



In this issue

[CEM News](#) 3

[From the IAEM-USA
President](#) 4

[CEM Corner](#) 6

[Call for Certification
Commissioners](#) 8

[Conference News](#) 9

[IAEM in Action](#) 10

[Disaster Zone](#) 11

[Building Cultures of
Preparedness: AFEMA
Higher Education
Program Report](#) 12

Special Focus Issue:
**“Honor the Past,
the People We
Remember”**
March 2019

Feature Articles Index
[Page 14](#)

[EM Calendar](#) 26

[IAEM Staff](#) 26

[Certification Approvals](#) 27

[New Members](#) 29

Special Focus Issue: “Honor the Past, The People We Remember”

A Letter to Doc

By Carrie Speranza, CEM, IAEM-USA Secretary, and
IAEM-Global Communications Director

Truth be told, there are a thousand people who could write about my mentor, because he influenced that many – but this is my story about how one man inspired me to be bold, courageous, think *big*, and never ask a question I didn’t already know the answer to...

This one’s for you, Doc.

First, let me set the stage. The year was 2011, and I was a 20-something year old female in a male-dominated industry, residing in Washington, D.C. Naive and equally bright-eyed, I went to a disaster roundtable to learn about the newly minted National Preparedness Goal, which had been released just two weeks earlier.

Enter the scene: Donald “Doc”

Lumpkins. At the roundtable, Doc flashed his brilliance and eloquently explained the sweeping changes that

were about to take the field by storm (pun intended). I saw he had an innate ability to make the most complex issues relatable to the everyday emergency manager – the likes of which I have yet to see replicated to this day. I found his demeanor and humor intriguing, his life’s work inspirational, his approach refreshing, and his ego...there for all of us to take in. It was a fantastic speech – which I’d later come to expect from him.

I left that event with two thoughts: (1) *I need to meet Doc*; and (2) I want to do that kind of work. It was the fuel that sparked my ambitions as a young professional.

Flash forward two years, and I found myself running for a position on the IAEM-USA Board. I gave my campaign speech in front of 1,000+ practitioners knowing I was the underdog and an impossible long-shot, but I had to be bold and put myself out there. I was nervous but I did my best to tell a personal story about how I fell in love with the profession, and why I wanted to make a national impact.

I wasn’t nearly as eloquent as Doc, but I’ve since learned that my speech struck a chord with many people in the room – to include, unbeknownst to me at the time, Doc. Later that evening, I sat across from the man who previously left such a huge impression on me. When I introduced myself, he said simply, “Yes, I



Donald “Doc” Lumpkins presented an EMvision Talk at the 2018 IAEM Conference.

[continued on page 2](#)

A Letter to Doc

[continued from page 1](#)

know who you are. Great speech today. I think we all could relate.” While I ultimately lost the election, that night in my heart I felt I had won.

Over the next few months, Doc allowed me to bug him incessantly. I wanted to know how The Goal became his brain-child; who developed the core capabilities; and how he navigated the profession to have been given such a large task from the Administrator and the White House. He answered every question I had – but in a way only he could – first, with a counter-question. It was frustrating for me, but annoyingly methodical on his part.

Building Confidence

Reflecting on those conversations now, I see he used this time to gauge my point of view, test my appetite for complex problem solving, and of course, challenge me to see if I could stand up for my opinions and be quick enough to back them up with facts. His brain worked at warp speed, and his word-count-by-the-second ratio was astounding. It stretched my abilities to keep up, but it never seemed completely out of reach, though I fumbled often. If I didn’t have facts, he would relish in the moment with a devilish grin, give me a lawyer’s rebuttal, and proceed to let me fight back. *The lesson:* If you’re not factually correct, be damned sure you’re confident enough to think *big* and speak articulately. If you can’t, he wins. He’ll be sure to let you know either way.

A few months later there was an opportunity to work with Doc directly at FEMA, on the type of work I’d been dreaming of since 2011. I was elated, jumping for joy

like a kid on a snow day, and scared to death that I might not be good or original enough to influence the national practice of emergency management. I’d like to tell you that he coddled me with encouraging words – but if you know Doc, you know I’d be lying. In true Doc fashion, his only advice before taking post in his shop was “Just don’t f*** it up.” He was never one to mince words.

During my time there, we would continue our theoretical conversations about the profession. It was my daily dose of inspiration, as he helped me navigate this thing called a career. At some point along the way, he started answering my questions with actual answers. (I guess I had passed the test.) We graduated to talking about our families, friends, hobbies, and life’s tribulations. The loss of family and friends, health struggles, marital problems – none of this was off-limits, and I grew to know a Doc that few professional colleagues knew and understood.

A Lasting Friendship

As life has a way of doing, we had opportunities to move on and start new positions. While the daily dose of Doc-isms stopped, we managed to keep in touch. There was hardly an IAEM conference where we didn’t walk the halls together for days or sit at the bar for hours to pick up where we’d left off. We would banter about better ways to measure preparedness, how to make our supply chain more resilient, and which CPG should be



The author, Carrie Speranza, CEM, with her mentor Doc Lumpkins.

developed next. I would get updates on his award-winning karaoke team, his new girlfriend (now wife) – and we’d always check in on our internal barometers of happiness, contentment, and general state of being.

Doc would speak at every single conference, despite his self-admitted distaste for public speaking. It was his intellect and relatability that attracted the crowds, and it was those characteristics I most wanted to emulate. The highlight for me was sitting in a packed auditorium in 2015, listening as he referenced our conversations in front of thousands, revealing our collective ideas on how to push the industry forward. He never mentioned my name, but he made a point to wait and ask for my thoughts after the spectators left the room. *The lesson:* Turns out even the biggest and boldest mentors learn from their mentees.

[continued on page 3](#)

A Letter to Doc continued from page 2

Last Lessons

This last October was the last time I'd learn a lesson from Doc in-person. The night before his last IAEM EMvision Talk, we sat at the bar to unwind from the day. He previewed his talk and was torn with the idea of revealing to the world that he had struggled with his own mental health. My response to him was direct and encouraging, "We need people like you to show your vulnerability if we want to change the conversation." Because if not him, then who? *The lesson:* Even the greatest influencers have moments of self-doubt, and it takes immense courage to talk about it. I was so proud of him the following day for speaking his truth.

In what would become the last few weeks of his journey on earth, I became a student of one of life's most painful lessons. After I heard his health was looking increasingly grim, it dawned on me. While Doc

knew I was grateful for the opportunity to work with him (I think I said "thank you" at least a million times), I hadn't told him how pivotal his roundtable presentation was in the development of my own career goals. I hadn't told him it was his work that inspired me to think *big* – and he didn't know how thankful I was for his trust in me. I wanted him to know I appreciated and valued the time he took to answer my questions amid finalizing national frameworks, updating NIMS, and changing the way we think of preparedness. How had I been so careless?

Years ago, I became acquainted with one of his closest friends, and when I realized Doc wasn't going to hear my final voicemails or respond to my texts, I asked his best friend to deliver my message of gratitude while Doc could still hear it. I am forever grateful for this act of compassion. When he passed, I felt my balloon of inspiration deflate in an instant – and the truth is I have yet to relocate my old ambitions. *Life's lesson:* Tell your mentors how

much you appreciate and value their influence while they can still respond to it. You never know when a one-on-one session will be your last.

To say I learned a lot from Doc would be an understatement. At its core, I learned that in order to do big, bold, impactful things – you have to put in the work, say yes to the job, and be faster than the opposition. I learned that no matter the degree to which your word-count-to-the-second ratio allows you to wax philosophical, it's your relatability that ultimately wins over the audience. I learned that even giants can fall as they battle their own insecurities – but the best get back up, brush themselves off, and learn to talk about the struggle for the benefit of something bigger than themselves.

With a heavy heart, I can say for certain that saying goodbye to a friend, mentor, and rock of inspiration is never easy – but to have said thank you early, and often, is best.

*Your Friend Always,
Carrie Speranza, CEM*

CEM® News

New AEM®/CEM® Online Certification Exam

A new version of the AEM®/CEM® exam will launch in an electronic format on **Mar. 18, 2018**. There is an updated study guide posted on the [IAEM website](#) for any candidate planning to take the exam after Mar. 18, 2019.

Further details about the online exam will be posted on the [CEM® News page](#). ▲

Schedule for Prep Course and Exam Offerings

■ **Apr. 16, 2019:** AEM®/CEM® Exam, Partners in Emergency Preparedness Conference, Lynnwood, Washington.

■ **Apr. 30, 2019:** AEM®/CEM® Exam, Alaska Spring Preparedness Conference, Anchorage, Alaska.

■ **May 28, 2019:** AEM®/CEM® Exam, Clarion Resort Fontainebleau Hotel, Ocean City, Maryland.



■ **June 21, 2019:** AEM®/CEM® Prep Course & Exam, National Homeland Security Conference, Phoenix, Arizona.

■ **Sept. 3, 2019:** AEM®/CEM® Prep Course & Exam, Kentucky Emergency Services Conference, Louisville, Kentucky.

See the latest schedule, details, and registration links [online](#). ▲

Learn about the IAEM Certification Program at www.iaem.com/CEM.

From the IAEM-USA President

Mentor, Coach, Boss, Friend

*in celebration of mentors, coaches, and bosses –
and the friends they become*

By Marty Shaub, CEM, IAEM-USA President

My Mentor

Mrs. Patricia Ann Marshal Medlin-Guyon was my collegiate sorority advisory board president and my mentor. Trish taught me life skills that have supported me throughout much of my adult life: work habits, home/family quality of life, and community involvement. She did not direct me, per se. She led by example; she quizzed me on my choices without judging; she provided me alternate views to consider; and she made me feel important by always having time just when I needed it.

She invited me to participate in her social and political world so I might see how things worked. Then we would discuss my observations as compared with her inside knowledge. We were not equals in this relationship. She had opinions born of a vast life experience I could not begin to process at my age, while my opinions were based on a really, really narrow brush with life at the time.

I like to think that I kept her entertained while she helped me focus and think just enough to realize my importance is in direct relationship to the importance I see present in others. She did not suffer this fool lightly when I was pig-headed and misstepped, but she was always forgiving – she always took my next call. She did not have to be there for me personally; it was not part of her duties as an advisor to my collegiate sorority. She chose to plant seeds, and like a great gar-

denner, she did her best to prepare the sprout for the environment. I'll be forever in awe of her selflessness. To her credit, I am not a carbon copy of her, but I see bits of her in me all the time. Trish is my dearest friend and life **mentor**.

My Coach

Mr. Vernon Randal Turpin guided me through some of the most impactful and challenging career moments I'd faced at the time, which not only helped me later but guide me now, daily. Randy was a tenured (45 years) university administrator, who over the course of three years, provided his expertise to me as a young, first-time department director.

He counseled me during times of organizational disruption and angst to keep my head down and focus on doing my very best work. "No one is irreplaceable, and each of us is here to accomplish the job at hand, which is organizational success (not individual)."

He taught me to be observant in my work life and to take note of who was accomplishing laudable tasks and getting invited to what meetings. Those were people who were respected most likely because they were genuinely productive and trustworthy. Those people, he guaranteed, would never be the individuals in the room raising their voices or pounding the table.

He counseled me to phrase my questions such that respondents would recognize I'm truly interested in their insight, not challenging their

intelligence. He counseled me to recognize that the organization supporting me deserved every ounce of my best effort and support every minute and in every decision, or I needed to own that I needed to be somewhere else. My job was to make the place great – not tear it down literally or figuratively.

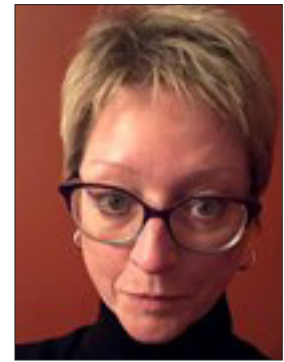
Randy coached me to recognize that sarcasm really is the lowest form of humor and likely a measure of unremarkable intelligence. Randy coached the beginning of my career so that I might look forward to celebrating 35 years with the University of Utah one day (July 1, 2019). Randy is my friend and most valued career **coach**.

