



# Bulletin

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## IAEM Scholarship Program Encourages Participation in Conference Fundraising Events

Just this month, the IAEM Scholarship Program received another letter from a previous scholarship recipient to “say a big thank you for the funding.” The funding helped them completed their graduate thesis. The message was sent to IAEM

agency management or related fields of study. You can help in the following ways.

### Donate Online

IAEM has more than 5,000 members and could easily raise \$50,000



the day the student learned they had not only successfully defended the thesis but won a “Governor General’s gold medal for it.”

By participating in the IAEM Scholarship Program fundraising events in person and online (you don’t have to be present), you will help the program continue to provide scholarships to deserving undergraduate and graduate students working on degrees in emer-

gency management or related fields of study. You can help in the following ways: visit [www.BiddingForGood.com/IAEMScholarshipProgram](http://www.BiddingForGood.com/IAEMScholarshipProgram) and choose to make a donation safely online in the auction portal; or login to your IAEM member account at [www.iaem.org](http://www.iaem.org), visit the Dashboard, under Online Store select “Make a Donation,” and choose Scholarship Fund.

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# From the IAEM-USA President

## Looking Back and Looking Ahead

By Judson M. Freed, MA, CEM, IAEM-USA President

Sitting down to write this last missive as president of IAEM-USA proved to be a bit more difficult than I thought. I have mixed emotions about wrapping up my term of office. I often think of parts of my life in terms of the music that could play as a soundtrack. That, too, is difficult. At times it feels like a bit of Sinatra's "My Way;" at other times it's a bit more like some old Nick Lowe's "And So It Goes." For those not familiar with 70's pop, that chorus is "and so it goes, and so it goes, and so it goes, and so it goes. But where it's going, no one knows."

Every now and then, I was convinced that "One for the Money" by Escape the Fate was the most appropriate. I'll let you look up those lyrics, our rules don't allow them here in the Bulletin. On some days, Bring Me The Horizon's "Throne" was the leading candidate, or maybe something else?

But I think for a concluding article, - particularly after the last year-plus we have all lived through, perhaps Twenty One Pilots' "Stressed Out" might be the winner. I wish I could turn back time to the good old days. Sometimes. And it sort of goes with our theme of looking back to look ahead. So, let's start there.

When I started on this path at IAEM, I looked back a lot. I remember Eddie Hicks telling me in D.C. that I should and would run for president. I talked to the late, great Rusty Russell for a couple of years before he convinced me. I checked with Robie Robinson to ask if it was worth it, and asked Nick Crossley if I could do the work and stay employed.

I spent years as a member of the Government Affairs Committee, sitting with Martha Braddock outside FEMA HQ trying to remember the names of all the people she introduced to me. I joined the IAEM-USA Board as Region 5 president – I won an election over two great guys – and both of them remain friends today. They have not hesitated to talk to me and whisper support and ideas into my electronic ears (thanks Dave and Brad). And in my second term there, I decided to go for it.

### So, looking back

I was the training coordinator at the University of Minnesota Department of Emergency Management when I attended my first IAEM meeting. There were tables set up for what we would now call "sectors" and I sat at the College and University table with only one other collegiate EM. It took a few years to convince my director that he should allow me to join and serve on a committee. I got to go every other year until I finally became the deputy director. Since then, I have missed only one conference.

I joined and have been active with the Government Affairs Committee for decades now. Through IAEM I have had the ability to influence policy and make a difference for the future.

When I had the honor to step into this role, COVID was the dominant worry. While we are still responding to the pandemic, and just beginning our national recovery,



Judd Freed, CEM, IAEM-USA President

I already see multiple discussions of best practices. I fear these. We can't learn lessons until we are able to look back honestly. And yet, already the books are being written. At IAEM, my predecessor, Teri Axman, had the toughest presidency ever. She had to make the painful decision to cancel our conference (the second leading source of income), she had to forgo testimony on Capitol Hill, meeting in person with leaders, strengthening and building new relationships with leaders in person, and all of the perks of the job. She had to do the work while her Board and she were responding to the crisis that is COVID. And yet she turned over to me an association that had a chance to survive – that was stable and functioning.

During this past year, most of those same issues remained. My fear was that I would turn over to Carolyn Harshman, an association that was in decline. A new Administration in Washington meant that every person we had been working with would likely change – and we might not have a chance to even meet with them. Our partner organizations were in the same boat, so no one

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## Looking Back and Looking Ahead

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could lend a hand. I feared that we would lose membership (our primary source of income and our REASON for existence) and I feared that my own workload as an emergency manager in the Twin Cities would preclude my being able to do anything to stop collapse.

But at the same time, I looked forward to the next phase. If I have failed, it is not for want of trying. If I have succeeded, it is not only because of me. This organization has a lot of fine and dedicated people. I do not agree with all of them, nor them with me, all of the time. But I do believe that all of them genuinely want to do good for IAEM.

I didn't get all the "cool" fun stuff – D.C. testimony and all, but I did finally get to sit down with FEMA Administrator Deanne Criswell and speak frankly.

Looking back, I am disappointed in some respects – but truly grateful for the opportunity and the experience. When I hand the gavel to Carolyn, I will have been an emergency manager for going on 34 years. I have a LOT to look back on. What have I learned for going forward?

As I prepared to announce my interest in the presidency, I gave thought to the "one thing" – the one change or advancement I wanted to make (there is not time or energy as president to change everything). And there I was – 2nd VP. I took critique and criticism and got some great support too. And then COVID.

Seems to me that every conversation now includes either "before COVID" or "and then COVID" or "after COVID." It has NOT been an easy time to be your president. I have not achieved the "one thing" I hoped to achieve – the defining of a professional emergency manager. But I have advanced this profession and, I hope, held things at IAEM together.

My predecessor, Teri Axman, and I have shared the most difficult two terms in IAEM history, and I hope my successor, Carolyn, will have a less stressful time to guide us forward now.

We meet this month in Grand Rapids to look back to look ahead – but I worry that we look ahead while ignoring the difficulties from which we should have learned. The philosopher George Santayana, wrote: "Those who cannot remember the past are condemned to repeat it." So often we repeat mistakes because someone decided that whatever was done before SHOULD have worked. Or we decide that if it worked there before, it will work here next.

## And Looking forward, I ask myself what I have learned

I've learned that if I try and go it alone, do what I want the way I want it without input, I will always fail. Emergency management is a team sport. It requires us to work with others, manage up and down, organize, and to make mistakes. Failing is how one avoids failure. One learns by failing, and if you fear failing you cannot succeed.

I've learned that even now, when I am on the tail-end of my career, there is a LOT to learn. There are no such things as best practices (what you do in your practice will not work the same way in mine). But there are lessons to be observed and (hopefully) learned. Still, too often we as professionals and various leaders do many things over and over again, expecting a different result each time.

IAEM is a large 501(c)3 that has significant impact on the national policy in all sectors of our society. While not all of us work in or for government, the decisions of our government largely set the course for our practice. As a university emergency manager, I still have to tailor much of what we need to the practices based on government mandates.

So our involvement in governmental issues, national and state policy, are every bit as impactful on the practice of an EM in retail, energy, transportation, universities, healthcare, etc. IAEM copes with these large issues, and needed to do so even while all of our members were working on the pandemic and affected by the massive social changes the entire world confronts today. COVID posed a real threat to IAEM's ability to continue to exist, much less to continue to be effective.

Our Board stepped up big time – Hugh Daniels, our treasurer, worked tirelessly along with our management company to provide investment and expenditure guidance every step along the way. Thad Huguley, our legislative liaison, and our Government Affairs Committee monitored everything at once, it seemed. As part of that group I was able to meet with the Biden Administration transition team to voice our desires for the new DHS and FEMA leadership. Our members met remotely with Congress and others.

All of this leadership team – every regional president and every member of the Presidential Team worked on issue after issue. We did not always agree, we got angry at times, but we did not quit. Our committee and caucus chairs and vice chairs and the dedicated volunteers who make up those groups, hit the virtual bricks and did their jobs. Conference Committee Chairs Mike Gavin and Duane Haglegans built an in-person conference for us not knowing if it would happen or not, AND put on our first ever virtual mid-year conference.

