

# IAEM Bulletin

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## Feature Articles Index

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**Special Focus Issue:**  
**“Honor the Past,  
 Treasure the Present,  
 Shape the Future,  
 Part 1”**

**This issue features  
 articles by this year’s  
 conference speakers.  
 Part 2 will include  
 additional articles on  
 the conference  
 theme by IAEM  
 speakers, members  
 and others, to be  
 published in the  
 November issue.**

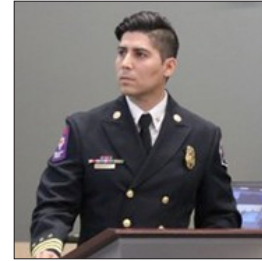
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## IAEM 2019 Conference Plenary Speakers Will Enlighten and Engage Attendees

A plenary session on the El Paso shootings has just been added to the Wednesday, Nov. 20, schedule at the IAEM Annual Conference, Nov. 15-20, 2019, in Savannah, Georgia. The session will be presented by Deputy Chief Jorge Rodriguez, MPA, emergency management coordinator, El Paso, Texas.



*Deputy Chief  
 Jorge Rodriguez,  
 MPA, emergency  
 management  
 coordinator,  
 El Paso, Texas*

[Register Now](#)



[View Program](#)

## Be in the Know and Learn Not-to-be-Missed Lessons from These IAEM Annual Conference Plenary Speakers



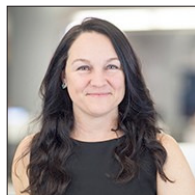
### Cross-Sectional Leadership

**Jim Featherstone**  
 Executive Director  
 HSAC@SPP



### Latest FEMA News

**Peter Gaynor**  
 Acting Administrator  
 FEMA



### Communication

**Noël Kepler**  
 Global Communications  
 Strategist



### Midwest Floods

**Paul Johnson**  
 Director, Omaha-  
 Douglas Co. (Nebraska)  
 EMA



### Public Messaging on Disaster Readiness

**Rick Knabb**  
 On-Air Hurricane Expert  
 The Weather Channel



### Future of Emergency Management

**Brock Long**  
 Former Administrator  
 FEMA (2017-2019)

 For more conference news, see [pages 5-8](#). For additional details, visit the IAEM Annual Conference website at [www.iaemconference.info](http://www.iaemconference.info).

## FEMA PrepTalks Were Taped Sept. 19, in Washington, D.C.



From left: IAEM Communications & Marketing Manager Dawn Shiley with IAEM-USA President Marty Shaub, CEM, UCEM, and IAEM Scholarship Chair William Hurtes, CEM, at the taping of FEMA PrepTalks in Washington, DC, on Sept. 19, 2019.



IAEM-USA President Marty Shaub, CEM, UCEM, provided a partner welcome to attendees. IAEM is a PrepTalks partner.

# PREPTalks

New perspectives for emergency managers

## IAEM Scholarship Program Seeks Items for Future Auctions

**D**o you have items that the IAEM Scholarship Program could auction? Maybe you are downsizing or following Marie Kondo's principles and decluttering.

Do you have EM or FD/EMS patches or challenge coins? Do you have old memorabilia or manuals from the Civil Defense era?

Your collectibles could help the IAEM Scholarship Program earn money as it runs online auctions through the BiddingForGood auction portal, as well as for the live and silent auctions at the IAEM Annual Conference in November in Savannah, Georgia.

**Items that sell well include, but are not limited to:**

- Challenge coins – especially coins commemorating an event, disaster response, or exercise;
- Week stays at vacation rentals – beach or mountains;
- EMS, fire department, emergency management, American Red Cross, and disaster organization patches and pins;
- Jewelry;
- Electronic gadgets;

- Civil Defense manuals and collectibles; and
- Gift baskets.

Remember to look for items that others may use, collect, or want to give as gifts.

**The next auction will begin in early November. If you have items, especially EM collectibles, to donate, please contact Dawn Shiley, [Shiley@iaem.com](mailto:Shiley@iaem.com).**

All donations are acknowledged with a donation receipt and the IAEM Scholarship Program is a 501(c)(3) charitable organization, and your donations may be tax deductible. To make item donations, contact IAEM Scholarship Program Director [Dawn Shiley](#). ▲



## From the Incoming IAEM-USA President

### A New Year with New Opportunities

By Teri Smith, CEM, CPM, Incoming IAEM-USA President (2019-2020)

I am incredibly excited to officially begin my term as president of IAEM-USA during the IAEM Annual Conference this November, replacing the leadership of our competent outgoing president, Marty Shaub, CEM, UCEM.

I've worked with Marty and our Board for many years, including five years as a board member, and then additionally beginning in 2017 when you elected me as IAEM-USA second vice president. As second vice president, I connected with the standing committees, caucuses and ad hoc committees to build relationships, collaborate, and create awareness and understanding for their goals and the organization. This year as first vice president, I have worked directly with regional leadership, learning more and supporting each region's unique concerns and goals. I'm so inspired every day by our leadership and our working groups who make IAEM-USA the premier emergency management organization.

A new year will soon be upon us, bringing with it new opportunities, new challenges and – I can confidently predict – new goals and accomplishments. As incoming president, I want us to continue to work to make IAEM-USA and the field of emergency management stronger – to support local, state,

and federal governments as well as private sector and nonprofit organizations. This includes:

■ **Membership.** Increase membership growth by providing new and innovative ideas so that the membership can continue to evolve and improve.

■ **Engagement.** Maintain and connect with all members as we continue to grow. As Vince Lombardi stated, "The achievements of an organization are the results of the combined effort of each individual."

■ **Partnerships.** Continue to improve collaboration with affiliated organizations. Work to build bridges and improve influence in a broader membership.

■ **Professionalism.** Strengthen emergency management through support of educational programs and the importance and value of our certification programs.

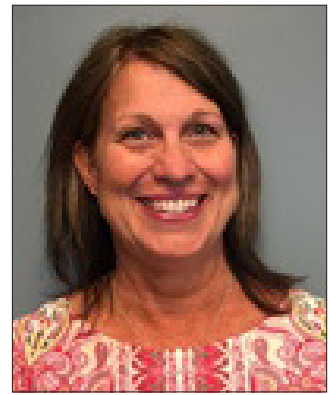
Assisting me in achieving this goal is a board powered by volunteer IAEM-USA leaders in partnership with our experienced staff. Each member has a specific area of focus, and each brings a diversity of thought, talent and passion to the board. We also must acknowledge the support of our extensive professional management team.

I am honored to lead and work with such an amazing team. But

nothing we do would be possible without

your strong commitment as IAEM members. As emergency management professionals, you are passionate enough to volunteer your time to this effort – by volunteering to speak at events, lead meetings, review certifications, serve on committees, and more. There are so many members who have helped make IAEM-USA what it is today!

Many challenges lie ahead for all of us. Rest assured your board will be here, leading the way! I encourage you to become more involved, too. This is an all-volunteer board, and we can use your help. I promise to keep the membership up-to-speed as we set specific goals and objectives for 2020, and I hope that you reach out to leadership to share your ideas. I look forward to working with all of you as we progressively move into the future and hope to see you at our upcoming annual conference. Travel safely. ▲



### 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

### Use the Revised Study Guide for Exams Taken After Jan. 20, 2020

IAEM will be releasing a new version of all certification exams in early 2020. Individuals planning to take the IAEM Certification exam after Jan. 20, 2020, should access the [revised study guide](#) from the IAEM website and review the updated resource list(s) to prepare for the exam.

All exams must be proctored by an approved proctor. See page 5 of the study guide for details about proctors. ▲

### 2019 Recertification Reminder: Submit Applications by Dec. 31

Candidates due to recertify in 2019 should submit their application by **11:59 p.m. EST on Dec. 31, 2019.**

Keep in mind that the IAEM recertification fee must be applied to the candidate's account before submitting the application. Payments made online are processed the next business day, so plan accordingly. ▲

### Exclusive Complimentary Breakfast for AEMs and CEMs in Savannah

Just a few tickets remain for the complimentary Sunrise Certification Breakfast on Wednesday, Oct. 23, at 7:00 a.m. for AEMs and CEMs attending the IAEM Annual Conference in Savannah, Georgia.

If you are interested in attending, you must add a ticket to your conference registration to reserve your space. Space is limited, so get your ticket now! ▲

**Make 2020 the year you earn your AEM® or CEM® certification!**

[www.iaem.org/CEM](http://www.iaem.org/CEM)

## Emergency Management and Disaster Recovery Online Program

Enhance your understanding of this diverse field by learning how to respond effectively to natural, human-caused and technology-related disasters in order to keep populations safe, mitigate losses, and ensure the continuity of essential services and business operations.

#### PROGRAM BENEFITS

- Build skills and knowledge that are essential when preparing, mitigating, responding and recovering from a wide variety of possible disasters
- Learn practical knowledge from experts in the field
- Enhance your knowledge of risk and threat assessments, prepare emergency plans, manage response, and develop and implement recovery plans

**NEW!** Disaster Mitigation fully online course starts on October 28, 2019

Enroll now: [ce.uci.edu/em](http://ce.uci.edu/em)



**UCI** Division of Continuing Education

**MORE INFORMATION:**  
Jennifer Mortensen, Program Manager  
[j.mortensen@uci.edu](mailto:j.mortensen@uci.edu)

## IAEM Annual Conference News

### IAEM2GO: Your Free IAEM 2019 Annual Conference & EMEX Mobile App

IAEM2GO is the best way to stay updated on event information, including any last-minute changes. Once downloaded, the information stays within the app even if your cellular data or WiFi connection abandons you.

#### Download IAEM2GO now!

- Search "IAEM" on the Apple App Store or Google Play.
- OR visit the [app download link](#) on your mobile device.
- OR Scan the QR code at the lower right.

#### Need Help with the App?

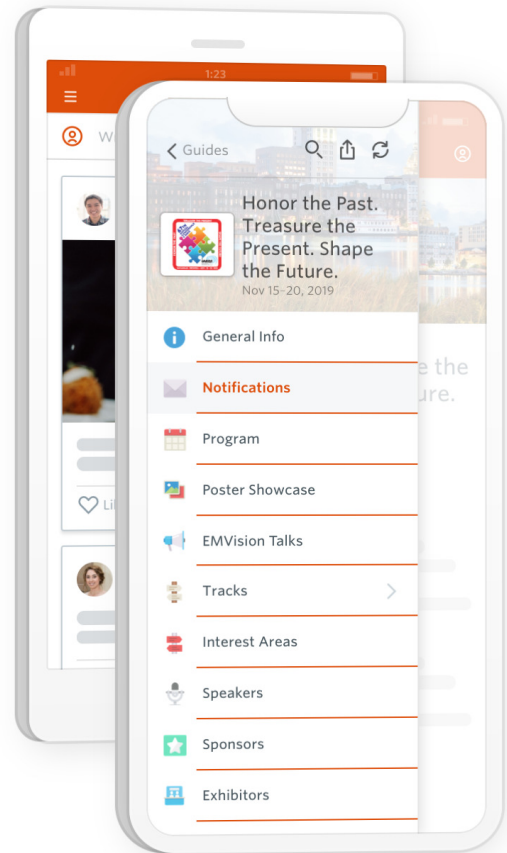
We will have people on hand at the Donald Lumpkins Crisis Technology Center, who will be happy to assist you at Booth 501 in the EMEX exhibit hall.

#### Features of IAEM2GO

- Complete program schedule and exhibit guide.
- Interactive site maps.
- Social media links, including Twitter #iaem19, Facebook, and LinkedIn.
- Ability to customize your schedule, take notes, find contact information, and search.
- Easily located conference and session surveys.
- Up-to-the-minute conference updates.
- Sections highlighting special events and Grand Rapids.
- Exciting QR Code Hunt game – have fun and explore EMEX. ■
- Speaker bios and presentations.
- Sponsor and Media Partners information.
- Ferry and ground transportation schedule.
- Information on how to play the IAEM Twitter contest.
- Links to IAEM association information, including leadership, membership, conference planning, committee members, and more. ▲

#### Quick Links

- [Hotel and travel.](#)
- [Things to do in Savannah.](#)
- [Special events.](#)
- [Pre/post-conference training.](#)



## IAEM Annual Conference News

### Speaker/Author Book Signings to be Held at IAEM 2019

**O**n **Tuesday, Nov. 19**, during the program breaks, the following speakers will be available for a book signing. Purchase their books in the IAEM Store ahead of time or at the signing.

**9:30-10:15 a.m.**

**Kelly McKinney**

***Moment of Truth: The Nature of Catastrophes and How to Prepare for Them***

Our spotlight session speaker will be available immediately after his session to sign copies of his latest book. Mr. McKinney, the deputy commissioner at the New York City Office of Emergency Management, has had a leadership role in every major disaster in New York City for more than 15 years – from the aftermath of the 9/11 attacks to the present day. His book, *Moment of Truth*, is not a book about disasters. Instead, it will tell you how America is hugely underprepared for the next catastrophe. In addition to advice for government, his book contains practical steps that you can take now to keep you and your family safe, because it may just come down to you.



*Kelly McKinney*

**9:30-10:15 a.m.**

**Lucy Morgan, CPA**

***Decoding Grant Management: The Ultimate Success Guide to the Federal Grant Regulations in 2 CFR Part 200***

If you are looking for federal grant management simplified, this is the book for you! Want improved skills and greater confidence? Lucy Morgan, CPA, walks you step-by-step through insider secrets to maximizing results for your federal grant. Her advice and tips are organized in a practical way that anyone can implement. She will be presenting in a breakout session later on Tuesday at 1:15-2:15pm.



*Lucy Morgan, CPA*

**3:30-4:15 p.m.**

**Dr. Heather Beal, CEM**

***Lions, Leopards, and Storms, Oh My!: A Thunderstorm Safety Book***  
***Elephant Wind***  
***Tummy Rumble Quake***

Dr. Heather Beal, CEM, author of three award-winning books, is the chair of the IAEM-USA Children and Disasters Caucus and a military veteran with 23 years of distinguished Naval service. Her book, *Lions, Leopards, and Storms, Oh My!: A Thunderstorm Safety Book* is the Mom's Choice Gold Award Winner. Her other two books, *Tummy Rumble Quake* and *Elephant Wind*, both received medals in the prestigious 2018 Readers' Favorite Award Contest for children's social issues. For more information, visit <http://train4safety.com/publications/>. Dr. Beal will be presenting in a breakout session on Monday, 1:45-2:45 p.m. ▲



*Dr. Heather Beal, CEM*



**Meet the authors, and discover a great read!**  
**And don't forget, autographed books make great holiday or birthday gifts.**



## IAEM Annual Conference News

### Add Pre/Post-Conference Training to Your Plans

Are you coming out early or staying late? Make the most of your time in Savannah, and add a training course to your registration. There is still time to register for pre/post-conference training at IAEM 2019.