My First Boss

Mr. Daniel Elliot Adams hired me into my very first professional position after college. I've heard it said, heard myself say it actually, "real world experiences are vastly different from classroom and book explanations of real world experiences." There's no substitute for hands-on, in-the-seat experience.

My formal higher education allowed me to acquire information. Dan allowed me to implement my acquired information in a safe and structured environment until such time as I was emotionally (and financially) able to stand apart from his cover and quite literally own the consequences of my decisions.

[continued on page 5](#)



From the IAEM-USA President continued from page 4

Dan helped me transition my acquired information into actual knowledge. He supervised me just long enough as a young professional to instill in me an appreciation for the value of developing goals and objectives and the importance of setting targets and measuring effort against outcome. Dan deserves the most admiration I can muster because he put up with the roughest, most egocentric, young professional that was me, and we became friends despite my youth and inexperience. Dan was my first Boss; he is my friend for life.

Although there are connections between mentoring, coaching and supervising, not all mentors are coaches, and not all career coaching

focuses on the kind of personal development intended from mentoring. Being a great boss does not guarantee one will have the capacity to focus personally on developing another individual's moral compass or work ethic, nor is it a boss' mandate to help a work relationship avoid career missteps.

I benefited from having an amazing mentor willing to make time, an experienced colleague willing to coach, and a very talented first boss who recognized there was some rough talent in there somewhere. I was also receptive to each of their styles and their sincere efforts to help me. (They all provided some input that was difficult to hear, make no mistake).

Mentoring and coaching are partnerships. Both participants must be committed to the relationship defined. Though they have yet to

ever all be in the same space with me at the same time, I really believe my mentor, coach and boss would all thoroughly appreciate each other's handiwork. I believe we would all be friends for life.

Whether you are looking for a mentor or coach or looking to be that resource for someone, I hope you find inspiration in this month's *IAEM Bulletin*.

*Best,
Marty*



A Fun, Role-Playing Game for Building Disaster Resilience!



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CEM® Corner

Resubmissions: Emergency Management Essay, Part 5

By Daryl Lee Spiewak, CEM, TEM, MEP, Lead Trainer for the CEM® Commission, and Chair, IAEM-Global Communications Work Group

Last month our discussion on resubmissions focused on the second three of nine knowledge, skills, and abilities (KSAs). This month I will continue our discussion on common errors with the emergency management essay by focusing on the last three of nine KSAs.

Covered in Past Issues

Previously we learned the first three Knowledge, Skills, and Abilities are: (1) demonstrated ability to develop a solution for the stated problem; (2) demonstrated knowledge of the Prevention phase of disaster/emergency management and activities; and (3) demonstrated knowledge of the Mitigation phase of disaster/emergency management and activities. The second three KSAs are: (4) demonstrated knowledge of the preparedness phase of disaster/emergency management and activity; (5) demonstrated knowledge of the Response phase of disaster/emergency management and activity; and (6) demonstrated knowledge of the Recovery phase of disaster/emergency management and activity.

The Last Three KSAs

The last three KSAs, which I will discuss in detail here, are: (7) demonstrated knowledge of the organization and the environment in which it operates; (8) demonstrated knowledge of codes, legislation, regulations, plans, policies or procedures which impact the disaster/emergency management function; and (9) demonstrated skill

in written communication as evidenced by the essay that demonstrates your ability to present information in a logical, clear manner.

■ **Demonstrated knowledge of the organization and the environment in which it operates.** The scenario states that you are the new emergency manager for an organization. It does not specify anything about that organization. This allows you to select any organization you wish.

You may be creative here too. Organizations from successful essays have been described as counties, cities, states, countries, hospitals, military, large and small businesses, and native tribes and villages. Some have even described organizations such as cruise ships, space ships, a space station, and various planets (real or made up). The chosen organization itself is not critical, but it does provide context to the rest of the essay.

For this KSA, the Commissioners want to see a detailed description of the organization that hired you to lead their emergency management program. Briefly describe the organization, the emergency management program you evaluated, and where the emergency management program fits into the overall structure. Also, briefly describe how the emergency management section or department is organized and funded.

The introductory paragraphs are the perfect place to provide this description. It doesn't have to be based on a real organization. Your

description could be entirely made up. Just remember that your introduction sets the stage for the remainder of the essay by providing the limits and constraints to your discussion.

Providing only a couple of sentences to describe your organization usually results in a score of 0 to 1 point. Including a more detailed description of your organization usually results in a score of 1 to 2 points. If you fail to describe the organization, you will earn zero (0) points for that KSA!

■ **Demonstrated knowledge of codes, legislation, regulations, plans, policies, or procedures which impact the disaster/emergency management function.** This KSA allows you to demonstrate your knowledge of emergency management-related codes, legislation, regulations, plans, policies or procedures that impact your problem and solution. As with the previous KSA, you may describe real ones or made-up ones.

Should you choose to relate real codes, legislation, etc., ensure that your description and analysis is accurate. Many Commissioners are familiar with the ones you will describe, as well as the ones you do not describe, and will catch material errors. If you choose to describe made-up ones, provide enough detail so the Commissioners know you know how those codes, legislation, etc., impact your problem and solution. Make it plausible.

Commissioners know that every problem will be impacted by some

[continued on page 7](#)

CEM® Corner

continued from page 6

codes, legislation, etc., so they will be looking for your accurate description and analysis of them. Simply mentioning the titles of a couple of codes, legislation, etc., usually results in a score of 0 to 1 point. Describing a few codes, legislation, etc., and their impact on your problem and solution will usually result in a score of 1 to 2 points. If applicable codes, legislation, etc., are not addressed, you will earn zero (0) points for that KSA!

■ **Demonstrated skill in written communication as evidenced by the essay that demonstrated your ability to present information in a logical, clear manner.** For this KSA, Commissioners want to see a well-written essay. That means that your descriptions should flow (read) well from beginning to end. It means that your essay has a beginning (introduction); a middle (body paragraphs covering the six design elements and incorporating the nine KSAs); and an end (conclusion that flows logically from the body paragraphs, does not introduce new information or discussion, and provides a satisfactory end to your story).

Commissioners also want to see that your essay was properly edited. Run your spell checker and grammar checker. Correct all of the identified errors. Go back and read your essay again, looking for additional errors. Look for other spelling and grammar

errors (a misplaced comma or period can completely change your intended meaning). Look for logic errors, look for missing data, and ensure you covered all six design elements and incorporated the nine KSAs. Then fix the identified errors.

You may ask someone else to read your essay and repeat back to you the general ideas to see if others understand your meaning. If the other person gets it wrong, you may need to go back and edit your essay again. This person also may identify additional grammar and spelling errors that you previously missed.

Having someone else read your essay and offer suggestions does not prevent you from signing the Independent Work Statement. The essay is still your individual work product, as you are free to accept or reject the offered suggestions. Commissioners suggest that you allow someone else to read your essay, because it helps to ensure a well-written essay.

When you are satisfied you have a good essay that will earn at least 18 out of the 24 available points, check the margins and double-spacing. Make sure the essay's title is placed at the top of your essay and the required Independent Work Statement is included and signed (physically or electronically) at the end.

As a last step, you should review your resubmission letter and ensure that all comments and suggestions have been addressed. The Commissioners will pay particular attention to this letter and will be looking for

those corrections/additions specifically. When you are satisfied, your essay is ready for resubmission.

Most Common Errors

The most common errors that Commissioners encounter with these last three KSA's are:

- The organization is not named or described.
- Codes, legislation, etc., applicable to the identified problem are not addressed or they are addressed incorrectly.
- The essay is poorly written with grammar and spelling errors, as well as containing logical errors in the problem-solving process.

Conclusion

Remember, paying attention to detail, as found in the essay instructions and scenario, will go a long way towards writing a successful essay the first time. Incorporating all of the suggestions and comments from the resubmission letter in your revised essay will help ensure that you are successful this time so you do not receive a rejection letter.

In the Next Issue

IAEM is implementing the new online CEM®/AEM® exam in March, so I will describe this process in next month's *IAEM Bulletin*. As usual, please send any questions you have about the examination or the certification process to me at info@iaem.com, and I will address them in future articles. ▲

Get involved in IAEM! Join an IAEM committee or caucus.

Go online to see a complete list of [IAEM-USA Standing Committees, Caucuses, and Ad Hoc Committees](#) and [IAEM-Canada Committees](#) with links to each committee's web page. Peruse committee pages to find your area(s) of interest. Then **contact the chair**, and volunteer to participate in that committee's work.

CEM[®] News

Call for Commissioners: Class of 2022

The IAEM Certification Commission is looking for candidates to fill commissioner openings for the Class of 2022, serving from Jan. 1, 2020 to Dec. 31, 2022. The Certification Commission conducts electronic reviews using the online system. Every other month, commissioners are expected to review, on average, 12-20 applications, based on volume, within a 30-day window. Interested applicants must be detail oriented, responsive via email and phone, and plan to devote approximately 30 hours per review month (180 hours yearly) to online reviews. Commissioners also draft notification letters to candidates so commissioners must possess clear, concise writing skills.

The Certification Commission has one or two in-person meetings per year as well as quarterly conference calls lasting between 1-2 hours to discuss policy and procedure changes. Occasionally, commissioners may be asked to serve on a short term ad hoc working group related to a topic of discussion by the Certification Commission. IAEM is prepared to cover the travel costs for the in-person review meetings for commissioners living outside of the D.C. metro area.

We are specifically looking for individuals representing the emergency management fields of: **State, Academic, and Not-for-profit.** However, any interested IAEM-USA certified individual is encouraged to apply, as we are looking to identify people who are willing to serve as alternates to represent each EM category should seats become available mid-term. The Chart of Commissioner Categories can be found [online](#).

Commissioners must be full-time working emergency management practitioners, current CEM[®]s, and successfully recertified at least once, with a demonstrated knowledge of emergency management, the desire to serve, and the ability to work without bias and maintain confidentiality as well as the credibility of the AEM[®]/CEM[®] credential.

Applicants should ensure they have access to a computer without security limitations to access zip, pdf, msg, jpeg, gif, mov, Powerpoint, and Word files. Access to publisher is a benefit. Users should be using the current version of any of the major browsers (latest Firefox, Chrome, Safari or Internet Explorer). Interested individuals should identify themselves as being computer savvy and have a willingness to learn how to use the online application portal.

Strong applications will provide examples to demonstrate the following desired criteria:

- Articulates how own experience in emergency management translates into being a good Commissioner.
- Ability to meet time commitment required by the Commission.
- Ability to work in an unbiased and confidential manner.
- Demonstrated commitment to promoting the IAEM Certification Program.
- Experience using digital/online tools.
- Ability to work as a member of a team.
- Clear, concise writing skills and attention to detail.

Candidates interested in serving on the Certification Commission should submit the following information to IAEM Program Manager [Kate McClimans](#) by **June 1, 2019**:

- Letter of intent expressing desire to serve as a commissioner as well as willingness to devote the necessary time to participate in online reviews and commission meetings.

- Personal Commissioner Qualities – a short narrative (maximum of two pages) describing the qualities the applicant will bring to the commission. Include the date of CEM[®] initial certification and recertification(s).

- Qualification(s) to Serve – up to a one-page description of the qualifications for the category(ies) of participation to be considered as described in the chart of CEM[®] Commissioner Categories. Application must clearly indicate which category the candidate's *current* employment represents.

- Current resume.
- One letter of reference from current supervisor to verify and support commissioner criteria as well as to show support for the time commitment.
- One letter of reference from a current CEM[®] to illustrate professionalism as an emergency manager and commitment to the IAEM certification program. Additional letters of support may be submitted to help highlight candidate's attributes.

NOTE: If a candidate's supervisor is also a CEM[®], only one letter is required as long as the reference is able to address both bullet points.

Incomplete applications will not be considered. Upon receipt, candidate will receive confirmation that information was received by IAEM Headquarters.