And as travel allowed, I got some of the opportunities others did not – to go to the National Hurricane Conference, meet with the new FEMA Administrator, and participate in the 9/11 remembrances. All because our association kept up the good work.

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**Bulletin Editor:** [John Osborne](#)

**Communications Director:**  
[Dawn Shiley](#), CAE

**Chief Executive Officer:**  
[Elizabeth B. Armstrong](#), MAM, CAE

The *IAEM Bulletin* is published monthly by IAEM to keep members abreast of association news, government actions affecting emergency management, research, and information sources.

**The publication also is intended to serve as a way for emergency managers to exchange information on programs and ideas.** Past issues are available in the members-only [IAEM Bulletin Archives](#).

**Publishing an article in the IAEM Bulletin may help you to meet IAEM's certification requirements.** Check out the [author's guidelines](#).

Articles should be submitted to Bulletin Editor John Osborne via email at [john@iaem.com](mailto:john@iaem.com).

#### DISCLAIMER

The views and opinions expressed by author(s) of articles appearing in the IAEM Bulletin are solely those of the author(s) in his/her/their private capacity and do not necessarily represent the views of the International Association of Emergency Managers, Inc. (IAEM), its officers, directors or volunteers or IAEM's management company (ASMI), or any of ASMI's employees and contractors. Responsibility for the information and views expressed in an article lies entirely with the author(s).

## Looking Back and Looking Ahead

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In the end, I will have the privilege to turn over to the next Board an association that is financially secure – our budget was met and our funding is in place; our membership actually increased nearly 10%! We will meet our contractual obligations to Grand Rapids and meet in person (something close to 1,000 strong). We had FOUR people run for president and one of our largest “turn outs” for the vote.

It has been the honor of my 30+ year career as an emergency manager to serve you all. For everything I failed to do or did badly, I accept full personal responsibility. For every meeting I couldn't make and every call I couldn't return, I apologize. For everything I did well, I ask that you

extend any appreciation to the rest of the Board and to our management firm. I will continue to serve the Board and the association as immediate past president and pledge to continue to act in your best interest. But you – the membership – are what we, the Board, must look forward to.

As I look back, no, I did not get to do everything I wanted to do or achieve all I wanted to achieve. But this was never just about me. If you ever sense that a president is in this to pad a resume or serve him or herself, get rid of that person. But that said, WE met our fiduciary responsibilities to you, our members. IAEM remains – despite the COVID crisis, massive social and political change, and all the uncertainty – the premier emergency managers' association. We remain positioned to do more. We remain ready to move forward. We remain #IAEMStrong. ♦

## Thank you to the IAEM Editorial Committee

IAEM extends a warm thank you to the IAEM Editorial Committee for their assistance in compiling, editing, and publishing the monthly *IAEM Bulletin*.

Current Editorial Committee leadership includes:

- Committee Chair, Daryl Lee Spiewak, CEM, TEM
- Committee Vice Chair, Valerie Lucus-McEwen, CEM
- IAEM-USA Board Liaison, Brad Gilbert, OCEM, IAEM-USA Region 5 President

### Interesting in joining the IAEM Editorial Committee?

**Contact IAEM Bulletin Editor [John Osborne](#) and tell him how you can contribute to or learn from this committee's important work.**



## IAEM Scholarship Auction

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### Bid in the Online Auction

Even if you are not at the 2021 IAEM Annual Conference, you can participate in the [Online Auction](#). Bidding will close at **12:45 p.m. EDT on Oct. 20**. Items will be added every day until the auction closes, so keep checking back to see what your colleagues may be donating onsite. Many incredible items and experiences are available in the portal.

- Multiple COVID Event Challenge Coins, and other challenge coins.
- Hilton Head Island Vacation.
- Several High-end Italian Silver Jewelry Sets.
- Montana Mountaintop Retreat for Eight.
- Mystery Box.
- White House Christmas Ornaments.
- Rockefeller Center Tree Lighting Gala
- Sleep in a Caboose in the Smokies and Visit the Buffalo.
- FDNY Patches
- And more!

Bid in the online auction by visiting [www.biddingforgood.com/IAEMScholarshipProgram](http://www.biddingforgood.com/IAEMScholarshipProgram) to set up your Bidding For Good account – and then follow the auction using mobile bidding, if you don't want to be outbid.

### Live Auction

The Live Auction will be held **6:00-7:30 p.m. EDT, Tuesday, Oct. 19**, at the IAEM Annual Conference and EMEX. Bidders must be present to participate in the fundraising fun. Items may be previewed in the BiddingForGood portal and additions may be made until 1:30 p.m. prior to the event. Some current items already received for the live auction include: 911 commemorative items, vacations, jewelry, bourbon, wine,

challenge coins, an NCIS gift package which includes a script signed by the cast, and much more.

Conference attendees may register for a bid number at the conference with full details in the conference app. We will be using BiddingForGood for auction check-out and request that bidders set up their account in advance using the same instructions as for online bidding.

### Basket Bonanza Drawing

The ever-popular Basket Bonanza is back with regions, chapters, and others promising baskets of goodies

## Questions

The IAEM Scholarship Program will have a poster displayed in the Poster Session at the conference. Stop by to talk with commissioners and learn more about how you can help this program. Direct any questions to about the IAEM Scholarship Program or its fundraising activities to Scholarship Program Director Dawn Shiley, [dawn@iaem.com](mailto:dawn@iaem.com), 703-538-3542. ♦

that conference attendees have a chance to take home. The drawing for baskets will be held at **12:30 p.m. EDT, Oct. 20**, in the registration area of the exhibit hall. We are encouraging attendees to prepurchase their tickets online using the Bidding-ForGood portal. Just visit the IAEM Auction portal and choose the ticket option, select the quantity of the tickets you want, and pay by credit card. Your tickets will be waiting for you at the Basket Bonanza booth ready for you. All you will need to do is select the baskets you want a chance to win.

## IAEM Announces IAEM2Go Mobile App For Annual Conference and EMEX

### Download IAEM2Go now!

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



Use the above QR code to download the IAEM2Go app

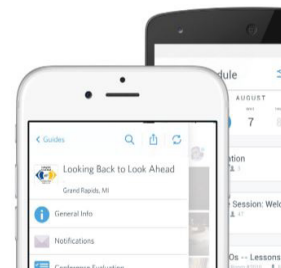
### Need Help with the App?

We will have people on hand at the registration area, who will be happy to assist you in downloading the app

### Features of IAEM2Go

- Complete program schedule and exhibit guide.
- Interactive site maps.
- Social media links, including Twitter #iaem21, 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.
- Transportation information.
- Links to the [IAEM Scholarship Program events](#)
- Links to IAEM association information, including leadership, membership, conference planning, committee members, and more. ♦



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## IAEM in Action



On Oct. 7, 2021, the IAEM-USA Executive Committee met for their final call for the 2020-21 administration.



The Fall 2021 Treasurer-Executive Director's Work Session occurred Sept. 16-17 at IAEM Headquarters. The session included outgoing IAEM-USA Treasurer Hugh Daniels, CEM; CEO Beth Armstrong, CAE; Associate Director Chelsea Firth, QAS; and Incoming Treasurer Walter English, CEM.



On Sept. 24, 2021, three members of IAEM graduated from the Naval Postgraduate School's Center for Homeland Defense and Security 18-month Master's Program. Pictured here are (L. to R.) IAEM USA Region 1 members Emily Kaster and Justin Kates, CEM, and IAEM-USA Region 3 member Emily Pelliccia. For more information about the Master's Program, visit the school's [website](#).



On Sept. 9, IAEM CEO Beth Armstrong, CAE (in pink) and IAEM-USA President Judd Freed, CEM (3rd from right) joined SafeAmerica officials including CEO Len Pagano (5th from left) in FEMA Region II offices in the NYC Freedom Tower.