All FEMA/DHS courses are **FREE** for conference registrants at the full, basic, student and speaker rates.

Plus there are IAEM Certification Program offerings and other interest area symposiums hosted by the IAEM-USA Healthcare Caucus and the IAEM-USA Universities and Colleges Caucus, as well as EMAP and Understanding Interoperability in Emergency Communications. For the complete list of training offerings, visit our [conference site](#). ▲

### Get Your Conference Challenge Coins

Available for only \$15, these sought-after coins will be the talk of the conference. Hurry, there is a limited supply. Coins will be sold in the IAEM Store starting on Saturday, Nov. 16, 2019.



### Feature Articles in this Issue of the IAEM Bulletin were written by IAEM Annual Conference speakers

[Go to page 12](#) to see an index with links to feature articles built around the conference theme of “Honor the Past, Treasure the Present, Shape the Future.”

Some speakers provided a preview of their presentation, while others focused on additional information that they were not able to include in their presentation due to time constraints.

The IAEM Editorial Committee thanks the speakers who contributed to our conference issue. ▲



## IAEM Annual Conference News

### IAEM-USA Healthcare Caucus Emergency Managers Symposium: “COLLABORATING FOR THE FUTURE”

#### *Part of the Healthcare EM Weekend*

Please share this unique opportunity with your networks.

#### ■ **Local emergency managers:**

This is an excellent opportunity for your healthcare partners to network with their colleagues.

#### ■ **Healthcare emergency**

**managers:** This is a great way to help introduce your local EM to some of the challenges you face.

#### **Third IAEM-USA Healthcare Caucus Symposium**

For the third year in a row, the IAEM-USA Healthcare Caucus will be hosting a pre-conference symposium. This symposium is a collaborative opportunity for local and healthcare emergency managers that focuses on current topics of significant relevance. Built on a framework of short presentations, the full-day symposium inspires the sharing of lessons learned and best practices while igniting effective discussions between peers.

The intent of the symposium is to move beyond the normal push of information traditionally experienced during a conference, and open the door for facilitated discussions and networking that discover opportunities and drive innovation. The target audience for this symposium is anyone in public or private sector emergency management who has responsibility for or an interest in healthcare emergency management.

#### **A Collaborative Effort**

This year the Healthcare Caucus has partnered with The Academic Medical Center Emergency

Management Consortium (TAMEMC) to produce the Pre-Conference Symposium as a way to foster “Collaboration for the Future.” More information on the TAMEMC and this partnership is [online](#).

#### **Four Main Topics**

This year there will be four main topics that include:

■ Keynote discussion with Jack Herrmann, director, National Healthcare Preparedness Programs, HHS/ASPR.

■ Regional Disaster Health Response System pilot program update.

■ A healthcare emergency management delivery model.

■ Collaboration panel discussion between TAMEMC, ASPR, HCC, and others.

The day will be supported by a continental breakfast, a hot lunch, all-day beverage service, and an afternoon snack to coincide with a networking opportunity.

#### **Feedback from Previous Symposium Participants**

Here are some comments from previous attendees:

■ “The IAEM Healthcare Symposium is a must-attend event for emergency managers engaged in healthcare and hospital settings, where information and programs are aimed at educating and promoting organized, comprehensive, all-hazard and integrated emergency management at all levels within healthcare. While outstanding

speakers present interesting and comprehensive programs, the networking opportunity is a way to meet other emergency managers from across the country and share best practices.” – Jim Judge, director, Volusia County (Florida) Emergency Management.

■ “The opportunity to meet healthcare leaders and emergency managers practicing from across the county and world was priceless. The ability to discuss issues and learn about creative solutions helped make me a better leader and prepared me to have discussions back home.” – Knox Walk, director, Emergency Preparedness, UPMC.

#### **Part of a Full Weekend of Healthcare Emergency Preparedness Training**

The symposium is part of a full weekend of healthcare emergency preparedness training. On Friday and Saturday, IAEM has arranged to host the “MGT-348: Medical Preparedness and Response for Bombing Incidents” course through TEEX. This course is free to conference attendees who register at the full, basic or student rate.

#### **Learn More**

If you are Interested in more information, visit the [healthcare symposium site](#). ▲





## IAEM in Action



IAEM-USA Region 1 officers met with FEMA Region 1 on Sept. 23, 2019, to discuss collaboration opportunities.



IAEM-USA Past President Robie Robinson, CEM (middle); Patrick Sheehan, CEM, director, Tennessee Emergency Management Agency (TEMA); and Brian Gard, president, Emergency Management Association of Tennessee (EMAT) at the Tennessee All-Hazards Emergency Management Summit, "One Emergency Management 2019." The summit was hosted by EMAT and TEMA, Oct. 14-16, 2019, in Knoxville, Tennessee.



IAEM-USA Region 5 President Brad H. Gilbert, OCEM, joined with FEMA Region 5 Administrator James K. Joseph in presenting opening remarks at the 1st Annual FEMA Region 5 Unified Resilience Midwest Private-Public Partnership Forum, on Sept. 18, 2019, in Chicago.



Dan Robeson, CEM, IAEM-USA Region 7 president; Teri Smith, IAEM-USA 1st vice president; and Mike Selves, CEM, past IAEM-USA president (2006-2007), at the Region 7 booth, Kansas Emergency Management Association Conference, Sept. 13, 2019.



IAEM Certification Commission at the September 2019 review meeting, IAEM Headquarters.



## IAEM Scholarship News

### IAEM Selects Four Students for Scholarships

By Dawn M. Shiley, IAEM Scholarship Program Director

Scholarship and developing the future leaders in emergency management is one of the many roles of the International Association of Emergency Managers (IAEM).

Since 2002, the IAEM Scholarship Program has provided \$107,000 in scholarships through a competitive process to 59 deserving students working towards degrees in emergency management, disaster management or a closely related program of study. This year, the IAEM Scholarship Commission selected four additional students to receive scholarships bringing the total given to \$121,000.

#### **Congratulations to 2019-2020 IAEM Scholarship recipients**

■ **Natalie Cote**, the third awardee of the Robert C. Bohlmann, CEM, Scholarship for Service in Emergency Management, is working on a B.S. degree in emergency and disaster management at Northwest Missouri State University. She is planning to graduate in 2021. In 2018, she took part in the Missouri-Hope Atlantica disaster simulation, hosted by Northwest. This exercise prompted her to expand her skills, and she trained to become a certified Community Emergency Response Team member in spring 2019. Her passion lies within the intersection of emergency management and cultural heritage, and she is earning a public history minor. A recent project to update and improve the emergency preparedness, response and recovery plan for her hometown library was met with

praise from the library leadership. Natalie was awarded a \$4,000 IAEM Scholarship.

■ **Shannon Evans** plans to complete her Masters in sustainability at Chatham University in December 2020. She is the second awardee of the Samuel Henry Prince IAEM Scholarship funded by IAEM-Canada. Shannon is the emergency/risk coordinator for the Allegheny County (Pa.) Department of Human Services where she is instrumental in assisting the Allegheny County Department Emergency Services during the planning and recovery phases of emergencies and disasters. As part of the Emergency Behavioral Health group, her team has assisted at exercises, that may have strong triggers or be sensitive, to be available to address any behavioral health needs. She has also managed hundreds of Individual Assistance requests following disasters. Shannon is an active member of the Keystone Emergency Management Association and, as a member of the Conference Committee, was responsible for last year's basket raffle. Shannon received a \$2,000 IAEM Scholarship.

■ **Maia Foster** is working toward an M.A. in disaster and emergency management at Royal Roads University. She plans to graduate in spring 2020. When she began her degree, she came from the field of history and political science. Her current thesis research draws upon her previous learning, as well as disaster studies related to wildfires, evacuations, and First Nations

experiences during evacuations. While in school, she has participated in a number of roles, including serving as a member of the Guyana Policy and Research Committee and volunteering with GlobalMedic, Foodshare Toronto, the Local Enhancement Appreciation of Forests (LEAF), and the Lunik Co-Op. In addition, she has developed a research agenda that includes the knowledge translation between researchers, practitioners and policymakers, as well as the inclusion of historically marginalized populations in the decision-making and planning processes. Maia was awarded a \$4,000 IAEM Scholarship.

■ **Amanda Newell** is working toward an M.A. in disaster and emergency management at Royal Roads University. She plans to graduate in fall 2019. As a full-time student, Amanda also has balanced her studies with a full-time job. Since May 2018, she has been working with Frontline Operations Group as an emergency management specialist. One of her first job assignments was in a local government EOC, where her company was providing response operations expertise for a major flood event. She filled key roles throughout the event in the operations and logistics sections. Amanda then parlayed her response experience into providing leadership and expertise for flood recovery planning and operations for the client. She also has taken on several evacuation planning projects for local governments. Amanda was awarded a \$4,000 IAEM Scholarship. ▲

Information about the IAEM Scholarship Program is available on [page 2](#) and at [www.iaem.org/scholarships](http://www.iaem.org/scholarships).



## Disaster Zone

### First Assignment, First Project – Do a Good Job

By Eric E. Holdeman, Senior Fellow, Emergency Management Magazine,  
blog at [www.disaster-zone.com](http://www.disaster-zone.com)

**A**nother title for this column might be “Reputation Management.”

This deals with everyone who is just starting a new career or those who are changing organizations and jobs. This is a danger zone for people new to professional work and for those who have been in the workforce for a period of time.

It wasn't unusual for people to stay with one company for most of their professional career – 25-45 years ago. You would get a good job in business or government and then stay with that organization for 20, even 30 years. Usually, but not always, you might start near the bottom in the hierarchy of the organization and then, based on your experience and qualifications, move up through the ranks within a specialty or perhaps go into management.

Today the natural progression of the past has been replaced with people rotating careers, jobs, states, nations and doing so at a rapid pace. Even emergency managers move around regularly, sometimes starting in an entry level state job, then moving to a city or county as higher level or more enticing positions open up. Some individuals may work for multiple agencies in various capacities.

With all this job and position rotation, you will need to continually prove yourself to a new group of people. These include your boss, your peers, and in some cases your subordinates – the people who report to you. My point is that you are under the microscope of your

new boss, your peers and, if you have them, subordinates. “You are being watched!” Who is this new person we have to deal with? What are they like to work with? Can they write? How do they facilitate a meeting? How are they at project management? Do they delegate too little? Do they take credit for other people's work?

Shall I go on with all the questions that are in people's minds?

During those first days, weeks and months in a new position, it is critically important that you do “a good job,” however that is defined. The culture of the new organization needs to be rapidly figured out so that you adapt to how they function, not how you have functioned in the past. I'm speaking on the positive side of the equation as far as adaptation is to be applied. Possibly

you have stepped into a viper's nest of work politics that is very negative. If that is the case, you can do your part to try and change the culture – especially if you serve in a leadership position. Lacking that, you might want to start looking for your next position in another organization.

You need a positive start in order to establish your reputation with the organization, since it will set the tone for how you are perceived. Pour your heart and soul into the first project you are given. It could be a training class you deliver or a plan that you are responsible for writing. Make that first endeavor as successful and positive as possible. The people around you will move from their first impression of you to their second “performance” impression of you.” ▲

### Make Sure You Receive the Latest News!

**Are you receiving the *IAEM Dispatch* weekly e-newsletter every Thursday?**

**If not, check your spam filter or subscribe at [www.iaemdispatch.com](http://www.iaemdispatch.com).**

**The *IAEM Dispatch*** tackles today's most relevant issues, gathered from sources like Associated Press, The Washington Post, Financial Times, and the leading industry publications. Delivered to the in-boxes of emergency management industry professionals, the *IAEM Dispatch* keeps professionals informed of topics that impact their programs. Subscribers are decision-makers with purchasing power – the top-tier professionals in the industry.

**Want to advertise in the *Dispatch*?** Check out who subscribes and ask for an *IAEM Dispatch* media kit at [www.iaemdispatch.com](http://www.iaemdispatch.com).



## IAEM Annual Conference Special Focus Issue:

### “Honor the Past, Treasure the Present, Shape the Future, Part 1”

All authors of these feature articles will be speaking at the 2019 IAEM Annual Conference. Date/time of their presentations are found at the top of the first page of their article (and also in the conference program). Watch for Part 2 in the November issue for more articles on our conference theme.

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**The IAEM Bulletin is a benefit of membership in IAEM, now in its 36th year of providing information, resources, and ideas for IAEM members.**

### About the IAEM Bulletin

The *IAEM Bulletin*, the official newsletter of the International Association of Emergency Managers, is published monthly by IAEM to keep members abreast of association news, government actions affecting emergency management, and research and information sources.

The publication also is intended to serve as a way for emergency management colleagues to exchange information on programs and ideas. Issues from the past five years through the present are available in the members-only [IAEM Bulletin Archives](#).

The *Bulletin* is distributed electronically via the members-only archives to emergency management officials each month, representing all levels of government, industrial, commercial, educational, military, private, nonprofit and volunteer organizations.

Publishing an article in the *IAEM Bulletin* may help you to meet IAEM’s certification requirements. If you haven’t written an article lately, or at all, for the *IAEM Bulletin*, check out the [author’s guidelines](#).

**The members of the IAEM Editorial Committee know that every one of us has a story to tell. ▲**

# Ending the False Equivalence: Education and Experience Were Never an Either/Or Proposition

By Carol L. Cwiak, J.D., Ph.D., North Dakota State University, and Kelly Garrett, Ed.D. FEMA, Emergency Management Professional Program

There has been a long-standing debate in the emergency management community about what is more valuable to the practice of emergency management – education or experience. The debate found its roots in a couple of different, but similarly focused, well-intentioned efforts from the FEMA Higher Education Program and the International Association of Emergency Managers (IAEM) and then was exacerbated by some early emergency management graduates who

misunderstood the role of education in the career pathway. This resulted in a false equivalence of education vs. experience, as if they were an either/or proposition.

