

**IAEM**

# Bulletin

## In This Issue

[Get to Know Your Leadership  
—IAEM-USA Secretary.....](#) 2

[IAEM in Action:  
2025 Hill Day .....](#) 7

[IAEM News to Know .....](#) 9

[New Staff Profile .....](#) 10

[Index to General Focus  
Articles: Page 6](#)

[EM Calendar .....](#) 22

[Staff Contact List .....](#) 22



## IAEM Members Go to Washington

Like Jimmy Stewart's iconic character in *Mr. Smith Goes to Washington*, IAEM-USA members stepped onto Capitol Hill in June with purpose, professionalism, and a passion for public service. During the 2025 IAEM-USA Hill Day, 17 dedicated members held 58 meetings with congressional offices, focusing their efforts on the lawmakers who shape emergency management policy through key committee assignments. Their message was clear: strong, coordinated emergency management saves lives, protects communities, and deserves continued federal support.

"The first annual IAEM Hill Day was an unqualified success," stated IAEM Government Affairs Director Thad Huguley. "IAEM-USA President Carrie Speranza has made education and advocacy a key pillar of her presidency, and this fly-in was her brainchild. Working closely with the IAEM-USA Government Affairs Committee (GAC), she put together an excellent team to visit Capitol Hill to discuss the emergency management profession and the key policy issues the association has prioritized.

### IAEM-USA Appreciates the Participants of 2025 Hill Day

Participants represented nine of IAEM-USA's 10 geographic regions, including IAEM officers, regional leaders, and committee leaders. Thank you to the participants.

- President Carrie Speranza, CEM
- 2nd Vice President Todd DeVoe, CEM
- Region 1 President David Muse, CEM
- Region 2 President Mike Prasad, CEM
- Region 3 President Sara Ruch, CEM
- Region 4 President Drew Pearson, CEM
- Region 5 Vice President Ryan Wilkerson, CEM
- Region 6 President Joe Leonard, CEM
- Region 10 President, Billy Anderson, CEM
- GAC Chair Mary Jo Flynn-Nevins, CEM
- GAC Vice Chair Mick Fleming, CEM
- CMEC Vice Chair Christian Cunnie
- CMEC Membership Lead Maribel Street, CEM
- County EM Caucus Chair Nick Crossley, CEM
- Tracy Hameau (Region 5)
- Tonya Ngotel (Region 7)
- Brian Walker (Region 9)

[continued on page 4](#)

# Get to Know Your IAEM Leadership

## IAEM-USA Secretary

**Erik Gaull, CEM,  
IAEM-USA Secretary**

In an effort to introduce the IAEM leadership to members and recognize their hard work for the organization, the IAEM Bulletin will be providing profiles on the current IAEM leadership throughout the year. A heartfelt thanks to our volunteers whose hard work makes IAEM successful.

**E**rik currently resides in Cabin John, Maryland, and has been an IAEM member for 23 years. You can connect with Erik on [LinkedIn](#) or email him at [USAsecretary@iaem.com](mailto:USAsecretary@iaem.com).

■ **Biographical sketch:** Erik Gaull is the IAEM-USA secretary and a consultant and subject matter expert specializing in emergency management, public safety, and homeland security. He has executed projects for federal, state, and local governments, the World Bank, educational, and private sector clients in the United States and abroad. Erik holds five premier certifications – Certified Emergency Manager®, Certified Business Continuity Professional®, Certified Protection Professional®, Certified Information Systems Security Professional®, and Project Management Professional®. Erik is a seasoned law enforcement officer, Nationally Registered Paramedic, and Pro Board-certified Fire Officer III. Erik is co-chair of the National Homeland Security Consortium and a member of the Executive Committee of the DHS Emergency Services Sector Coordinating Council.

Erik is a reserve officer in the D.C. Metropolitan Police Department and a Life Member (and the longest-serving responder) in the Cabin John Park Volunteer Fire Department in Montgomery County, Maryland, where he is currently a Firefighter/Paramedic III. In 2017, Erik received the President's Lifetime Achievement

Award from President Barack Obama for his public safety volunteerism. Erik earned an MBA and a Master of Public Policy from Georgetown University and a BA from Columbia University. He and his family live in Cabin John, Maryland.

■ **What are you hoping to get out of being a part of the IAEM leadership team?**

I want to help grow the IAEM membership and to provide quality benefits and added value for IAEM members.

■ **What country do you really want to visit?**

Bhutan.

■ **What are your favorite sports teams and what, if any, logo items or memorabilia do you have?**

I don't have any favorite teams or sports.

■ **What's your superpower?**

Writing and editing

■ **What would people be surprised to learn about your background?**

I earned three varsity letters in high school – swimming, water polo, and girls softball (I was the manager of the team).

■ **What is the most exciting thing you've ever done?**

I arrested a guy at gunpoint who was coming down a hallway towards me after just having stabbed his wife ... that was pretty exciting in a terrifying way.



