

The  
**Exercise  
Program**

*“Striving for Excellence”*

**State of Kansas  
Exercise Program Guidance**

## **Introduction**

The primary purpose of this document is to promote the importance of establishing and maintaining a progressive, comprehensive exercise program; a program which will ensure that local jurisdictions have realistic, tested and proven plans with policies and procedures that reflect the specific needs of each community. Principles set forth in this document will encompass the notion that state and local governments have direct responsibility to train and exercise their own homeland security professionals.

In order for this type of program to be effective, it will require a concentrated effort by state and local personnel to create a *partnership* dedicated to improving the delivery of emergency services through a capabilities based approach. This will require joint planning, on-going training, and exercising the various functions and capabilities identified through the four mission areas of homeland security: prevention, protection, response and recovery. Constant focus remains on encouraging more and more agencies and private industry to hold a pro-active stance that will improve their abilities to respond efficiently to and recover admirably from emergency and disaster situations.

This document has been designed to provide information pertaining to the requirements and documentation of emergency management exercises consistent with the principles outlined in the Homeland Security Exercise Evaluation Program (HSEEP), as well as applicable existing emergency management standards.

## Homeland Security Exercise and Evaluation Program (HSEEP)

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. The HSEEP Policy and Guidance is presented in detail in HSEEP Volumes I-III. Adherence to the policy and guidance presented the HSEEP Volumes ensures that exercise programs conform to established bests practices, and helps provide unity and consistency of effort for exercises at all levels of government.

This document provides terminology, methodology, and compliance guidelines for all entities involved in exercises, including Federal, State, and local governments, departments, and agencies, private sector entities, and non-governmental organizations.

This document will define the key requirements for an entity to be considered HSEEP-compliant by describing the key elements of the HSEEP exercise terminology and methodology and providing a check-list which an entity can use to ensure its exercise program is HSEEP-compliant.



HSEEP Terminology and Methodology

A consistent terminology and methodology for exercises is critical to avoiding confusion, and to ensuring that entities can exercise together seamlessly.

**Exercise Types:**

There are seven (7) types of exercises defined within HSEEP, each of which is either **discussions-based** or **operations-based**.

Discussions-based Exercises familiarize participants with current plans, policies, agreements and procedures, or may be used to develop new plans, policies, agreements, and procedures. Types of Discussion-based Exercises include:

- **Seminar.** A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g. a seminar to review a new Evacuation Standard Operating Procedure)

Utility/Purpose		Type of Player Action	Duration	Real-Time Play?	Scope
Discussion-Based Exercises	Familiarize players with current plans, policies, agreements, and procedures; develop new plans, policies, agreements, and procedures	Notional; player actions are imaginary or hypothetical	Rarely exceeding 8 hours	No	Varies
Seminar	Provide overview of new or current plans, resources, strategies, concepts or ideas	N/A	2-5 hours	No	Multi- or Single-agency
Workshop	Achieve specific goal or build product (e.g., exercise objectives, SOPs, policies, plans)	N/A	3-8 hours	No	Multi-agency/ Single function
Tabletop Exercise (TTX)	Validate plans and procedures by utilizing a hypothetical scenario to drive participant discussions	Notional	4-8 hours	No	Multi-agency/ Multiple functions
Game	Explore decision-making process and examine consequences of those decisions	Notional	2-5 hours	No (though some simulations provide real- or near-real-time play)	Multi-agency/ Multiple functions

Operations-based Exercises validate plans, policies, agreements and procedures, clarify roles and responsibilities, and identify resource gaps in an operational environment. Types of Operations-based Exercises include:

	Utility / Purpose	Type of Player Action	Duration	Real-Time Play?	Scope
<b>Operations-Based Exercises</b>	Validate plans, policies, agreements, and procedures; clarify roles and responsibilities; identify resource gaps	Actual; player action mimics reaction, response, mobilization, and commitment of personnel and resources	May be hours, days, or weeks, depending on purpose, type, and scope of the exercise	Yes	Varies
<b>Drill</b>	Validate a single operation or function of an agency	Actual	2-4 hours	Yes	Single agency/ single function
<b>Functional Exercise (FE)</b>	Evaluate capabilities, functions, plans, and staffs of Incident Command, Unified Command, intelligence centers, or other multi-agency coordination centers (e.g., EOCs)	Command staff actions are actual; movement of other personnel, equipment, or adversaries is simulated	4-8 hours or several days or weeks	Yes	Multiple functional areas/ Multiple functions
<b>Full-Scale Exercise (FSE)</b>	Validate plans, policies, procedures, and cooperative agreements developed in previous exercises through their actual implementation and execution	Actual	One full day or several days or weeks	Yes	Multi-agency / Multiple functions