In putting this debate to bed, it is important to understand where the debate found its genesis. The two efforts focused on advancing emergency management professionalization efforts were never intended to create division. It was the confluence of these efforts that left some seasoned emergency management professionals with the feeling

that the overriding message was that their experience was of less value than education.

## FEMA Higher Education Program

The first effort – the FEMA Higher Education Program – sought to promote and support the development of emergency management certificate and degree programs at higher education institutions to help stem the tide of rising disaster costs by helping to professionalize the field of emergency management. In support of this effort, a comparison of the *Emergency Manager "Stereotype"* and the *"New Generation" Emergency Manager* characteristics was developed by Dr. B. Wayne Blanchard, the FEMA Higher Education program manager. In a May 2001 interview with IAEM, Dr. Blanchard shared this comparison, which illustrated a variety of differences between the field as it had emerged organically versus the way higher education degrees would help to reshape the field. This comparison was designed to validate the importance of emergency management higher education efforts and intended no disrespect to the practitioner community. Unfortunately, it left some practitioners feeling devalued (see Table 1).

The second effort – IAEM's development of the Certified Emergency Manager (CEM®) credential – included an education requirement based on emergency management's movement toward a recognized profession. In the early years of offering the CEM®, applicants were allowed experience

| Emergency Manager "Stereotype"                                   | "New Generation" Emergency Manager                |
|--|---|
| 1. Not college educated (4-year degree)                          | 1. College educated—many with EM degrees          |
| 2. Middle to late middle-aged                                    | 2. More professional and knowledgeable            |
| 3. Emergency management is second or third career                | 3. Knowledge base: science and research           |
| 4. Job obtained other than with EM Competencies                  | 4. Technologically more proficient/adept          |
| 5. Spend EM career in one jurisdiction                           | 5. Younger  |
| 6. Disaster response planning-oriented                           | 6. More diverse and culturally sensitive          |
| 7. Works primarily with emergency services                       | 7. Emergency management is career of first choice |
| 8. Bureaucratic  | 8. Building disaster-resistant communities focus  |
| 9. Plans for jurisdiction (primarily disaster response-oriented) | 9. Proactive                                      |
| 10. Has not done a risk assessment                               | 10. Lifelong learner; reads disaster literature   |
| 11. Has not done a mitigation plan                               | 11. Joins professional associations               |
| 12. Has not done a strategic plan                                | 12. Plans with jurisdiction stakeholders          |
| 13. Has not joined an EM professional association                | 13. Better paid                                   |
| 14. Doesn't read disaster research literature                    | 14. Better funding for EM programs                |
| 15. Knowledge base is experiential                               | 15. Upwardly and geographically mobile            |
| 16. Frequently wears other hats                                  | 16. Broader range of working contacts             |
| 17. Not well-paid or funded                                      |   |
| 18. Many part-time and volunteer positions                       |   |

**Table 1: Stereotype & New Generation Comparison**

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## Ending the False Equivalence

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equivalencies in lieu of a degree to “grandfather-in” those who entered emergency management before a degree was part of the career pathway. The rationale behind the introduction of an education requirement was “to help emergency management gain stature and respect” (IAEM, History of CEM®). The experience equivalency option phased out (in the United States) in 2010, and while the degree requirement does not specifically require an emergency management degree, angst was still directed at emergency management higher education. The notion that education would supplant experience lingered.

The proverbial “last straw” for practitioners who already felt their years of experience were being downplayed in comparison to degrees, occurred when some early emergency management higher education graduates entered the field believing they were fully qualified to practice by virtue of their college degree alone. This fundamental misunderstanding of the role higher education fills in the emergency management career pathway was received (and rightly so) by many practitioners as a direct repudiation of the value of experience.

## Never an Either/Or Proposition

Stated simply, education and experience were never an either/or proposition. Emergency management efforts advancing higher education have always been a matter of adding value to the career pathway with the intent of furthering emergency management professionalization efforts. The goal of professionalization efforts, most

simply put, is for emergency management to have the stature, power, knowledge, and resources to be recognized as a profession (as do other high consequence risk-management professions, such as the medical and legal professions). A profession is able to clearly identify and control its sphere of expertise and knowledge, control entry into the profession, and self-govern.

All professions have an educational bar integrated into their career pathway. Emergency management education ideally provides students: an understanding of the field and the contexts within which practice occurs; knowledge of the increasing complexity in which hazard events develop and within which they must be addressed; the core thinking, synthesis, problem solving, writing, and communication skills necessary to meet the challenges of practice; an appreciation of the importance of evidence-based practice and a grasp of the existing literature; the role of all emergency management professionals in further advancing emergency management professionalization efforts; and an opportunity to do one or more internships. An additional benefit that has occurred as a result of the development of the emergency management higher education community over the past 25 years is a growing group of emergency management scholars who are contributing to the emerging discipline by identifying the existing body of knowledge, conducting new research, and articulating methodologies and theoretical constructs that are useful to the study of emergency management.

Clearly, the value of experience in emergency management cannot be diminished. Emergency management practitioners manage risk and relationships in an increasingly volatile, uncertain, complex, and

ambiguous (VUCA) environment for the benefit of citizens, communities, and other stakeholders. It is a nuanced, heavily contextualized, high consequence field where experience is hard-won and respect is earned. Experience, as a form of learning that comes only from doing the work, will always be a necessary and valuable part of career development. As emergency management graduates move into practice, they ideally will be mentored by seasoned practitioners who will share the expertise they have developed. This transference of knowledge is essential to the development of next generation emergency management professionals and emergency management’s professionalization efforts.

## Multi-Layered Learning Model

The emergency management community can best continue to advance its professionalization efforts through a multi-layered learning model that requires both education and experience, as well as two other essential and more widely-embraced elements – training and professional development. Training, conceptualized in the model as short courses that focus on specific functional or topical areas, provides an opportunity to enhance skills, ability, and knowledge relevant to current or evolving practice and one’s individual interests. Professional development, namely FEMA’s Emergency Management Professional Program (EMPP), focuses on the development efforts that are essential to rounding out learning as individuals progress through the emergency management career pathway. The EMPP curriculum, offered in three academies (Basic, Advanced, and Executive), is designed to intersect

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# To the Future and Beyond: How Non-Competitive Practices Are a Disaster in the Making for Federal Grants

By Lucy Morgan, CPA, MBA, Director, MyFedTrainer, LLC, Tampa, Florida

Get it! You are busy. You're fighting "fires" on a daily basis. You're helping your community prepare and recover from a host of emergencies. So, when you are approached by a company offering to help you write a grant to get "free stuff" from the federal government, and it won't cost you a dime, it seems almost too good to be true!

What's not to love? There's just one catch... Increasingly federal agencies view outside individuals and companies that help prepare grant applications as ineligible to receive any financial benefits post-award such as sales for goods or services. And as my mom always said, "There's no such thing as a free lunch!" The federal government

## Ending the False Equivalence

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and synthesize the learning that occurs within the other elements of the multi-layered learning model.

These four elements of career pathway development are what will ultimately define the stewardship of professional practice. The importance of the multi-layered learning model to emergency management stewardship is already evident in expectations in many emergency management certifications at the state, national, and international level. Moving forward, our shared goal must be to ensure that we are becoming, supporting, and mentoring strong, capable emergency management professionals ready to continue the important work that lies in front of us through continual learning. ▲

agrees, believing that there is an inherent conflict of interest when companies assist in the grant application process with the spoken or unspoken desire for future business. If you get assistance with grant-writing from a third party, make sure you avoid a disastrous cost disallowance down the road by understanding how the competition rules are changing.

## Evolution of Non-Competitive Practices Enforcement

The rule has been around for a long time. Decades before the advent of the 2 CFR Part 200 (aka the Uniform Guidance or UG) the Office of Management and Budget (OMB) prohibited contractors that developed the specifications from receiving the work described in the specs. And in the UG you can find the following:

### § 200.319 Competition.

(a) All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards of this section. **In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, and invitations for bids or requests for proposals must be excluded from competing for such procurements.**

But what has changed from the past is the level of importance placed on full and open competition. No longer is the topic of competition a "nice to do" to which agencies pay lip service. Communities just like yours are experiencing multi-million-dollar cost disallowances because

they inadvertently or deliberately skirt the federal requirements for avoiding non-competitive practices as required by the Procurement Standards in 2 CFR Part 200.319.

## Other Examples of Non-Competitive Practices for Federal Grant Recipients

Allowing contractors to influence the specification process to their advantage is just one example of non-competitive practices. And presently there are at least seven other ways that federal grant recipients can get into when it comes to supporting full and open competition. Here they are:

1. Putting unreasonable qualification requirements on contractors.
2. Mandating unnecessary experience and excessive bonding.
3. Allowing noncompetitive pricing practices between firms or between affiliated companies such as "bid-rigging."
4. Hiring consultants on retainer through the use of noncompetitive contracts.
5. Tolerating organizational conflicts of interest, such as diverting business to an affiliated company in a non-competitive manner.
6. Specifying only "brand name" products instead of permitting "an equal" product to be offered. For example, requiring "Kleenex" be purchased rather than "tissues."
7. And finally, any arbitrary action in the procurement process that reduces full and open competition.

As you can see, there are lots of potential disasters to avoid when it comes to procurement. But we

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**How Non-Competitive Practices Are a Disaster in the Making for Federal Grants**  
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aren't done yet. Here's one more area that is evolving with the Uniform Guidance.

**The Expansion of Non-Competitive Practices to Include Grant Writers**

For many years grant writers have been thought of more as valuable partners in the grant application and grant management process than vendors or contractors. That view is evolving at many federal agencies. If you work with third-party grant-writers and consultants, be aware that increasingly federal agencies view participation in writing a grant (pre-award) and then working on a grant (post-award) is a non-competitive practice.

So if you are contemplating using a non-employee individual or outside company to work on "both sides now," talk with your federal funder to make sure this is allowed *before* you make an expensive mistake. This is part of the evolving landscape of prohibited non-competitive practices.

**Conclusion: Build a Future of Preparedness with Grants Management**

Building a solid foundation of emergency management means communities reduce their vulnerability to hazards and increase their ability to cope with disasters.

Similarly, ensuring your federal grants are managed correctly includes reducing the vulnerability to expensive costs disallowance and increased ability to cope with the evolving complexity of federal funding compliance.

Avoiding non-competitive practices is one of the ways that federal grant recipients demonstrate grant "preparedness" to funders.

**Want to Learn More about Grant Management?**

This helpful [3-page infographic](#) highlights prohibited types of non-competitive practices under 2 CFR Part 200 aka the Uniform Guidance. Here's what's included:

- The one big "no-no" that prohibits a contractor from working on a federal project if they also help develop the specifications for the solicitation.
- Seven practices that the feds view as non-competitive including the use of "brand names" in the request for proposal (RFP).
- An example of HHS language in the request for application (RFA) that prohibits outside individuals and companies from preparing grants and working on the grant and more. ▲



**Non-Competitive Practices**

*For Grant Management*  
 One of the ways that grant managers can ensure costs are reasonable, is to support full and open competition in procurements.

**For Federal Awards**

- ↳ **\$200.319 Competition** requires all procurement transactions to be conducted in a manner providing full and open competition consistent with the standards of this section.
- To eliminate an unfair competitive advantage, **contractors that develop or draft specifications, requirements, statements of work, and invitations for bids or requests for proposals are PROHIBITED** from competing for such procurements.

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**Non-Competitive Practices**

*For Grant Management*  
 Here are some other examples of non-competitive practices to avoid from §200.319 Competition

**For Federal Awards**

- ↳ **Placing unreasonable requirements in order for firms to qualify to do business**
- **Requiring unnecessary experience and excessive bonding**
- **Noncompetitive pricing practices between firms or affiliated companies**
- **Noncompetitive contracts to consultants that are on retainer contracts**
- **Organizational conflicts of interest**
- **Specifying only a "brand name" product instead of allowing "an equal" product to be offered and describing the performance or other relevant requirements of the procurement;**
- **Any arbitrary action in the procurement process**

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**Non-Competitive Practices**

*Warning: Grant Writers*  
 Watch for funding restrictions that limit paying consultants post-award that helped during the pre-award phase.

**Example: Prohibiting Grant Writing and Consulting**

- ↳ *Some federal agencies are interpreting grant writing and grant consulting on the same grant to be a non-competitive practice.*
- Example from a recent HHS agreement: **Outside companies or individuals that prepare or participate in the preparation on the grant application may NOT be contractors on those grants** per 45 CFR Part 75.328, which addresses full and open competition.

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**[Click here to download Lucy's Infographic on Non-competitive Practices.](#)**

# Putting More Sciences into our Weather Warning Services: Using an Integrated Warning Team Approach

By Gregory Gust, Warning Coordination Meteorologist, NOAA, National Weather Service, Grand Forks, North Dakota

In the flood-prone Red River of the North Basin, of eastern North Dakota and northwest Minnesota, Integrated Warning Teams (IWT) and Impacts-Based Decision Support Services (IDSS) work hand-in-hand – and they just may work for you!

As an emergency manager, have you ever had an incident or an upcoming event, where weather or water impacts could be critical to your decision making process? As a weather and warning specialist, I may have the information that is crucial to you, but do I know that you need it? Perhaps we need to talk!

## No Glass Cages

Author Nicolas Carr, in his book *The Glass Cage*, notes that technology can be a societal boon. Yet he sees that our growing dependency on technology also may lead to a form of isolationism, to less human interaction and decision making capability when, in fact, more may be needed.

Today's weather, water, and climate scientists – our operational forecasters – are bucking that trend. Much like their counterparts of old, they still rely heavily on personal contacts from around their service areas. They diligently scour the media services and available aircraft, satellite, or surfaced based observations as they tightly collaborate and coordinate weather related reports; and they still spend significant amounts of effort relaying those reports to local agency

officials, the public, their local broadcasters, and their broadcast meteorologist counterparts.

Times have changed and technology has certainly exploded, but the need for effective, two-way crisis communications has always been an integral part of the NWS forecast and warning process.