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**IAEM in Action**  
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On Sept. 14, IAEM-USA President Judd Freed, CEM and CEO Beth Armstrong, CAE met with NACo Executive Director Matt Chase to discuss collaboration in New York City.



On Sept. 14, SafeAmerica CEO Len Pagano and IAEM CEO Elizabeth Armstrong, CAE, spoke about a variety of ways to foster personal preparedness and increase awareness for safety initiatives

Digital Event

November 9th at 10am PT / 1pm ET

## Disaster preparedness: never too soon or too late to plan



**Rich Serino**

Distinguished Senior Fellow  
Harvard T.H. Chan School  
of Public Health



**Karen Baker**

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## IAEM Certification News

### The Last AEM/ CEM Certification Credential Review

The last AEM®/CEM® certification credential review in 2021 will occur in November. Certification candidates must submit their applications by **Oct. 31 at 11:59 p.m. EDT**, to have their applications reviewed in 2021. Notifications will be available by mid-December.

### Reminder for 2021 Recertification Candidates

Candidates due to recertify as a AEM® or CEM® this year are reminded to submit the recertification application through the online portal documenting continuing education/training and professional contributions. The submission deadline is **December 31, 2021**, at 11:59 p.m. EDT. Specific requirements based on the recertification year as well as current recertification fees can be found on the IAEM website. Keep in mind that the 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.

### Certification Fee Waivers

With funding received from FEMA, IAEM is putting together a cohort of individuals interested in pursuing the IAEM Certified Emergency Manager designation. **Selected individuals will have their certification and preparatory course fees waived!** Please carefully review the qualifications outlined below before submitting your notice of interest:

1. The program is open to individuals who have not yet submitted the CEM® application, taken the certification exam, or submitted the application fee;
2. Because funding to support these fees is from the U.S. government, interested candidates must be employed full-time as emergency managers in one of the following U.S. jurisdictions to apply:

- City/county.
- Other local government entity.
- State/territory.
- Tribal.

3. Individuals must qualify for the CEM® designation (Criteria can be

reviewed on the [IAEM website](#)).  
4. Candidates must be committed to complete the application by Feb. 28, 2022, and the exam by May 15, 2022.

### To Apply

Interested candidates must submit the following three documents:

- Application for CEM Fees Waiver.
- The CEM Self-Assessment Tool Part 1.
- The CEM Self-Assessment Tool Part 2.

Applications must be submitted via email to Kate McClimans ([Kate@iaem.com](mailto:Kate@iaem.com)) by **Oct. 27, 2021**. All candidates who have shown they meet the requirements by completing the application and self-assessment tool will be entered in a lottery. Individuals will be selected at random. All candidates who apply will be notified of the results via email in November 2021. ♦



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# Disaster Zone

## Managing Shift Change in the EOC

By Eric E. Holdeman, Senior Fellow, Emergency Management Magazine

blog: [www.disaster-zone.com](http://www.disaster-zone.com) | podcast: [Disaster Zone](#)

A 24-7 Emergency Operations Center (EOC) requires that multiple shifts of EOC personnel staff the EOC function. Handing off the reins from one shift to the next is rarely practiced and in some cases, there are no procedures that specify how control of an incident will be passed from the outgoing shift to the incoming shift. In EOC operations this would be defined as a “Danger Area” that requires special attention.

The challenge for civilian organizations is that disaster exercises are not typically conducted as 24/7 events. In my 30-year civilian emergency management experience I can only think of one exercise that had civilian agencies operating beyond the day shift. That was TOPOFF 2 which was a National Level Exercise (NLE).

Actual disaster events will require 24/7 operations depending on the size and scope of the disaster and especially the time of day when it begins. Admittedly, it is possible for a disaster response to occur during daylight hours and the situation resolved to the point where the continued operation of the EOC overnight is not required. I’ll caution you that “it isn’t over until it is over” so don’t just pack up and leave.

However, every part of the nation has the potential to have a really big disaster that requires “all hands on deck” and continues for multiple days or even weeks. These do require a 24/7 operational procedure for multiple shifts in the EOC.

I do think that there should be procedures that outline what is to occur when someone walks in the door to take your place and continue your work. I have seen circumstances where the person being relieved is like, “Great to see you, I’m out of here!”

If I could wave my magic emergency management wand, I’d prefer that the following happen:

- There would be a set time for shift change to happen. Twice a day—I like it around mealtimes so that the incoming shift will have eaten breakfast or dinner and the outgoing shift can then leave and do the same.

- The incoming shift arrives 30 minutes before they are to assume the duty for their shift.

- There is then a situation briefing from the outgoing EOC management team providing the status of the event and highlighting any big ongoing issues. I’ve written about this before about how to brief, but I like someone to use a map. This briefing should take no more than 10 minutes. It is an overview!

- The remaining 20 minutes are used for each person being relieved to brief their counterpart on the details of what went on in the last 12 hours.

- It would be good for the incoming person to review the written log to ensure they don’t have any surprises about ongoing issues after they have formally relieved the person of their duties.

- Which gets to the point that the person turning over the shift to the

incoming shift does not leave until the incoming person says, “OK, I’ve got it—you can go!”

My former deputy told me she has never seen an EOC conduct a shift transition all at the same time. Mostly, people trickle in and relieve their counterparts one-on-one, and not simultaneously. This is when I miss the military and the ability to compel people to be present at a specific time.

I fondly recall one two-week 24/7 exercise here in the United States that simulated a nuclear attack on the homeland. We got into a battle rhythm that included having the incoming shift come into a separate briefing room where they got the situation briefing before going on to replace their individual counterparts.

My final thought on the above is that you can’t assume that people will just “do the right thing, because they know how to do it.” They don’t know how because in their day-to-day jobs no one picks up and does their job while they are gone for 12 hours, other than for instance, 911 Centers where they have a protocol in place for replacing one another. In that case for instance, a dispatcher who is due to be relieved will not do so until an incident is cleared if it is complex. They know that switching horses midstream during an incident is not a good thing.

Whatever process, procedure, or protocol you use, just be sure you have one before attempting 24/7 shift change operations. ♦

## Special-Focus Articles Part 1:

Due to the volume of submissions on this special focus topic, it is necessary to present the content in two parts. Part 2 will be in the [November edition of the IAEM Bulletin](#).

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## Have Questions About Attending the Conference?

Visit the [IAEM Annual Conference & EMEX website](#) for travel details, hotel information, and learn more about the great city of Grand Rapids Michigan!

## Call for Articles December 2021 IAEM Bulletin

**Article Deadline: November 15, 2021**

• **Description:** The last edition of 2021 will be a general focus issue. We are looking for articles that provide information and insights useful to other practitioners, in government and private sectors, who are educated and trained professionals. Appropriate topics include: new research results, unique applications, successful programs, real experiences with disasters and/or exercises, reviews of new publications, and viewpoints on important issues facing emergency management. • **Article Format:** Word or text format (not PDF).

• **Word length:** 750 to 1,500 words.

• **Photos/graphics:** Image format (png, jpg, tif).

• **Email article, photos, graphics to:** [John Osborne](#)

# BE A WRITER!

## Submit Articles to the IAEM Bulletin





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To learn more about Adelphi University's emergency management programs, visit <https://online.adelphi.edu/iaem>



## A New Phase of Emergency Alerting

By John S. Verrico, Chief of Media & Community Relations, Science & Technology Directorate, U.S. Department of Homeland Security

**T**he FEMA IPAWS Program Planning Toolkit is changing the way emergency managers send alerts.

Those responsible for saving lives in our communities every day need innovative technology and resources to establish consistent public alerting policies and procedures. The Department of Homeland Security (DHS) Science and Technology Directorate (S&T) has been collecting data on successful practices and lessons learned from more than 200 emergency managers, public information officers, and alerting originators, administrators, and experts for several years. DHS S&T found several barriers to sending alerts, warnings, and notifications to include disparity among originators in defining imminent threat messages, varying familiarity with the WEA system and technology, writing effective Wireless Emergency Alert (WEA) messages, and geo-targeting where exactly the incident takes place. The research indicates that these challenges may be contributing to potentially increased hesitancy to use WEA systems. Initial findings also suggested some of these challenges are pervasive to alerts and warnings beyond WEA usage and may extend to the alerts and warnings ecosystem as a whole.