Late submissions may be held over for the following year. Candidates will be notified of the results this fall. ▲

Save the Date for the 2019 IAEM Annual Conference!

Opening Mar. 25: The IAEM Poster Showcase Call for Abstracts

If you missed the IAEM 2018 Annual Conference, you missed the stunning display of the ever-expanding Poster Showcase. Open to everyone, the IAEM Poster Showcase is an opportunity to share your knowledge or findings obtained through experience or research.

Participant's posters are prominently displayed in the large foyer of the convention center for all to see as you pass from session to session, to registration and the Exhibit Hall, plus there is a presentation session during the Tuesday morning program break.

Choose from Two Divisions of Participation

1. Competitive Division:
 - a. Choose a category - Practitioner, Academic or Student (Undergraduate or Graduate)
 - b. Present your Poster to a group of Evaluators to qualify for gold, silver or bronze recognition from IAEM.
 2. Non-Competitive Division
 - a. No categories, participants share their research or practice to others at the conference.
- All participants will receive a certificate of participation documenting credit towards the IAEM Certification



A scene from the IAEM Poster Showcase at the 2018 IAEM Annual Conference, Grand Rapids, Michigan.

Program under Professional Contribution Category F, Speaking.

The Poster Showcase is open to individuals to share their work but not organizations. Requirements found on our [conference website](#). ▲



Start Planning Today for the EMvision Talks Call for Speakers

Opening Apr. 8, the Call for Speakers for the EMvision Talks is your opportunity to be a part of this very popular session live on the plenary stage at the IAEM 67th Annual Conference & EMEX in Savannah, Georgia. The EMvision Talks are modeled on the well-known TED™ talk format. In its fifth year of debuting at IAEM, this session consistently garners rave review from conference attendees.

[Learn more](#) about the submission process on our conference website, plus [view the video](#) of last year's dynamic lineup of presenters. ▲

Just Released – New Conference Attendee Testimonial Video

Hear what conference attendees from the 2018 IAEM Annual Conference in Grand Rapids had to say about why they attend the IAEM Annual Conference and the return on investment for themselves and their organization. [Show this video](#) to your employer to help secure your attendance and funding at the IAEM 67th

Annual Conference in Savannah, Georgia.

If you need more help, visit our [Why Attend](#) pages on the [conference website](#). ▲



Nov. 15-20, 2019 | Savannah, Georgia

IAEM in Action



Representatives from IAEM and NEMA met with FEMA Administrator Brock Long and Deputy Administrator Pete Gaynor on Feb. 7, 2019, to discuss issues affecting the United States emergency management agencies, state and local. IAEM was represented by IAEM-USA Past President Nick Crossley and IAEM-USA 2nd Vice President Judd Freed. Brad Richy and Mike Sprayberry participated from NEMA.



IAEM member Eddie Hicks (left) met on Feb. 6, 2019, with Adam Telle of the Senate Homeland Security Appropriations Subcommittee to discuss EMPG funding.



IAEM-USA Treasurer Hugh Daniels, CEM; IAEM-CEO Beth Armstrong, MAM, CAE; and IAEM Program Manager Chelsea Firth met Feb. 20-21, 2019, at IAEM Headquarters to work on the 2019-2020 budget and related financial business.



IAEM staff met with FirstNet Association leadership Feb. 12 to discuss potential collaboration related to industry events and first responder interests. L-R: Ray Flynn, Julie Husk, Beth Armstrong, Michelle Savoie and Dick Mirgon.



IAEM staff and Visit Savannah staff met Feb. 12 to discuss IAEM 2019 Annual Conference plans for Nov. 15-20. L-R: Meetings Manager Michelle Savoie, CEO Beth Armstrong (seated), Visit Savannah Sr VP Jeff Hewitt (standing), President Joe Martinelli, Katie Crow and Larry Browder.

Disaster Zone

The Media Is Critical Infrastructure

By Eric E. Holdeman, Senior Fellow, Emergency Management Magazine,
blog at www.disaster-zone.com

There has been a concerted attack on the mainstream news media that is coming from a number of prominent sources. “Fake news” is a comment made on a regular basis to slam a story or its source. Truth be told, the media has never been loved by most people inside or outside of government.

Many an emergency manager has had their ears perk up when the phone rings only to hear a reporter on the end of the phone wanting to ask “a few questions” about topics that perhaps you might not wish to comment on. For instance, “How prepared is your organization for an extremely large disaster?”

Here’s my question for you. When you list partner organizations, do you include the media? I know fire, law enforcement, public works, public health, hospitals and the private sector are on your list of partners. What box do you put the media in? What is the label on that box? Does the label say “enemy?”

I have always said that, “Friends come and go, but enemies you keep forever!” Personally, I don’t regard the media in all its forms as the enemy. To me, they are part of the broadcloth-whole community, that makes up our cities, counties and states. Unfortunately, these days there are fewer and fewer traditional media to add to your disaster team. This is true especially of reporters for print media that are scarce as hens’ teeth.

Rather than running away from the media, I think you should embrace them. I’ve had hundreds of contacts with the media over the years. With each personal contact, I

always give them all of my contact information, including my personal phone. I tell them to contact me 24/7/365 night or day. Why? Because I want them to have the best information possible to share with their audiences. They have to talk to someone, so it’s better if they speak to me or someone I know who has good information rather than have to do a “man on the street” commentary to meet the requirements of their assignment editors.

I can hear some people just shuddering at the thought of having those types of contacts. Here’s the deal – the safest thing you can do in speaking with the media is to just stick to the facts that you know. Don’t speculate, don’t provide your opinion on how things have gone, don’t criticize others about whom you have no direct knowledge.

There is no sin in saying, “I don’t know.” If the subject matter is one for which you should have information, tell the reporter that you will have to research the topic and get back to them. In these cases, it is always good to ask them their deadline for receiving the information. Be sure to close the loop, even if you have not been successful in getting the information the reporter requested. Doing this will build trust with the reporter.

After Potable Water, People Need Disaster Information

Moving beyond the element of interviews, I’d like to address the topic of media as critical infrastructure. They don’t make or transmit electricity or pump fuels, but their function is even more critical than those. I always say that after people

have potable water, the next thing individuals need is disaster information. With information, they can make personal decisions on what their actions will be in response to a disaster.

As emergency managers, we need to recognize the critical role that the electronic media provides when it comes time to issue a warning. They still play a crucial role, especially with the Emergency Alert System (EAS) that goes out over radio and television. Once your initial Wireless Emergency Alert (WEA) message goes out, citizens are going to tune to their local media outlets to find out additional information.

One last thought – when you are pitching the concept of business continuity planning, be sure to include the media as organizations in your list of people and roles that need to do their own internal planning. If they are not functional immediately following a disaster, your ability to do your job and serve your citizens will be significantly diminished. When I was a local emergency manager, we configured the Emergency Coordination Center (ECC) to be as media friendly as possible – giving them digital connections, television lights, an appropriate backdrop for TV cameras, etc. We need to help them get the story! One news radio station pre-positioned a “station in a box” at the ECC in case they needed to send an anchor to the ECC in order to broadcast from that location. My last bit of media advice is this. If you treat the media as the enemy, they will act like the enemy! ▲

IAEM-USA Training & Education

Building Cultures of Preparedness: A FEMA Higher Education Program Report

By Katherine E. Browne, Colorado State University/Culture & Disaster Action Network,
and Laura Olson, Georgetown University/Culture & Disaster Action Network

The first goal of the Federal Emergency Management Agency's (FEMA) 2018-2022 Strategic Plan is to *Build a Culture of Preparedness*. This goal was set due to the realization that efforts to enhance levels of preparedness among individual households, communities and organizations have shown little to no sign of improvement in the U.S. over the past two decades. Preparedness campaigns, such as Ready.gov, America's PrepareAthon, and National Preparedness Month, all aimed at individual households and communities, have not produced the desired results.

In fact, FEMA's 2014 report, entitled *Personal Preparedness in America*, documented research insights gathered over the course of eight years that show, "the percentage of surveyed individuals taking recommended preparedness actions remains largely unchanged since 2007" (p. 1). Additional research on preparedness, such as the 2009 Citizen Corps National Survey, has shown that current public outreach campaigns and education efforts are having no effect on preparedness levels.

A [new report](#) published by FEMA's Higher Education Program suggests that a culture-based approach to the community and household level preparedness goals laid out in the Strategic Plan can help us achieve the agency's new preparedness goal. Recognizing the vast diversity of communities and individuals across this nation, the goal is not to build one monolithic, national Culture of Preparedness,

but to encourage local engagement with preparedness projects that meet the needs and enhance the capacities of individual communities. The demands of our distinctive and heterogeneous local environments mean that the preparedness we desire will have to be built one community at a time. Locally-specific solutions will have to be tailored to different cultural contexts by community members that understand their history and surroundings.

Supporting the vision of a resilient nation in the Strategic Plan requires us to think in the plural, in terms of building "Cultures of Preparedness."

So What Does Culture Have to Do with Preparedness?

Let's look at the problem of preparedness through the lens of a fable to simplify this idea:

A monkey and a fish were caught in a terrible flood and were being swept downstream amidst torrents of water and debris. The monkey spied a branch from an overhanging tree and pulled himself to safety from the swirling water. Then, wanting to help his friend the fish, he reached into the water and pulled the fish out of the water and onto a branch.

The moral of the story is clear:

Good intentions are not enough. If you wish to help the fish, you must understand its nature.

The difference between the monkey and the fish is much akin to the many varied cultures that make up the mosaic of American communities. Every human group and human being is influenced by cultural factors that shape their decisions and viewpoints. None of us is born with culture, but we all grow up learning how to value certain ways of doing and seeing. We learn how to speak and be understood, how to distinguish good from bad, what foods give us comfort, what it takes to earn status, how to treat our elders, and whom to trust. Culture is *holistic* in the sense that different aspects of life are interconnected.

One of the most important points about culture is the fact that cultural conditioning is often hidden from view. For most people, their own ways of doing, seeing, and believing become second-nature, feel "natural," and become the standard for what they assume is "normal." This *naturalizing* quality of culture presents a special hazard for those who attempt to work with or communicate across cultural groups because it is often hard to tell that communication is not getting through. This is precisely why past preparedness efforts have not had the reach or penetration we need. If everyone wore buttons to identify their own cultural sensibilities – their set of beliefs, values, traditions, and ways of conducting everyday life – it would be much easier to reach out effectively.

Culture is a great influencer of the work we do in the field of

[continued on page 13](#)

Cultures of Preparedness

[continued from page 12](#)

disaster management. What is risky, what is safe, what successful disaster response or recovery looks and feels like, what is considered rational, and what preparedness consists of are all shaped by the values and worldviews that people hold. The importance of understanding these worldviews is often neglected when compared with the emphasis that is put on the physical structure of levee systems, the measurable integrity of buildings, or the economic assets of a community.

Yet cultural differences also infuse visible aspects of life: how we design and situate homes, how we perceive risk, why we choose to stay rather than evacuate. It is impossible to overstate the variety of ways that culture can affect how we prepare for and respond to disasters.

The point is that when emergency managers are responsive to cultural context and the values of specific groups of people they are working with, preparedness initiatives are likely to be successful because trust and respect are earned through knowledge and

awareness. Research suggests that people are more resilient when their cultural needs and values are represented, respected, and supported.

Preparedness that includes cultural knowledge enhances resilience for one important reason. **Resilience is premised in large part on access to the strengths and familiarity that come from one's own cultural system.** Preparedness strategies that invest time and money in understanding the cultural strengths and needs of different groups will help reduce vulnerability and give people the best possible chance of strengthening their collective capacities.

Four Guiding Principles for Building Cultures of Preparedness

Our report presents a culture-based approach to the preparedness goals laid out in the strategic plan. It lays out four Guiding Principles for Building Cultures of Preparedness, followed by practical strategies and examples that demonstrate successful outcomes in real-world settings:

1. Trust. Develop trust by understanding the culture, context, and history of communities outside of disaster, as well as when an event occurs.