**Exercise Documentation:**

The list below briefly describes the important document types associated with most exercises. The types of documentation described here are all discussed in more detail in *HSEEP Volume II: Exercise Planning and Conduct*.

- A *Situation Manual (SitMan)* is a participant handbook for discussion-based exercises, particularly TTXs. It provides background information on exercise scope, schedule, and objectives. It also presents the scenario narrative that will drive participant discussions during the exercise.
- The *Exercise Plan (ExPlan)*, typically used for operations-based exercises, provides a synopsis of the exercise and is published and [may be] distributed to players and observers prior to the start of the exercise. The ExPlan includes the exercise objectives and scope, safety procedures, and logistical considerations such as an exercise schedule. The ExPlan does not contain detailed scenario information.

- The *Controller and Evaluator (C/E) Handbook* supplements the ExPlan for operations-based exercises, containing more detailed information about the exercise scenario and describing exercise controllers' and evaluators' roles and responsibilities. Because the C/E Handbook contains information on the scenario and exercise administration, it is distributed only to those individuals specifically designated as controllers and evaluators.
- The *Master Scenario Events List (MSEL)* is a chronological timeline of expected actions and scripted events (i.e., injects) to be inserted into operations-based exercise play by controllers in order to generate or prompt player activity. It ensures necessary events happen so that all exercise objectives are met.
- A *Player Handout* is a 1-2 page document, usually handed out the day of an exercise, which provides a quick reference for exercise players on safety procedures, logistical considerations, exercise schedule, and other key factors and information that will allow players to understand the overall simulation facts.
- *Exercise Evaluation Guides (EEGs)* help evaluators collect and interpret relevant exercise observations. EEGs provide evaluators with information on what tasks they should expect to see accomplished during an exercise, space to record observations, and questions to address after the exercise as a first step in the analysis process. In order to assist entities in exercise evaluation, standardized EEGs have been created that reflect capabilities-based planning tools, such as the Target Capabilities List (TCL) and the Universal Task List (UTL). The EEGs are not meant as report cards. Rather, they are intended to guide an evaluator's observations so that the evaluator focuses on capabilities and tasks relevant to exercise objectives to support development of the After Action Report/Improvement Plan (AAR/IP).
- An *After Action Report/Improvement Plan (AAR/IP)* is the final product of an exercise. The AAR/IP has two components: an AAR, which captures observations and recommendations based on the exercise objectives as associated with the capabilities and tasks; and an IP, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. The lead evaluator and the exercise planning team draft the AAR and submit it to conference participants prior to an After Action Conference. The draft AAR is distributed to conference participants for review no more than 30 days after exercise conduct. The final AAR/IP is an outcome of the After Action Conference and should be disseminated to participants no more than 60 days after exercise conduct.

## Planning and After Action Conferences

The HSEEP methodology defines a variety of planning and after action conferences. The need for each of these conferences varies depending on the type and scope of the exercise. They include:

Type	Primary Focus	Length	Outcomes
Concepts & Objectives Meeting	Formal beginning of the planning process. Is held to identify the type, scope, objectives, and purpose of the exercises. For less complex exercises, it can be conducted in conjunction with the IPC. Representatives could include sponsoring agency / organization, potentially participating organizations, exercise planning team leader, and senior officials	Range from 2 to 4 hours	<ul style="list-style-type: none"> <li>▪ Agreement regarding exercise type, scenario, capabilities, tasks, and objectives</li> <li>▪ Consensus regarding the target timeframe and the date and time of the next planning conference</li> <li>▪ Identification of participating entities</li> </ul> <p>The C&amp;O Meeting helps planners identify the capabilities and tasks that are going to be validated, design objectives based on those capabilities and tasks, and exercise planning team members.</p>
Initial Planning Conference (IPC)	Unless a separate C&O meeting is conducted, the IPC is typically the first official step in the planning process. Its purpose is to determine exercise scope by gathering: input from exercise planning team; design requirements and conditions (e.g., assumptions and artificialities); objectives; extent of play; and scenario variables (e.g., time, location, hazard selection)	Range from 3 to 6 hours	<ul style="list-style-type: none"> <li>▪ A planning schedule</li> <li>▪ Clearly defined, obtainable, and measurable capabilities, tasks, and objectives</li> <li>▪ Identified exercise scenario variables (e.g., threat scenario, scope of hazard, venue, conditions)</li> </ul> <p>Exercise planning team members are assigned responsibility for activities associated with designing and developing exercise documents</p>
Mid-Term Planning Conference (MPC)	Typically used in more complex, operations-based exercises such as Functional and Full-Scales.  A working session to discuss exercise organization and staffing concepts, scenario and timeline development, scheduling, logistics, and administrative requirements. Is also a session to review draft documentation.	Depending on the agenda, it generally is a full day conference (especially if no MSEL planning conference is scheduled)  Could allow for a walkthrough of exercise site and gather supporting pictures, maps, and other visual aids	<ul style="list-style-type: none"> <li>▪ Agreement on final ExPlan details</li> <li>▪ A fully reviewed exercise scenario timeline, usually the MSEL</li> <li>▪ Fully reviewed exercise documentation (e.g., ExPlan, C/E Handbook)</li> <li>▪ Well developed scenario injects (imperative if no additional conferences are scheduled)</li> <li>▪ Agreement on the exercise site</li> <li>▪ Finalization of date, time, and location of the Final Planning Conference</li> </ul>
Master Scenario Events List Conference (MSEL)	Development of the MSEL ( a chronological list that supplements the exercise scenario with event synopses; expected player responses, capabilities, tasks, and objectives to be addressed; and responsible personnel. It also records the methods used to provide the injects	Varies on the scope of exercise, allow for 4 to 8 hours Assign a person to incorporate suggestions & changes May require more than one meeting or can be incorporated into a mid-term or final planning meeting	<ul style="list-style-type: none"> <li>▪ At a minimum, key events and the time of their delivery are identified</li> </ul>
Final Planning Conference	Final forum for reviewing exercise processes and procedures.	½ day for discussion-based Full-day for operations-based	<ul style="list-style-type: none"> <li>▪ Resolve any open issues</li> <li>▪ Review logistical activities (e.g., schedule, registration, attire, special needs)</li> <li>▪ Final review of all exercise and presentation materials</li> </ul>

An After Action Conference (AAC) is scheduled to finalize draft evaluation observations and recommendations for a final AAR report.

### HSEEP Compliance

HSEEP Compliance is defined as adherence to specific HSEEP-mandated practices for exercise program management, design, development, conduct, evaluation, and improvement planning. In order for an entity to be considered HSEEP compliant it must satisfy four (4) distinct performance requirements:

1. Conducting an annual Training and Exercise Plan Workshop and developing and maintaining a Multi-year Training and Exercise Plan.
  - All HSEEP compliant entities conduct a T&EPW each calendar year in which they develop a Multi-year Training and Exercise Plan, which includes:
    - The entities' training and exercise priorities (based on an overarching strategy and previous improvement plans)
    - The capabilities from the TCL that the entity will train for and exercise against.
    - A multi-year training and exercise schedule which:
      - Reflects the training activities which will take place prior to an exercise, allowing exercises to serve as a true validation of previous training.
      - Reflects all exercises in which the entity participates
      - Employs a "building block approach" in which training and exercise activities gradually escalate in complexity.
  - A new or update multi-year Training and Exercise Plan must be finalized and implemented within 60 days of the T&EPW.
  - All scheduled exercises must be entered into the National Exercise Schedule (NEXS) System.
  - The Multi-year Training and Exercise Plan must be updated on an annual basis (or as necessary) to reflect schedule changes.
2. Planning and conducting exercises in accordance with the guidelines set forth in HSEEP Volumes I-III.
  - The type of exercise selected by the entity should be consistent with the entity's Multi-year Training and Exercise Plan.
  - Exercise objectives should be based on capabilities and their associated critical tasks, which are contained within the EEGs. Or,

and entity may wish to create its own Simple, Measurable, Achievable, Realistic, and Task-oriented (S.M.A.R.T.) objectives based on its specific plans/procedures associated with these capabilities and tasks.