To address these challenges, DHS S&T, in collaboration with the Federal Emergency Management Agency (FEMA)'s Integrated Public Alert & Warning System (IPAWS) Office, listened to alerting authorities from across the country and developed the FEMA IPAWS Program Planning Toolkit. The Toolkit is a free and easy-to-use resource that can help public safety agencies: reduce alerting delays; plan for future

alerts, warnings and notifications enhancements; facilitate interoperability across different technologies, and improve information sharing among emergency management and public safety officials.

Throughout the summer of 2021, DHS S&T in collaboration with FEMA, wanted to ensure the Toolkit would be applicable across all levels of government. They created a flexible pilot program, keeping in mind the pressing day-to-day concerns and challenges of response agencies across the nation. The pilot program allowed participants to attend webinar sessions about the program, show up for virtual "office hours" if they had any questions, and to submit their feedback on their own time. At the end of the summer, DHS S&T and FEMA piloted the Toolkit with 12 federal, state, local, tribal and territorial alerting authorities to test the toolkit's ability to create comprehensive and effective alerts, warnings and notifications plans from any level of government.

Pilot participants tested different features of the Toolkit which consist of alert, warning, and notification systems Standard Operating Procedures that can help an agency to develop a training and exercise schedule, keep track of system administrators, and ensure comprehensive alerting plans are updated efficiently. Additional features of the Toolkit include an alert template creator that allows alerting authorities to create alert messaging before a crisis; along with supporting resources such as fact sheets, frequently asked questions, and train the trainer guidance.

At the end of the program, pilot participants provided valuable and

actionable feedback and suggestions for improvements to help ensure the Toolkit continues to be developed, with insight directly from alerting authorities. One user said "The tool gave our agency a single plan and space containing all relevant alert, warning, and notification information making it very convenient", while another offered advice on improving the Toolkit: "In section 2.9, I recommend giving participating agencies the option to fill out an organizational chart of the message approval process for their agency." Actionable feedback was received from all 12 participating agencies and has been incorporated into the Toolkit to better the experience for agencies in the future.

DHS S&T and FEMA IPAWS will continue to work together to incorporate all feedback received from alerting authority participants. Recommendations, best practices, and lessons learned will be invaluable for ensuring the Toolkit is helpful for agencies across the country at any level of government.

The FEMA IPAWS Program Planning Toolkit is expected to be available on the FEMA IPAWS webpage at [www.fema.gov/ipaws](http://www.fema.gov/ipaws) by the end of 2021. To learn more about the FEMA IPAWS Program Planning Toolkit, [register](https://zoom.us/join/zoom/register/WN_7aNthSdtQN-mg8-otRUefMw) to attend the quarterly webinar series at [https://zoom.us/join/zoom/register/WN\\_7aNthSdtQN-mg8-otRUefMw](https://zoom.us/join/zoom/register/WN_7aNthSdtQN-mg8-otRUefMw). The first session is titled: [A New Phase of Emergency Alerting: What is the FEMA IPAWS Program Planning Toolkit?](#), was held on Oct. 7, 2021, and may be viewed on-demand. For more information on IPAWS, email the IPAWS mailbox at [www.ipaws@fema.dhs.gov](mailto:www.ipaws@fema.dhs.gov). ♦

# Rockin' Retirement and Other Perilous Challenges: Three Tools to Pre-Construct your Future and Navigate Turbulent Transitions

By Beth Roome, Founder, Switchback Institute

Change is an event; transition is a process. My husband's leg gave out one day playing basketball. That was a change. Learning to live with Multiple Sclerosis was a transition. I visited my father in memory care one afternoon and he called me Sally. That was a change. (My name is Beth.) Learning to live as my father's cousin was a transition. A friend retired full Colonel from the U.S. Army. That was a change. Learning to live as a civilian without uniform and title was a transition. Changes happen every day, sometimes in the blink of an eye. Transitions take days, weeks, months, or years. We choose some changes - some happen by chance. The key is to live a life that prepares us to both manage change, which passes quickly, and navigate transitions which can be lengthy and sometimes painful.

From the day we are asked what we want to be when we grow up, our identity begins to form around what is necessary to achieve our goal and live up to our reply. Relatively little focus is given to the role personal values and internal character plays as we face tough and unexpected challenges. In critical ways our view of our place in the world is formed, not by who we are but by what we are as measured by technical achievement and external accolades. We strive to be astronauts, firefighters, or President and then we retire, become ill, or have some other life-altering event. The question of what we wanted to

be when we grew up becomes what we are now that we no longer are what we grew up to be. A lifetime of striving to be at the top of our game changes in a moment. We risk disorientation without our title, uniform, or company car, and are left with our unadorned selves.

## What Defines Your Life?

Consider the accoutrements of your life, the trappings, accessories, trimmings. We spend a lifetime becoming what we wanted to be when we grew up and taking on the décor accorded our achievements. Titles begin when we begin: daughter, son, student, intern... we hang descriptors on our titles like step-, grad- and medical-. And then we begin to receive grown up titles like wife, mother, husband, father, chief, captain, colonel, director, and maybe they have descriptors too: step -, deputy-, lieutenant-, executive. In some cases, we receive uniforms to match our titles, and badges, and medals, and keys – physical and metaphorical – that open doors and move us up – or into the circles that afford us more; more power, more authority, more money. As we accessorize our uniforms with medals, stripes, and badges, we do the same in our offices with trophies and plaques that honor our achievements. Our lives have a cadence. We take on practices and habits that support what we have become; we set alarms, work out, schedule meetings, attend

professional development sessions. We know our people and they know us. We understand where we fit in the hierarchy and know the rules for engagement. Again, consider the decorations of your life, your family, your home, your colleagues, your office, your habits.

And now place a new descriptor in front of your title. Take your pick: retired-, ex-, or prior-. What changes will that bring, or has that brought, to the trappings of your life, your family, home, colleagues, office? For some facing retirement it means you now must think about what to wear each day, or you must drive a personal car all day, every day. For most it means the morning alarm no longer signals the same urgency. If you are facing a family event like divorce or major illness it might mean different responsibilities and new routines. More importantly, consider what it will mean, or has meant, for your identity. Years of striving towards the what of your identity is over and you now look at it from your side-view, then your rear-view mirror and the perspective is drastically different. Remember, change is an event; transition is a process. So, whether the transition comes by choice or by chance, there are things you can do to prepare. Understanding basic components of change and keys to mastering transition are critical.

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## Turbulent Transitions

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### Three Elements of Transition

There are three elements of transition you can prepare for before change occurs. First be ready for disengagement. Change means no longer engaging the same way. Divorce, death, moves, changes in job or status, and significant illness all bring a break in the way things have been and a shift into modified patterns of thinking and behavior. While life-altering events can be painful, remember you are not alone; you will not face a situation that someone else has not been through. Maintain your perspective, build a support network that will sustain you during life's challenges, and recognize that things will not ever be exactly as they were before.

Second, prepare for disidentification. Whether you are moving up or moving out, you will likely face new roles and altered responsibilities. Think ahead. Your physical attire might be different, and your connections and associations will likely shift. If identity has been firmly established in hierarchy, uniform, or relationships with colleagues, this can be disorienting. Practice being okay with ambiguity and new situations. Every now and then endeavor to learn something completely new so you can engage with others from the perspective of a novice rather than the expert. Finding your place in the social fabric of your new world might feel awkward for a while; that is normal and okay. Some relationships will carry over and new ones will form. Be patient as you become more grounded in who you are and less conscious of what you do.