## Most Services Are Quite Interrelated

Over recent years, our physical sciences of meteorology and hydrology have grown in leaps and bounds, along with our technology. In parallel form, other physical and biological sciences have helped us to see the role of such things as crop maturity and evapo-transpiration in summer storm potential and development. The tracking of soil conditions and soil moisture is now integral to our forecasts of both flooding and drought.

Increasingly, we are able to integrate more social science-based information and experiences into our analysis, forecast, and warning processes. Through the increased use of social media and available social media apps we find that "crowd-sourced" information can help improve our awareness of weather and water conditions, and to more quickly gauge their impacts.

## In Warning Situations, Good Social Science Can Be the Key!

In high-impact, crisis situations, "effective communication" is crucial. Effective two-way communication requires that the message be received,

### Key Terms:

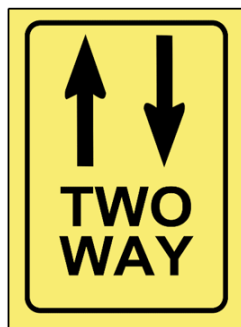
- **Warning Coordination Meteorologist (WCM).** A WCM (or WPM: Warning Preparedness Meteorologist) is a federal meteorologist who's primary function is to connect external core partner needs to our internal agency operations. They are trained to work with local emergency management officials and on outreach, education, and community preparedness efforts.
- **Integrated Warning Team (IWT).** An IWT is comprised of all the key entities involved in ensuring that appropriate warning information is made readily available to those who are most likely to be affected by an impending weather/water incident.
- **Impacts-based Decision Support Services (IDSS).** Within the NWS, IDSS is the provision of forecast advice and interpretive services to assist the decision making process of core partners when weather, water, or climate has a direct impact on the protection of lives and property.

understood, *and* usable – more than a handshake, if you will, and most certainly along a two-way street.

Within electronic communications, there's a nearly continuous two-way process that ensures that communications lines remain opened. *Siri* just won't listen to you if you don't have enough *bars* on your device!

As for the human analog, when one entity truly needs a specific type of information and another entity both recognizes the need and is able to provide that information in a

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**Putting More Sciences into our Weather-Warning Services**  
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timely manner, and in a fashion that works for the recipient – well it could just save a life!

**Making Connections with IWTs**

Our earliest forms of an IWT were likely informal or incidental, maybe a seasonal “refresher” meeting, like we still hold today between the local NWS office and our broadcast meteorology counterparts. We share knowledge of local weather conditions and work to improve weather messaging to the public at large.

As our relationships with local emergency management have grown, we’ve had more opportunities to improve our understanding of local storm impacts and our ways of communicating such impacts to each other and to the public. Plus the emergency managers we work with in both North Dakota and Minnesota hold regular local, regional or statewide meetings. These meetings often include a a

sampling of other partner agencies, such as public safety, public health, VOADs/NGOs, or transportation. If we just stir that interagency pot a bit more briskly, could a more flavorful concept of storm “impacts” develop?

Around 2009, the NWS office serving the Kansas City metro area, developed an IWT that brought together all three of these core groups (NWS, EM, and media). Soon such meetings began to include social scientists, perhaps as a way to help organize the meeting but also to help us better understanding the public’s reception, understanding, and response to storm warnings – most often, with a focus on severe thunderstorm and tornado warnings. For these particular types of *short-fuse warnings* (think a short fuse on a stick of dynamite!), such a meeting might examine why people don’t automatically head for a storm shelter when they hear the storm sirens scream. Or if the storm siren is blaring, an alert is crawling on your TV and another pinging your smart phone. Why do you still “call Mom” before you head to shelter?

**NWS Grand Forks Office Was an Early Adopter of IWT in Wake of Red River Floods**

The NWS Grand Forks office was an early adopter of this idea, and in June 2011, we hosted a two-day IWT workshop to consider our longer-fuse, spring flood-related, warning issues. This came in the wake of the devastating Red River Flood of 1997, with rampant long-term flooding continuing to plague the Devils Lake Basin, and having just come off a string of three consecutive and “devastating” spring snowmelt floods across this Northern Plains region (2009, 2010 and 2011).

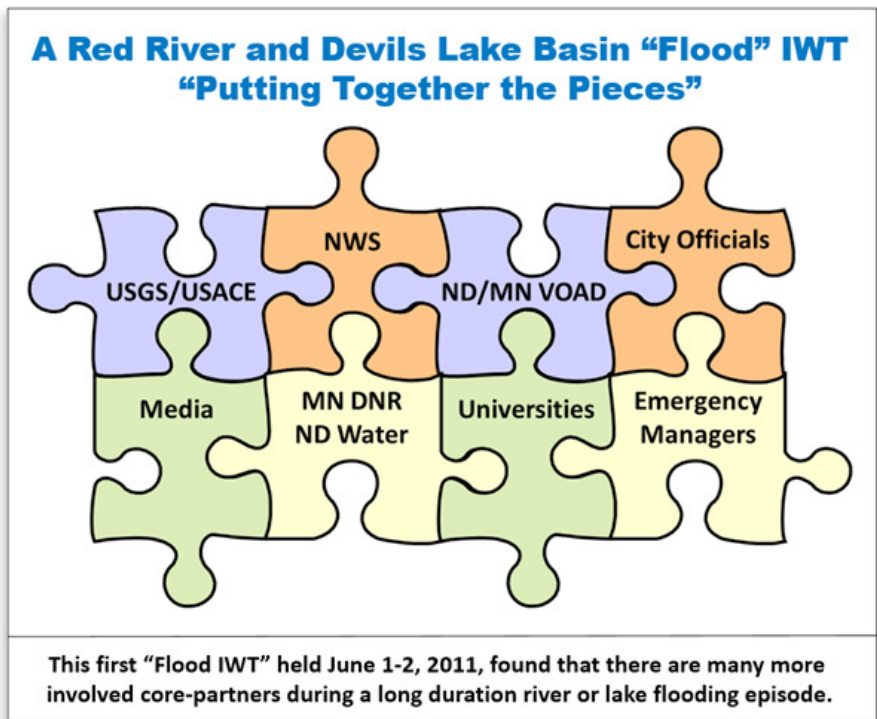
**Putting Together the Pieces**

“Putting Together the Pieces” was held on the North Dakota State University (NDSU) campus in Fargo, North Dakota, in early June 2011. It brought together a group of more than 60 individuals, representing more than a dozen flood fighting entities from the Red River and Devils Lake Basins. Local, state and federal agencies were there, along with our voluntary agencies (non-profits), our broadcast media, academia, social science informers, and our session facilitators.

Hats off to NDSU’s Department of Emergency Management, which had recently branched from the Department of Sociology and Anthropology. They were vital in both informing and managing that IWT process. Since that time, many of our neighboring NWS offices in the Dakotas and Minnesota have hosted their variant on the spectrum of short- and long-fused weather-warning topics.

As mentioned earlier, assisting key partners and decision makers with event specific weather and water information is not new. What is new is our growing awareness of

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**Putting More Sciences into our Weather-Warning Services**

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the types of information our partners need and our increasing capacity to provide that information at the time and in the manner that they can best use it.

Our IWT approach has brought a variety of our core partners together so that we *all* can learn about each other’s weather-related impacts and needs from each other, and in much the same way as a table-top or functional exercise. Like a series of training exercises, the proof is when we meet during the course of an incident – like our most recent Red River Basin Spring Flood of 2019.

**So Where Does this Flood IWT Stand Today?**

Since our initial 2011 effort, our IWT process continues in a variety of less formal ways. For instance, the Red River Basin Commission (RRBC) encompasses most of the key entities represented in our original flood IWT, and regularly provides a forum for discussion of pertinent flood warning issues. At its basin-



NWS employees don’t operate “behind the curtain” but are likely to be actively engaged with people, in the weather, before, during, and after the BIG storms. NOAA/NWS images.

wide annual conference, the RRBC casts a much broader net than the original IWT, reaching hundreds of representatives from numerous additional entities and jurisdictions (including Manitoba, Canada) who also share our flood-related concerns.

Also, there have been several sub-group meetings among our IWT representatives, each designed to tackle one topic or another. The most recent such effort, started during the winter of 2017-2018, has helped to produce a new graphical

way of expressing flood risk during the flood outlook period, the Probabilistic Flood Outlook Summary (PFOS), which continues to expand in its utility.

In advance of Spring Flood 2019, the first basin-wide and state-wide major flood since 2011, members of our IWT helped to retool the **CRED mobile flood reporting app**. Like most important relationships, there’s really no end to an IWT.

Formal IWT meeting processes may ebb and flow, and team members may change. However, these informal IWT meetings, partner group meetings, and episodic or event critical telecons leading up to each big blizzard, big flood, or big severe weather outbreak have become a much more informed and informing part of our area’s overall preparedness, response, and recovery process. ▲

**Got Flooding? Get CRED!**

Go to <https://cred.wq.io/>

CRED is free... and its for you to provide CREDible crowdsourced images/reports of flood related conditions around your area. Check it out... Log in today!

CRED is a flexible web-based app first developed by Andrew Sheppard for the 2013 Red River Flood and updated for use during the Spring 2019 Flood ...thanks to partnerships with the International Water Institute and Houston Engineering.



# Mental Health Interventions at Major Disaster Occurrences: Alleviating the Psychological Trauma Experienced by Survivors and Emergency First Responders

By Earl Hernandez, EMDM, NRP, CCEMTP, PNCCT, Dip. EM, Cert. EM, Clinical Field Traumatologist

Mental health interventions at major disaster occurrences can alleviate the psychological trauma experienced by survivors and emergency first responders. Since 2001 World Trade Center, Haitian Earthquake 2010, and most recently the impact of Hurricane Maria 2017 in Dominica, the use of psychological first aid in disaster medicine by clinical field traumatologists have proven successful in providing psychosocial support in disasters.

My presentation will include honoring the past, treasuring the present and shaping the future with innovations and developments in psychological first aid and psychosocial support for survivors as well as emergency first responders.

## Honor the Past

The advent of mental health has had a long and impressive history, from 310 B.C. Alexander the Great showed failing health and a detached mental state during the final month of his life, after being devastated by the death of his friend, general and bodyguard Hephaestion. At that time, the Romans had instituted a public health philosophy of mind, body and soul.

## Biblical References

■ *Mark 6:31*. Then Jesus said, let's get away from the crowds for a while and rest.

■ *Genesis 2:2*. After completing His work of creation, God rested on the seventh day

■ *Proverbs 3:25*. Do not be afraid of sudden terror, God does not want us to be controlled by such fears.

■ *Ephesians 4:32*. Be renewed in the spirit of your mind.

■ *Psalms 4:4*. Meditate within your heart on your bed and be still.

■ *Galatians 5:22*. Joy is akin to laughter, and it, too, is part of the fruit of God's Spirit.

■ *Proverbs 15:13*. A merry heart makes a cheerful countenance, a merry heart does good, like medicine.

■ *Matthew 4:24*. The news about Him spread through all Syria and they brought Him all who were ill, those suffering various diseases and pains, demoniacs, paralytics and He healed them.

During the early years from 1866, acknowledgment of the psychological consequences of disasters of victims, survivors and emergency first responders are recognized improvements in the mental health field.

In 1980, with the publication of the *Diagnostic and Statistical Manual of Mental Disorders, 3<sup>rd</sup> Edition (DSM-III)*, we have looked at past practices and events that have impacted society. For those within the specialized area of psychiatry and psychology, this has created and solidified our commitment to expand and improve current practices for psychosocial support for the present and future of mental health intervention.

The two most impactful events in the past were:

■ World Trade Centre (9/11). World Trade Center health promotions provided medical monitoring and treatment for responders to World Trade Centre and other related sites in New York City. During

the Sept. 11 attacks, 2,996 persons were killed (including the 19 hijackers) and more than 6,000 others were injured. These immediate deaths included 265 on the four planes (including the terrorists), 2,606 in the World Trade Center and in the surrounding area, and 125 at the Pentagon.

■ **Haiti, 2010**. Mental health in Haiti goes beyond disaster relief and The Journal of Global Health reports that Haiti had needs for mental health services before and after the earthquake. Mental health training programs were implemented in the north of Haiti after the earthquake, and this work continues today. The death toll from the 7.0 magnitude Haiti earthquake was 316,000, with the fate of the missing unknown.

## Challenges and Lessons Learned in the Past

The main challenges of the past were that the psychological impact of disasters is often immeasurable, and that there is no such thing as "no response" when discussing emotional reactions to disasters. In recent times, there were successes based on observations of victims, survivors, families, and emergency first responder's manifestations.

The greatest lessons learned from the past were: the need for more clinical research to be conducted, and the need to understand the long-term ramification of mental health and psychological scarring.

## Treasure the Present

In this period, the bringing forth of the theoretical application of the "New Normal" meant that the old

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## Mental Health Interventions at Major Disaster Occurrences

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concept of thinking “within the box” approach was archaic. With the “no-box” mentality, practitioners and traumatologists were able to expand their connections to others and engage with professional therapists both in Eastern and Western philosophies of psychological medicine by sharing ideas, resources and best practices.

One successful approach has been with **public-private collaboration** between the International Federation of Red Cross and Red Crescent Societies and the Green Cross Academy of Traumatology, engaging individuals in the medical, health and allied sciences community to be trained in psychological first aid and clinical field traumatology to achieve new opportunities employing the “**whole of community**” approach.

■ **Hurricane Maria 2017, Dominica.** The most impactful event of the present was Hurricane Maria in 2017. There was a strategic deployment of clinical field traumatologists to Dominica, to assist the Princess Margaret Hospital Mental Health Outreach Program by conducting interventions in the remote areas of Dominica. Fifteen people died, and 20 were missing after this category 5 hurricane.

■ **Red Cross Societies in the Caribbean.** During 2012-2013, psychological first aid training to assist in capacity building was conducted in Jamaica via a grant from Panama, based on the Rapid Response Unit Model. Three levels of psychological first aid training were conducted and implemented: basic, intermediate and advanced.

■ **Jamaica Red Cross Society (Advanced and Intermediate) and Trinidad and Tobago Red Cross Society (Basic).** In 2018, basic psychological first aid was provided to 300 families affected by the Green Vale Flooding “hydro-meteorological phenomena” in Trinidad by the Trinidad and Tobago Red Cross Society.

