
- Community Preparedness and Participation
- Risk Management
- Intelligence and Information Sharing and Dissemination
Prevent Mission Capabilities

- Information Gathering and Recognition of Indicators and Warning
- Intelligence Analysis and Production
- Counter-Terror Investigation and Law Enforcement
- CBRNE Detection
Protect Mission Capabilities

- Critical Infrastructure Protection
- Food and Agriculture Safety and Defense
- Epidemiological Surveillance and Investigation
- Laboratory Testing
Respond Mission Capabilities

- On-Site Incident Management
- EOC Management
- Critical Resource Logistics and Distribution
- Volunteer Management and Donations
- Responder Safety and Health
- Emergency Public Safety and Security
- Animal Disease Emergency Support
- Environmental Health
- Explosive Device Response Operations
Respond Capabilities (cont.)

- Fire Incident Response Support
- WMD and HazMat Response and Decon
- Citizen Evacuation and Shelter-In-Place
- Isolation and Quarantine
- Search and Rescue
- Emergency Public Information and Warning
Respond Capabilities (cont.)

- Emergency Triage and Pre-Hospital Treatment
- Medical Surge
- Medical Supplies management and Distribution
- Mass Prophylaxis
- Mass Care (Sheltering, Feeding, etc.)
- Fatality Management
Recover Mission Capabilities

- Structural Damage Assessment
- Restoration of Lifelines
- Economic and Community Recovery
The Preparedness Cycle

- Planning
- Training
- Equipping
- Exercising
- Evaluating
- Taking action to correct and mitigate
Blended Approach to HSEEP Implementation

- Policy and Doctrine
- Training
- Technology
- Direct Support
HSEEP Volumes

- Volume I: Overview and Exercise Program Management
- Volume II: Exercise Planning and Conduct
- Volume III: Exercise Evaluation and Improvement Planning
- Volume IV: Library--Sample Exercise Materials
Training

- National Standardized Exercise Curriculum:
  - Independent Study (IS) 120-A: An Introduction to Exercises (online FEMA course)
  - IS 130: Exercise Evaluation and Improvement Planning (online FEMA course)
  - Master Exercise Practitioner Program (MEPP)

- HSEEP Mobile Course

- Online tutorials at HSEEP Website
Technology

- HSEEP Website
- HSEEP Toolkit
- HSEEP Volume IV: Library of Sample Documents
- Lessons Learned Information Sharing (LLIS.gov)
Direct Support

- Vendor assistance to provide state, local, tribal entities with funding, training and other exercise support

- Direct support to help states and locals conduct HSEEP Mobile Training Courses and Training & Exercise Planning Workshops
HSEEP Guidelines vs. Compliance

- Jurisdictions or entities funded by DHS-HSGP, CDC or ASPER grants, including pass-through funds from MSP-EMHSD or MDCH-OPHP, are required to follow the guidance found in HSEEP Volumes I-III

- HSEEP compliance is defined as adherence to specific HSEEP-mandated practices for exercise program management, design, development, conduct, evaluation, and improvement planning
Complying with HSEEP Guidelines:

- Exercise utilizes a “building block approach”
- The design, conduct and evaluation are based on a capabilities-based approach
- The project adheres to exercise planning timelines
- Scenarios are based on the entity’s risk/vulnerability assessment
Complying with Guidelines (cont.)

- Documents conform to the guidelines and templates provided in HSEEP volumes.

- Exercise conduct reflects the principles of the National Incident Management System (NIMS).

- Findings and recommendations from the draft AAR/IP are presented to key personnel at an After Action Conference.

- Corrective Actions in the IP are measurable.
HSEEP Compliance

- Four distinct *performance* requirements:
  - Training and Exercise Plan Workshop (T&EPW)
  - Exercise Planning and Conduct
  - After-Action reporting
  - Improvement Planning
Training & Exercise Plan Workshop (T&EPW)

- Conduct a T&EPW each calendar year, and develop/update a Multi-Year Training and Exercise Plan within 60 days of T&EPW.

- Should reflect capabilities-based planning and follow “building block approach”

- Scheduled exercises must be entered in NEXS System
Exercise Planning and Conduct

- Should include appropriate documents (e.g., SITMAN, EXPLAN, MSEL, C/E Handbook).

- Consistent with Multi-Year Training and Exercise Plan.