2. Inclusion. Bring the cultural perspectives of all stakeholders to the table.

3. Cross-cultural Communication. Design communication efforts as cross-cultural encounters.

4. Support local practices and successes. Learn about the ways people are already prepared, and enhance these efforts using culturally-aware strategies.

To operationalize the four Guiding Principles that underlie this culture-based approach to

preparedness, we recommend a novel methodology: the use of culture brokers. Culture brokers for disaster preparedness are people with local knowledge and the trust of community members. They are capable of bridging gaps and would be trained to use the Four Guiding Principles to enhance local levels of preparedness. Recruiting these individuals can help outside organizations and local communities connect, build trust, and share knowledge. Such a methodology holds great promise for national, state, local, tribal and territorial (SLTT) emergency managers seeking to achieve new preparedness targets among our nation's diverse communities and hard to reach cultural groups.

Read the Report

If you enjoyed this article, we encourage you to read our report and to also think about how institutions of higher learning can make unique contributions to building these cultures of preparedness. Their research and innovation capacity can help generate new approaches to enhanced preparedness, while social scientists well-versed in local histories, cultures, and culturally-appropriate methods of community engagement can help emergency management professionals extend their reach and meet critical preparedness objectives.

■ [Download Building Cultures of Preparedness: A Report for the Emergency Management Higher Education Community](#) (FEMA, Washington, D.C.).

■ **Lead authors of the report are:** Katherine E. Browne, Colorado State University/Culture & Disaster Action Network, and Laura Olson, Georgetown University/Culture & Disaster Action Network.

[continued on page 14](#)



Special Focus Issue Index: “Honor the Past, The People We Remember”

A Letter to Doc, by Carrie Speranza, CEM, IAEM-USA Secretary, IAEM-Global Communications Director 1

Lessons from Bob, by Susamma Seeley, CEM 15

It All Started at Home, by Brad H. Gilbert, CEM, Director, Union County Emergency Management Agency, and IAEM-USA Region 5 President 16

A Story of Mentoring and Friendship, by Sarah K. Miller, CEM, IAEM-USA Region 10 President 18

My Mentor: Gordon Deno, CEM, by David Hesselmeier, EMT-P, NCEM-E, CEM, MPA, On Target Preparedness 19

Unknowning Mentors, by Misti Kill, PhD, Assistant Provost and Dean, College of Safety and Emergency Services, Columbia Southern Methodist University 20

Marlys Devries: 30 Years of Service at American Red Cross and Mentor to Hundreds of Staff and Volunteers, by Jono Anzalone, CEM, Global Disaster Response & Relief 22

James G. Featherstone: Mentor, Leader, Innovator, by Aislynn C. Turner, Senior Public Safety Advisor, First Responder Network Authority 23

Captain Rodger Kelly, MD: An Influence on my Life in Emergency Management, Shelomo Alfassa, CEDP, MPA (candidate), Director of Communications and Emergency Management Planner, VIRSIG, LLC, Astoria, New York 25

Do you have regrets?

Do you wish that you had honored your mentor by writing an article about their impact on your EM career for the IAEM Bulletin? It isn't too late.

[Email the editor](#) for details.

The IAEM Bulletin is a benefit of membership in IAEM, now in its 36th year of providing news and resources for IAEM members.
The Bulletin Archives are [available online](#) for IAEM members.

Cultures of Preparedness
[continued from page 13](#)

Additional authors who contributed to the report include:

- ◆ Jenny Hegland, Jenny Hegland Consulting.
- ◆ Ana-Marie Jones, Interpro Inc.
- ◆ Elizabeth Marino, Oregon State University/Culture & Disaster Action Network.
- ◆ Julie Maldonado, Livelihoods Knowledge Exchange Network/Culture & Disaster Action Network.
- ◆ Keely Maxwell, Environmental Protection Agency/Culture & Disaster Action Network.
- ◆ Eric Stern, University of Albany-SUNY, College of Emergency Preparedness, Homeland Security & Cyber-Security.
- ◆ Wendy Walsh, FEMA Emergency Management Higher Education Program. ▲

Call for Articles for the IAEM Bulletin
“Treasure the Present: What We Need to Talk About Now”

May 2019 IAEM Bulletin | Deadline: **Apr. 10, 2019**
750-1,500 words | [read author guidelines](#)

- What things are happening currently that we should be talking about, and why.
 - Vulnerabilities of anything to a cyber hack – could be electrical grid, gas pipeline, etc.
 - What are we doing today to prepare for the future?
 - How do we anticipate and prepared for climate change?
 - How emergency managers can stay informed on the latest technological changes that can support their community’s preparedness goals?
 - CMS policies’ effects on healthcare emergency management
 - New emergency management programs in schools.
 - Cyber security and keeping our utilities safe from hackers.

Lessons from Bob

By Susamma Seeley, CEM

Bob Bohlmann, CEM, was known and respected by many in emergency management. In 2016, we lost him to pancreatic cancer. He was my friend and my mentor. I think of him every day and rely on the lessons he taught me with his wisdom and perspective. To truly honor the impact of his mentoring, I must share what he taught me.

1. You are never alone. Bob always ended our calls by reminding me he was there to support me. I cannot call him anymore, but I can call other colleagues and friends for help. Leverage your relationships and connections to help you through your journey. Do not forget that you can also answer the phone for others.

2. Do not be afraid to start with “I don’t know.” Everyone starts at the beginning with limited information. We are all searching for greater knowledge and competence. Recognizing that we have gaps in our knowledge or skills is the first step to improving ourselves.

3. Always look for the history. This was an important lesson for me. Whenever we talked about failures, challenges or potential policy decisions, we discussed the relevant history of that issue and the people

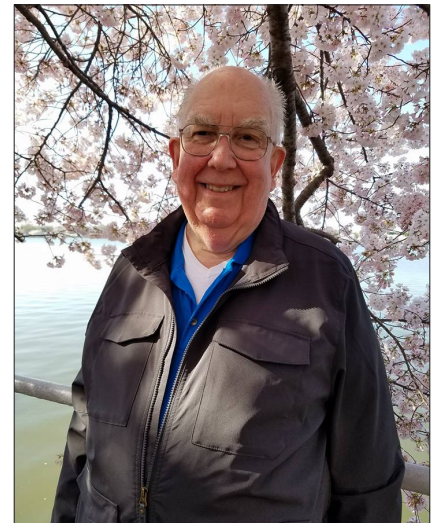
involved. Bob also explained appropriate background details about institutional relationships or connections. Dale Carnegie taught us that people will help you achieve your goals, if you help them achieve their goals. Bob Bohlmann taught me to seek out the nuanced details from the past to better achieve all our goals.

4. Keep asking questions. Sometimes we have questions that are not easily answered. Perhaps we are not asking the right person or considering the best angle. In some cases, we are asking questions that make others uncomfortable. Discomfort is good. Discomfort leads us to discoveries about ourselves and our areas of research and practice.

5. Do not forget why you are on your journey. When your journey gets difficult and you are struggling to move forward, think about why you are here. What is your purpose? If you do not know why, maybe you need to think about it. Once you know what it is, write it down.

6. Do not settle. There are times in our lives when we take what is offered because it is easier than putting up a fight to get exactly what we need. We all have those days and those battles. For the most important issues in your life, do not accept what does not meet your most fundamental identity. No one in the world will fight harder for your identity and goals than you. If you need help, see number one.

7. Be kind. Bob was such a gentle man and a gentleman. He taught us that we lose nothing



Bob Bohlmann, CEM

by treating others with kindness and respect.

8. Sometimes people will not like you. This is not easy to hear. However, if we think back, we will remember people whom we did not like. Bob taught me that being respected was more important than being liked. I also have learned that sometimes my dislike is more about me than the other person.

9. Check yourself first. You probably do this already, but just in case, check your biases and prejudices before you assume it is the other person who has a problem. Bob was good at this, and with his example, I learned to find other trusted friends and colleagues who would help me check my biases and prejudices.

10. Be a mentor. This is Bob’s most important lesson. Our profession is only as strong and knowledgeable as we all are. Our failures are important – and by sharing details and lessons, we could prevent others from making the same mistakes.

As you consider my suggestions, remember that you are not limited in the number of mentors. Seek out the people who will help you become the stellar person you are meant to become. ▲



The author, Susamma Seeley, with Bob Bohlmann, CEM, at the 2014 IAEM Annual Conference.

It All Started at Home

By Brad H. Gilbert, CEM, Director, Union County (Ohio) Emergency Management Agency, and IAEM-USA Region 5 President

Honoring and remembering the person who influenced me in the emergency management field is an opportunity to recognize the man who was my mentor in all aspects of my life. My father, **Marvin C. Gilbert** (I'll refer to him as Dad, if you will allow me, from this point forward), gave 57 years of his life serving his home community as part of the Union County (Ohio) Civil Defense/Union County Emergency Management Agency.

In the winter of 1959, the high school senior boys were asked by the local civil defense organization to help guide the gas company around town – because you know, there were no fancy GPS mapping apps and cell phones back then – and go door-to-door as they shut off gas during a large gas break.

Living a Life of Service

Inspired by the ability to help others from that event, Dad took the Ohio Revised Code Civil Defense oath six months later, and was sworn in as a volunteer of the Union County Civil Defense. He became a part of an organization that would see him spend all of his adult life serving in disaster management. He helped

others prepare for disasters, responded to almost every crisis imaginable, and helped people recover from life-changing events. And he would mentor...

Those years of service saw Dad assist with floods, tornadoes, blizzards, airline crashes, and much more. He left the house at all hours to serve, and each time he kissed my mom and me goodbye and left to help others, I thought how much I wanted to do that someday.

In 1986, a young boy three days past his 16th birthday took the same oath as his father, becoming a volunteer just like his Dad. The local civil defense group met then, as they do now, every Wednesday evening – training, working on equipment, and preparing for the next emergency. It was those Wednesday evenings that gave me the chance to grow as an emergency manager and as a community servant.

By then Dad had become the assistant director (still serving as a volunteer). In the years to follow, he would teach me and challenge me, by assigning me tasks such as overseeing the disaster mobile hospital inventory, doing public relations work, or tracking the volunteers' membership hours.

These were all bits and pieces to help prepare me for what I did not know would become my livelihood – and my passion, just as it was his.

Being a True Partner

But Dad taught me much more than just “emergency management” skills. He taught me most importantly about serving and about being a true



Inspired by a 1959 project of high school senior boys to help guide the gas company door-to-door as they shut off gas during a large gas break, six months later Marvin C. Gilbert took the oath to serve as a volunteer of the Union County Civil Defense.

partner to those with whom you serve. He lived the term “emergency management umbrella.” He preached that you work as a team in emergency management, collaborating with all of the partners who fall under that umbrella. I would argue he was the one who was the frame of the umbrella, making sure the county worked together, equally.

He always made sure that each individual or agency felt as much a part of the process as the other. He would argue he was just one of the ribs, just as all the partners are, holding the county (fabric) together. He would be right, of course, because that is how it is supposed to work.

Dad taught me that you serve your community with enthusiasm, with care, and with pride. They are not just your customers; they are

continued on page 17



Brad with his Dad.



Brad at age 6.

It All Started at Home

continued from page 16

your neighbors and your friends. When you and your emergency management team take care of them with respect and compassion, they will take care of their neighbors and others the same way when disaster strikes.

You Can't Do It Alone

Dad instilled in me the insight that you cannot manage a disaster alone. You need everyone to help. While you can be a leader, you also must be a partner and a doer. You must be able to accept your role, which is ever-changing as a community evolves and the missions of you and your partners change.

In 1997, the county made the switch from civil defense to emergency management. The county commissioners appointed Dad as the chief of operations (which would be a paid part-time position) to oversee the large emergency management volunteer group.

Dad continued to help the volunteer membership change and evolve with the times and meet new needs as technology advanced and other public safety agencies grew in their abilities to provide better service and duties. He never lost



Marvin C. Gilbert mentored his son – and hundreds more – simply doing what he did best.

sight of serving the community and making sure that the volunteers felt his respect for their service, just as he had felt as a volunteer in 1959.