*Erik Gaull, CEM,  
IAEM-USA Secretary*

■ **Tell us about one of your best experiences working in emergency management:**

On September 11th, I helped run the D.C. EOC while the District's director of emergency management was out of town (attending the NEMA meeting with all the other state directors of emergency management). It was 18 hours of uncertainty and organized chaos, but it was a great feeling knowing that we did what we needed to do to keep things running when the chips were down.

■ **If you didn't work in emergency management, what career would you pursue?**

Pro football player—I could have done this if I were any good at football, but since I'm not, emergency management seemed like a better way to make a living.

[continued on page 3](#)

## IAEM-USA Secretary

continued from page 2

■ Is there anything you read every morning?

Does playing Wordle count as reading?

■ If you could say one thing to all IAEM members, what would it be?

This is YOUR organization. Want to get more out of it and make it better for yourself and others? Step up and take on responsibility in a caucus or committee. Volunteer for things. Run for office. It's up to you ...

■ What is your favorite restaurant?

Rao's in East Harlem. ♦



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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).

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## IAEM Members Go to Washington [continued from page 1](#)

### Advocating Doesn't Have to Be Hard

Our profession is essential yet often misunderstood. That is why it is necessary to educate your elected leaders. Sharing your story, your organization or agency's mission, and the vital role you play in keeping our communities safe and resilient is a great place to start.

These efforts build trust and understanding. Proactive planning also sets the foundation for greater engagement. Learn more by reviewing our "[Advocating and Education for Emergency Management](#)" resource. More tools and resources are available on the [IAEM website](#).

Three participants in the 2025 IAEM-USA Hill Day share their insights to demonstrate how to get involved. Read their accounts and prepare your activities for [National Emergency Management Awareness Month](#) in August.

### IAEM Hill Day... Getting from Trepidation into Your Comfort Zone—Drew Pearson, CEM, IAEM-USA Region 4 President, Director, Dare County Emergency Management

When the idea of taking our message to the hill was being batted around, I'm certain many of us who made the trip were thinking, "How do we pull this off?" I'm sure that question brought trepidation, especially for anyone who had never visited Washington or engaged their federal elected officials before.

Our IAEM staff helped answer the question and quickly eased my transition from trepidation to the comfort zone. Chelsea Steadman and others efficiently handled logistics,

securing a block of rooms, arranging a gathering spot upon arrival to discuss visit strategies, providing insights on travel options, and navigating the Capitol, as well as preparing for the post-visit debriefing.

In addition, the Government Affairs Committee's great work in pulling together key topics provided us with a unified baseline message to build upon. With logistics set and a message crafted, the only thing left was to get the foot in the door for a meeting. Once again, the IAEM staff outlined the ins and outs of setting up a meeting. Thad Huguley's list of key contacts in offices that had a seat on critical committees allowed us to craft personal email requests asking for a meeting. The sage advice on how to space the meetings to ensure enough time was available to navigate from building to building really paid off.

With meetings set, I was able to do some homework before heading to D.C. I reviewed each elected official's website, looking for common talking points. For those who represented my county, I spoke with their local staff, sharing that I would be in D.C. to discuss our profession. I looked for local examples that I could tie to our unified message, so I had real-world examples to share during the meetings. Before I left home, I was getting closer to being in my Hill Day comfort zone.

Once I arrived in D.C. and had the chance to sit with and absorb the energy of the entire IAEM Hill Day group, I was ready to go! As we met with key staff members and shared our insights and concerns, I tried to focus on what mattered back home. Like any other emergency manager, my passion for our profession and our commitment to those we served led to eye-to-eye discussions that I hoped would drive home our message that everything starts and ends locally, and we need federal support when we are brought to our knees. I was worried that my passion was

a bit too much. That worry disappeared when I received replies to a thank-you email I sent each person we met with on the train trip back home. The replies came quickly from very busy people who shared follow-up contact info and actions they planned to take after discussing our meeting with others.

I hope others can pick up some tips from this that will help them get into their own elected official engagement comfort zone. As you do, just remember that federal officials and their staff are ordinary people from our communities who have chosen to serve us. If the setting in D.C. makes you uncomfortable, set that aside and engage just like you would if you met them on your hometown Main Street.

### How I Secured Meetings with Wisconsin's Congressional Delegation—Tracy Hameau, Emergency Management Director, Jefferson County, Wisconsin

As part of IAEM's 2025 Hill Day, I took the initiative to connect with our elected leaders to ensure that Wisconsin's emergency management needs were heard. The process began several weeks in advance:

#### ■ Identifying Representatives:

I started by listing all Wisconsin Congressional offices—both Senators and Representatives—to ensure a comprehensive approach.

#### ■ Reaching Out:

I researched and used an online form to initiate contact. Using publicly available contact information, I sent personalized emails to the legislators and schedulers in each office. I introduced myself as the emergency management director for Jefferson County. I highlighted my role in IAEM, as well as my selection to represent FEMA Region V. I explained my goal to advocate for issues affecting Wisconsin communities, including funding, disaster

[continued on page 5](#)

## IAEM Members Go to Washington

[continued from page 4](#)

resilience, recovery support, and FEMA priorities.