- Objectives should be derived from capabilities and critical tasks contained in EEGs—should be “S.M.A.R.T.”
S.M.A.R.T. Objectives

- Simple
- Measurable
- Achievable
- Realistic
- Task-Oriented
Exercise Objectives Should State:

- **Who** (the HazMat team)

- should do **what** (perform decontamination)

- under **what conditions** (during chemical spill)

- according to **what standards** (in accordance with existing EOPs).
After-Action Reporting

- Should be based on observations collected using EEGs.

- Final AAR/IP must be completed after discussion at an After Action Conference.
Improvement Planning and Corrective Actions

- Should be measurable, with specific deadlines and point of contact (POC) assigned within each affected agency

- Should be monitored and reviewed as part of organizational Corrective Action Program (CAP)
Compliance Job Aid

- New tool available on HSEEP Website
- Defines and explains HSEEP Compliance
- Provides HSEEP Compliance Guidance Checklist
Small Group Activity


- Then, in your assigned small group or team, please discuss the following questions:
Discussion Questions

- Do the Exercise Design Objectives described on page 2 of the 2007 Great Lakes Border Health Situation Manual seem consistent with the S.M.A.R.T. principle? Why or why not?

- What concerns, issues, or obstacles do you anticipate for your own agency or jurisdiction in terms of planning and conducting HSEEP-compliant public health exercises?

- How would the HSEEP Compliance Job Aid help, if at all?
Introduction to the HSEEP Toolkit

- An interactive, online collection of systems for exercise scheduling, design, development, conduct, evaluation and improvement planning

- Access to actual Toolkit features and functions is restricted through password protection
HSEEP Toolkit Systems

- National Exercise Schedule (NEXS) System
- Design and Development System (DDS)
- Exercise Evaluation Guide (EEG) Builder
- Master Scenario Events List (MSEL) Builder
- Corrective Action Program (CAP)
The National Exercise Scheduling (NEXS) System

- The nation’s online, comprehensive tool that facilitates scheduling, deconfliction and synchronization of all national-level, federal, state and local exercises

- A public NEXS User Guide is available on the HSEEP Website
Two Main NEXS System Roles

- **Exercise Administrative Authority (EAA)**
  - Broad authority over exercises, organizations, and users within their area of responsibility or scheduling domain (e.g., state of Michigan)
  - Only the EAA can approve an exercise for inclusion on the NEXS Calendar.

- **Scheduler**
  - Assists the EAA
NEXS Features and Functions

- The NEXS Calendar
- Synchronization and Deconfliction
- Linking an Exercise
- Create and View Reports
- Request and/or Set the Exercise Tier
- Manage Organizations
Questions?
NETWORKING LUNCH

Enjoy!
Planning and Conducting Exercises

- HSEEP Program and Project Management
- Types of exercises
- Exercise participants
- Required HSEEP documents
- Required planning conferences/meetings
- Steps for conducting exercises
- HSEEP Toolkit: DDS, MSEL Builder
HSEEP Program Management

- Functions required for an entity to sustain a variety of exercises targeted toward preparedness priorities on an ongoing basis

- Includes project management, multi-year planning, budgeting, grant management, staff hiring, funding allocation, and expenditure tracking
HSEEP Project Management

- A component of exercise program management
- Focused on activities needed to execute an individual exercise
- Involves five phases known as the *exercise cycle*
Five Phases of Exercise Cycle

- Foundation
- Design and Development
- Conduct
- Evaluation
- Improvement Planning
Foundation

- Create base of support and establish “buy-in”
- Develop project management timeline and milestones
- Identify exercise planning team
- Schedule planning conferences
Design and Development

- Identify objectives
- Design scenario
- Create documentation
- Coordinate logistics
- Plan exercise conduct
- Select evaluation and improvement methodology
Conduct

- Setup
- Briefings
- Facilitation/Control/Evaluation
- Wrap-up Activities
Evaluation

- Formal exercise evaluation
- Integrated analysis
- After-Action Report/Improvement Plan (AAR/IP)
- Recommendations for improvement
Improvement Planning

- Corrective actions identified in evaluation phase are assigned, with due dates, to responsible parties (points of contact)

- Corrective actions are tracked for implementation, then validated in subsequent exercises
Exercise Types

- **Discussions-based**
  - Familiarize participants with plans, policies, agreements and procedures, or used to develop new plans, policies, etc.