Third, practice dismantling. This might be the most difficult of the

three, and the one which has the greatest potential for leveraging the ability to retool for new beginnings. Habits, practices, and daily routines will look different. If the alarm reminds you that you no longer have a place to go and no "meaningful" work to perform, it's trouble. But, while the alarm no longer signals the donning of a uniform, before jumping into the operational vehicle, to report to work for a day filled with adrenaline-driven activity, those same habits can form the foundation for purposeful movement towards new endeavors. The early alarm may signal time to focus on who you want to be in this next phase; it can provide uninterrupted time to work out or engage in activities you now have time to enjoy. The key to dismantling is to look carefully at what you have built in the past. As you dismantle the current configuration, honor and maintain the pieces you want to keep, and let others go that no longer serve a purpose. Once you have deconstructed, you can reimagine, reinvent, and reconstruct what you want to have in the future. You can begin today to inventory your past and pre-construct your future.

### Practice for Transition

One year, we hosted a holiday party. In jest, I introduced my uncle to a good friend telling her he was an artist who fancied himself an attorney. At the time, we were looking at a beautiful carving he'd done for me in exchange for selling his home. He was an artist and could have made a great living getting paid for his talent. He laughed as he protested that he was a retired attorney who enjoyed carving. He'd been retired more than 20 years and had practiced carving far more in recent years than law, but his identity

was firmly established in his uber-successful career as a trial lawyer. I believe he had a successful law career in part because he was a great artist, an avid sportsman, a dedicated husband, a committed father, and an explorer excited to learn new things. He transitioned gracefully into retirement in part because he practiced for retirement during his career; he temporarily disengaged from the courtroom and disidentified as a lawyer.

Life changing events happen every day and transition inevitably follows. Some changes are predictable based on family medical history, trending, or projected professional timeline; we can partially mitigate fallout with forecasting and targeted planning (e.g., based on family medical history there is a good chance I will go blind so I'm honing my auditory skills now). Other changes blindsides us; these are best handled by preparing to be who we want to be, and how we want to show up in every situation. My husband's best friend died this year after a four-year battle with cancer. He died powerfully, gracefully, and with humor because he'd practiced living that way every day for 48 years. You may not be facing a life-altering disease, disability, or retirement, but what you face will have personal significance. And while practice does not necessarily make perfect, it is preparation that will allow for a smoother transition. ♦

For more information on this topic see *Transitions: Making Sense of Life's Changes* by William Bridges, PhD.

# Empowering First Responders to Support Citizens with Service Animals

By Christina "Cg" Garrard, Owner and Founder, Griffin LLC, and Charlotte Stasio, Director of Operations, Griffin LLC

Ideally, people would never have contact with a service animal unless it was their own. This can make it difficult in emergencies when responders might need to interact with an animal whose handler needs help. Knowing what to expect is the first step to ensuring positive interactions in such cases. Read on to learn more about how service dogs provide support to their handlers in both emergency and non-emergency situations.

## What is a Service Animal?

Service animals are dogs (or sometimes miniature horses) that are individually trained to do work or perform tasks for people with disabilities, as defined by the [Americans with Disabilities Act \(ADA\)](#). An individually trained animal is one that has been trained for a particular person to take specific actions that are needed to assist with that person's disability. It is important to know that service animals are not the same as emotional support animals, therapy dogs, or other working dogs. While these companions can be extremely helpful to the people they serve, they do not meet the requirements as outlined in the ADA.

Our presentation at the upcoming Annual Conference in Grand Rapids will teach participants the implications of this law in response situations. Crucially, the presentation will also impart best practices and useful tips in real-life response situations. Griffin's founder, Cg Gar-

rard, is a service dog handler so this topic is highly personal to us!

## Service Animals in Action

Service animals need to concentrate on the incredibly important job of keeping their handlers safe. This is often noted on the vests they wear with phrases such as "do not pet," "ignore me," or "do not distract" (but, according to the ADA, a service animal is not required to wear a vest or harness). Many people do not realize service dogs are working at all times—they are closely attuned to signs from their handler, ready to take action if needed.

Here is an example of what it might look like when a service dog is on the job:

As an example, say that a service dog has been individually trained to assist their handler with posttraumatic stress disorder (PTSD), which impacts the central nervous system and can cause panic attacks, loss of awareness, and other debilitating symptoms. These symptoms could be dangerous if they occurred when a person was not in a safe place—that is where the service dog comes in.

Since the dog has been trained to detect tiny changes in their handler's nervous system, they will realize when the handler is about to have a panic attack and alert them by pulling on a sleeve, whining, or in some way getting their owner's attention. The service dog will identify a safe place, such as a couch, and guide the handler to it. If the panic



*Firefighters and EMS professionals load a service dog and her handler secured to a stretcher into an ambulance.*

Griffin's Cg Garrard, a woman with curly blond hair and orange tiger stripe top, lies supine on a yellow and black stretcher while her service dog Noni, a brown and black German Shepard with a red bandanna and vest, lies on top. 2 firefighters are loading the stretcher into an ambulance while two others stand by looking on.

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## First Responders and Service Animals

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attack occurs at home, they might open a drawer, retrieve medications, and deliver them to the handler. They could also open the refrigerator, get a bottle of water, and deliver that to their handler.

During the attack, the dog may lick their handler's face to focus their attention on the present and can perform deep pressure therapy to decrease the levels of stress hormones in their handler's body. If the handler gets into an unsafe position, the service dog will use their body to move the handler back to safety. After the panic attack, they will comfort their handler and nudge them until they have taken their medication.

In an actual situation such as this, a service dog would have performed a minimum of fifteen specially trained tasks in about a half hour! That is why it is so important to not interrupt service animals when they are working, even if well-intentioned. They have an important job and they need all their attention to do it.

## Service Animals in an Emergency

Now, say a service dog's handler is hurt and they call an ambulance for assistance. When emergency responders arrive, it will be incredibly important that they do not separate the service dog from the handler.

Emergency responders do not need to spend time figuring out if a service dog is legitimate—if the dog is not a safety risk, it should remain with its owner where it can continue to provide physical and psychological support. This will allow emergency responders to care for the patient—and the animal might even

provide help by alerting responders to medical emergencies. Furthermore, by separating a person from their service animal responders run the risk of creating additional psychological or emotional distress. The only circumstances where service animals should be separated from their handler is in the case of a legitimate safety risk, [according to the ADA](#). Legitimate safety risks would include an animal who is out of control or not housebroken or in an environment that requires sterility, such as a burn unit or operating room. The best way to think about this is anywhere a person needs to wear full personal protective equipment (PPE) is a place the service dog cannot go.

If the animal's presence in an ambulance would interfere with the ability to treat the patient, that could also be considered a safety risk. In such a case, however, emergency responders should arrange for the animal to be transported to the receiving facility where it can be reunited with its owner. In these situations, responders can often find an advocate in the form of a family member, friend, neighbor, or even one of the responders themselves to look after the service animal.

## Lessons Learned

So what do actual responders say about our training? Here are just a few examples shared with permission:

- The most helpful part of the training was "clarifying the difference between service animals and emotional support animals," Ellen Kurland, DC FIRE & EMS paramedic.
- A member of DC FIRE & EMS Command reported that the training helped his "understanding [of] patient rights."
- Training participants reported an improved understanding of legal requirements for service dogs and

showed a significant increase in topic understanding from pre- to post-testing.

Ultimately, both emergency responders and service dogs share the same goal—to provide life-saving and stabilizing support to a person with a disability. When responders understand the roles a service animal plays in keeping their owners safe there will be better outcomes for everyone involved in an emergency response scenario.

We look forward to providing a live demonstration of these concepts with Cg's service dog Noni at the IAEM conference. Hope to see you there! ♦



Be sure to visit [IAEM's Bidding for Good portal](#) to see the wonderful items on offer to help fund the IAEM Scholarship Program

Remember, articles submitted to the IAEM *Bulletin* can count toward your CEM Certification <https://www.iaem.org/certification/intro>

## Implementation of a Multidisciplinary COVID-19 Social Media Capability in Uncertain Times

by Steve Peterson, CEM, Emergency Management Specialist, National Institutes of Health, Hemant Purohit, Ph.D., Associate Professor, George Mason University, Amanda Hughes, Ph.D., Associate Professor, Brigham Young University, and Keri Stephens, Ph.D, Professor, The University of Texas at Austin

During the onset of COVID-19, leadership from the Montgomery County, Maryland Community Emergency Response Team (MCCERT) initiated its Virtual Emergency Response Team (VERT) program to train an artificial intelligence-based automated system to rapidly attain pandemic-related content communicated on Twitter. The system, 'CitizenHelper', was developed under a National Science Foundation-funded project housed at George Mason University.