■ **Following Up:** After the initial outreach, I contacted the staff via calls and emails. Persistence was key—some offices responded quickly, while others needed several follow-ups to confirm interest and availability. I learned that many often don't set their schedules until the week before, so if you don't hear back, that may be the reason.

■ **Tailoring the Message:** For each meeting, I prepared brief, localized talking points—highlighting the specific emergency management challenges facing our counties and the importance of federal support through programs like EMPG, BRIC, and IA. In some instances, I would add a personal touch or note where I felt it was needed to grab their attention. Many mentioned these personal notes during our meetings.



Tracy Hameau, emergency management director, Jefferson County, Wisconsin, met with Representative Bryan Steil of Wisconsin during the IAEM Hill Day.

■ **Coordinating with IAEM:** I collaborated with IAEM's government affairs team to align my messaging with their national priorities and ensure I had the appropriate resources and leave-behind materials for each meeting. I created a folder that includes my business card, IAEM's priorities, their letter, and an overview of IAEM on one side. On the reverse side, I added a copy of a Resolution recently passed by my county board regarding funding importance, an article I was quoted in related to BRIC funding, an article about funding featured in Wisconsin County Association (WCA) magazine where I am highlighted, and a Thank You Note reflecting on taking the time to speak with me. The Thank You Note summarized five key points I wanted them to remember from our meeting.

■ **Making the Case in D.C.:** Once in Washington, I met with congressional staff and members whenever they were available. I emphasized real-world impacts, shared experiences from Wisconsin disasters, and discussed how federal programs directly affect our communities. They seem interested in hearing how it personally affected me and in sharing real-life stories. They said this helps them explain to other members why it's important.

These meetings were not just about policy; they were about building relationships and ensuring our state has a seat at the table when national decisions are made.

I found value in advocating for the issues at hand, which I was able to discuss on a national, state, and local level. Networking with other emergency management professionals—most of whom I had never met—brought everyone together for the same purpose, allowing us to share ideas and connect. It was also an opportunity to educate legislators about the issues we are facing and to share firsthand stories and

knowledge with them. That was very important to me.

Going gave me a rare chance to combine my expertise with direct action that can shape the future of emergency management at a federal level.

**Walking the Halls for the Emergency Management Profession—Mick Fleming, CEM, Director, Northwest Central Joint Emergency Management System, Arlington Heights, Illinois**

Reflecting on the recent IAEM Hill Day experience as my first time participating in-person in our nation's capital as vice chair of the IAEM-USA Government Affairs Committee. While I've had many legislative interactions over the years, there is something uniquely powerful and personal about walking the halls of Congress on behalf of our profession and the communities we serve.

The planning experience alone was empowering. Preparing for the trip gave me the chance to step outside of my role and see how someone unfamiliar with emergency management perceives our work. I challenged myself to articulate the value of what we do in plain, relatable, non-partisan language and to highlight the very real impacts we have on public safety and community resilience. It forced a shift from jargon to clarity, an exercise I believe every emergency manager should undertake.

As part of my preparation, I felt a strong responsibility not just to represent myself or IAEM, but the broader emergency management community in my state and region. I reached out to neighboring counties, local jurisdictions, and my state emergency management association to gather insights on the issues that

[continued on page 6](#)

## IAEM Members Go to Washington

*continued from page 5*



*GAC Vice Chair Mick Fleming, CEM, pauses from a busy IAEM Hill Day to snap a photo next to Senator Durbin's office.*

matter most to them. This helped ensure that the conversations I had in D.C. reflected not just my voice, but the collective voice of our field.

The logistics of navigating Capitol Hill can be overwhelming for a first-timer, but with solid planning and contingency thinking—skills we all rely on in emergency management—I was mostly prepared. Some meetings were quick 15-minute check-ins, while others extended into in-depth 45-minute policy discussions. A few were rescheduled at the last minute due to pressing committee business or ongoing budget negotiations. Flexibility was essential, and having adaptable plans clearly paid off.

During the meetings, I was struck by the wide range of understanding among congressional staff and representatives about what we do. Some needed a primer on the basics of emergency management, while others wanted to delve into the details of BRIC and EMPG. This reinforced

the importance of not just being present but being well-prepared with foundational knowledge, specialized areas of policy, and specific examples.

Perhaps the most meaningful takeaway for me was realizing that our representatives genuinely want to support the issues we care about; they just need the right tools to do so. Including real-world examples, like recent flooding in Illinois or the current challenges we face around mutual aid sustainment, helped bring the policy discussion back to what's happening at home. I felt it was vital to connect national legislation to local realities.