In 2000, the opportunity came for

that once 16-year-old boy, who took the same oath as his dad, to make emergency management his career, accepting the position of deputy director for Union County. Given an opportunity by the EMA director at that time, who saw something in me (perhaps the same as he saw in Dad), I was given the chance to be a larger part of what Dad enjoyed doing his entire life – helping people. Dad and I were now working even more as a team, and we would do so for another 17 years until his unexpected passing.

EM Is Not Just a Job

One of the first things Dad told me when I transitioned from a volunteer to a paid emergency manager was that I should never forget what emergency management is and why I became a volunteer in the first place. He said that I should continue to help others, to show compassion, and to serve the community. He reminded me that I must not let the paycheck allow my role to become “just a job,” or let it cause me to lose my concern for others and enthusiasm to serve.

While being a full time professional gave me more time to write plans, conduct exercises, and educate the community, I had to remember to not lose sight of giving my time to help others each day, with the same enthusiasm and kindness as one does when serving as a volunteer and giving of one's time.

When I became director in 2009, I officially became Dad's boss. I quickly and always remembered what he taught me:

- As a leader, it's not “my staff” I work with, it is “our team” of which I am a part.

- It is not “my” county I serve, it is “our” county.

- We help together, and we work hand-in-hand with our partners to prepare, respond, and recover.

An Official Team for 31 Years

Dad and I were a team for officially 31 years in emergency management. I say officially because Dad made me a part of the team from the day I was born. I may not have been driving around with him in the blizzards or helping supervise sandbagging operations in my childhood days. But he always let me tag along on those non-disaster activities, giving me a close-up view of what he did.

I saw his actions at home in preparedness, in his homework on making the county ready, and in his daily conversations with those many partners when we saw them around town. I heard his steadiness and attention to detail when listening to him on the citizen band radio when he was out spotting severe weather, or when he was passing out flyers at the county fair. I shadowed him at public relations events and even had my own radio unit number 2 ¾.

Doing What He Did Best

Most of all, I saw him care. He was mentoring me without either one of us even knowing it was being done. He was simply doing what he did best. Emergency management was and is an incredible way to touch every member of a community, even if they have no idea they are in fact touched. He did that as well as anyone I have met. I knew at an early age I wanted to be like Dad, to be like my mentor.

And he was not just *my* mentor. He was a mentor for *hundreds* of men and women who volunteered for the county civil defense and emergency management agency – and for *hundreds more* with whom he partnered and helped form that “emergency management umbrella.” Thanks for making me what I am today, Dad, and for being a great mentor to so many. ▲

A Story of Mentoring and Friendship

By Sarah K. Miller, CEM, IAEM-USA Region 10 President

The year was 2006. I was 32 years old. I was hired by the city I lived in to become their first-ever dedicated emergency manager. It was my first real (aka paid) emergency management job. I was assigned an administrative assistant who had worked somewhere else in emergency management a long time ago but had been with the city for many years since then. I inherited a mash-up of outdated plans, a city code that was woefully out of compliance with state law, and a bunch of “interested parties” who were pretty sure they should be telling me what my job was and how to do it!

I needed to get all the grant money we’d been missing out on, start a CERT program, make a lahar plan [*a what??*], and put forward a proposal to buy pandemic flu supplies. And that all needed to happen yesterday! Whew!

A Chance to Network

I was in a very large county, that was split geographically for planning and response purposes. The 16 cities in our part of the county met quarterly to swap information and do some coordination. There was even a coordinator who sort of held everything together. Somebody invited me to their next meeting. Finally, I would find people who might be able to make sense of what I was trying to understand and do.

I walked into my first meeting and immediately realized that “one of these things was not like the others,” and it was me! I was the only woman in the room; I was easily 15 years junior to everyone in the room; I was the only person who did emergency management who wasn’t attached to either police or

fire services; and I was the only person who had gone to school specifically to be an emergency manager. I had this horrible feeling that I did not belong.

Sometimes One Person Makes all the Difference

There was one person in that room though who made all the difference: Dominic Marzano. He was the emergency manager for one of the cities immediately adjacent to mine. I didn’t realize it at the time (and he probably didn’t either), but I had just found my mentor.

Dominic treated me like a peer and an equal partner in everything going on in our area. He literally welcomed me to the regional table and asked me to contribute. If I had a question about anything, I could call and ask and get an honest answer. Everything from “hey, how does this process work” to “what can you tell me about this person” was met with a forthright answer, usually laced with some personal opinion (and occasional profanity), but always helpful. He even ended up teaching the CERT instructor course I needed to take to launch my CERT program. Once I got sucked into teaching ICS, we did that together too. Our cities experienced a significant shared threat for a while. Even though our politicians could agree on nothing, we managed to get our work done despite their shenanigans.

Over the years, we became friends – great friends! We ended up



The author, Sarah Miller, CEM, with her mentor Dominic Marzano.

going to the FEMA Advanced Academy together and becoming instructors together. We even like the same gin.

A Lasting Friendship

Dominic has since retired to the sunny confines of Florida. We stay in touch, and we still occasionally teach together. I can call or text him any time and still ask questions or just keep him updated on his old stomping grounds. When my Florida sister needed to evacuate for a hurricane, he even offered to take in her, her husband, and her three cats (although she ended up going to Tennessee).

I was very lucky to find Dominic as a mentor. I’m even luckier to call him a friend. ▲

“Honor the Past: The People We Remember”

Do you wish that you had honored your mentor by writing an article for the Bulletin? It isn’t too late.

Email the editor for more details.

My Mentor: Gordon Deno, CEM

By David Hesselmeier, EMT-P, NCEM-E, CEM, MPA, On Target Preparedness

It is fitting that I am writing this article to honor my wonderful mentor shortly after I have received my CEM® credential, since he was my major instructor – whether officially or not. I met Gordon Deno, CEM, Wilson County (North Carolina) emergency management director, in about 2007. He was assisting his county health department in some preparedness activities, and I was working for a neighboring county's health department as their preparedness coordinator.

A Role Model

When I met Gordon for the first time, I immediately had that feeling that I needed to make sure I stayed close to him, as he was a role model. Whether he or I knew it, he would be one of the biggest mentors and role models for me in emergency management and in life. So what makes Gordon a great mentor? I do not have room here to describe it all, but let me hit the highlights for you.

First, Gordon has always strived to remove any silos so emergency management could be totally comprehensive in the best manner.



Gordon Deno, CEM, is pictured teaching a class on emergency preparedness.

He has never shied away from introducing himself to anyone (like when we met). I have seen him work wonders to bring competing agencies or those who normally do not want to work together into the same room and cooperate. This is a foundational need for all emergency management. We *all* must work together. He is a prime example of how to make that happen.

Next, Gordon could not be humbler. I often hear him say, "I am just me, dude." However, he is the guy who will go the extra mile for you, such as giving you guidance twenty-four hours a day, seven days a week. He would rather kudos go to the group, as he believes nothing is done solo. He may be right in some respects, but at the same time, he is a tremendous leader in many areas. He will always commend the people who got him to where he is before he will take any credit.

Balance Between Education, Knowledge and Experience

Gordon always taught me that there has to be a balance between education, knowledge and experience. It is a triangle that relies on each piece to make it strong. It is

important that we improve ourselves through obtaining education and seeking knowledge/experience. For some this takes time, and for others it comes quickly. Once we have our "triangle" built, we must build it higher, as we never can learn it all. Then, once we have a great foundation, it is our responsibility to assist

others in their building of their "triangle." We should be finding ways to teach courses in areas where we are subject matter experts. We should be finding ways through exercises to share our knowledge. We should be finding ways that others can gain experiences through shadowing us. We must keep this going.

Always Remember to Focus on the People You Serve

Another vital piece of knowledge Gordon shared with me was to always remember our focus. Our focus is and should always be on the citizens in and visitors to our jurisdiction. I built one of my important tenets of my career through this belief (i.e., my tenet is that we always make all decisions for the best of the kingdom, which is our jurisdiction and their people). Gordon knows more people than you could ever imagine and cares genuinely about each and every one equally. It is all of these people who motivate Gordon to do his job. They are his "family," and he will do whatever is needed in order to protect them.

Gordon also has more experience in his years than most get in their entire career. He never hesitated to go wherever and whenever needed. It has always been a pleasure to hear about his deployment on the Incident Management Team deployed from North Carolina to New Orleans after Hurricane Katrina. What he did, what he learned, and how he helped those citizens is amazing.

He is full of stories if you want to hear one. He will be honest about the good, the bad, and the

continued on page 21

Unknowing Mentors

By Misti Kill, PhD, Assistant Provost and Dean,
College of Safety and Emergency Services, Columbia Southern Methodist University

Often when we identify a person as our mentor or teacher, the person is aware that we consider them as such. In my case, though, I believe that this article may come as a bit of a surprise to the two gentlemen who have had a significant influence on me in the emergency management field. Until I wrote this article, I had not yet had an opportunity to mention it to them.

I started in emergency management before it had completely been professionalized as a field. As a result, I enrolled in one of the first graduate programs that was developed in emergency management. While I had some excellent professors who influenced me in various ways and certainly impacted my career, I consider two of my fellow students as the people who most aided in shaping my initial EM worldview.

Dr. Daniel Martin and **Dr. Michael Kemp** both attended the same graduate program that I did. Although both were ahead of me in the program, I had the very good opportunity to attend a few classes

with them and then later work with them in professional settings. To be honest, when I started graduate school, I did not know much about emergency management. I was actually enrolled for a different degree and just happened to fall into EM when I was given the opportunity to assist with a disaster response effort.

Demonstrating the Practical Aspects of the Field

To say that I was a novice to EM is an understatement. However, my lack of EM knowledge did not deter either Dan or Mike from (likely painstakingly) continuing to help me learn and grow in the field. Not only did they help me to learn more about the practical aspects of the field, they also demonstrated what it meant to be confident in one's knowledge, as well as patient with those who had not quite reached an equivalent knowledge level.

Dan and Mike had already been working in emergency management in various capacities when they decided to obtain a graduate education in EM. Both recognized

the benefit of having a well-rounded practical and academic background, and they continue to advocate for other emergency managers to take this approach today as well. Because of their willingness to share their knowledge and experiences in the field through classes and general discussion, and because both of them set an example of continuing with their education, they impacted the direction that I have ended up taking in my professional life, much to my benefit.

While I do not have an opportunity to see either Dan or Mike very often, I have been very fortunate to work with both of them from time to time over the past decade. As a result, we have been able to remain in contact.

Aiding in my Development as an Emergency Manager

When I think back on the time when I was initially entering EM and learning how to practice within the field, it is Dan and Mike who first come to my mind as people who aided me in my development. Both gave me a chance to learn from

their experiences, which further piqued my interest in EM, and both led by example through education. I received opportunities that I would not have had otherwise had it not been for Dan and Mike.

It is my hope that this article serves as a good reminder for all of us to consider that even if we do not think our actions influence others, we really never know when some-



Daniel Martin, PhD, CEM



Michael Kemp, PhD, CEM

continued on page 21

My Mentor: Gordon Deno, CEM

continued from page 19

indifferent. He encourages everyone to learn from him and avoid his mistakes or do better. He wants everyone to do better than him. That mentality alone is rare these days, as many are territorial or do not wish to help others. But he is the opposite. He inspires others to do better, be better, and succeed more.

I could go into many areas of the job of emergency management that he has taught me, such as plan writing. I remember when, as a novice emergency management planner, I felt all plans should be secretive and hidden from everyone.

He quickly corrected me and showed me how a plan that no one knows anything about is a plan that is destined to fail. He showed me how to redact the portions of a plan that are necessary, but let the plan speak for itself so others can operate under it.

How Mentors Make a Difference

I can tell you that I personally would not be anywhere near the emergency manager I am without Gordon's guidance and mentorship. He and I speak often about the term "mentor" and how it is so overused. We have seen how some people say they have only met their mentor once, and we question if that is a mentor or more of an instructor. My

belief is that they are the latter. He will often shy away when I say he is my mentor, but in all honesty, that is what he is.