In March 2020, after the Maryland Governor declared a state of emergency and issued stay-at-home orders, volunteers from the VERT program began assisting in the initiative from the safety of their residence. Twenty organizations representing volunteers, non-government organizations, local and federal agencies, and academia partnered with the VERT program to specifically locate relevant COVID-19 preventative measures and risks communicated via Twitter in the Washington, D.C. area. More than 100 persons participated in the effort that led to successfully deflating the false notion from some skeptics in the emergency management community that pertinent disaster information from social media sources cannot be discovered in a timely manner. Over a 6-month period, as conditions in the local community, state, nation, and globe worsened from COVID-19, volunteers remained resilient in the mission to train and guide 'CitizenHelper' to continuously learn how to find relevant pandemic data from Twitter.

The initiative used a method-

ological framework to analyze data and train the automated system for social media monitoring. To properly train CitizenHelper, volunteers were required to attend training. Ten volunteer training sessions were conducted between March and September 2020. The intent of each training session was to teach the volunteers how to think like an emergency manager while analyzing Twitter data for mission relevance. Training sessions were conducted by the VERT Operations Team Lead – a certified emergency manager – and each session detailed the history of the VERT program and CitizenHelper; mission assignment; how the methodological framework works; definitions for high, medium, and low COVID-19 mission relevance; and definitions for data irrelevance and inference. Each session concluded with a tutorial of the CitizenHelper interface and interactive group participation analyzing sample relevant/irrelevant data. Each trainee was provided a reference guide containing COVID-relevant keywords, names of regional landmarks, and Maryland and Virginia county and city names. At the conclusion of the 6-month initiative, more than 10,000 keywords, landmarks, and county/city names were generated and provided to the volunteers. Also, due to the severity of unfiltered social media data and its implication on the mental wellbeing of the volunteers as they analyzed the data, weblinks to official mental health and wellbeing sources were shared.

After training, fifteen of the volunteers agreed to participate in a research study where research-

ers from The University of Texas at Austin and Brigham Young University interviewed them as they interacted with CitizenHelper. This enabled the team to get real-time performance improvement data that was incorporated while the VERT team continued training the automated system. The timeliness of integrating disaster research into the virtual operational environment provides support that such initiatives are sustainable for future disasters, regardless of disaster type. The research not only found that pertinent social media disaster information can be attained, but it also validated that trained and credentialed volunteers can aid the often-stated reason the emergency management community hesitates in utilizing social media as an additional means of collecting situational awareness during disasters – lack of available resources.

Our presentation at the upcoming International Association of Emergency Managers (IAEM) 69th Annual Conference will discuss how community resilience could be supported with similar initiatives of human-machine teaming using volunteers and automated systems, and how contributors during this period of uncertainty and state of chaos were able to concentrate on analyzing data despite the global pandemic.

The initial findings from both computational and behavioral research studies will be shared that support the value of volunteer involvement during disasters, thus addressing a challenge we face as

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## Uncovering The Untold Stories of the Nation's "Last Responders" During COVID-19

By Peter Teahen, Funeral Director, Diplomate - NCCM

Well over one year into the COVID-19 pandemic, it's nearly impossible to find someone who has not been impacted by the effects of COVID-19, personally, professionally, or emotionally. Fatalities Management Workers (FMW) are no exception. But these "last responders," last in the line of those that assist with the care of a deceased COVID-19 victim, have largely gone unrecognized for their dedication during the pandemic. A recent nationwide study seeks to find out how FMWs are coping with the stress of their work during the pandemic and is making strides to bring recognition and help. The study includes dependent care center personnel, medical examiners, coroners, funeral directors, crematory operators, cemeterians, and their staff.

As is often the case during major health events, natural disasters, and similar catastrophes, the work of FMWs goes unrecognized, as does their exposure to work-related stressors that can affect their mental and physical health. FMWs are "absolutely essential but once the process of death is completed, society tends to forget about those that helped with the care of the deceased and their family members," said Peter Teahen, a funeral director, president of Teahen Funeral Home, and mental health professional in Cedar Rapids, Iowa.

Teahen is no stranger to large scale fatality events and their relation to mental health issues. As a 31-year responder in disaster services and mental health crisis management, Teahen has served in leadership roles in more than 70 major disasters

around the world. He has been instrumental in developing multiple crisis programs for civilian populations and the military. With the staggering number of deaths due to COVID-19, and the pandemic becoming akin to a major catastrophe, Teahen started to think about his own mental health as a FMW and that of his colleagues, near and far. Then, as is a fear of many FMW, Teahen contracted COVID-19 and suspected it was from a case he dealt with at work.

Beyond the physical safety concerns, the emotion that comes with being undersupported, underappreciated, and underrecognized during and after a crisis is unmeasured. Stress is high when offering support to families who are grieving during a pandemic for the loss of a loved one due to COVID-19, and in some cases, dealing with the loss of multiple loved ones, sometimes within just weeks or days of each other. Said Teahen, "I've been in funeral service for 48 years. I have never seen so many married couples die as I've seen in the last several months."

Teahen continued, "We need to identify the issues of last responders and open doors for federal funding to help them for the first time ever, to relieve the suffering they have been experiencing."

First, Teahen searched literature for previous information on this topic and found very little. With no research, the development of useful resources for FMWs is would be nearly impossible. Teahen sprang into action. He got in touch with the College of Public Health at the University of Iowa and researcher Rima Afifi. From there, the research process began to build steam. Afifi

stated that initially, while talking with Teahen, she was shocked that she too, had overlooked FMWs as a group that would need assistance. Discussion around COVID-19 had focused on populations experiencing a disproportionate burden related to the virus, yet last responders have never entered that realm of consideration. The more Afifi read and the more she and Teahen talked about the lack of existing research, the more imperative the work became. "We need to uplift this. These stories need to be told," Afifi said.

### Successful Survey with Eye-Opening Response

Planning for a survey to measure COVID-19-related stress and mental health of FMWs began. A survey was the chosen method as it would provide the opportunity for last responders to participate at their own pace and time, given the huge burden they were already facing with COVID-19 deaths. The goal was to gather information that could lead to the development of effective responses to support last responders.

The survey was sent to nine FMW associations and they all assisted with getting the survey to their members, making this a national survey.

As there is a stigma about mental health issues in our country and last responders already have so much on their plates right now, Afifi and her team were uncertain of the level of response to the surveys, completed between July 2020 and September 2020. A phenomenal 535

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## Last Responders

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surveys were returned. Of those, Afifi will interview up to 40 of the respondents who said they would be willing to offer additional insight on the lived experience of FMWs related to the pandemic. Says Afifi, “The survey response was an indication that last responders were eager to share their experiences. Their work and dedication, but also their struggles, have been ignored.” The initial survey was supported by the Prevention Research Center and the College of Public Health. Interviews and a second round of surveys are also supported by the Funeral Service Foundation.

Unsurprisingly, 95% of survey respondents indicated that COVID-19 had affected their daily life and 43% felt they could not protect themselves or their families from the virus. When it came to their mental health, 37% of FMWs reported moderate to severe anxiety, over half noted moderate to high stress, and about 40% said they felt moderate to high burnout.

Despite these impacts on stress and well-being, more than half reported high compassion satisfaction, which is a concept that measures pleasure from doing a job, and the satisfying feeling that comes from helping others. The survey asked respondents about whether they felt they were treated differently than others because of their job as a FMW. A staggering 77% of FMWs had experienced at least one form of discrimination as a result of their job.

Interactions between socio-demographic characteristics and the outcomes were also measured. Across almost every outcome (stress, anxiety, well-being, burnout, etc), FMWs who were younger, identified as female, and stated that the pandemic had greatly affected their lives,

had more negative outcomes (i.e., higher stress, more anxiety, and less well-being.)