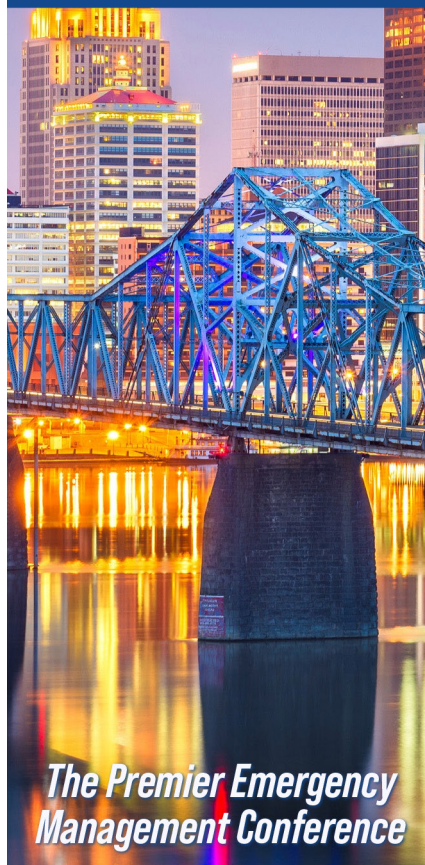
What surprised me most was hearing from some offices that they are actively engaged in emergency management policy but rarely hear directly from emergency managers. That was a wake-up call. We cannot rely on others to deliver our message; we need to show up, speak out, and build the relationships that strengthen our field.

Ultimately, this experience was one of the most professionally rewarding of my career. While I've long corresponded with elected officials, the face-to-face dialogue I had with staff and members of Congress during this trip built a level of rapport that far exceeds anything I've achieved through phone or email. These relationships are now established, and I look forward to nurturing them throughout my career.

I encourage all my peers to consider making their own visits to their representatives, whether in Washington, D.C., or in their home districts. The impact of our work is too important to go unheard. ♦



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## IAEM in Action - 2025 Hill Day



Participants represented nine of IAEM-USA's 10 geographic regions, including IAEM officers, regional leaders, and committee leaders. Thank you to the participants.



IAEM member Brian Walker; GAC Chair Mary Jo Flynn-Nevins, CEM; and 2nd vice president Todd DeVoe, CEM pose for a photo during the IAEM Hill Day activities.



Tracy Hameau, from IAEM Region 5 and GAC Vice Chair Mick Fleming, CEM meet with Representative Mark Pocan Wisconsin during the IAEM Hill Day.

[continued on page 8](#)

## IAEM in Action - 2025 Hill Day

continued from page 7

Tonya Ngotel, from IAEM Region 7 and Joe Leonard, president of IAEM Region 6 pose with Senator Joni Ernst during the IAEM Hill Day.



Congressman Taylor of Ohio and Nick Crossley, Director, Hamilton County, Ohio, Emergency Management and Homeland Security Agency, pose for a photograph during the IAEM Hill Day.



Region 1 President David Muse, CEM, CMEC Vice Chair Christian Cunnie, Nick Caron, legislative assistant for Senator Maggie Hassan snap a photo during the IAEM Hill Day.



Region 1 President David Muse, CEM, and CMEC Vice Chair Christian Cunnie meet with Neesha Suarez, Deputy Chief of Staff for Congressman Seth Moulton.



IAEM-USA Region 2 President Mike Prasad, CEM; Bob Evans (Senior Policy Advisor), IAEM-USA Secretary Erik Gaul, CEM; and IAEM-USA 2nd Vice President Todd DeVoe, CEM in front of Representative Stacey Plaskett's office during the IAEM Hill Day.

## IAEM News to Know

### Certification

■ Plan to join the August 20, “Ask Me Anything” Webinar hosted by the IAEM Certification Program, on Wednesday, August 20, 2025, at 2:00 p.m. EDT.

- This session is hosted by the IAEM Certification Commission and is designed to provide anyone interested in certification with direct access to expert guidance in a casual, open-forum setting.

- Learn more and [register here](#).

### Conference

■ Use IAEM’s [5 step tool](#) to secure employer approval to attend the IAEM 73rd Annual Conference & EMEX.

- Review the [2025 conference program](#) and [exhibitor list](#) and select sessions/organizations that offer the most value to your role and organization.

- Add free or low-cost [pre/post-conference training courses](#) to maximize your time away from your desk.

- Estimate and plan your travel and registration expenses with our budget-friendly tips, including [volunteering to save money](#) on your registration.

- Download and personalize our [approval request letter](#) for your supervisor.

- Share your takeaways with your team upon return, including speaker materials available in the IAEM2Go app.

### EMEX Exhibit

■ Plan to exhibit at the 73rd IAEM Annual Conference & EMEX.

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## Profiles in Service: Katie Schlesinger

[Katie@iaem.com](mailto:Katie@iaem.com)

### The Basics

■ **Months of Service to the IAEM Team:** 1

■ **Responsibilities:** As IAEM's sponsor manager, I'll be coordinating sponsorship programs for the 2025 IAEM Annual Conference and EMEX in Louisville, Kentucky, this November.

■ **Educational Background:** I earned my Bachelor's degree in Psychology from James Madison University

■ **Skills & Experience:** This is my first year with IAEM, and I'm thrilled to be joining the team. As IAEM's sponsor manager, I'll be coordinating sponsorship programs for the 2025 IAEM Annual Conference and EMEX in Louisville, Kentucky, this November. I earned my Bachelor's degree in Psychology from James Madison University, where I also worked as a writing consultant in JMU's Learning Centers. Before joining IAEM, I held several roles at an IT consultancy—most recently serving as a marketing communications specialist and interim marketing director. My background also includes project coordination, administrative support, internal communications, and visual content creation.