- The scenarios used in exercises must be tailored toward validating the capabilities, and should be based on the entity's risk/vulnerability assessment.
  - Exercise planners should develop the following documents to support exercise planning, conduct, evaluation, and improvement planning:
    - For Discussion-based Exercises:
      - Situation Manual (SITMAN)
    - For Operations-based Exercises this requires:
      - Exercise Plan (EXPLAN)
      - Player Handout
      - Master Scenario Events List (MSEL)
      - Controller/Evaluator Handbook (C/E Handbook)  
*(sample templates and formats in HSEEP Volume IV)*
3. Developing and submitting a properly formatted After-Action Report / Improvement Plan (AAR/IP).
- AAP/IPs created for exercises must conform to the templates provided in HSEEP Volume III: *Exercise Evaluation and Improvement Planning*
  - Following each exercise, a draft AAR/IP must be developed based on information gathered through use of Exercise Evaluation Guides (EEGs)
  - Following every exercise, an After Action conference (AAC) must be conducted, in which:
    - Key personnel and the exercise planning team are presented with findings and recommendations from the draft AAR/IP.
    - Corrective actions addressing a draft AAR/IPs recommendations are developed and assigned to responsible parties with due dates for completion.
  - A final AAR/IP with recommendations and corrective actions derived from discussion at the AAC must be completed within 60 days after the completion of each exercise.
4. Tracking and implementing corrective actions identified in the AAR/IP.
- An improvement plan will include broad recommendations from the AAR/IP organized by target capability as defined in the Target Capabilities List (TCL)

- Corrective actions derived from an AAC are associated with the recommendations and must be linked to a capability element as defined in the TCL.
- Corrective actions included in the improvement plan must be measurable.
- Corrective actions included in the plan must designate a projected start date and completion date.
- Corrective actions included in the improvement plan must be assigned to an organization and a point of contact (POC) within that organization.
- Corrective actions must be continually monitored and reviewed as part of an organizational Corrective Action Program. An individual should be responsible for managing a Corrective Action program to ensure corrective actions resulting from exercises, policy discussions and real-world events are resolved and support the scheduling and development of subsequent training and exercises.

#### Additional Resources and Information

The HSEEP website, <http://hseep.dhs.gov>, provides additional information regarding HSEEP Policy and Guidance. Available on this website are various tools and sample materials (HSEEP Volume IV) to aid in the exercise development process, as well as a listing of best practices from across the nation. The HSEEP toolkit, which includes the National Exercise Schedule (NEXS) System, Design and Development System (DDS), and Corrective Action Program (CAP) System, allows users to schedule, plan, evaluate and track corrective actions from exercises.

## **State of Kansas: Exercise Program Guidance**

### All counties must:

- make provisions to comply with the SARA Title III requirements, which requires each local emergency planning committee (LEPC) to review the comprehensive emergency response plan annually [or more frequently as changed circumstances in the community or as any facility may require] and shall develop methods and schedules for exercising the emergency plan. SEC. 303 [42 U.S.C. 11003]
- Ensure county plans and response professionals are compliant with National Incident Management System (NIMS) doctrine.

### All Emergency Management Performance Grant (EMPG) funded jurisdictions must:

- Plan and conduct exercises in accordance with the guidance set forth in HSEEP Volumes I-III
- Conduct an Exercise Planning workshop each year to develop/maintain a multi-year exercise plan/schedule.
  - A multi-year exercise schedule must:
    - Include, at a minimum, two discussion-based or one operations-based exercise per year (must incorporate an EOC-based exercise within a 3-year cycle)
    - Incorporate input from various key stakeholders within the jurisdiction/region (*must include, at a minimum, four separate discipline areas.*)
    - Demonstrate a valid progression of complexity and program improvements
- Develop and submit a properly formatted After-Action Report / Improvement Plan (AAR/IP) for exercise(s) conducted
- Track and implement corrective actions identified in the AAR / IP; identify an individual to be responsible for this corrective action program.