■ **Venezuelan/Columbian/Trinidad and Tobago Border Migration.** More than one million migrants have crossed the border into Columbia, with 50,000 human-mobility refugees who have crossed both legally and illegally into Trinidad and Tobago. Psychological first aid counseling has been provided to the migrants and the members of the communities.

### *Private-Public Partnerships*

■ **Green Cross Academy of Traumatology** was established in 1997, for maintaining professionalism and high standards in the care of trauma victims and responders throughout the world.

■ In 2015 Green Cross Trinidad and Tobago Chapter, **using the private-public partnership model**, collaborated with the Government of the Republic of Trinidad and Tobago Ministry of Rural Development and Local Government to provide training to approximately 56 staff members (chief disaster management coordinator, disaster management coordinators, disaster field officers and disaster communication technicians) of the 14 disaster management units within two city corporations, three borough corporations and nine regional corporations. The clinical field traumatologists were trained in the following areas of competence:

- a. Assessment/treatment of post-traumatic stress disorders.
- b. Child/adolescent trauma.
- c. Compassion fatigue therapy.

- d. Grief and loss.
- e. Psychological first aid.
- f. Sexual trauma.
- g. Treating traumatized families.
- h. Disaster trauma.

### Shape the Future

The shaping of the future of mental health intervention shall reside within the new concept of disaster medicine and will bring a multi-faceted holistic approach via innovated training and futuristic simulations. With future changes in diagnostic and treatment modalities, there will be challenges for both the provider practitioner, receiving survivors, and emergency first responders. One of the biggest obstacles to overcome in the future is to ensure that training methods are consistent and provided globally to all.

■ **Futuristic innovations, new technology, and artificial and emotional intelligence practices** will impact how emergency first responders will provide interventions at a disaster zone to receiving survivors.

■ The **vision for the future** of mental health interventions, as embedded in **new practices, training, professional development, and experience**, will be most critical for success by incorporating improving mental health training through various types of simulation models: dedicated clinical simulation facilities using ultra-high definition, immersive, 360-degree virtual reality videos and animations for mental health training.

■ **Psychological first aid must be incorporated into disaster relief operations** (response, rescue and recovery). This will include use of field operation guides, mobile applications, handouts for survivors and emergency first responders, and viewing of online videos via social media. ▲

# Using Unmanned Aircraft Systems for Live Event Monitoring: A Look at the Establishment of a Program and the Benefits of Aerial Observation

By Sam Bogan, Emergency Communications Coordinator, CU Boulder Emergency Management

What started as a project on how to detect unwanted drones during University of Colorado Boulder football games has turned into a program providing live aerial coverage of campus events. The use of drones, or unmanned aircraft systems (UAS), has improved situational awareness for event command and control enabling adjustments to tactics and strategies during events.

On Nov. 20, 2019, as part of the International Association of Emergency Managers (IAEM) 67th Annual Conference & EMEX in Savannah, Georgia, I will be presenting about the humble startup of a drone program by describing the need for partnerships, basics of flying, essentials of a drone program, and examples of drone use during incidents and/or events.

## Important Takeaways

My goal is to provide attendees with information regarding a successful drone program, so they may take the ideas back to their organizations and perhaps start their own. Important takeaways are cost and effort associated with the program, examples of how to establish a safe operational approach to utilizing a drone, real use cases to see how a drone can help monitor events or incidents, and a general sense that it is not difficult to create and run a program.

The following article provides more on the back story of our program, and I hope you come to the presentation to see real illustrations of its use.

## Some Saw Drones as Threat Toward Privacy

Drones started entering the scene in 2015 as a threat towards privacy, events, and emergency response. Public safety organizations began scrambling to find ways to detect, deter, and respond to the new threat from above. The University of Colorado Boulder was no different, and the task to evaluate solutions to the drone problem was assigned to me. I never would have imagined that efforts to stop drones from interfering with our campus events would result in the purchase of aircraft, training of pilots and visual observers, hours of flight time, and a new capability that fascinates and provides situational awareness like no other tools before its time.

## In Launching a Drone for the First Time, an Idea Was Born

While testing a vendor drone detection solution one day, I realized that waiting for a drone to enter its detection ring was sort of pointless. I needed a drone to set the thing off and move forward with the evaluation. The vendor was kind enough to provide me with a drone and noted that I could just turn the aircraft and remote on and that would trigger the detection system. That was no fun. I had never flown a drone, and this was the best chance I was going to have. I launched the drone and at that moment an idea was born.

The view I was seeing on my display reminded me of satellite imagery and aerial photography that took days/weeks to plan and process, yet this was live, and I was

in complete control of where I wanted to go and what I wanted to see. We had cameras on our campus already, but this new top-down view provided such a different vantage point and depth, I was sure it would be useful for events on campus. I landed and briefed my boss, and while he was supportive, we both knew we were going to have to convince the chief this was an area to invest in and persuade the campus that drone flights can be a good thing and positively influence campus safety. Now I needed to educate myself about drones, where they can fly, and if there were any successful stories regarding public safety use out there yet.

## Learning Skills, Finding Allies, and Planning a Program

I started asking around campus, where I found out there was a group developing a UAS policy, and I jumped on the committee as the public safety representative. Through this committee, I learned that our campus had been flying research drones for more than 20 years, had a pilot training program, and had approval to fly under a university certificate of authority (COA) with the Federal Aviation Administration (FAA).

I signed up to become a pilot and continued speaking with partners in law enforcement and higher education. To my surprise I found some groups had already started using drones, and many were just starting like me. We shared ideas, approaches, templates, use cases, and other best practices that were

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## Using UAS for Live Event Monitoring

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being developed by those organizations that were blazing the trail ahead of me. Now I had to figure out how to apply that to a campus of higher education.

### Key to Getting this Drone Program Off the Ground

I believe the key to getting our drone program off the ground was the involvement with the campus UAS policy creation. It was during this process that I was able to learn about the campus fears of drones, what they were willing to accept, and ways to mitigate the anxiety about flying around campus. By becoming a pilot, participating in the creation of our campus policy, and working with other UAS teams, I learned how FAA, state, city, and local regulations impacted the airspace within which I would mostly be flying.

From there I developed a safe operations area, which included a landing zone, routes we could fly that kept us over buildings and away from restricted areas, hover zones we could safely stay to capture the images we needed, and emergency landing zones if things went wrong. I was by no means an expert on drones, but I learned enough to develop and propose how to fly safely over campus, balancing public safety needs with campus concerns – which gave credibility to the proposed program. I felt at this point I had the campus feeling

pretty good about drones being used for public safety. Now I had to convince the chief.

### Pitching the Program

The day had come to pitch the idea and find out if there was room for a drone program within the University of Colorado Police Department (CUPD). I had done my research. I had created my slide show. I ran my numbers. I was ready. My boss brought the chief up to our landing zone, and I gave him my proposal, which he received stone-faced. I decided to skip a bit of the agenda and just fly. I started the rotors, jammed the stick up, and watched the drone take off into the sky. The higher the drone went, the bigger the Chief's smile became. Program approved.

### The CUPD UAS Program Today

Two years have passed since that day, and the CUPD UAS Program has grown in size and popularity. Today it has two aircraft that can provide coverage during the day, with one fixed and one zoom lens, and coverage at night with one Forward-Looking Infrared Radar (FLIR) sensor. CUPD leadership not only invested in the aircraft, but also invested in infrastructure at the UAS landing zone, gear for the aircraft, software to support the livestreaming, and time for training.

The team has eight pilots and 25 visual observers trained within the department, who have flown more than 400 hours during the past two years. They provide overwatch during football games, concerts, graduations, political rallies, student

move-in, footraces, and any other event that may cause large vehicular or pedestrian traffic on our campus. The footage is focused on intersections, pedestrian thoroughfares, tailgate lots, traffic jams, ticket security entrances, motorcades, perimeters, rooftops, construction sites, and other critical zones that event command can utilize when making decisions. While the team's primary mission is to provide livestreaming video to the event command post, the same footage is also used as evidence for criminal cases, insurance claims, customer service complaints, business process improvements, and after-action reviews.

### Conclusion

Establishing the drone program at the University of Colorado Boulder was not difficult, but it did take some time to learn the industry, understand my community, and develop the best way to support the event safely. With the proliferation of budget-friendly platforms, sensors and applications that continue to expand the usefulness of this technology, every organization should take a look and see if drones can improve their capabilities. My advice is simple: Start slow. Gain cooperation. Demonstrate usefulness. Fly safely. ▲



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## That Emergency Manager Is Not Like Me

By Ken Horst, Assistant Director of Emergency Management, The University of Alabama, and Todd Becker, Emergency Manager, North Carolina State University

In a world of constant change, the emergency management profession is evolving. What began as a governmental response to disasters now includes five phases (prevention, protection, mitigation, response, and recovery) that spread across a myriad of governmental and non-governmental organizations. The result is a profession comprised of traditional and non-traditional emergency managers, who come from diverse backgrounds, have different focuses, operate within varying organizational structures, and ultimately are altering the archetype of the *traditional* emergency manager.

### Imperative to Recognize the Changing Landscape

What does this mean for our profession? As emergency management's definition and focal areas evolve, it is imperative for professionals to recognize this changing landscape. No longer can one assume that the designation of emergency manager is one of an individual whose primary responsibility consists of coordinating emergency response.

As emergency management originally was born out of the fire service (1803 New Hampshire) and civil defense, a response-focused mentality naturally prevailed. However, as emergency management within institutions of higher education (IHE) and other settings grew, the focus shifted to mitigation and recovery strategies as compared to response.

For example, public health emergency managers, while they respond to public health crises, spend a great amount of their focus

and energy on protecting populations from disease. This may result in groups focusing on their respective industries at the neglect of developing the larger emergency management community.

Often traditional emergency managers are hired from response agencies and are in public sector positions. These positions are often mandated by federal and/or state statutes, located within the executive branch reporting structure, and require defined training courses. This contrasts with IHE counterparts who typically have more diverse backgrounds, may have other responsibilities within the organization, operate within multiple organizational structures, and often have education requirements. Originally, an IHE emergency manager may have been an industrial hygienist, a public health official, a police sergeant or an occupational safety professional. Those from these diverse backgrounds are still responsible for facing many of the challenges of their state and county counterparts. Higher education campuses typically operate as small cities with their own populations living on campus, power generation, food service, housing, street maintenance, law enforcement, and health care.

### Differences Between IHE and State/County Emergency Managers

However, the differences can create a number of issues. An emergency manager from higher education attending an emergency management conference may return to work wondering about the value of listening to discussions

about the Emergency Management Performance Grant (EMPG) Program or the need to develop a social media presence – while a county emergency manager may wonder why the Clery Act was on the agenda. With the limitations of time and staff that many emergency management offices face, these differences often result in a silo or tunnel mindset. Individuals can tend to focus on what is happening within their emergency management discipline, or even worse, only on relationships directly impacting the respective emergency manager.

It is human nature to seek affinity with others who are like us and who we know, but this attitude may limit the effectiveness of today's emergency manager. Furthermore, a poor relationship between IHE and municipal emergency managers can result in both parties making false assumptions on each other's capabilities, which can lead to putting their populations in peril in times of an emergency.

### How Can We Change this Mindset? Through Collaboration

What can we, collectively and individually, do to change this mindset? As is typical of many things within emergency management, the key to this is collaboration. Should not the same collaboration we use in developing a THIRA/HIRA, an Emergency Operations Plan or Mitigation Plan, or CERT instruction apply to our emergency management relationships with other emergency managers? Relationships cannot prosper when two parties do not effectively communicate with

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## That Emergency Manager Is Not Like Me

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each other. This is more than cohabiting the same room during an LEPC meeting or an emergency management conference. It requires an effort to bridge the gap and to create understanding. It is an intentional decision to develop a relationship that can be mutually beneficial to both organizations.

### IAEM Is a Model for Promoting Partnerships Among Emergency Managers

The International Association of Emergency Managers is an international/national model for promoting partnerships among emergency managers. Within the organization, special caucuses exist to address specific needs within the whole. While at first glance, one might see caucuses as exacerbating the issue

of separation, it is not. It is a means for inclusion. It is a way to draw non-traditional emergency managers into the organization and provide them a voice within the emergency management profession. IAEM's annual conferences blend keynote speakers who address common interests, while also providing opportunities to explore unique interests within a particular sector. While this is certainly a start, how might this model produce practical application in state and local offices across a variety of industries?

Recently, the Alabama Association of Emergency Managers and the North Carolina Emergency Management Association began developing an Institution of Higher Education Caucus within their associations. Both organizations utilized the IAEM/UCC model to formalize relationships. IHE caucuses were developed to provide emergency managers in colleges and universities the opportunity to be a

part of the state associations. Better communication, increased training opportunities, the sharing of facilities, and increased membership in the state associations are benefits already being realized.

### The Challenges and the Benefits of Higher Education Caucuses

While both caucuses are in their infancy stage, relationships are being forged that bode well for emergency managers in these states. At the IAEM 2019 Conference in Savannah, this article's authors will present specific challenges and benefits they found by implementing a higher education caucus within their state organizations. While bridging a cultural and professional gap is not always easy, the rewards outweigh the work and will help shape the future emergency management profession. ▲

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# Special Event Planning: Facing Challenges We Never Envisioned 20 Years Ago

By Dale A. Currier, CEM, MEP, CPT, Director,  
Oswego County Emergency Management, Oswego, New York

Recently, when I have asked a wide variety of people of all ages and from many backgrounds and locales why they go to a community music or art festival, a traveling carnival or fair, a famous amusement park, a sporting event, or a local ethnic cultural event, it's safe to say their response would almost always be to have a fun time with friends and family. It's a simple fact that people expect to have fun at such events. But what, if any, are their other expectations for going such places?

A second simple fact is that the folks running these events have an expectation to make money for their efforts. While the overt appearance may be to make money for a charity, there's always a significant money factor at play with any event.

For many reading this article, I feel it's safe to say that when we hear the term "special event," or a similar term, it immediately brings to mind a myriad of questions and concerns. The first is often "What event's going to be 'fun, secure and safe' without creating an environment that resembles a high-security industrial complex with amusement rides, music and loads of unique foods within the event's envelope?" Am I close? If I am not, *please* read on! If I am close, please read on, as there are some personal and/or professional differences within our ranks.