### Things You Probably Don't Know About Katie (in her own words)

■ **Most exciting thing I've ever done:** The most exciting thing I've ever done was travelling across the world to Australia and Bali.

■ **Last country I visited:** The last country I visited was Jamaica

■ **My Favorite book is:** My favorite book is *The Four Agreements* by Don Miguel Ruiz

■ **My motto is:** My personal motto is "Pause – what a pleasure." (A reminder to savor the small moments and stay rooted in the present.)

■ **Last sporting event I attended:** The last sporting event I attended was the Nationals game over Memorial Day weekend – we lost to the Giants :(

■ **Favorite meal:** My favorite place to eat is anywhere with good sushi!

■ **Top thing on my bucket list:** The top thing on my bucket list is to see the northern lights.

■ **Favorite movie:** My favorite movie is *Finding Dory*.

■ **My favorite way to relax is:** My favorite way to relax is through mindfulness and meditation.

■ **Every morning I read:** Every morning, I do the New York Times games.

### Additional fun facts

My favorite TV show is *New Girl*; my favorite food is Haagen Dazs coffee ice cream. I have two pets, Aussie-doodle brothers named Bo and Blue. My favorite color is purple. I'm passionate about helping people and making a difference in the world.



*Katie Schlesinger, IAEM's newest staff member.*

Outside of work, I enjoy distance running, solving puzzles, and traveling the world. Over the years, I've had the chance to travel to some incredible places, from climbing a waterfall in Jamaica to exploring a sunken shipwreck off the coast of the Bahamas. I recently travelled across the world to Australia and Indonesia.

I'm currently working toward a certification in Mindfulness-Based Stress Reduction and have been practicing meditation since 2019. ♦

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## General Focus Articles:

### Closing the Gaps That Affect Work Environments During Crises

by Dr. David R. Baker, Emergency Management Coordinator, ALLETE, Inc..... 12

### Collaboration Technology Enhances the Joint Information System in Michigan: Microsoft Teams in the Joint Information Center

by Kevin, Sadaj, CEM; Consultant, Kevin Sadaj Consulting..... 14

### From Silos to Systems: Why Regional Resilience Must Replace Reactive Emergency Management

by Misha R. McNabb MA-EMEL, VT-EMD, NRP, Executive Director, Crisis Management Partners, LLC ..... 16

### Navigating Healthcare Preparedness: A Comprehensive Guide to Hazard Vulnerability and Business Impact Analysis for Healthcare Organizations

by William C. Gonzalez, MHA, MPA, MCP, AEM, PMC, President and Principal Consultant, W.G. Preparedness Solutions L.L.C. .... 18

### Practice for Prevention: Staying in Control of Wireless Emergency Alerts

by Jorge Rodriguez, CEM, Community Alert and Warning Program Manager, County of Sonoma - Department of Emergency Management ..... 20

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# Closing the Gaps That Affect Work Environments During Crises

By Dr. David R. Baker, Emergency Management Coordinator, ALLETE, Inc.

**A**s part of the FEMA Emergency Management Advanced Academy, we had to complete a paper, which is summarized below. The academy is designed to provide senior-level emergency management professionals with the knowledge, skills, and tools necessary to lead and manage complex emergency management programs and initiatives. It builds upon the foundational concepts taught in FEMA's Basic and Intermediate Academies, focusing on advanced leadership, strategic thinking, and program management.

This paper examined individual preparedness among whole community members and identified actions to close preparedness gaps that affect work environments during disasters. It highlighted how insufficient individual readiness exacerbates organizational disruptions during large-scale disasters, whether human-caused, natural, or technological. Individuals who lack preparedness are less likely to report to work post-disaster, hindering organizational continuity and community resilience.

Through a literature review, the study explored disparities in disaster preparedness between the general public and professionals, attributing these gaps to factors such as prior experiences, socioeconomic demographics, and psychological elements. The findings emphasize the importance of fostering a culture of preparedness to enhance individual readiness, which ultimately strengthens work environments. Recommendations for policy development and educational strategies are provided to improve preparedness at both individual and commu-

nity levels, contributing to a more robust emergency management framework.

## Overview

With over 30 years of experience in emergency management, the author has observed the consequences of poor preparedness at all levels—local, state, federal, and individual. Even during relatively minor incidents, such as severe weather, the lack of individual readiness has had significant impacts. For example, during winter weather events, unprepared staff failed to report to work, disrupting staffing ratios in federal prisons.

The author contends that better individual preparedness would ensure continuity of operations at workplaces, enabling organizations to remain vital and resilient for the communities they serve. This paper explores the research methodology, findings, lessons learned, and recommendations to address preparedness gaps that affect work environments during crises.

## Methodology

The study employed a literature review to identify resources supporting the topic. Two primary strategies were used: bibliography mining and cited reference searching. Bibliography mining involved reviewing reference lists of relevant articles to locate additional resources, while cited reference searching identified newer articles that cited the sources.