Exercises conducted using EMPG funding must be NIMS compliant. Types of exercises include, but are not limited to, the following:

- Developing/enhancing systems to monitor exercise programs
- Conducting all-hazards exercises, based on the likely hazards/scenarios a jurisdiction may encounter
- Conducting emergency management exercises, while incorporating NIMS exercise requirements
- Other EMPG-related exercise activities

A multi-year exercise schedule should:

- Incorporate improvement actions from previous exercises, where appropriate
- Demonstrate an on-going collaboration with various [new] partners
- Incorporate exercise objectives based on the DHS Target Capabilities List (TCL) and Universal Task List (UTL)
- Incorporate prevention and recovery phases/functions
- Consolidate multiple exercise requirements as efficiently as possible

In planning a comprehensive exercise program, recommendation is given towards:

- Organizing and training an inter-agency exercise design team
- Developing an exercise evaluation plan with every exercise design/conduct
- Planning and conducting multi-jurisdictional exercises

### ***Prior Notification to the exercise***

Once [tentative] exercise dates are established, advanced notification must be submitted to be included in a state exercise calendar. Notification can be located on the KDEM website at <http://www.accesskansas.org/kdem/> and submitted electronically to [exercise@taq.ks.gov](mailto:exercise@taq.ks.gov) or by fax to 785-274-1426.

### ***Substitute Exercise Credit for an Actual Occurrence***

It is understood that the occurrence of an actual emergency or disaster can create difficulties that will affect a jurisdiction's exercise program, capability, and schedule. Therefore, jurisdictions experiencing an actual, substantial response to an emergency or disaster may be eligible to receive substitute credit to satisfy exercise requirements.

To be considered for substitute exercise credit, the documentation of the event must mirror the intent of the after action review and improvement planning process of HSEEP compliant exercises, to include:

- a summary or general description of the event(s) that took place
- the participants in the event
- and, in general, what it was about this incident that proved a heightened or exceptional test of the local plan and related resources. *(please include any successes, accomplishments, lessons learned, and capabilities improved by the incident)*

All submissions must include documentation to the best extent possible – pictures, newspaper articles, etc. The decision to accept or reject the actual incident for substitute exercise credit rests with KDEM / HLS Regional Coordinator.

Using the following criteria, select those that apply to the local incident and explain how those particular functions were tested. *(bullets are only listed as clarifying/guiding questions to support the justification)*

- 1. Formal declaration of a disaster issued by either the jurisdiction's Chief Executive, the Governor, or the President.**
  - Was the county plan activated for this incident
  - How did this incident exhaust local resources
  - Did the declaration "process" result in a change of procedure or identify education/training needs
  - Were there issues identified regarding lines of authority and legality of actions
  - Did the event continue multiple days/weeks to force new considerations
- 2. Incident Management System / Incident Command System activated and operational**
  - How was the Incident Command System organized and was it effective in accomplishing incident objectives
  - Did the event cover multiple operational periods; were Incident Action Plans and related ICS forms utilized
  - How were mutual aid agreements activated and supported
  - Were there communication system challenges (ESF #2)
  - Were outside resources familiar with the command structure in place
- 3. Emergency Operations Center [or an alternate] was activated and resources/ information coordinated (ESF#5)**
  - Which functions were staffed within the EOC
  - Were there alert/notification and staff assembly challenges
  - How were public warnings issued/managed
  - How effective was the interface between the EOC and field operations
  - Were backup resources and capabilities necessary to respond
  - How were state and/or federal resources activated
- 4. Actual evacuations of populations / sheltering-in-place provisions activated / coordination of public transportation resources (ESF #1)**
  - Was an evacuation organized and carried out
  - Were evacuation warnings and related public information released
  - Were public transportation resources used
  - Were new resources and/or partners (private or public) identified
  - Were there special needs populations and issues involved (e.g. nursing homes, schools, hospitals, day care facilities, etc.)
  - Did security issues arise for evacuated areas
  - Were GIS resources utilized and effective
- 5. A local damage assessment team deployed and documentation collected for a preliminary damage assessment with state and/or federal partners**
  - What local team structures were used to collect initial damage estimates