- **Operations-based**
  - Validate plans, policies, agreements and procedures, clarify roles and responsibilities, identify resource gaps
Discussions-Based Exercises

- Seminar
- Workshop
- Tabletop Exercise (TTX)
- Game
Operations-Based Exercises

- Drill
- Functional Exercise (FE)
- Full-Scale Exercise (FSE)
Seminars

- Informal discussion led by a presenter
- Orients participants to new or updated plans, policies, procedures
Workshop

- Similar to a seminar, but used to build specific products, such as draft plans or policies
Tabletop Exercise (TTX)

- Key personnel discuss simulated scenarios in an informal setting
- Can be used to assess plans, policies, procedures
Game

- A simulation of operations that often involve two or more teams in a competitive environment
- Uses rules, data, and procedures designed to depict actual or assumed “real-life” situations
Drill

- A coordinated, supervised activity designed to test a single, specific operation or function within a single entity
Functional Exercise (FE)

- Examines or validates the coordination, command and control between various multi-agency coordination centers (e.g., EOCs)

- May involve injects and time pressures, but no actual “boots on the ground” response
Full-Scale Exercise (FSE)

- Multi-agency, multi-jurisdictional, multi-discipline exercise

- Involves both functional (e.g., EOC) and “boots on the ground” response (e.g., nurses setting up and running a mock vaccination clinic)
Building Block Approach
Exercise Participants

- Facilitators/Controllers
- Evaluators
- Players
- Actors
- Simulators
Facilitators/Controllers

- Facilitators guide exercise play in discussions-based exercises, and are responsible for ensuring that players remain focused on objectives.

- Controllers plan and manage exercise play in operations-based exercises, including set-up and operation of exercise incident site, and giving key data to players.
Evaluators

- Selected from participating entities to evaluate and comment on designated functional areas of the exercise based on their expertise.

- Evaluators have a passive role—observing and recording using Exercise Evaluation Guides (EEGs), without interfering in exercise play.
Players

- Players have an active role in discussing (in discussions-based exercises), or performing (in operations-based exercises), their regular roles and responsibilities in response to scenario information or injects.
Actors

- Volunteers who simulate specific roles, such as disaster casualty victims, in order to add realism to an operations-based exercise

- May use moulage or other techniques to enhance realism
Simulators

- Usually controllers in an operations-based exercise

- Simulators perform the roles of individuals, agencies or organizations not actually participating in the exercise in order to maintain realism.
Required HSEEP Documents

- For Discussions-Based exercises:
  - Situation Manual (SITMAN)

- For Operations-Based exercises:
  - Exercise Plan (EXPLAN)
  - Player Handout
  - Master Scenario Events List (MSEL)
  - Controller/Evaluator (C/E) Handbook
Situation Manual (SITMAN)

- A participant handbook for discussions-based exercises, especially Tabletop Exercises (TTX).

- Provides background information on exercise scope, design, objectives and scenario narrative.
Exercise Plan (EXPLAN)

- Used for operations-based exercises
- Provides exercise synopsis, distributed to players and observers prior to start of exercise
- Addresses exercise objectives and scope, assigns roles and responsibilities for successful exercise execution
- Does not contain detailed scenario information
Controller and Evaluator (C/E) Handbook

- Supplements the EXPLAN, with more detailed information about the scenario, as well as roles and responsibilities of exercise controllers and evaluators

- Distributed only to controllers and evaluators
Master Scenario Events List (MSEL)

- A chronological timeline of expected actions and pre-scripted events (i.e., injects)

- Inserted into exercise play by controllers to generate prompt player activity and ensure all necessary events happen to achieve objectives
Player Handouts

- A short, 1-2 page document, usually handed out the morning of an operations-based exercise

- Provides exercise players with a quick reference on safety procedures, logistical considerations, exercise schedule, and other information
Exercise Evaluation Guides (EEGs)

- Help evaluators collect and interpret exercise observations
- Tells evaluators what tasks they should expect to see accomplished or discussed
- Provides space to record observations, and questions to address after the exercise
- Not intended as report cards—they reflect capabilities-based planning tools such as TCL and UTL
Exercise Planning Conferences

- Concept & Objectives (C&O) Meeting
- Initial Planning Conference (IPC)
- Mid-Term Planning Conference (MPC)
- Final Planning Conference (FPC)
Concept & Objectives (C&O) Meeting