Search terms included “individual preparedness,” “preparedness gaps,” “public preparedness,” and

“data analysis.” The researcher reviewed over 15 articles, selecting eight peer-reviewed academic sources for inclusion. These articles were accessed through databases such as ProQuest, Sage, EBSCO, Google Scholar, and Academic Search Premier.

The researcher acknowledged potential ethical concerns, such as personal bias, and took steps to ensure objectivity in analyzing the data. The findings were based on both professional observations and academic research.

## Results and Findings

The study confirmed that gaps in individual preparedness significantly impact work environments during disasters. These gaps are exacerbated during large-scale incidents, whether human-caused, natural, or technological.

A notable disparity exists between the general public and professionals regarding disaster preparedness. Professionals are generally better equipped, but both groups often lack adequate physical disaster prevention measures, such as emergency kits. Factors influencing preparedness include prior experiences, socioeconomic demographics (e.g., income, education), and psychological elements (e.g., risk perception, self-efficacy).

Direct disaster experiences are the most compelling motivators for preparedness, but vicarious experiences also play a role in shaping individuals' willingness to engage with hazard-related topics. However, optimism bias—where individuals believe adverse events are unlikely

[continued on page 13](#)

## Closing the Gaps

[continued from page 12](#)

to affect them—often leads to complacency.

Social vulnerability further complicates preparedness efforts. Disproportionate exposure to risk among different social groups highlights inequities in disaster readiness. For example, limited language proficiency can hinder access to critical information, as seen during Hurricane Katrina, when many undocumented immigrants failed to evacuate due to language barriers.

FEMA's 2011 "whole community" strategy aimed to address these disparities by promoting inclusivity in preparedness efforts. However, research indicates that preparedness levels remain low worldwide, with significant gaps in readiness for major disasters. Individuals often delay preparations until a threat is imminent, which undermines organizational and community resilience.

## Lessons Learned

The research revealed that individual preparedness directly impacts organizational continuity during crises. If individuals are unprepared, they are less likely to return to work, disrupting workflows and hindering recovery efforts.

To address these gaps, organizations should prioritize training and education on individual preparedness. Emergency management professionals can play a key role in educating employees about readiness, both at home and in the workplace. This approach ensures that individuals are equipped to resume work and support organizational recovery after a disaster.

Future studies should explore the relationship between personal and corporate preparedness,

identifying additional methods to close these gaps. Whole community involvement is essential, as it promotes a comprehensive approach to disaster readiness that includes individuals, families, businesses, schools, and government agencies.

## Recommendations

■ **Foster a Culture of Preparedness:** Organizations should integrate disaster preparedness into their workplace culture, emphasizing its importance for both personal and professional resilience.

■ **Enhance Training and Education:** Emergency management professionals should provide regular training sessions on individual preparedness, focusing on practical steps employees can take to protect themselves and their families.

■ **Promote Whole Community Engagement:** Encourage collaboration among community members, businesses, schools, and government agencies to create a unified approach to disaster readiness.

■ **Address Social Vulnerability:** Develop targeted strategies to support vulnerable populations, such as providing multilingual resources and addressing socioeconomic barriers to preparedness.

■ **Incorporate Disaster Education in Schools:** Disaster education programs should be integrated into school curricula to instill preparedness habits in children, fostering long-term resilience.

■ **Improve Policy Development:** Policymakers should prioritize initiatives that promote individual and community preparedness, such as incentives for assembling emergency kits and obtaining disaster insurance.

## Summary

This paper examined individual preparedness among whole community members and identified actions to close gaps that affect work environments during disasters. The findings confirmed that insufficient individual readiness disrupts organizational continuity and community resilience during crises.

By fostering a culture of preparedness, enhancing training and education, and promoting whole community engagement, organizations can improve individual readiness and strengthen their ability to recover from disasters. Addressing social vulnerability and incorporating disaster education into schools are also critical steps toward building a resilient society.

Ultimately, improving individual preparedness benefits both personal and professional environments, ensuring that organizations remain vital and resilient during times of crisis. Future research should continue to explore the connections between personal and corporate preparedness, providing actionable insights to enhance community resilience and organizational continuity. ♦

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## Collaboration Technology Enhances the Joint Information System in Michigan: Microsoft Teams in the Joint Information Center

By Kevin, Sadaj, CEM; Consultant, Kevin Sadaj Consulting

Streamlined processes, training, and technology are all tools we as emergency management communicators use to get “the right information to the right people at the right time so they can make the right decision.”

Solving problems while thinking outside the box is the key to producing actionable solutions for the people we serve.

The use of technology in a recent major exercise enhanced the effectiveness of the communications team we had in place at the State of Michigan Emergency Operations Center, Joint Information Center.

[Cobalt Magnet 2025](#) was conducted from March 14-21, 2025, and led by the [United States Department of Energy’s National Nuclear Security Administration \(NNSA\)](#), in partnership with the [Michigan State Police, Emergency Management and Homeland Security Division \(MSP/EMHSD\)](#).

The scenario was a Nuclear Power Plant (NPP) release based on a simulated disaster at the Fermi II Nuclear Power Plant (NPP). With two active nuclear power plants in Michi-

gan and a third to be activated in the next year, this was a realistic scenario for our state and region.