The Merriam Webster Online Dictionary defines *mentor* as "a trusted counselor or guide." Gordon has been that for me and for everyone I know who has met and spent time with him. They easily see that he is worth learning from in order to be better.

I tell him this all the time, that if I can be 75% of the man and emergency manager that he is, then I will have succeeded. He tells me to be myself. That is when I respond that is what the other 25% is.

Here is to all of our mentors, past or present, and all that they have done for each of us! ▲

Unknowing Mentors

continued from page 20

one is looking to us to set the example. I have been very fortunate in my education and career to work with, and learn from, some amazing

people who perfected the leading by example process.

Many Mentors Unaware of Their Impact in Shaping Others

I am sure that many who have taken the time to read this article have served as "unknowing men-

tors" to others as well, just as Dan and Mike have for me. I would venture to say that those who unknowingly help to shape others in their growth in the field are the people who have likely done the most to aid in the overall evolution and advancement of emergency management. The character and actions of a person when they think that no one is watching are very telling. Hopefully my story serves as a good reminder to always strive to do and be your best every day (because in all honesty, there is probably always someone listening and watching).

Belated Thanks

So, to Dr. Daniel Martin and Dr. Michael Kemp, this is coming a bit late from me, but thank you for setting the example, especially since you likely did not know that you were even doing it. ▲

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Marlys Devries: 30 Years of Service at American Red Cross and Mentor to Hundreds of Staff and Volunteers

By Jono Anzalone, CEM, Global Disaster Response & Relief

This past December, one of American Red Cross' finest celebrated 30 years of service and announced her retirement. When she started her career as an office manager for the Jasper County Chapter of the American Red Cross on Feb. 2, 1998, Marlys Devries did not know she was in for a lifelong career in emergency management. In her most recent position, Marlys not only served as a division disaster director for five states in the Midwest, but also served as a mentor to hundreds of staff and volunteers during her long tenure.

I first met Marlys in 1998, when I was deployed as a volunteer for Iowa floods during the summer after my high school graduation. Marlys was the job director (equivalent to an incident commander) for the operation. As a young 18-year-old, I remember witnessing the compassion that she exhibited to volunteers and staff. Foremost was the way in which she made sure that the operation centered around communities that were impacted by the disaster. This operation – like many prior ones, including the devastating floods of 1993 throughout the Midwest – were operations where

Marlys was named the operation leader.

Fast forward to 2006, when I started as an emergency services director with the Heartland American Red Cross, based in Omaha, Nebraska. Fresh out of graduate school and eager to take on my first full-time paid position with the Red Cross, Marlys again emerged as a mentor and thought leader. At that time, she was serving in a leadership role within the Des Moines, Iowa, chapter and would often offer guidance, support and excellent perspective.

Fast forward to 2013, and I had the privilege and honor of taking on a newly created role of disaster division executive, overseeing disaster preparedness, response and recovery in an 11-state area. Marlys applied for a position on my team. I recall thinking, “Her work for me? I should be working for her.” It was the easiest hiring decision of my life.

I was incredibly lucky to have one of my mentors on my team, and to this day I unashamedly profess that Marlys taught me more about being a leader during her 3.5 years of “reporting to me” than I could ever have offered her.

I was fortunate to attend the Harvard National Preparedness Program (NPLI) in 2013, where I was introduced to the concept of *swarm leadership*, which stems from Dr. James Rollings' research on the biology and behavior of swarms. Five key

swarm principles include: (1) united of mission; (2) generosity of spirit and action; (3) staying in your lane yet helping others succeed; (4) no ego – no blame; and (5) building a foundation of relations.

When I reflect on Marlys' 30-year dedication and servant leadership with the Red Cross, each of these five tenants embody her being. I recall during one large hurricane operation where Marlys was brought in as the job director due to the complexity of the operation. There were several hundred staff and volunteers deployed, yet her compassion towards each and every deployed volunteer and staff remained steady, despite the high position she held and the terribly long hours she worked each day. Cool, calm and collected, Marlys reminded staff each and every day about the “why” behind the operations – to help communities impacted by the aftermath of a disaster.

While only 8% of females hold director-level positions in emergency management, Marlys broke through many glass ceilings and demonstrated incredible moral courage in keeping the humanitarian mission of the organization in mind at all times – not dissimilar to American Red Cross founder Clara Barton. Clara's words below are words that easily could be attributed to Marlys:

“Although its growth may seem to have been slow, it is to be remembered that it is not a shrub, or plant, to shoot up in the summer and wither in the frosts. The Red Cross is a part of us – it has come to stay – and like the sturdy oak, its



Hurricane Florence damage assessment flyover.

continued on page 23

James G. Featherstone: Mentor, Leader, Innovator

By Aislynn C. Turner, Senior Public Safety Advisor, First Responder Network Authority

I was excited to learn that the special focus issue topic for the March *IAEM Bulletin* was “Honor the Past: The People We Remember,” because I had an extraordinary mentor who is the reason why I’m where I am today. **Jim Featherstone**, who spent 22 years with the Los Angeles Fire Department (as interim fire chief, November 2013 to August 2015) before being appointed as general manager of the Los Angeles Emergency Management Department (LA EMD), is widely known in the EM community.

He’s known for the innovative programs that he brought to the Los Angeles region, his exceptional leadership, and his current work as President and CEO of the Homeland Security Advisory Council. However, something that many people may not know about Jim is that on his watch, LA EMD developed and implemented an award-winning internship program, which is helping to shape the future of emergency management.

LA EMD’s Award-Winning Internship Program

Jim Featherstone envisioned an internship program for graduate students in which the interns were just as involved in projects and Emergency Operations Center (EOC) activations as full-time staff, and would be relied upon just as much as anyone else. I had participated in other internships before LA EMD, but my responsibilities had primarily amounted to listening in on meetings, reviewing projects completed by full-time staff, and doing data entry projects. At LA EMD, I was actually leading meetings and creating new disaster plans from

scratch. I remember feeling surprised when one of my very first assignments was to write a Mass Feeding Appendix to the Mass Care Annex – from scratch. This plan would explain how the City of Los Angeles would mass feed its residents in the wake of disaster – a city with approximately 4 million people. I had lots of logistics to think through, as well as accommodations to consider for people with dietary restrictions and individuals with disabilities. Fortunately, I had an LA EMD staff member to support me, but I was in charge of writing the plan.

When my initial draft of the Mass Feeding Appendix was completed and reviewed internally, Jim Featherstone asked me to lead a workshop with our agency partners to review and discuss the plan. This workshop would involve experts with 20+ years of experience. As a 22-year-old, first-year USC graduate student, I looked at him incredulously, “You want me to *lead* the workshop?” Jim smiled and replied, “Well, you wrote the plan, right?” I smiled back, nodded my head, and got to work. It was a great experience to be trusted with responsibility and to directly contribute.

I stayed at that internship for nearly a year – as did many of the other interns – because of how much I fell in love with the field of emergency management and with the internship itself. The disaster plan writing, the exercises, the EOC activations – were all exciting and incredibly meaningful. Jim allowed the interns to serve in important positions during EOC activations. Some of my roles included deputy planning chief and assistant to the incident commander, during which I



James G. Featherstone

participated in decision-making meetings with top leadership.

I learned so much at LA EMD and felt so included that, soon after interning there, I knew that I wanted to focus on emergency management as a career. I went on to work at Constant and Associates, a Los Angeles-based homeland security consulting firm, and then Georgia Emergency Management Agency.

Now, I work for the First Responder Network Authority, where I help engage emergency managers in conversations about FirstNet – the nationwide public safety broadband network. I’ve been told on multiple occasions that my enthusiasm for the field is infectious. In addition to the seven people that I’ve mentored through IAEM’s CEM®/AEM® Featured Mentor Program, I’ve had acquaintances and “friends of friends” reach out to me for advice on how to break into the field or

continued on page 24

**James G. Featherstone:
Mentor, Leader, Innovator**

continued from page 23

how to succeed as a new emergency manager. I'm flattered that people have turned to me for advice, but my enthusiasm is attributed to the driving start that I had under Jim Featherstone, who has continued to inspire me in this field. He led more than 70 interns through the LA EMD internship program, and I know that many of them developed the same passion for emergency management as I did.

EM Field Continues to Benefit from Jim's Investment in People

As I spoke with Jim about this article, he mentioned, "One of the many lessons I learned from the EM interns is the value of investing in our future EM human capital. To that end, we continue the legacy of you and your colleagues with the EM intern program here at the HSA Council." I love that the EM field continues to benefit from Jim's investment in *people* – we need more people like him who are willing to invest their time and energy in the future of emergency management.

Start an Internship Program at Your Agency

The questions that I continue to receive from people looking to break into the field also demonstrate the desire that's out there for work in emergency management. If you are considering starting an internship program at your agency, I highly encourage you to do so. As you advertise for the program, communicate the types of projects that the intern(s) would work on, and state that the intern(s) would dive right into leading projects and participating in high-level meetings. Even if the intern is brand new to the field, if you find a highly-motivated person, you can place the same level of responsibility and expectations on the intern as your other staff. This will make them feel trusted and engaged.

At LA EMD, we were fortunate to have paid internships, but do not let that deter you if you don't have the budget. People are hungry for this kind of work. You'd be surprised at peoples' willingness to volunteer their time, especially if they know the type of quality work that they'd be expected to perform. ▲



LA EMD Internship Program...

...Helping to Shape the Future of Emergency Management



Scenes from the award-winning internship program that the Los Angeles Emergency Management Department developed under the leadership of James Featherstone, which is helping to shape the future of emergency management.

Marlys Devries, Mentor to Hundreds of Staff and Volunteers at American Red Cross

continued from page 22

spreading branches shall yet encompass and shelter the relief of the nation."

As Marlys enters a new chapter in her life, I suspect her new role as a volunteer at the American Red Cross will continue to inspire many like myself to selflessly give of themselves and contribute to the alleviation of human suffering. Thanks for your leadership, mentorship, and friendship, Marlys! ▲

Captain Rodger D. Kelley, MD: An Influence on my Life in Emergency Management

By Shelomo Alfassa, CEDP, MPA (candidate), Director of Communications
and Emergency Management Planner, VIRSIG, LLC, Astoria, New York

In 1990, I was a young man who was a regular staff volunteer at the American Red Cross in Orange County, California, on their disaster action team. I was a green EMT and loved to help out where I could. One day a white van pulled up, and a man in an impressive dark blue jumpsuit uniform stepped out and went into the building. I quickly asked others who he was. I learned his name was Rodger Kelley, he was a physician, and he was with the U.S. Public Health Service. A few hours later I ran into him before he departed the parking lot, and he engaged me in conversation. That brief encounter put me on a course which changed my life forever.

Captain Rodger D. Kelley, MD, was a former U.S. Naval officer and physician, who served in the Navy twice, first from 1973-1978, then again in the early 1990s during the Gulf War (USNR deployed with 4th Med Batt). There, he deployed to the field and treated combat casualties. Back home, Kelley helped bring together the U.S. Public Health Service (Office of the Assistant Secretary of Health/Office of Emergency Preparedness) and the American Red Cross, to create the first citizen-based emergency response team of the National Disaster Medical System – the first Disaster Medical Assistance Team (DMAT). That team was founded in Orange County, California, and I was recruited by him to be a part of it. Our team trained and trained. We continually practiced and prepared for our mission, which was to supplement civilian communities

after a disaster or attack by providing a medical response force. Being a part of that team led by Dr. Kelley was very satisfying. He often spoke about leadership, and how the country needed a better system to manage mass casualties, as the system they had at the current time was weak.