- Identifies type, scope, objectives and purpose of exercise
- Attended by sponsoring agency, lead exercise planner and senior officials
- May be prior to, or concurrent with, Initial Planning Conference
Initial Planning Conference (IPC)

- Lays foundations for exercise development
- Gathers input from exercise planning team
- Assigns responsibility to planning team members
Mid-Term Planning Conference (MPC)

- Usually only for Operations-Based exercises
- Resolves logistical and organizational issues such as staffing, scheduling
- May be held separately, or in conjunction with, Master Scenario Events List (MSEL) Conference
Final Planning Conference (FPC)

- Uses a forum to review the process and procedures for exercise conduct, final drafts of exercise documents, and logistical requirements

- Ensures there are no major changes made to exercise design or scope
Planning Conference Documentation

- Sign-in Sheets
- Agendas
- Meeting/Conference Minutes
- HSEEP Volume IV Library includes templates
Small Group Activity

- Please review the Discussions-Based Exercise Planning Team Members List, and Sample Exercise Participant List provided in your folder.

- Then, please discuss the following questions in your assigned small group or team:
Discussion Questions

- If you were assigned to plan a Functional Exercise based on a pandemic influenza scenario focusing on public health capabilities, which officials, agencies or organizations would you include on your Exercise Planning Team? On your Exercise Participant List?

- How appropriate or applicable do you feel the HSEEP guidelines are for planning, designing and conducting public health emergency preparedness exercises? What, if anything, would you recommend changing?
Introduction to HSEEP Toolkit
Part 2:

- Design and Development System (DDS)
- Master Scenario Events List (MSEL) Builder
Design & Development System (DDS)

- A project management tool and comprehensive tutorial for the design, development, conduct and evaluation of exercises

- Provides users with appropriate templates and guidance for developing timelines, planning teams, and exercise documentation

- Provides the technological backbone for HSEEP Volume II: Exercise Planning and Conduct

- A DDS User Guide is available on the HSEEP Website.
DDS Features and Functions

- Exercise Planning
- The View Timeline
- Walkthrough
- Manage Documents
Master Scenario Events List (MSEL) Builder

- Allows Exercise Lead Planners to create customized MSEL formats by selecting from a list of data fields.

- Once created, a MSEL can be populated with exercise-specific information.

- Data field population allows users to select from predefined information to create individual injects for a MSEL.

- A MSEL User Guide is available on the HSEEP Website.
Questions?

15-Minute Break
Exercise Evaluation and Improvement Planning

- Exercise Evaluation Methodology
- Exercise Evaluation, Data Collection and Analysis (Steps 1-4)
- Improvement Planning
- HSEEP Toolkit: EEG Builder and CAP System
Exercise Evaluation Methodology

- **Task-level analysis**
  - Evaluation of specific actions in relation to defined performance measures

- **Activity-level analysis**
  - Evaluation of groups of similar tasks that demonstrate an associated capability from the TCL/UTL

- **Capability-level analysis**
  - Assessing an entity’s ability to demonstrate its priority capabilities
Exercise Evaluation Guides (EEGs)

- Provides exercise evaluators with consistent standards and guidelines for observation, data collection, analysis and report writing.

- EEGS have been developed for capabilities in the TCL, linked to each capability’s activities, tasks and performance measures.

- EEGS may be customized with specific tasks unique to the exercising entity.
After-Action Report/Improvement Plan (AAR/IP)

- The AAR captures observations of an exercise and makes recommendations for post-exercise improvements.

- The IP identifies specific corrective actions, assigns these actions to responsible parties, and establishes target dates for action completion.
Exercise Evaluation, Data Collection and Analysis

- Step 1: Plan and Organize the Evaluation
- Step 2: Observe the Exercise and Collect Data
- Step 3: Analyze Data
- Step 4: Develop the Draft After-Action Report/Improvement Plan (AAR/IP)
Step 1: Plan and Organize the Evaluation

- Define evaluation requirements
- Recruit, assign, train evaluators
- Finalize evaluation plans, tools
- Conduct controller and evaluator briefing
Step 2: Observe Exercise & Collect Data

- Observations and data collection occur differently in discussions-based vs. operations-based exercises.

- Evaluators don’t interfere, but may ask questions for clarification.