## A Hopeful Future for Last Responders

In line with a community-engaged approach to research and practice, an advisory board has been established to ensure that the project is working to promote health and well-being of FMWs, and that the voices of FMWs are front and center in this project. The advisory board includes the research team and many of the FMW organizations that supported the roll-out of the survey.

Over the summer and fall of 2021, the research program will expand the reach of this research to include a more diverse profile of FMWs, as respondents to the initial survey were overwhelmingly white.

Afifi described the next actions in this process as specific “interventions to support FMWs” to reduce stress, enhance coping and well-being. Additionally, the exploration of a mass media campaign is being conducted. This will help to highlight the value of FMWs to begin shifting community stigma.

“This research and its findings will hopefully shed light on the dedication, personal sacrifice, and well-being of FMWs”, Teahen said. “My hope is that the results of this study will begin a national discussion on their contributions, leading to recognition of their service and the development of programs that will have a life changing impact on them, professionally and personally.” ♦

## Social Media

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emergency managers – lack of resources and capacity to mine publicly-available data during disasters. We anticipate our presentation will provide conference attendees an evidence-based example of how social media data sources can be timely and useful during times of disaster, while also supporting awareness of proper planning, communications, clear understanding of mission assignments, and the importance of leadership support.

As of September 2021, we have shared the results of our collaborative effort with the Montgomery County Fire and Rescue Public Information Officer, the National Institutes of Health, National Science & Technology Council’s Subcommittee on Resilience, Science & Technology, and members of the learned society of Information Systems for Crisis Response and Management.

For additional information related to the upcoming presentation, please visit: <https://youtu.be/IeFlvD-qzwmk>. For questions, please email [stevepeterson2@gmail.com](mailto:stevepeterson2@gmail.com). ♦



**The IAEM Bulletin,  
which is a benefit of  
IAEM membership,  
is in its 38th year of  
providing valuable  
information,  
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for members.**



## Happy Birthday - Civil Air Patrol: The Oldest Standing Emergency Management Organization in the United States

**By: Dr. Bob Ditch, EdD, CEM, Colonel, USAF-Retired, Executive Emergency Manager, National Headquarters of Civil Air Patrol Liaison to IAEM**

On Dec. 1, 2021, the United States Air Force Auxiliary – Civil Air Patrol (CAP) will celebrate its 80th Anniversary, heralding 80 years of sustained emergency management service to the nation in both wartime and during peace. On Dec. 1, 1941, six days prior to the bombing of Pearl Harbor and the United States' entry into World War II, the former mayor of New York City, Fiorello La Guardia – while serving as the first United States Director of the White House Office of Civilian Defense (OCD) – signed Administrative Order 9, activating CAP. In this document he stated that, “I do hereby order the establishment under the Office of Civilian Defense, the Civil Air Patrol...I call upon all persons in civil aviation to enroll and otherwise assist in this important contribution to our national preparedness and defense.” This order established CAP as one of the five seminal emergency management agencies in the nation organized under the new White House Office for Emergency Management, the only one still in existence today. The parent OCD was only established seven months before by President Franklin D. Roosevelt in May 1941 under Executive Order 8757. To lead CAP's new organization, Major General John F. Curry, U. S. Army Air Corps (who had been assigned to the OCD by the U.S. Army), was designated by Director La Guardia as its first National Commander. General Curry was given 90 days to prove to the U.S. Congress the organization's value.

Throughout World War II, CAP demonstrated its peerless value across the nation and in many locations offshore, conducting count-

less missions and pioneering many of today's integrated emergency management tenets in mitigation, preparedness, response and recovery. In addition to its direct operational contributions to both the nation's civil defense and the military, it was also considered the best way to preserve and employ U.S. civil aviation resources, instead of keeping them grounded (which became a national security measure after the bombing of Pearl Harbor). CAP took on many missions including anti-submarine patrols (sinking two U-Boats and sighting/reporting hundreds of others), maritime and in-land search and rescue, coastal and border patrols (preempting espionage and saboteur infiltrations), convoy and ship escorts, courier and transport services, forest fire watches, target towing, blackout enforcement and surveillance, airborne photography, and many other essential missions. Sadly, despite the thousands of lives saved or protected during the war, 65 CAP members lost their lives during operational missions. In recognition of their commitment and sacrifices, on May 20, 2014, President Barack H. Obama signed the legislation awarding the United States Congressional Gold Medal to all World War II CAP veterans.

On Apr. 29, 1943, having proved its formative emergency management value to the nation, President Roosevelt issued Executive Order 9339 transferring CAP from the OCD to the Department of War specifically the U.S. Army Air Forces (USAAF). In the words of the Commanding General of the USAAF, General Henry “Hap” Arnold, “the CAP grew like magic into an army of more than

100,000 trained and disciplined civilians. A volunteer organization pledged to the nation's defense... they became the nation's Flying Minutemen.” However, the best accolade for their service came from a captured U-Boat commander who stated, “We had to pull all of our subs away from the coastal shores of the U.S. because of those little damned yellow and red [CAP] aircraft.”

On Sept. 18, 1947, the National Security Act was signed, authorizing the new United States Air Force with CAP becoming its auxiliary in 1948. CAP's Charter was then codified in federal statute, defined by the United States Congress in Chapter 403, to Title 36, of the United States Code (36 U.S.C.) “To assist the Air Force with its non-combat programs and missions... and to provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.” This time, CAP's emergency management mission was now specified in federal law. On Aug. 2, 2015, the Secretary of the Air Force instituted CAP as part of the Air Force “Total Force,” of Active, Guard, and Reserve members, when performing Air Force missions. On Sept. 1, 2016, CAP was awarded the Air Force Organizational Excellence Award.

After 90 days of proving itself to Congress from Dec. 1, 1941, to Mar. 1, 1942, CAP continued to demonstrate its value for another 29,000 days (80 years), conducting sustained emergency management operations in the service to the nation. Today, you will find CAP volunteers serving in every major disaster that

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## Civil Air Patrol

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the nation encounters, including terrorism incidents (like 9-11, flying all the White House directed photo missions of "Ground Zero" in New York City), winter storms, floods, wildfires, tornado outbreaks, earthquakes (recently in Puerto Rico), all hurricanes and tropical storms, and major accidents. CAP also provides support to counter-drug and border patrol missions, and throughout the recent pandemic, contributing well over 50,000 volunteer-days of support within seven Emergency Support Functions. In addition, CAP is active in international disaster missions including the recent hazardous multi-mission/overwater response to Hurricane Dorian in the Bahamas. Noteworthy also are the high-tech 3D airborne photography and near real-time video systems employed during hundreds of damage assessment support missions conducted during disaster responses.

Primarily recognized for decades in rescue operations, CAP's day-to-day support across the nation in Search & Rescue (SAR) missions continues with enhanced technologies like the nation's largest SAR fleet of Small Unmanned Aerial Systems (sUAS - drones), aircraft surveillance platforms, nighttime imagery systems, radio direction finding technologies, as well as proven cell phone and radar forensics. Each year CAP is recognized with anywhere between 100 to 150 lives saved from its SAR operations. This includes searches for missing persons and missing/overdue aircraft.

On Nov. 1, 2014, CAP's National Commander took another major step, in promoting its partnership within the emergency management community, co-signing a Memorandum of Agreement of partnership with the International Association of Emergency Manager's (IAEM) Presi-

dent and Board of Directors. While already promoting each other's initiatives, this initiative solidified CAP's and IAEM's partnership.