Learning from a Leader

Then, in September 1992, I got the call – it was Dr. Kelley telling me to get my go-bag and meet at 0400 at the Los Alamitos Army Airfield in preparation of deployment to Hawaii. That morning we would be responding with the U.S. Public Health Service to support the State of Hawaii, which had been struck by Hurricane Iniki. That deployment only lasted a week, but I was provided with experiences like none I had ever experienced. Dr. Kelley demonstrated and communicated leadership, pride, and a sense of duty to this 23-year-old. He tasked me to work with the FDA emergency teams to conduct potable water testing, to treat patients in a Kawaii field hospital, and to unpack and repack supplies – not because we wanted to do it, but because it had to be done. While in Hawaii, I found down-time to chat with the doctor, and pick his brain. I learned some thoughtful lessons. He often spoke about leadership, including being a leader while dealing with emergencies. His remarks were based on his personal experiences that he picked up working in a combat theatre.

Several years later I myself was in the leadership of a DMAT team in FEMA Region VIII. I was co-founder

and served as deputy commander, the senior officer who was not a physician. After a couple of years, I was recruited by PHS officers from Rockville to help assemble a specialty WMD team, and served in that team's executive leadership. There, I provided guidance, direction, and supervision in the administrative operations and development of a federal emergency response team, and helped develop and implemented local strategies for building a highly visible national priority program, activities of the National Disaster Medical System. This included one of three specialty National Medical Response Teams for Weapons of Mass Destruction (NMRTWMDs).

Putting Me on the Path

Dr. Kelley was the influence who put me on the path which led me to my career. From my experience in management with the USPHS and NDMS, I went on to have various opportunities in public safety. Today, I work full-time in corporate emergency management in New York City, and I love what I do. Several years ago I joined the U.S. Coast Guard Auxiliary, where I remain active, and have served as a vice-flotilla commander. I'm currently exploring being part of a Coast Guard Incident Management Team.

My fellow team members and I didn't know it at the time, but Dr. Rodger Kelley came down with pneumonia on that fateful 1992 mission to Hawaii. Less than once month later, my mentor and my

continued on page 26

EM Calendar

Visit www.iaem.com/calendar for details on these and other events.

- Mar. 16-20 **Community Emergency Response Training**, Beijing, China.
Sponsors are: **IAEM**, GSEC+, and Beijing College of Politics and Law.
- Mar. 16-23 Center for Domestic Preparedness: Tribal Nations Training Week, CDP Campus, Anniston, Alabama.
- Apr. 23-24 National Hurricane Conference, New Orleans, LA.
- Apr. 29- May 3 2019 New Jersey Emergency Preparedness Conference, Atlantic City, NJ.
- Apr. 30 11:30 a.m.-1:00 p.m. EST. EMAP Webinar: "Hazard Mitigation Standard Review."
- May 12-17 2019 Governor's Hurricane Conference, "Road to Readiness," West Palm Beach, FL.
- May 29-30 **2019 Emergency Management Leaders Conference**, Phoenix, AZ.
IAEM is a supporting organization of this conference.
- June 4-7 IAEM-Canada Annual Conference, Calgary, AB, Canada, www.iaem.com/Canada2019.**
- June 17-20 2019 National Homeland Security Conference, Phoenix, AZ.
- Aug. 18 EarthEx 19 Online Exercise: Second Annual Emergency All-Sector Response Transnational Hazard Exercise.
- Sept. 16-18 Missing and Unidentified Persons Conference: "A Transnational Epidemic: The Search, Investigation and Recovery of Missing Unidentified Persons," Las Vegas, NV.
- Nov. 15-20 IAEM Annual Conference, Savannah, GA.**



Register today!

Captain Roger D. Kelly, MD: An Influence on my Life in Emergency Management

continued from page 25

friend passed away. An anonymous writer remarked in his obituary: "Dr. Kelley was a man on a mission. He was light years ahead of anyone else wanting – no, demanding – a

national disaster response system. Time was not on his side." The doctor was from San Clemente, California, where his ashes were scattered in the Pacific Ocean. Fair winds and following seas, Dr. Kelley. You served your country in many ways, and all the ways were for the greater good of the nation. ▲

IAEM Staff

Chief Executive Officer

Elizabeth B. Armstrong, MAM, CAE
703-538-1795, ext. 8
armstrong@iaem.com

Deputy Executive Director

EMEX Exhibit Manager
Clay D. Tyeryar, MAM, CAE
703-538-1795, ext. 7
ctyeryar@iaem.com

Membership Manager/Registrar

Sharon Kelly
703-538-1795, ext. 1
info@iaem.com

Communications & Marketing Manager

Scholarship Program Director

Dawn M. Shiley
703-538-1795, ext. 3
shiley@iaem.com

Certification Manager

Kate McClimans
703-538-1795, ext. 6
CEMinfo@iaem.com

Conference Manager

Julie Husk
703-538-1795, ext. 2
jhusk@iaem.com

IAEM-USA Director of Government Affairs

Thad Huguley
615-870-9316
thad@iaem.com

Program Manager

Chelsea Firth
941-320-1258
chelsea@iaem.com

EMEX Sales

Kyler Bartee
703-538-1795, ext. 1706
kbartee@asmii.net

IAEM Bulletin Editor Website Content Manager

Karen Thompson
703-499-0441
thompson@iaem.com

IAEM Headquarters

201 Park Washington Court
Falls Church, VA 22046-4527
Phone: 703-538-1795
Fax: 703-241-5603
info@iaem.com | www.iaem.com

Need more info about staff?

Visit the [IAEM Staff web page](#).

January 2019 Certification Approvals

(As of Feb. 18, 2019)

These lists may not be inclusive of all current Associate/Certified Emergency Managers. In order to comply with the General Data Protection Regulation (GDPR) enacted by the European Union on May 25, 2018, IAEM has suppressed the names of those who have not given permission to release such information.

2019 Certified Emergency Managers

Patrick R. Ashley, CEM – Richmond, VA
 Christopher A. Boyce, CEM – League City, TX
 Nicole C. Coates, CEM – Wellington, FL
 Kaitlyn S. Cross, CEM – Dallas, TX
 Kristen Deuzeman, CEM – Edmonton, AB, Canada
 Helen C. Dubach, CEM – Kemah, TX
 William E. Grobmyer, CEM – Corona, CA
 Jennifer Haney, CEM – Bloomsburg, PA
 Terry L. Hasenauer, CEM – Virginia Beach, VA
 Tyler R. Hershman, CEM – Lafayette, IN
 Marc C. Jean, CEM – Pompano Beach, FL
 Georgios Marios Karagiannis, CEM – Ispra, Varese, Italy
 Stephanie L. Kuschel, CEM – Loves Park, IL
 Mark Linderman, CEM – Richmond, IN
 Michael Molnia, CEM – Reston, VA
 Dawn Prebula, CEM – Aventura, FL
 Lisa A. Schoenthal, CEM – Santa Clara, CA
 Spencer Shaw, CEM – Largo, FL
 Karissa B. Smith, CEM - Kirkland, WA
 Lisa R. Tatum, CEM – Dallas, TX
 Christopher Todd, CEM – Miami Beach, FL
 Alec S. Tune, CEM – San Francisco, CA
 Chase Wheeler, CEM – Grand Prairie, TX
 Jason C. Wright, CEM – Longmont, CO

2019 Associate Emergency Managers

Amanda N. Coats, AEM – Brooklyn, NY
 Kristi A. Creque, AEM – Road Town, Tortola, BVI
 Patrick J. Fitzgerald, Jr., AEM – Providence, RI
 Matthew LaMunion, AEM – Frisco, TX
 Holly L. McInroy, AEM – Milton, ON, Canada
 Bryon Oujesky, AEM – Houston, TX
 Safi A. Rennie, AEM – El Dorado, Trinidad
 Doug Toepfer, AEM – Freeport, IL

Certified Emergency Managers (Upgraded from Associate Emergency Manager)

Brenden M. Wilson, CEM – Stratford, CT

2018 Recertification Class

Laura K. Annetta, CEM – Fort Lauderdale, FL
 Steven D. Arnold, CEM – Vanceburg, KY
 Joel Arnwine, CEM – Aiken, SC
 William P. Ballard, CEM – Colchester, VT
 Stephen Bekanich, CEM – Harrisburg, PA
 Karen Blackwood, CEM – Clearfield, UT
 Pamela W. Bradley, AEM – Lafayette, LA
 Lynne A. Bratka, CEM – Columbus, OH
 Jeff D. Braun, CEM – Richmond, TX
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 Matthew J. Brown, CEM – Coraopolis, PA
 Eugene Buerkle, CEM – Tallahassee, FL
 David Carpenter, Jr., CEM – Airmont Middletown, DE
 Ryan J. Chandler, AEM – Fishers, IN
 Steven J. Charvat, CEM – Seattle, WA
 Preston Cook, CEM – Tampa, FL
 Kent Crocker, CEM – Oak Island, NC
 Lise K. Crouch, AEM – Lizton, IN
 Timothy E. Curtis, CEM – Hernando, MS
 Harold R. Damron, CEM – Joliet, IL
 Christopher C. Daniel, CEM – Gregory, MI
 Marlon B. De los Reyes, AEM – Doha, Qatar
 Michel C. Dore, CEM – Montreal, QC, Canada
 Billy J. Dvorak, CEM – Tiffin, IA
 Frances Edwards, CEM – Cupertino, CA
 William H. Feist, III, CEM – Jackson, MS
 Elizabeth Fiato, CEM – Donaldsonville, LA
 Mary Jo Flynn, CEM – McClellan, CA
 David Fogerson, CEM – Minden, NV
 Jeremy Franklin, CEM – Thorsby, AL
 Kristina M. Freas, CEM – Reno, NV
 Christopher G. Hennen, CEM – Washingtonville, NY
 Matthew Herlocker, CEM – Washington, DC
 Donald Hermey, CEM – Sarasota, FL
 Sarah Holland, CEM – Wellington, New Zealand
 Kristin Hoskin, CEM – Christchurch, New Zealand
 Kent A. Jones, CEM – Sherwood Park, AB, Canada
 Jeremy R. Kaufman, CEM – Chicago, IL
 Michael A. Kemp, CEM – West Fargo, ND
 Sherri D. LaCour, CEM – Kingwood, TX
 Patrick M. Lake, CEM – Falls Church, VA
 Ashley R. Leflore, CEM – Daphne, AL

continued on page 28

January 2019 Certification Approvals

continued from page 27

2018 Recertification Class (continued)

Jeffrey J. Leifel, CEM – Fishers, IN
 Scott P. Lewis, CEM – West Palm Beach, FL
 Karen A. Mann, CEM – Red Deer, AB, Canada
 Kristopher Marks, AEM – Peru, IN
 John C. Mason, CEM – Little Falls, NJ
 James Matthew May, CEM – Kansas City, KS
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 Camilo Olivieri, AEM – Manvel, TX
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 JoEllen V. Pope, AEM – Mint Hill, NC
 Amy D. Ramirez, CEM – San Francisco, CA
 Jill Raycroft, CEM – San Francisco, CA
 Stephan G. Reissman, CEM – Rockville, MD
 David L. Ross, CEM – Washington, DC
 Darrell G. Ruby, CEM – Spokane, WA
 Darrell Small, CEM – Cibolo, TX
 Jennifer Toby, CEM – Elkhart, IN
 Kristin L. Torres, CEM – Vienna, VA
 Danielle Trudeau, CEM – Richmond, BC, Canada
 Anthony J. Voirin, CEM – Geneva, IL
 Christopher L. Wallace, AEM – Conway, SC
 Daniel L. Ward, CEM – Purvis, MS
 Celeste Washington, CEM – Middletown, MD
 Helene Wetherington, CEM – Marathon, FL
 John A. Wicjorek, CEM – Flushing, MI
 Paul Womble, CEM – Winter Haven, FL

2019 Recertification Class

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 Kimberly A. Cunningham, CEM – South Orange, NJ
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 Mistie D. Gardner, CEM – Richardson, TX
 Marsha L. Hovey, CEM – San Jose, CA
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 John B. Linstrom, CEM – Apple Valley, CA
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Teresa M. Alonzi Toronto, ON	Nasser Abdullah Alateeq Jeddah, Saudi Arabia	Rami Saeed Faqas Jeddah, Saudi Arabia
Zhaoyun Liu Jingan, Shanghai City, China	Dr. Yahya Abdulaziz Alhukail Jeddah, Saudi Arabia	Nikolaos Gkionis Dubai, United Arab Emirates