- Player “hot washes” are conducted immediately at the end of exercise play.

- May use Participant Feedback Forms, collect comments from note-takers, controllers, facilitators, and other documents or notes produced or used during exercise play.

- Supplemental data may be collected to fill in gaps.
Step 3: Analyze Data

- Identifying root cause and developing recommendations
- Conducting controller and evaluator debriefings
- Develop Exercise Event Timeline and content for draft AAR
Step 4: Develop Draft AAR/IP

- Required for both discussions-based and operations-based exercises

- Derives from evaluative products such as timelines, narratives, and EEG analysis

- Specific forms and format required by HSEEP
Improvement Planning

- Step 5: Conduct an After-Action Conference
- Step 6: Identify Corrective Actions to be Implemented
- Step 7: Finalize AAR/IP
- Step 8: Track Implementation
Step 5: Conduct After-Action Conference

- ASAP after completing draft AAR, distribute and discuss at After-Action Conference

- Refine/modify draft AAR and begin the Improvement Plan
Step 6: Identify Corrective Actions to be Implemented

- Specific corrective actions identified at After-Action Conference, and included with revised draft of AAR as the draft Improvement Plan.

- Corrective actions must be written to include attainable benchmarks.
Step 7: Finalize AAR/IP

- Exercise Planning and Evaluation Teams finalize AAR/IP, distribute to select list for final approval

- Document prepared for entry and tracking in Corrective Action Program (CAP) System
Step 8: Track Implementation

- Corrective actions should be tracked through continual updates in CAP System.
- Must have a designated, central Event Point of Contact (POC) with overall responsibility for tracking corrective action implementation.
- Participating Entity Points of Contact and Action Officers also assigned.
Small Group Activity

Please take 5 minutes to review the sample EEG for Epidemiological Surveillance and Investigation, and the After-Action Report/Improvement Plan template provided in your folder.

Then, please discuss the following questions in your assigned small group or team:
Discussion Questions

- What is your assessment of the potential usefulness and benefits of EEGs such as the sample provided?

- From your own experience, how successful or valuable has exercise improvement planning been in past exercises?

- Do the HSEEP AAR/IP template, format, guidelines and requirements seem likely to enhance improvement planning for your agency or jurisdiction? How so, or why not?
Introduction to the HSEEP Toolkit: Part 3

- Exercise Evaluation Guide (EEG) Builder
- Corrective Action Program (CAP) System
Exercise Evaluation Guide (EEG) Builder

- Allows users to create customized EEGs both inside the Toolkit and through the Website by selecting which Activities from a given Capability will be evaluated during an exercise.

- Users will be able to create customized tasks and measures to further focus on the evaluation process.
Corrective Action Program (CAP) System

- A web-based application that enables users to prioritize, track and analyze improvement plans developed from exercises and real-world events

- CAP System functionality based on *HSEEP Volume III: Exercise Evaluation and Improvement Planning.*
CAP System Features

- Improvement Plan creation and maintenance
- Corrective Action assignment and tracking
- Reporting and analysis
Access to AAR/IPs in CAP System

- Final After Action Reports/Improvement Plans (AAR/IP) posted into the CAP System are accessible only to those assigned a formal role for implementation of the IP for a particular exercise.

- Sharing the AAR/IP with the LLIS research team is voluntary—not automatic.
Course Summary

- HSEEP is the new, national, standardized system for planning, designing, conducting, evaluating and improvement planning capabilities and performance-based exercises.

- HSEEP-compliance is required for all exercises funded by DHS, CDC, ASPR, and required by state policies.

- The HSEEP Website includes links to HSEEP doctrine and guidance, the HSEEP Toolkit, and many other tools or resources to help you.
Recommendations

- Consider taking the online IS 120-A and IS 130 independent study courses through FEMA Emergency Management Institute.

- Consider taking the HSEEP Mobile Course when available.
Evaluations and Post-Test

- Please complete and submit the Post-test.

- Please complete and turn in the Evaluation form provided.
Useful Web Sites

- **HSEEP Home Page:**

- **National Preparedness Guidelines:**

- **Lessons Learned Information Sharing (LLIS) Exercise Best Practices**
CONTACT INFORMATION

Phillip D. Schertzing, Ph.D.
MSU School of Criminal Justice
schertzi@msu.edu
517-432-3156