## A Growing Question

A growing question within our profession seems to be, "Can we, as emergency management professionals, readily agree today on what is regarded as 'safe and secure' for

any particular event?" I would say, for the most part, the answer is "No." *Safe* is a relative term, as is *secure*. *Safe and secure* often are linked to personal feelings and emotions about a given situation and environment, which are related closely to risk management actions that may have many levels of depth and breadth, depending on one's tolerance for risk.

## A Growing Challenge

*Safe and secure* do not have consistent meanings, yet the public has an expectation that the events that take place in our communities will be *fun, safe and secure*. This expectation presents a growing challenge for event planners and emergency management professionals associated with the event-planning process, as almost every week we hear of another horrendous, violent incident that hurts or kills innocent people and causes significant property damage.

## When You Have Zero Control

It's imperative we remember that the root cause of these horrendous incidents may be a result of something we have zero control of – such as *weather*.

■ **The Indiana State Fair stage collapse in 2011**, which killed seven people and injured about 40, was caused by a severe storm with strong winds which cannot be controlled no matter how thorough our planning efforts. In this situation, the crowd might have been able to see the dark clouds looming, or felt the wind speed change or temperature drop – or all of these signals that something was about to

change and likely not for the better. What we can potentially control to varying degrees is how we deal with the potential impact of the storm and wind situation before it hits, while it's striking, and after it subsides.

■ **The Route 91 Harvest Music Festival outside Las Vegas** ended with 58 people killed and 422 injured as the result of one person's highly pre-planned shooting foray on the crowd from an elevated hotel room a significant distance from the concert venue. No one at the concert would have had any way to see this coming. There were no visible darkening clouds.

For me, personally, it's beyond simply sad seeing where we are today in terms of risk assessment and management when planning and carrying out special events. Professionally, is it not off-putting that we find ourselves planning to prevent attacks and preparing to respond to horrendous acts of violence that some lone wolf or group has decided they should carry out to meet their own personal misguided objectives related to who-knows-what? Yes. Period.

There can be no rational case to explain this phenomenon away. The list of potential bad actors defies any limits on rational thought for emergency management professionals tasked with emergency and risk management planning for these events.

Yet the event "planners, organizers, promoters or creators" all want the public to see how much fun and excitement they will have? All they have to do is surrender their credit

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## Special Event Planning: Facing the Challenges

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card, show up at the gate, and believe that *everything* will be all fun and excitement! While we can hope that will be the case, hope is not a good risk management strategy.

The Route 91 concert and the Indiana State Fair stage collapse are just two of the numerous recent events that have resulted in disaster. One was caused primarily by a severe weather event, and one was caused primarily by the actions of an individual bent on the intentional destruction of many human lives. The one question that remains – and will always remain in emergency management and security professionals' minds for every such incident – “Could this incident have been prevented?”

In theory, both could have been prevented. However, the *costs* for doing so would have been so astronomical the event could not have been held at a ticket price that could be afforded by the masses. Therein lies the biggest challenge – money always has been and always will be. It's not a bad thing, as people are entitled to make money for their efforts. Period. Yet where's the balance of how tight to hold the budget to keep profit at the level one needs or wants it to be? Needs versus wants are very different measures when it comes to safety.

### Don't Spoil our Fun!

The second biggest challenge seems to be “not spoiling the fun factor” by securing the event and facility to a level that results in people not wanting to come. After all, enjoyment and excitement is why people attend such events.

Think about it critically. What are the odds that something catastrophic will happen at your event? And if it does, will it be when you are there?

Here's what I hear so often:

- “Don't bad things just happen at other peoples' events?”
- “Don't these terrible things only happen at the 'big' events?”
- “Won't having a big insurance policy cover the losses if something does happen?”

### It's Complicated

You've no doubt heard the same simple, formulaic questions and comments, which illustrate that people do not understand how complex planning and conducting special events really are. To me, event planning is incredibly multifaceted no matter the size or type of the event. It's much like looking at the heat shield tiles on the bottom of the NASA Space Shuttle. The tiles are there to protect the occupants, the vehicle, *and the entire shuttle program*. Lose a tile and – well, we know what happens. The results are long lasting and catastrophic in

many different ways – so far beyond the immediate loss of lives which seems to be the most remembered outcome for most people. Stakeholders closer to the event and incident are reminded of the outcome daily – quite possibly forever.

The shuttle heat shield tiles come in many unique shapes and sizes to fit the curves and intricacies of the underlying vehicle framework and internal components of the spacecraft. These curves and unique frameworks are not unlike the many challenges we can face when planning and conducting special events. The shuttle heat shield tile array has served as a graphic model and continuous reminder of the importance of identifying and dealing with the many varied challenges in event planning, execution, and criteria for the event (program) evaluation.

We'll look at this in more detail on Tuesday, Nov. 19, at the IAEM Annual Conference in Savannah. I hope to see you in Savannah to explore this in detail together. ▲

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# Recognizing and Understanding Implicit Bias: A Necessity for First Responders

By Terri Howard, Senior Director, FEI Behavioral Health

**H**ow we perceive the world is based in part on our cultural experiences and upbringing. These perceptions, which begin early in life and develop over a lifetime, reflect our feelings and attitudes about others based on race, ethnicity, age, appearance, and other characteristics. They're often reinforced by our ongoing exposure to the media, especially TV news.

These automatic judgments and mental shortcuts are known as "implicit biases." Because these stereotypes are so deeply rooted in our subconscious, most of us are unaware that we have them.

## Inaccurate Assumptions and Discriminatory Responses

The word *bias* has many negative connotations. However, it's important to note that *implicit biases* are a normal human response. Everyone has them. They form the *subconscious* lens that shapes our view of the world. As such, implicit biases are different from the racist thoughts or beliefs that some people *consciously* hold.

While implicit biases are vital to helping us categorize our world and quickly interpret the people and the situations we encounter, they also can create blind spots that prevent us from seeing vital pieces of information. Consequently, implicit biases can lead to inaccurate assumptions – and discriminatory responses.

## How to Counteract Implicit Biases

Effective leaders need to help others understand and become aware of implicit biases. It's an important first step in creating a more just and equitable society. One of the best ways to develop this awareness is through implicit bias training. It not only helps people to recognize and confront their biases, but also to develop a deeper understanding of cultural differences and nuances, especially those related to historical and complex trauma.

Studies show that people are at greater risk of being influenced by implicit biases during stressful or distracting situations, or when making decisions with vague or questionable information. Consequently, managers and first responders are more likely to be influenced by implicit biases when faced with a crisis, tight deadlines, or difficult personnel decisions.

## Diversity Training

When it comes to emergency response, diversity training helps first responders recognize implicit biases when facing emotionally charged, highly stressful situations. It also can help them manage challenging people and situations accurately and fairly – and respond appropriately. This, in turn, allows them to build positive and trusting

relationships with the individuals and communities they serve.

## Building a Diverse Workforce

Building a diverse workforce can also counteract implicit biases. To accomplish this, it helps to have special recruitment and retention policies in place and develop community partnerships and initiatives. Getting input on decisions, policies and practices from people with diverse cultural backgrounds and life experiences helps curtail implicit biases. Making an effort to learn as much as they can about the cultures with which they engage fosters a feeling of welcoming acceptance between first responders and unfamiliar communities.

## Conclusion

While biases are a natural subconscious response, training can help first responders and other emergency management professionals overcome these blind spots. By helping your organization develop a greater understanding of implicit biases and by building a diverse staff, you'll not only create a stronger and more resilient workforce but also strengthen relationships within the communities you serve.

To learn more about implicit bias training or to schedule training for your workforce, please contact us at [info@feinet.com](mailto:info@feinet.com). ▲

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## Greatest Lessons Learned from Two Intense "Teachers" – Irma and Maria

By Natasha Joseph, Grad IOSH, CBCI, HSE Advisor,  
Sol Caribbean Ltd., Warrens, St. Michael, Barbados

The Caribbean region is susceptible to a range of natural and man-made hazards. These events include floods, hurricanes, earthquakes, tsunamis, droughts, volcanic eruptions (in some countries), infectious diseases, and climate change.

As a result, the Caribbean is among the most disaster-prone regions in the world. Natural and man-made hazards have significantly impacted the lives, as well as the economic, social and environmental progress, made in the region over the past decades. I believe that education and preparation are components of the successful and comprehensive emergency management strategies for which countries like Japan and Singapore are known. Their approach is to educate and prepare their communities to manage natural hazards to ensure resilience.

### The 2017 Hurricane Season

During the 2017 Hurricane Season, I witnessed the socio-economic impact of climate change and natural hazards on several locations in the Caribbean.

■ **Hurricane Irma** (category 5) first made landfall on the northeast Caribbean islands during the early hours of Sept. 6, 2017. Antigua and Barbuda, Anguilla, Bahamas, British Virgin Islands, Cuba, Dominican Republic, Haiti, Puerto Rico, St. Barthelemy, St. Martin, Sint Maarten, Turks and Caicos, and the U.S. Virgin Islands were all affected.

■ A few days after Hurricane Irma, **Hurricane Maria** moved west-north-west over the Caribbean Sea, picking up strength as it moved onwards. Its center passed south of St. Croix (U.S. Virgin Islands) early in the morning of Sept. 20, 2017. It then continued moving towards Puerto Rico as a

category 5 hurricane. Thousands of people were evacuated, and hundreds of houses were destroyed in Guadeloupe, Dominica and Martinique islands.

■ **The Aftermath.** After both events, beautiful homes and buildings were flattened. Picturesque mountain views were decimated to look like arid wastelands. Years of economic growth and progress were eliminated in a few hours. The total recovery needs for Dominica, Barbuda, and the British Virgin Islands were estimated to be more than USD 5 billion.

### Taking a Look at my Career Path

It was at this point that I recognised that my career path needed to more purposefully include emergency management as well as business continuity. I am currently employed as the health, safety and environmental advisor for The Sol Group (Sol). Our operations provide fuels, lubricants and/or LPG products in 23 territories in the Caribbean. We serve an extensive service station network and a wide range of commercial customers who are involved in shipping, luxury boating, aviation, mining, trucking and fleet operations.

In the aftermath of Hurricanes Irma and Maria, I visited and/or provided aid to our operations in affected islands (St. Maarten, Dominica, Anguilla, Tortola and Puerto Rico). This experience allowed me to better

understand the utter devastation of the infrastructure and environment. The firsthand exposure to the impact of a natural hazard was surreal for me.

My colleagues told me the horrors of their experiences. Nevertheless, they still were uncannily optimistic about their circumstances and their future. I was humbled by the gratitude expressed and the hugs I received from my colleagues when I brought them special care packages that included croissants, coconut bread and chocolates. One lady was literally in tears ... I was speechless!

Witnessing the impact of Hurricanes Irma and Maria taught me that I should prepare for the worst and be prepared for what I do not expect. Although my company (The Sol Group) had implemented the Incident Command System (ICS), we were inadequately prepared for the magnitude of the events. Comprehensive training and exercises were conducted in 2016, while contingency plans were updated and reviewed. However, no one was really equipped for the scenario of multiple weather systems impacting several countries almost simultaneously.

### Key Areas for Concern

Key areas for concern were inadequate communication, vulnerable facilities, inadequate risk management and, most importantly, informal business continuity planning. In addition to recognizing the gaps in my company's response, I also appreciate that innovative

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## Greatest Lessons Learned from Hurricanes Irma and Maria

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approaches, strategic leadership, and integration of knowledge of broader risk management are essential in disaster risk reduction.

### After Two Years

It is two years later, and the recovery process has been a long trying journey to building back *better*. In September 2019, the passage of **Hurricane Dorian** met a Sol Team that was better prepared. Communications were improved via improved engagement of key stakeholders and emergency agencies. Memoranda of Understanding are being established with the Caribbean Disaster Emergency Management Agency (CDEMA) and various national emergency response agencies throughout the region. Programs also were implemented to ensure that alternate forms of communication were available (Amateur/HAM Radios and WhatsApp). Formalized routine testing of satellite phones has been mandated for the Sol Group. Damaged facilities were repaired or replaced based on improved standards. Overall, our installation standards for equipment and facilities were improved to be more resilient.

In reference to risk management, an evaluation was conducted to enhance the safety and security precautions for first responders. Relationships were established with various private and government entities that specialize in emergency response. Employee assistance programs were enhanced to address the psychological impact of the natural and man-made hazards. With respect to business continuity, three team members have been

certified to International Standards (Business Continuity Institute and DRI International). More importantly, contingency plans and programs are being reviewed not only to focus on emergency response but also to aim at embedding business continuity in the operations of the Sol Group.

### Collaboration Has Improved Emergency Preparedness

The efforts and collaborations of the national and regional emergency response agencies to address emergency preparedness have been truly commendable. As a member of my District Emergency Organization, I am aware of the effort, investment and vast improvement in the effectiveness of communications and the approaches to emergency management in my country (Barbados). In my professional capacity, I am also witness to the continuous improvement at a regional level through the work of CDEMA. Examples of the improvements include the CDEMA Model Safe School Programme for Caribbean Schools; more robust communication systems via applications like Cap.cap; ongoing training (conferences and seminars); and exercises.

Engagement activities allow better communication and collaboration between response agencies. This includes sector-specific and cross-sector coordination meetings and email groups. Pre-deployment of response teams to gather reliable

baseline data will facilitate a more effective response after an event.

In my professional and personal life, I have seen actions and heard statements that suggest some individuals blindly accept the outcome of so-called “natural disasters” as simply a part of life. I want to use this forum to encourage everyone to review our thinking. Yes, natural hazards can cause extensive destruction and tragedy. But in most instances, the true disaster is associated with the “human hurricane.” The human hurricane is characterised by our lack of preparation and education, resulting in panic and disorder. I believe we are getting wiser.

### Conclusion

If you had asked me about the level of preparation in the Caribbean before, I would have been inclined to give a cheeky response about lessons being taught to a classroom of distracted students. Now, I dare to say that slow progress is better than no progress. We in the Caribbean are unique, innovative and resilient people who do our best with limited resources. I am looking forward to attending the IAEM Annual Conference and sharing my experiences – see you soon. ▲



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# Your Emergency Management Team Has a Strategy Whether You Like It or Not

By Kelly R. McKinney, Senior Director,  
Emergency Management + Enterprise Resilience, NYU Langone Health

Isn't life tough, though? As an emergency manager, you've got a huge job to do – but you don't have nearly enough resources to do it properly. You pry away the valuable time of the executives, managers and staff across your dynamic and complex enterprise – building resilience for the inevitable next disaster – while struggling against the fierce headwinds of competing priorities, high expectations, and ever-increasing risk.