More than 3,000 participants from 70 local, state, provincial, and federal agencies from the United States and Canada participated at various locations in Michigan, Indiana, Ohio, and Ontario.

A major task was to coordinate with partners to manage and share information at various levels – tactical, operational, and strategic – while conducting response and recovery actions. And specifically, for us communicators: to “provide timely, technically accurate, and unified public messaging, while implementing applicable public affairs/public information plans, policies, and procedures.”

Following the precepts of FEMA’s Joint Information System, our communications team was staffed by a variety of communications specialists, managers, technical specialists, and emergency management professionals from many of the 19 executive branch departments of the State of Michigan—Health and Human

Services; Agriculture and Rural Development; Corrections; Environment, Great Lakes, and Energy; etc.

This experienced group of communications professionals, many with over 20 years in the profession, is used to coming together. Many are COVID veterans and spent countless hours in the emergency operations center during that unprecedented event. Group members are familiar to each other. They meet monthly with the Governor’s communications team and many collaborate frequently on joint communications initiatives. They also assemble anytime the State EOC activates, which, while not as often as places like Florida or California, is often enough for the team to perform cohesively. They assemble every other year for radiological emergency preparedness (REP) drills, as well.

Like any successful team, leadership starts with a well-trained and experienced incident commander (IC) providing clear direction. Likewise, an effective JIC benefits from a similarly expert comms pro as lead PIO who understands the commander’s intent and how to translate that into meaningful messaging. In our case, both did.

### The stage is set

Before the exercise, the MSP EMHSD collaborated with Michigan’s Department of Technology, Management and Budget to customize Microsoft Teams to bring the JIC team closer together.

Designed to help teams communicate, collaborate, and work together



*Members of the Michigan SEOC JIC on the third day of the exercise.*

[continued on page 15](#)

## Microsoft Teams in the Joint Information Center

continued from page 14

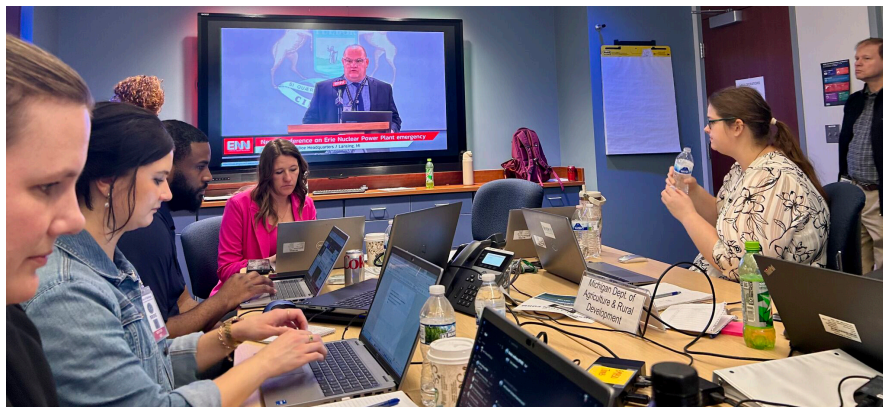
er in a central location, Teams offers features like chat, video conferencing, file sharing, and integration with other Microsoft 365 applications.

The architecture of the JIC in Teams was designed to approximately mirror the JIC org chart with Teams chats for: Info Gathering, Info Dissemination, Media Monitoring, and Media Relations but with special chats for Approvals, Document Drafts, and a general chat open to all participants.

The participants were already accustomed to using Teams. With many already working within a hybrid remote paradigm, the use of this cloud-based, unified communication and collaboration platform was familiar.

The beauty of this was it allowed leaders to commiserate with those in their respective teams when they needed to and it also allowed others to jump in with questions and information that might pertain to that team. For example, media monitoring was constantly questioned about what they were seeing online and they were likewise pushing out information as it came in. So instead of waiting for our hourly briefings, writers and social media specialists could move forward developing their communications products based on the intel they gathered.

For document review, it saved the inevitable constant exchange of emails or printing hard copies with the threat that someone would be left off the email or distribution. When a document was ready, the writer could simply tag those in the approvals chat who needed to review and approve. And it made the potential issue of version control virtually non-existent. This also made it easier for the JIC Lead PIO and her assistant



*Members of the Michigan SEOC JIC preparing for the next meeting as Kevin Sadaj presents at the press conference on day three. During the exercise he fulfilled his role as MSP PIO while managing the JIC.*

to get the latest communications products to the IC for rapid approval.

During days when the JIC was physically assembled within the SEOC, the JIC still continued using Teams as it augmented all the benefits of being together in person. Media monitoring and some of the social media team had to be in a room located two minutes' walk away due to space, so Teams enabled us to ping each other for urgent info or to call the group together for a quick meeting.

During the first two days of the activation, the JIC was totally virtual. By having all the participants on Teams already, it made it easier to schedule briefings and updates with each other. It also made it easier when smaller groups needed to meet.

As the JIC manager throughout the exercise, I used this function frequently to meet one-on-one with functional leaders to gather information. I then likewise used it feed information to writers and social media specialists to produce communications products like news releases, social media posts, graphics and talking points.