Most recently the volunteer members of CAP were recognized by the President and CEO of the American Red Cross for setting up the largest blood collection mission support in the nation during the COVID-19 response. At the urgent request of the U.S. Surgeon General because of the unanticipated loss of 80% of the nation's blood collection centers, due to university/school, church, and business closures, CAP launched Operation Pulse Lift. This mission has supported 113 blood donor center events, collecting more than 7,500 units of blood around the nation, potentially saving over 21,500 lives. These collections also provided blood capabilities to hospitals supporting California and Oregon wildfires, hurricanes in Texas and Louisiana, and those affected by unprecedented winter storms throughout the southwest. CAP also supported the packaging/distribution of 10 million meals and 1.2 million pounds of food for affected individuals, delivering food to countless quarantined homeless individuals and Title 1 school children as well as transport of 186 thousand test kits and 117 thousand test samples to labs from isolated regions of the nation. It concluded its support to the COVID-19 crisis with the staffing of dozens of vaccination centers in numerous states and the transportation of medical teams and thousands of vials of vaccines to remote regions. During the same period, CAP members also participated in saving more than 100 lives during SAR and nearly 250 emergency blood transport missions.

This month, the 60,000-volunteer member CAP organization was recognized by IAEM, for the second year in a row, receiving the IAEM-USA Volunteer Emergency Management Organization of the Year Award. This was the third time in five years, that

CAP took all three of IAEM's Volunteer Emergency Management of the Year Awards, personifying once again its 80-year "Spirit of Volunteerism" and pledge of service in emergency management.

Happy Birthday Civil Air Patrol. It is still serving as the nation's oldest emergency management organization. Not just an organization...but a promise. ♦

About the Author: Dr. Bob Ditch is a 26-year IAEM member, and 25-year CEM (Lifetime). He was a 12-year IAEM CEM Certification commissioner and also served seven years as the chair of IAEM's Uniformed Services Committee and Caucus. A retired U.S Air Force Colonel, he served for 32+ years and in Civil Air Patrol for 14 years. He serves as the National Headquarters of Civil Air Patrol Liaison to IAEM.

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## EM Calendar

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

Oct. 15-21	<b>IAEM 2021 Annual Conference &amp; EMEX: Looking Back to Look Ahead, Grand Rapids, MI.</b>
Oct. 19-22	EMAI 2021 Conference Indianapolis, Indiana
Oct. 28-29	International Conference on Emergency Management and Response Virtual Conference
Nov. 2, 9, 16, 30	(Multiple dates throughout month) EMAP Virtual Cohort Training
Nov. 1-5	International Decontamination Research and Development Conference
Nov. 16-18	2021 MCDEMA Mid-Winter Emergency Management Education Conference Golden Nugget, Biloxi, Mississippi
Dec. 9-10	Emergency Management Association of Ohio Winter Conference Mohican Lodge and Conference Center, Perrysville, Ohio
Feb. 5-9	15th Annual EMAT Symposium Embassy Suites Hotel, San Marcos, Texas

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## New IAEM Members: August 16-September 15, 2021

### IAEM-CANADA

John Burton Edmonton, AB	Hannah McClain Manchester, CT	Colin Faulkner Dover, DE	Byron Isaacs Mount Airy, NC
Rachel Lotsberg Edmonton, AB	Terri Mock Framingham, MA	Callie Gorgol Frederick, MD	Curtis Ivins Destin, FL
Mike Carr Saint John, NB	William Turley Jr. Amston, CT	Jason Jenkins Fairfax, VA	Ann Lukens Murphy, NC
Jonathan DeCoste Merigomish, NS	<b>USA Region 2</b>	Jeremy Korwek Erie, PA	Alexander Lutterbach St. Petersburg, FL
Lee Laverdure Redmondville, NB	Debra Bell Richland, NJ	Diego Solomon Collegeville, PA	Rachel Reid Orlando, FL
John, MacDougall Bedford, NS	Brandon, Bunting New York, NY	<b>USA Region 4</b>	Eryne Sheffield Goodlettsville, TN
Kenzie MacLean Wolfville, NS	Matthew Cahill Bellmore, NY	Alyssa Antczak Sneads Ferry, NC	Maggie Steenburg Pompano Beach, FL
James Weeks Victoria, BC	Robert Giorgio Haddonfield, NJ	Robert Avery Pembroke Pines, FL	Anthony Woodson St Petersburg, FL
Shannon Murphy Cobourg, ON	Erick Gracia-Galiano Toa Alta, PR	Maria Elena Bertot, CEM Roswell, FL	<b>USA Region 5</b>
Gregoire Dumas Montreal, QC	Cyndi Graziano Coram, NY	Gretchen Birt Barnwell, SC	Anna Back Wadsworth, OH
	Victor Raczka Burlington, NJ	Georgia Bowers Atlanta, GA	Emma Banton Orrville, OH
	Colby Rowe Stony Brook, NY	Anderw Brown Myrtle Beach, SC	James Briseno Negaunee, MI

### IAEM-OCEANIA

David Connell Singleton Heights, AUS	Coleane Shephard Hopewell Junction, NY	Francisco Bruno Miami, FL	Lydia Castner Uniontown, OH
Stephen McCarthy Auckland, NZ	Megan Tevnan Hoboken, NJ	Drake Carroll Mullins, SC	Sarah Melching Rogers City, MI

### IAEM-USA

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David Emigh Chelsea, ME	Sherifat Bakare Bethesda, MD	John Fenn Anniston, AL	September Murphy Merrill, WI
Imani Graham North Attleboro, MA	Conlen Booth Swarthmore, PA	Charlie Fisher Chapel Hill, NC	Marialuisa Ochoa Flint, MI
Erinn Martin Hopedale, MA	Timothy Brown Arnold, MD	Damone Garner Fayetteville, GA	Damon Parmenter Sheffield Lake, OH
	Ronald Culmer III Washington, DC	Vickie Hemphill Birmingham, AL	

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**New Member Listing**continued from page 24

Elizabeth Reynolds  
Reynoldsburg, OH

Jamison Ryder  
Aurora, IL

Blake Stave, CEM  
Plymouth, MN

Megan Vocatura  
Akron, OH

**USA Region 6**

Pamela Bradley, AEM  
Lafayette, LA

Cody Davis  
Van Horn, TX

Carl Finney  
San Antonio, TX

Steve Flemming  
Grand Prairie, TX

Nikolas Fort  
Lubbock, TX

Victoria Garner  
Lake Dallas, TX

Matt Gassman, CEM  
Fort Worth, TX

Eric Hutmacher  
Denton, TX

Timothy Jenkins  
Georgetown, TX

Elijah Kabalka  
Houston, TX

Jennifer McNatt  
Joshua, TX

Maricarmen Palomares-  
Garcia  
Arlington, TX

Traci Rankin  
Grand Prairie, TX

Ryan Steele  
Garland, TX

Rocky Vaz  
Dallas, TX

Daniel Waggoner  
Hillsboro, TX

**USA Region 7**

Casey Cole  
Grand Island, NE

Amy Hays  
Pleasant Hill, MO

Justin Pritts  
Des Moines, IA

Thomas Smith  
Fremont, NE

**USA Region 8**

Tram Do  
Austin, CO

Dan Fonseca  
Cheyenne, WY

Daniel Frazen  
Greeley, CO

Alyssa Ingles  
Steamboat Springs, CO

Greg Jackson  
Denver, CO

James Moss  
Colorado Springs, CO

**USA Region 9**

Domingo Cabrera Jr.  
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Wayne Chang  
Buena Park, CA

Jenn Corry  
Gilbert, AZ

Tanner Dye  
Reno, NV

Jeffery Frazey  
Cave Creek, AZ

David Goldenberg  
Woodland Hills, CA

Madison Larimer  
Henderson, NV

Miguel Magana, CEM  
Covina, CA

Brendan Manning, CEM  
Laguna Niguel, CA

Veronica Palustra  
Windsor, CA

Alex Rodriguez  
Burbank, CA

Jason Sirney, CEM  
Folsom, CA

Charles Wilson  
Flagstaff, AZ

Waheeda Yousofzoy  
Austin, CA

**USA Region 10**

Brandy Bishop  
Grand Ronde, OR


Nancy Durham  
Fairbanks, AK

Jan Glarum  
Shelton, WA

Pascal Schuback, CEM  
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 "Honor the Past, The People We Remember"  
 A Letter to Doc  
 By Corie Spence, CEM, IAEM-USA Secretary, and  
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