All the while, that little voice in your head tells you that all of this is somehow your fault – not only because you chose to pursue a career in emergency management (instead of going law school like your mother told you), but also because you are abysmally bad when it comes to justifying your existence.

## You Are Your Own Worst Enemy

You can't explain to the boss why what you do is important. You can't answer the *why* question: "Why do we need a stand-alone emergency management department? Isn't that what [the police department] or [the security department] or [risk

management] does?" Your strategy, your "why," can be seen in the actions that you and your people take. Strategy is simply what you choose to do and not do all day and every day.

It doesn't matter if your goals are explicit or not. It doesn't matter if they evolved organically over time, without any thought or debate. The stuff you do may even be completely ineffective in achieving your goals. *You have a strategy nonetheless.*

## You Are Either a Servant or a Tyrant

Researchers at the University of Toronto<sup>1</sup> tell us that these kinds of "unintentional strategies" result in one of two types of team:



**1. The "Do Everything that Everyone Else Wants" Team (aka the "Servile Strategy").** The Servile Strategy arises from a belief that you serve at the pleasure of the boss or the key departments in your organization (e.g., "The boss determines the strategy; we just support her").

Emergency management departments that adopt the servile strategy try to be all things to all people, from tabletop exercises for

executives in the C-suite to tactical training for the boots on the ground. The result is disillusionment and disappointment, as overworked emergency management teams spread their resources too widely and serve nobody particularly well. Instead, they fall into reactive mode, losing influence within the organization and effectiveness during the disaster. This kind of team struggles to recruit and retain talent because no one wants to be on a team that everyone believes to be weak and ineffective.

The Servile Strategy is miserable for those on the "Do Everything that Everyone Else Wants" Team, so it's no wonder that many teams adopt a radically different approach.

**2. The "Do What We Want" Team (aka the Imperial Strategy).**

With the Imperial Strategy, emergency managers put their own needs front and center, paying relatively little attention to how they align with the needs of other departments or



the overall strategy of their organization. This could include the hospital department that focuses exclusively on tactical training for nurses, for instance, or the business continuity team that builds a huge apparatus around risk assessment and then looks for ways to insert



<sup>1</sup> [The one thing you need to know about managing functions: they require their own strategies](#), by Roger L. Martin and Jennifer Riel, Harvard Business Review, July-August 2019, pp 104-113.

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## Your EM Team Has a Strategy – Whether You Like It or Not

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itself into corporate decision-making wherever it can.

The result is an emergency management department that serves itself rather than its stakeholders, much as a monopoly business would. The “Do What We Want” Team falls prey to the worst tendencies of traditional monopolies: arrogance and overreach. And like most monopolies, it will inevitably experience a backlash

### How to Create an Intentional Strategy

So you have a strategy whether you like it or not. You owe it to your organization and your team to reject the unintentional approach in favor of clear, focused and explicit choices that strengthen the capabilities that make your team a critical part of the success of your overall organization. Before you can create a strategy, though, you must first define the problem:

- You should convene your team for some hard thinking and honest assessment. What is the current strategy of your department, as reflected in the choices that you make every day? Are you *Servile* or *Imperial* or something else?

- Next, discuss the strategic priorities of the rest of your organization, and how your team can best support them. Are you helping the enterprise develop resilience and the muscle memory it needs to execute in a disaster? Are you serving those who are key to that success?

### Where Will You Play?

Time is your most precious asset, and the choices about how you and your team spend it must be explicit.

Start with who you are spending it with. You must identify your primary customers inside the organization and your core offering to these customers.

For instance, you can choose to serve front-line employees (e.g., with tactical training), department managers (e.g., with business continuity planning and exercising), or leadership (e.g., with executive tabletop exercises, order of succession planning, etc). It may be that all of these groups are important stakeholders, but you must determine the core consumer with whom you seek to win.

### How Will You Win?

Determining your core offering and customers are the first steps on the road to “The Why.” The build-out of your strategy includes knowing what would have to be true for that strategy to be successful. Your strategy must articulate the capabilities and systems required to accomplish the mission, along with what things your team should do itself and what it should outsource.

### Case Study: Healthcare

To model this process, we present the example of a fictional emergency management department of a large and diverse healthcare system with acute-care hospitals, ambulatory care sites, and physician offices arrayed across multiple U.S. states.

To get to its “why,” the emergency management team embarked on a series of intensive, and often contentious, strategy sessions. Those sessions yielded some very interesting results:

- The core process is incident management. The primary mission of the team is a five-step core process called “incident management.”

- The incident management mission means: (1) keeping watch for threats; (2) sizing-up the threat (when it is identified) for potential impacts to people, facilities or critical services; (3) notifying everybody with an ownership stake in the situation; (4) activating a crisis team (the incident organization) to gain situational awareness, determine course of action, roles/responsibilities and battle rhythm; and (5) leading that team through emergency operations until the incident is resolved.

- Resilience for the team means building its own proficiency because it “owns” the crisis space (where chaos and confusion reign). It’s job is to “not freeze” but to always be ready and able to operate effectively in an adverse environment.

- Resilience also means enabling and empowering others across the organization to think and act in the moment. This part was especially challenging because of the competing demands on people’s time combined with an underlying complacency that prevents any real progress in preparedness.

- The team reviewed studies that indicated that personal preparedness programs were largely wasted effort for the vast majority of people. These studies concluded only people who had themselves been directly impacted by a disaster could be compelled to prepare.

- The team reasoned that if people who had been directly impacted by disaster could be compelled to prepare, then it must focus on simulating such direct impacts through disaster exercises.

- The mission of emergency management is transformation and the lever of change is “get to StartEx.” The team identified its primary customers inside the organization as front-line managers

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**Your EM Team Has a Strategy – Whether You Like It or Not**

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and its core offering to these customers as focused, realistic, well-crafted and well-executed exercises.

- Exercises create a demand for focused planning, training and more exercises that enable resilience.
- Planning consists of light-weight plans/ checklists with exercises incentivizing others into doing the same for their own departments.
- Managers “own” their business units in blue sky and gray.
- This strategy leverages the responsibility of front-line managers to continue to provide their critical services while managing the consequences of the disaster.
- StartEx (i.e., the beginning of the exercise when players are immersed in a realistic and challenging disaster scenario) was the way to convince them of the uncomfortable reality they will have to own every kind of problem when disaster

strikes; that it will be their job to manage up (keep their leadership in the loop), manage across (keep the departments that rely on them in the loop) and manage down (keep their staff in the loop).

**Finally, the team concluded that:**

- Executive buy-in, personnel bandwidth and time must all be present in order for the strategy to succeed.
- It needed to continue to build proficiency with technology tools that manage information including mass notification and real-time operations.
- To free up bandwidth, it would rely more on remote training and vendors for tactical training and to support (not lead) exercise planning and execution.

**Bottom Line**

As an emergency management leader, you should not be a servant to the chief executive, nor should you be a

petty tyrant building your own empire.

To avoid these fates, you must use a reasoned and intentional strategy to guide your actions, to allocate your time and resources, and to dramatically enhance the value that you provide to your organization. It is with that intentional strategy that you can answer the “why” question, the next time you are asked: “Boss, my job is to make this organization ready to own the next disaster, so you don’t have to.” ▲



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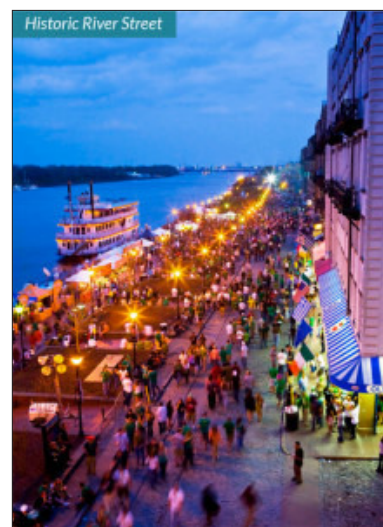
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## "15 til 50..." Mass Casualty Incident Response Resources for Healthcare Entities

By Christopher Riccardi, CHSP, CHEP, Manager, Business Continuity Program, CHOC Children's Hospital, Orange, California, and Terry Stone, RN, MS, Safety Officer and Emergency Preparedness Manager, Henry Mayo Newhall Hospital, Valencia, California

With hospital emergency departments and inpatient units across the country working at full capacity levels on a daily basis, preparing hospitals to respond to a mass casualty incident (MCI) faces many challenges. Developing plans to rapidly deploy staff, supplies and equipment is paramount to managing and responding to an event of significant magnitude.

Today, mass casualty disaster scenarios that once seemed merely theoretical have become a disturbing reality. Hospital disaster preparedness has, therefore, taken on increased importance at local, state and federal levels. Hospital staff are taking a profound interest in disaster preparedness and reexamining their disaster plans with the goal of preparing hospital personnel to respond to a mass casualty incident (MCI).

### Identifying a Need

In late 2014 to early 2015, a gap analysis was conducted of Los Angeles County of Hospital Preparedness Program (HPP) grant recipients to determine the level of preparedness in responding to an MCI. More than 50% of the reporting hospitals did not have a plan to manage an influx of 50 or more patients within 15 minutes of notification of an MCI event in their communities. In unofficial polling of hospital emergency management professionals from around the country, the Los Angeles County gap analysis results were indeed indicative of the state of hospital preparedness nationally.

### Partners in Preparedness

One of the true benefits of the emergency management profession is a willingness to collaborate with peers regardless of organizational affiliations. To share and learn from one another's successes and failures is a trait that binds emergency management professionals together. This working spirit brought Terry Stone, RN, MS, EMS, emergency preparedness manager of Henry Mayo Newhall Hospital, (HMNH), Valencia, and Christopher Riccardi, CHSP, CHEP, business continuity program manager of CHOC Children's Hospital, Orange, California (formerly the disaster preparedness coordinator of Providence Little Company of Mary Medical Center Torrance (PLCMMCT), together. The partnership between these two unaffiliated California hospital leaders led to a body of work that has resulted in the program known as "15 til 50..." The title of the program infers that healthcare entities would be ready to receive 50 or more casualties from an MCI within 15 minutes of notification.

The original "15 Minutes til 50 Patients" Mass Casualty Incident Response program that was conceptualized and in use at PLCMMCT provided the groundwork for the "15 til 50..." Toolkit. It was Terry's vision that this program needed to be further developed and formally introduced to the entire emergency management community. That vision was shared and supported by the Los Angeles County Emergency Medical Services Agency's Hospital Preparedness Program (HPP).

Special project funding was provided that propelled this venture from a possibility to a reality.

HMNH was an early adopter of the program. Under Terry's leadership and with the inclusion of the emergency department, HMNH began implementing the "15 til 50..." methodology. Within three functional exercises, the facility was able to meet the targeted 15 minutes to receive 50 or more casualties from an MCI.

The ease of adaptation has been demonstrated by CHOC Children's Hospital as the first pediatric facility to adopt the "15 til 50..." methodology as its MCI response plan. Under Chris' guidance and mentorship, the emergency department continuously strives to better their response time. Conducting unannounced set-up drills at various times throughout the day and night, the new established benchmark is nine minutes or less.

### "15 til 50..." Program

The strategies of "15 til 50..." provide a structure and framework to respond to a MCI that can be easily adopted by any healthcare entity. One of the benefits of "15 til 50..." is that it provides a structured approach for MCI response. Similar to the Hospital Incident Command System, it may provide a common structure for healthcare personnel from other hospitals to respond to another hospital in need.

Efficiency for an organized orchestrated response through the "15 til 50..." program is

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## “15 til 50...” Mass Casualty Incident Response Resources

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accomplished through pre-event planning that includes:

- Emergency staff and physicians are trained in their MCI roles and responsibilities;
- Inpatient nursing, ancillary and support staff are trained in their response roles;
- Inpatient staff activate rapid discharge to increase inpatient capacity for surge;
- Current emergency department patients are either discharged, or continued care is assumed by inpatient nursing;
- Incident Command (IC) staff is trained and Hospital Command Center (HCC) is simultaneously activated;
- Equipment and supplies have been organized and are stored in the emergency department and near the triage and treatment areas for immediate deployment;
- Triage and treatment area locations and alternate locations are pre-established;
- Ancillary services deploy initial diagnostic equipment (lab, X-ray, RT);
- Communication pathways between triage, treatment and HCC has been pre-established;

- Community response partners have been engaged in “15 til 50...” exercises and know their response roles to the healthcare facility (i.e. law enforcement assisting with traffic control);
- Traffic flow, signage, barriers, and lockdown have been pre-determined;
- Patient tracking and documentation have been pre-established;
- Decontamination is set up initially as part of the designated response; and
- Quarterly exercises are held that reinforce all the steps listed above.

### The “15 til 50...” Toolkit

The “15 til 50...” Toolkit has been created by hospital emergency managers for hospital emergency managers. Great care was taken to ensure the ease of adaptability to the “15 til 50” methodology.

The toolkit is a compilation of tools, forms, teaching aids, exercise materials, and resources that make the program easy to adopt by any healthcare facility. An **MCI Plan Template** provides an easy-to-populate document. The accompanying **MCI Guide** provides a handbook with in-depth information about the “15 til 50...” program.

The “15 til 50...” Toolkit also contains tools for:

- Creating Buy-In assists disaster planners in gaining support from the executive leadership team;
- Exercise materials (Controller/Evaluator Handbook and Player Handout);
- Training Materials (Train the Trainer and Healthcare Responder Training);
- A multimedia library contains videos of actual exercises demonstrating deployment; and
- Sample files, including: Emergency Department Charge Nurse Job Action Sheet, Equipment Supply Lists, Job Action Sheets with Vest Cards, Standing Medication Orders, and Layout Maps.

In 2015, the California Department of Public Health, The California Emergency Medical Services Agency, the California Emergency Services Association and the Los Angeles Business and Industry Council for Planning and Preparedness have all recognized the “15 til 50...” program with awards for innovation and excellence in the field of emergency management. The “15 til 50...” Toolkit is a free resource that is now available and posted on the California Department of Public Health’s [website](#). ▲

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## Trauma Informed Emergency Management: Past, Present, Future

By Raquelle Solon, Business Solutions Engineer,  
FEI Behavioral Health, Milwaukee, Wisconsin

**K**nowing where we've been helps to shape the future of where we want to go regarding traumatic stress management.

Traumatic or critical incidents are situations that would cause any of us to experience intense emotional, mental and/or physical reactions. Our ordinary ability to cope is literally overwhelmed.