IAEM-CANADA

Alberta Region

Mike O'Brien Toronto, ON	Saud Ali Almessaad Jeddah, Saudi Arabia	Osamah Abdulaziz Naitah Jeddah, Saudi Arabia
Jon T. Popple Port Carling, ON	Talaq Mutlaq Almsoudi Jeddah, Saudi Arabia	Mazen Foad Raidan Jeddah, Saudi Arabia
Paul A. Harris Lloydminster, AB	John Theofilaktidis, CBCP, MBCI Newmarket, ON	Zaid Farhan Shammari Jeddah, Saudi Arabia
Mary Katherine Elizabeth Harron Edmonton, AB		

IAEM-EUROPA

Rachel Lotsberg Edmonton, AB	Fahad Malaq Alruwaili Jeddah, Saudi Arabia	Mohammed Abdullah Shamrani Jeddah, Saudi Arabia
Justin Stoppler Calgary, AB	Ahmed Alhussain Alsayed Jeddah, Saudi Arabia	Ali Mohammad Zaidan Jeddah, Saudi Arabia

IAEM-INTERNATIONAL

Nikolai Thomas Edmonton, AB	Meshary Abdel Mohsen Al Khurs , Jeddah, Saudi Arabia	Ibrahim M. Al Shahrani Jeddah, Saudi Arabia	IAEM-LATIN AMERICA & CARIBBEAN
Sarah Y. Wakil Calgary, AB	Abdulaziz Ali Al Omari Jeddah, Saudi Arabia	Abdulrhim Hassan Alshehri Jeddah, Saudi Arabia	Steve J. Babiak St.George's, True Blue, Grenada

Atlantic Region

Angela LeBlanc Yarmouth, NS	Eng. Saud Saleh Al Saiare Jeddah, Saudi Arabia	Mohammed Hamdi Alsofuani Jeddah, Saudi Arabia	Tulio Fernando Castillo Cali, Colombia
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British Columbia

Chris Pattullo Richmond, BC	Ali Mansour Al-Mahri Jeddah, Saudi Arabia	Eid Hamoud Alsubeai Jeddah, Saudi Arabia	IAEM-OCEANIA
Alicia J. Remenda Fort St. John, BC	Nasser Saud Al-Subaie Jeddah, Saudi Arabia	Fahad Ateeq Alzahrani Jeddah, Saudi Arabia	Lucinda Brown Nathan, Australia

Ontario Region

Christopher Allsop Burlington, ON	Abdul Rahman Atallah Al Atawi Jeddah, Saudi Arabia	Abdullah Ali Alzamil Jeddah, Saudi Arabia	Craig A. Hooper Fisher, Australia
		Sultan Bin Hajlao Jeddah, Saudi Arabia	Shaneen T. Simpson- Almond Kawerau, New Zealand
		Yahya A. Daghri Jeddah, Saudi Arabia	

continued on page 30

Please welcome these new IAEM members!

New Members

continued from page 29

IAEM-USA

IAEM-USA Region 1

Kevin Brodie
Whiting, ME

Paul C. Decerbo
Providence, RI

Dr. William Edward
Irwin III
Bakersfield, VT

IAEM-USA Region 2

Dr. Khalid Eddahiri
Jersey City, NJ

Edward S. Kaufmann
Minoa, NY

Filipp Khosh
Brooklyn, NY

Alexandra M. Kletz
New York, NY

IAEM-USA Region 3

John E. Aucott
Springfield, VA

Timothy Barry
Elizabethtown, PA

Henry S. Cauley, AEM
Falls Church, VA

Lonnie D. Christian
Berryville, VA

Richard P. Clifton
Suffolk, VA

Arlene G. Crow
Arnold, MD

Colin Foard
Washington, DC

George R. Gacser
Washington, DC

Diane E. Garber
Manheim, PA

Lawrence Gerardi Jr.
Philadelphia, PA

MG Wendul G. Hagler II
Dulles, VA

Timothy R. Jamison
Downingtown, PA

Ryan Jones
Wellsboro, PA

Erica Kliment
Washington, DC

Michael Knipmeyer
Langley AFB, VA

Kenneth W. Mitchell
Fredericksburg, VA

Nathaniel S. Partridge
Washington, DC

Lauren Plaine
Norfolk, VA

John R. Reynolds
Woodbridge, VA

Nicolas A. Simon
Hampton, VA

Tamara N. Snedeker
Manheim, PA

Nicole A. Spink
Washington, DC

Alicia Streets
Oakland, MD

IAEM-USA Region 4

Billy Aiken
Lexington, SC

Virginia L. Back
Camp LeJeune, NC

Robert L. Barroso
Orlando, FL

Kimberlyn Bouler
Milton, FL

Angelo M. Brinson II
North Miami, FL

Terry S. Creason
Marietta, GA

William M. Fitzpatrick,
AEM
Lawrenceville, GA

Andrew Fossa
New Port Richey, FL

Bryan S. Franklin
Blythewood, SC

Patrick Fuller
Port Charlotte, FL

Gannon E. Gann
Mobile, AL

Christopher R. Gonyar
Charlotte, NC

Michele D. Harper
Antioch, TN

Matthew K. Hurley
Fayetteville, NC

John D. James
Russellville, AL

Lynn Jones
Pleasant Garden, NC

Leo D. Kahl
Irmo, SC

Kelli C. Kitchens
Jackson, GA

Richard LaMonica
Clarksville, TN

Kyle M. Lanasa
Gastonia, NC

Bradley J. Lehman
Cold Spring, KY

Earl C. Lingerfelt
Tallahassee, FL

Abraham Marrero
Miami, FL

Danielle E. Newell
OXford, AL

Joshua Runfola
Charlotte, NC

Allyson R. Sison
Tampa, FL

Adam Stewart
Gallatin, TN

IAEM-USA Region 5

Brian Ansel
Birmingham, MI

Maria D. Carrasquillo
Bloomington, IN

Jason Farrell
Columbus, OH

Dillon J. Harness
Quincy, IL

continued on page 31

Please welcome these new IAEM members!

New Members

continued from page 30

Christopher Miles
Oconomowoc, WI

Erica Watts
Indianapolis, IN

Raed M. Al-Zaher
Stillwater, OK

Seongchul Choi
Stillwater, OK

Frank A. Ciaccio
Houston, TX

James W. Crippen
Carrollton, TX

Samantha Fowler
Anna, TX

Michael R. Hart
Houston, TX

Samantha P. Haynes
San Antonio, TX

Richard G. Hildreth, AEM
Round Rock, TX

Grace V. Hughes
La Marque, TX

Allen Kelly Jr
Bossier City, LA

Glen L. Kendrick
Norman, OK

John E. Langford
Edmond, OK

Diana F. Lopez
San Antonio, TX

Lachlan S. Mullen
Houston, TX

Andrew W. Perry
Austin, TX

John Logan Pryor
Greenbrier, AR

Hilal H. Salami
Katy, TX

Jeremy D. Way
Sweeny, TX

John Wingate
Katy, TX

IAEM-USA Region 7

Jonathon W. Blackburn
Scott City, KS

Jason M. Dieckhaus
Clayton, MO

Kenan Ender
St. Louis, MO

Mark D. Hosking
Lincoln, NE

Andrew McHenry
Emporia, KS

Austen Seely
Adel, IA

John R. Stipetich IV
Lawrence, KS

IAEM-USA Region 8

Spencer S. Blodgett
Colorado Springs, CO

Troy D. Brown
Castle Rock, CO

Nicole L. Cline
Tooele, UT

Joli G. Garcia
Elizabeth, CO

Nicholas J. Nargi
Littleton, CO

IAEM-USA Region 9

Paul J. Bockrath
Vacaville, CA

James Cooper
Santa Rosa, CA

Andrea Esp
Reno, NV

Steven Kennedy
Glendale, AZ

Tyler Loudermilk
Morro Bay, CA

Jesus Jose S. Mendez
Los Angeles, CA

Rochelle Muse
Hayward, CA

Cody Pace
Forest Lakes, AZ

Jamie Smith
Vista, CA

Anthony J. Trimble
Hayward, CA

Sean Ward
Santa Ana, CA

Michael F. Wilson
Henderson, NV

IAEM-USA Region 10

Chris Gard
Orting, WA

Elizabeth G. Meserve
AEM, APO

Cary M. Wallum
Eagle River, AK

Jennifer Warmke
Bothell, WA



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IAEM Editorial Work Group Announces 2019 IAEM Bulletin Special Focus Issues

The IAEM Editorial Work Group announces the topics for the 2019 IAEM Bulletin special focus issues. This year's approach represents the first time that the work group has selected special focus issue topics that are all related to the IAEM Annual Conference theme: "Honor the Past, Treasure the Present, Shape the Future."

Honor the Past: The People We Remember

March 2019 IAEM Bulletin | Deadline: **Mar. 4, 2019**

At this time, the work group seeks articles for the first 2019 special focus issue, "Honor the Past: The People We Remember." The issue will be published in March 2019, with an article submission deadline of **Mar. 4, 2019**. There will be no deadline extension. Article length is 750-1,500 words. Please refer to [author guidelines](#) for complete details, and email any questions to Editor [Karen Thompson](#). Since we're focusing on mentors, photos of your mentor will be accepted with your article. Now is the time to honor the person who has influenced you the most in your emergency management career. Here are some examples of the types of articles we're seeking for "Honor the Past: The People We Remember."

- What are the lessons you learned from your mentor(s)?
- What is the most useful thing you ever learned from a colleague or supervisor?
- Who in emergency management has had the most impact on you?
- Who encouraged you most during the beginning of your emergency management-related career?
- Who influenced you to consider entering the emergency management field?
- Describe the most important emergency management lesson(s) that you've learned, and who you learned them from.
- Honor your mentor, and share what they taught you.

Treasure the Present: What We Need to Talk About Now

May 2019 IAEM Bulletin | Deadline: **Apr. 10, 2019**

- What things are happening currently that we should be talking about, and why.
- Vulnerabilities of anything to a cyber hack – could be electrical grid, gas pipeline, etc.
- What are we doing today to prepare for the future?
- How do we anticipate and prepared for climate change?

- How emergency managers can stay informed on the latest technological changes that can support their community's preparedness goals?

- CMS policies' effects on healthcare emergency management
- New emergency management programs in schools (i.e. Florida requiring EM for their each county to handle school preparedness).
- Cyber security and keeping our utilities safe from hackers.

Shape the Future:

What We Should Do Now to Shape the Future
August 2019 IAEM Bulletin | Deadline: **July 10, 2019**

- Climate change and technology: What will we be facing, and how will technology help us to cope?
- Managing a future pandemic.
- Warning/alert issues of the future: How can we start to prepare now?
- Helping prevent disasters that might occur in certain areas (examples: dam safety, earthquakes, etc.).
- Managing communities that may not exist in the future due to flood (coastal communities, large coastal cities, etc.).
- Changes in prevention and response.
- What future issues should emergency managers be planning for *now*? (and why)
- What is the most important thing that we should be preparing for *right now*? (and why)
- Resilient communities that exist now and their preparations and plans for the future.
- Managing communities that may not exist in the future due to flood (coastal communities, some European cities).

Honor the Past, Treasure the Present, Shape the Future

Oct. 2019 IAEM Bulletin | Deadline: **Sept. 10, 2019**

■ The last special focus issue in October 2019 will be based on the theme of the 67th IAEM Annual Conference & EMEX, to be held Nov. 15-20, 2019, in Savannah, Georgia. [Visit the IAEM Bulletin web page](#) for details.

We hope you will consider writing an article for the *IAEM Bulletin* during 2019. In addition to articles for the special focus issues, we are looking for articles for the other eight issues that are published each year, in particular articles that provide information and insights useful to EM practitioners, in government and private sectors, who are educated and trained professionals. ▲