- Was Public Assistance and/or Individual Assistance requested thru the state for this incident; how did local resources interface with state/federal resources
- Were all taxing units notified for inclusion of damage information
- 6. Actual debris management activities/plans were activated (ESF#3)**
  - Were temporary debris storage and reduction sites established
  - Were temporary personnel, equipment, and/or services (private and/or public) activated to support this event
  - Were local personnel trained to respond to potentially hazardous materials
- 7. Actual sheltering/warming center operations activated / mass care and feeding (ESF #6)**
  - Were mass care operations coordinated and conducted
  - Was registration and tracking of evacuees conducted
  - Were there special need groups and individuals considerations
  - Were provisions made for handling pets or other domestic animals
  - Were there behavioral (mental) health service provided
  - Were disaster welfare inquiries organized and managed
  - Was there a communications plan activated for informing the public of mass care services/facilities
  - Were volunteer resources coordinated and managed
- 8. [Specialized] Resource support and acquisitions (ESF #7)**
  - Were designated staging areas for the storage and movement of resources established
  - Were donated goods and/or services provided and how were they managed
  - Were there any specialized resources needed during the event
  - Were critical resources moved outside the threatened or impacted area
  - Did the event create opportunities to coordinate with private sector resources
- 9. Special public health and medical services provided (ESF #8)**
  - Were there any health-related protective action decisions made
  - Were any vaccines, drugs and/or antidotes distributed to the general public and/or emergency workers
  - Did the event create a mass casualty incident beyond the resources of the jurisdiction
  - Were procedures activated to request state/federal medical assistance
  - Were extra-ordinary mortuary services coordinated during the event
  - Were there public health threats or contamination issues related to the event and how were they managed
  - Were there behavioral (mental) health services coordinated
  - Were volunteer medical resources activated and coordinated
- 10. Special search and rescue operation(s) conducted and coordinated (ESF #9)**
  - Were critical resource equipment and services brought in to support the operation

**11. Extraordinary hazardous materials response and recovery**

- Were protective actions for emergency workers and the public required and communicated
- Were notifications made to local, state, and federal authorities effectively
- Were there any monitoring assets implemented (e.g. air, water, radiological, etc.)
- Did special mitigation procedures need to be determined and resourced by local authorities

**12. Other special functions activated and tested**

- (e.g. large animal care issues, stop movement procedures, national media outlets present, etc.)

**13. An evaluation process conducted following the incident**

- An after action review process was conducted, which included participation from a majority of those departments/agencies involved in the event
- Corrective actions were identified and documented in an improvement plan matrix
- Designated individual(s) are identified to track improvement actions.
- A review of the plan was integrated into this process

In order to receive exercise credit:

- at a minimum, six (6) criteria must be met to receive functional credit *(must include criteria numbers 1, 2, and 13)*
- at a minimum, nine (9) criteria must be met to receive full-scale credit *(must include criteria numbers 1, 2, 3, and 13)*

Other notes:

- Jurisdictions may not receive exercise credit for an actual occurrence in any (2) consecutive years *unless* a presidential disaster declaration is granted for either of the actual occurrences.
- All documentation must be submitted to the respective HLS Regional Coordinator or emailed to [exercise@tag.ks.gov](mailto:exercise@tag.ks.gov) for review and final determination of approval for substitute exercise credit. Once a determination is made, notification will be provided to the jurisdiction through the HLS Regional Coordinator in the region.
- For technical assistance or questions regarding the notification and/or reporting process, email [exercise@tag.ks.gov](mailto:exercise@tag.ks.gov) or contact the HLS Regional Coordinator in the region.

**After Action Report / Improvement Plan Template**

The goal of the U.S. Department of Homeland Security (DHS) exercise evaluation and improvement process is to validate strengths and identify improvement opportunities for the participating organization(s). This is accomplished by observing the exercise based on pre-determined evaluation data, analyzing the data to compare performance against expected outcomes, and determining what changes need to be made to any procedures, plans, staffing, equipment, communications, organizations, and interagency coordination efforts.

Exercises conducted must be reported using the Homeland Security Exercise and Evaluation Program (HSEEP) After Action Report / Improvement Plan (AAR/IP) template and must be completed to receive exercise/actual occurrence credit. Format found on KDEM website at <http://www.accesskansas.org/kdem/under/Exercises>.

**Training**

**Exercise Program Course Mapping**



**Future Projects**

(see Fact Sheet on Eisenhower Center for Homeland Security Research, Evaluation and Education)

[www.hlsintegration.org](http://www.hlsintegration.org)