These experiences often are triggered by a fear of serious injury, threat of violence or death, or witnessing of the same. The same can be said for repeated exposure to lower-level stressors, such as job insecurity or excessive workloads, without resolution or support.

Incorporating trauma-informed approaches for emergency management and first responder teams is critical to maintaining their well-being, health and resilience.

### Honor the Past

"Idiotism" from the late 1700s and "hysterical" in the 1800s were the unflattering, and by today's standards insulting, terms used to describe the [symptoms of traumatic stress experienced by individuals firsthand and/or from witnessing events.](#)

[In February 1915, the term "shell shocked" would appear in the medical journal \*The Lancet\*. It would be around this same period that French psychiatrist Regis, during his review of mental disorder cases, found that 80% of World War I combatants presented with no physical wound, "but in all cases fright, emotional shock, and seeing maimed comrades had been a major factor."](#)

Post Traumatic Stress Disorder (PTSD) wasn't officially a diagnosis with specific symptoms and added to the American Psychiatric Association's (APA) *DSM-III* until 1980, though the *DSM-I* published in 1952 referenced "gross stress reaction." PTSD is the basis for understanding traumatic stress in the field of first responders.

Acute Stress Disorder (ASD) was introduced in APA *DSM-IV* in 1994 and can present whenever there is a traumatic stress event, from a car accident to random acts of violence. This disorder is different than PTSD as it affects the individual from three days to four weeks. [After the four-week mark, the symptoms are no longer considered acute, and the individual is assessed for transition into PTSD.](#)

The pinnacle event that led to wider recognition of traumatic stress in first responders was Sept. 11, 2001. 9/11 was the catalyst for engagement of first responders to seek help with counselors, employee assistance programs (EAPs), and other practitioners. This event is where we first started learning about helpful interventions from cognitive behavioral therapy (CBT), which focuses on improving emotional regulation; developing coping strategies and problem-solving; Eye Movement Desensitization and Reprocessing (EMDR) therapy, which can relieve psychological stress; and massage and breathing techniques utilized to alleviate stress.

### Treasure the Present

The events of 9/11 highlighted the need to have interventions with

emergency management/first responder teams as the focus. First responders don't do well with traditional interventions. Instead, there's a need to first reach a safe place to debrief and/or defuse with their peers, allowing them to put words to thoughts, feelings and reactions, which help to integrate memories of critical events in a healthy way.

Another outcome of 9/11 was solidifying what was already known about ASD and PTSD in the workplace: that organizations need to add policies, procedures and training with a focus that normalizes the psychological effects on people in emergency management. Just by the nature of doing their job – responding to emergencies – there can be injury due to traumatic stress.

Today we have the brain science to understand traumatic stress and the impact it can have on an individual neurologically, biologically, psychologically and socially. 9/11 is an example of acute trauma, a traumatically stressful event over which those affected have little or no control.

In addition, we now have information about the effects of other types of trauma, such as the Adverse Childhood Experience (ACE) study and the life-long effects an individual may have; historical trauma and the potential of epigenetic effects; and secondary trauma, where events aren't experienced firsthand but through hearing stories or witnessing events. This scientific evidence explaining cause and effect

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## Trauma Informed Emergency Management

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helps to alleviate some of the stigma associated with seeking assistance.

Treasuring today means recognizing the value of non-clinical stress reduction interventions. One of those is peer support. A peer support team is a core group of employees who are trained to provide support, information and referral for co-workers in need of assistance related to a critical incident, day-to-day work stress or personal/life stress. It can be informal or very formal, but whatever the structure, peer support is a non-judgmental, safe and supportive relationship between people who have a lived experience in common and can provide emotional and social support. This can bridge the gap for EAP clinicians and help the organization build a healthy employee base.

Another intervention tool utilized today with emergency personnel is defusing or psychological triage. This is more immediate in nature than peer support, typically occurring within hours of the event. Its aim is providing rapid stress relief and stabilization immediately following the critical incident. It is provided by a trauma-trained responder through either individual or group attendance of personnel involved in the critical event.

Sadly, today [first responders are 20% more likely than the general public to commit suicide, with rates for police being higher than those of EMT and firefighters](#). Suicide is the most severe, but not the only, problem. [Approximately 29% of firefighters abuse alcohol, up to 40% of EMT's engage in high-risk drug and alcohol use, and 25% of police have an alcohol or drug use issue.](#)

Loneliness, isolation, stigma, fear, shame – any and all of these can contribute to the overwhelming feelings resulting from both acute and prolonged exposure to traumatic events, which can lead to unhealthy coping behaviors or, at its worst, to suicide. While we are on the path of awareness and recovery, we still have work to do.

### Shape the Future

Everyone can be affected by ASD. However, those with a higher ACE score will have more vulnerabilities and triggers than someone with no ACE score. Brain science supports this and can help us remove the stigma associated with addressing mental health concerns. Viewing the brain for what it is, a working organ in the body, also can help remove the stigma associated with seeking treatment. Treatment for major depression has a 65% success rate whereas heart disease only has a 41%-52% success rate – but no one is stigmatized for visiting a cardiologist.

Focusing the future on mental health support through the interventions mentioned earlier, paired with wellness and resilience, can strengthen both employees and the organization. Embedding counselors in the workplace as an internal EAP resource focused on the wellness of those in critical incident response roles and who can partner in establishing peer support programming, along with strategic partnerships of external EAP providers, will be crucial to reducing the attempted and successful suicides of emergency personnel.

Promote healthy relationships in the workplace. There is power in connection. When someone hears their peer who they view as a “big strong tough guy” share the stresses he or she experiences, a connection that someone else feels the same

way forms that is integral to the healing process. Strong connections also can stave off loneliness and isolation. Futuristically, organizations can go as far as teaching the family members, friends, and significant others of emergency teams about traumatic stress so they are able to engage with more support, compassion, empathy and understanding.

Emergency managers and responders live with both acute and secondary traumatic stress by nature of their professions. As younger generations start filling these roles, it's important to start with self-awareness. Know your ACE score. Have a safe place in your life where you can go and recharge, allowing your adrenaline and cortisol to release. Be open to wellness and resilience programs. Have an established group of people you consider safe who you can defuse and debrief with, along with teaching your social circle about possible effects on your well-being.

### Conclusion

In closing, we've come a long way from derogatory and non-trauma informed views such as “idiotism” or “hysterical.” We're doing great work today with peer support, debriefing, defusings, psychological first aid, etc. But there's still work yet to be done. When the stigma is completely gone, we'll have removed the “pull yourself up by your boot straps” mentality from our way of thinking, recognizing the complete person physically, emotionally, psychologically and spiritually. Complete person wellness and individual resilience will be paramount, because we'll have realized that healthy employees means stronger organizational resilience with better outcomes. ▲

## EM Calendar

Visit [www.iaem.org/calendar](http://www.iaem.org/calendar) for details on these and other events.

- Nov. 5 EPA Region 1 In-Person Training: "Risk Assessment and Emergency Response Plan Training," Chelsea, MA.
- Nov. 6 **2:00-3:00 p.m. EDT. IAEM-USA Region 1 Webinar Series:** "The Cavalry Is Not Coming – Long-Term Power Outages and Individual Preparedness." Join IAEM-USA Region 1 to learn about long-term power outages and how emergency managers can promote individual preparedness. The speaker will be Michael Mabee, principal investigator, Secure The Grid Coalition. [register online](#)
- Nov. 7 EPA Region 7 In-Person Training: "Risk Assessment and Emergency Response Plan Training," Lenexa, KS.
- Nov. 15 EPA Region 4 In-Person Training: "Risk Assessment and Emergency Response Plan Training," Atlanta, GA.
- Nov. 15-20 **67th IAEM Annual Conference & EMEX**, Savannah, Georgia. Complete details about the conference can be found at [iaemconference.info](http://iaemconference.info), and registration is open now!
- Dec. 12-13 **IAEM-USA Region 1 Conference:** "Institutional & Government Emergency Managers Working Together to Build Community Resilience," University of Connecticut, Storrs, CT. [details and registration](#)

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## 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@iaem.com

### 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.org

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| Jami E. Brothers<br>Pendleton, SC               | Mark Hughes, AEM<br>Miami, FL                  | <b>IAEM-USA Region 5</b>            | Kent Bauer<br>Prosper, TX                          |
| Audrey Burross<br>Knoxville, TN                 | Brittany N. Jones<br>Gadsden, AL               | Sam Baker<br>North Canton, OH       | Ronni Bishop<br>Converse, TX                       |
| Megan Campbell<br>Tuscaloosa, AL                | Cara Marie Klanssek<br>Atlanta, GA             | Gina DeCesare<br>Sagamore Hills, OH | Gloria A. Cheyne<br>Van Buren, AR                  |
| Brandon Keith Carpenter<br>Cordova, TN          | Brian M. Laney<br>Chapin, SC                   | T. Arien Herrmann<br>Cobden, IL     | Chris Crookham<br>Austin, TX                       |
| Frideline Luna Charles<br>Cape Coral, FL        | Phil Lewis, CSP<br>Greenville, NC              | Thomas Jobe<br>Indianapolis, IN     | Jeremy C. Cuddeback<br>Rio Rancho, NM              |
| Carey Clark<br>Murfreesboro, TN                 | Scott MacIver<br>Savannah, GA                  | Baylie R. Karmie<br>Ravenna, OH     | Charity Dominguez<br>Houston, TX                   |
| Chris Cox<br>Sunrise, FL                        | Michelle Anne Matson<br>Kingsport, TN          | Chris Pollock<br>Columbus, OH       | Douglas Teddy Emberton<br>Sr.<br>Copperas Cove, TX |
| Sarah Custer<br>Easley, SC                      | Mary Erin Morrissey<br>Clemson, SC             | Mick Reid<br>Stevens Point, WI      | Edgardo Figueroa<br>Hugo, OK                       |
| Mallory Nicole Danner<br>Dacula, GA             | Michael C. Oppenheim<br>Wilmington, NC         | Rob Reinhart<br>South Ponit, OH     | Kyle C. Gaspard<br>Abbeville, LA                   |
| Frank William DelGrosso<br>North Palm Beach, FL | John M. Perkins<br>Ashford, AL                 | David A. Saitta<br>Calumet City, IL | Caci LeAnn Groom<br>Denton, TX                     |
| Anthony J. Ettore<br>Tallahassee, FL            | Wendy Reynolds<br>Tallahassee, FL              | Carolynn Saris<br>Stevens Point, WI | Benjamin Hargrave<br>Denton, TX                    |
| Yvonne M. Feijoo<br>Hallandale Beach, FL        | John M. Selph<br>Lancaster, SC                 | John Saris<br>Stevens Point, WI     | Samuel Manka<br>Dickinson, TX                      |
| Mark W. William Folgert<br>The Villages, FL     | Melissa Smith<br>New Smyrna Beach, FL          | Aaron Spicer<br>Stevens Point, WI   |  |

continued on page 41**Please welcome these new IAEM members!**

**New Members**continued from page 40

|  |  |                                       |                                      |
|--|--|---------------------------------------|--------------------------------------|
|  | <b>IAEM-USA Region 8</b>               | Keith Hargis<br>Chandler, AZ          | Lorraine Todden<br>Carmichael, CA    |
| Christian Montz<br>Sanger, TX                | Jim Reid<br>Colorado Springs, CO       | James Kyle<br>Rancho Cordova, CA      | Matthew Van<br>Fountain Valley, CA   |
| Rashaun Moore<br>Prairieville, LA            | Shayle Nelson Sabo<br>Fort Collins, CO | Joseph Maki<br>Scottsdale, AZ         | Cynthia Vilke<br>San Diego, CA       |
|  | <b>IAEM-USA Region 9</b>               |                                       | <b>IAEM-USA Region 10</b>            |
| Mac Purdy, CEM<br>Lafayette, LA              | Jayson S. Arter<br>Tucson, AZ          | Linda Mason<br>Glendale, AZ           | Wanda L. Ellis<br>Washington, WA     |
| Elliott J. Reep<br>Carrollton, TX            | James R. Caesar<br>Santa Barbara, CA   | Keith Perry<br>Stanford, CA           | Greg Francis Glinski<br>Spanaway, WA |
| Elizabeth Rodriguez-Santo<br>San Antonio, TX | Arthur Carlton<br>Florence, AZ         | Holly Porter<br>San Diego, CA         | Chris Seigneur Moses<br>Lakewood, WA |
| Kimberly Stevens<br>Austin, TX               | Christina Claar<br>Campbell, CA        | Amber Samaniego<br>Santa Maria, CA    | Kyle Paxton<br>Tacoma, WA            |
| Larry Summage Jr.<br>Little Elm, TX          | Lisa Deklinski<br>Sacramento, CA       | Calin Nicolae Spariosu<br>Lomita, CA  | Donn E. Puca<br>FPO, AP              |
|  | <b>IAEM-USA Region 7</b>               | Christopher C. Todd<br>Santa Cruz, CA |                                      |
| Theron Hawley<br>Overland Park, KS           | Sandra Ruiz Espinoza<br>Tucson, AZ     |                                       |                                      |

**Please welcome these new IAEM members!**

**Save the Date!**

**Apr. 26-29, 2020**

**IAEM-USA Region 4 2020 Conference: "To Resilience and Beyond!"  
Huntsville, Alabama**

**Call for Speaker Proposals**

IAEM-USA Region 4 has announced the call for speakers for the region's 2020 conference. Suggested speaker topics include, but are not limited to: resilience successes and best practices; long-term recovery planning; developing a social media presence; big data; integrating utilities into your recovery plan; disaster resilience and impact of climate change; emergency management lessons learned; Readiness, response and recovery operational coordination; regional hazard mitigation plan application process; and coordination and cooperation of regional and federal responses.

**The deadline for speaker proposals is Jan. 13, 2020, 5:00 p.m. EST.** Proposals must be emailed to **John Walsh** on the **official proposal submission form** by the deadline.