A couple times, I needed to connect with the Lead PIO immediately and physically found her or called her cell. Compared to the dozens of

other times we interacted on Teams, this greatly saved us both time just hunting each other down.

COVID countered any doubt about the merit of virtual work. Our use of Teams was simply another iteration of working virtually but with the added value of applying it specifically to FEMA's Joint Information System.

As professional communicators look for ways to get the right information to the right people in future emergencies and crises, Teams is a valuable tool that will get the message out. ♦

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# From Silos to Systems: Why Regional Resilience Must Replace Reactive Emergency Management

By Misha R. McNabb MA-EMEL, VT-EMD, NRP, Executive Director, Crisis Management Partners, LLC.

It's time to stop penalizing small towns for being small. It's time to stop expecting individual jurisdictions to solve national-scale crises with local-scale staff. It's time to reimagine the local in emergency management — not as isolated, underfunded nodes, but as interconnected parts of a larger, more adaptive system. Regional Resilience Councils aren't a silver bullet, but they are a scalable, proven, and immediately actionable solution to one of the field's most entrenched challenges. Let's stop waiting for a disaster to expose the cracks. Let's start investing in systems that work before the storm hits.

Across the United States, local emergency management is in a quiet crisis. We don't hear about it in headlines or congressional hearings. Still, the warning signs are everywhere: local emergency managers (EMs) juggle multiple hats—sometimes also serving as the public works director, health officer, or fire chief—while still expected to meet the same federal planning, training, and funding requirements as jurisdictions ten times their size. Entire counties rely on one part-time coordinator. Rural towns with critical infrastructure often lack emergency operations plans because they lack the time and expertise to develop them. This isn't a problem of will or interest. It's a problem of capacity.

## The Federal Model Wasn't Built for This

Federal preparedness programs often assume a level playing field. Grant requirements expect sophisti-

cated applications. FEMA's planning guidance presumes jurisdictions have someone available to participate in multi-week plan development cycles. Exercises are expected to involve after-action reporting, improvement planning, and cross-sector engagement.

But what happens when your "emergency manager" is also the town clerk and has zero staff? It's not just inefficient — it's dangerous.

In a time when threats are growing in complexity—from wildfires and floods to cyberattacks and supply chain failures—our smallest and most vulnerable communities are left flying blind (GAO, 2023). The result? A national security gap disguised as local underperformance.

## A Different Way Forward: Regional Resilience Councils

A key rationale behind regionalizing disaster funding isn't just efficiency—it's survival.

Many local jurisdictions, particularly rural or under-resourced towns, lack the personnel, technical expertise, or resources to engage in high-level planning or participate in federal grant systems. This isn't a reflection of disinterest; it's a capacity crisis.

By pooling resources through Regional Resilience Councils, small jurisdictions gain access to shared planners, grant writers, and technical support they would never secure independently. This approach aligns with the shared service models already in place in public health and EMS across New England and other rural regions. It's not just structural

preference — it's necessity (Cutter et al., 2008; Harrauld, 2006).

## Vermont's Rural Innovation

In Vermont, the Office of Local Health has piloted a model of regional public health emergency preparedness that provides a blueprint for broader adoption of emergency management (EM). Two towns—Canaan in the Northeast Kingdom and Springfield in the southern part of the state—serve as powerful examples.

Canaan, a remote town situated on the border of Canada and New Hampshire, lacks a full-time emergency management staff. But through a shared planning approach facilitated by a regional public health specialist and supported by statewide infrastructure, Canaan has developed functional plans, participated in multi-jurisdictional exercises, and maintained situational awareness during public health and weather-related emergencies.

Springfield, while more resourced, benefits from a collaborative approach through its regional planning commission. The commission hosts tabletop exercises, coordinates with local hospitals, and facilitates emergency planning across town lines—something a single town couldn't sustain on its own.

These communities are "punching above their weight," not because they have more money or more staff, but because they've embraced regionalism in practice, not just in theory (National Academies of Sciences, 2012).

[continued on page 17](#)

## From Shelter to Stability

[continued from page 16](#)



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## Why Emergency Management Needs to Catch Up

Public health and EMS have been quietly practicing regional resilience for years. In rural areas, we accept that you don't need one epidemiologist in every town—you need one available across a region, supported by a system that works across jurisdictions. EMS mutual aid and shared medical direction follow the same logic.

So why do we still expect every small town to have its own emergency management structure, planning cycles, grant compliance system, and response playbook? We don't need hundreds of solo operators struggling in silos. We need interconnected systems guided by shared staffing, interoperable platforms, and regional technical assistance (Waugh & Streib, 2006).

## Shifting Federal Policy to Match the Moment

The good news is that FEMA and other federal agencies are beginning to acknowledge this reality. In its recent strategic planning conversations, FEMA has emphasized community resilience, whole-of-community engagement, and mitigation as national priorities.

But without structural support for shared services, rural communities will continue to fall behind. To move from words to action, we need:

- Dedicated funding streams for regional EM coordination (not just pass-throughs to states).
- Incentivized planning models that reward shared jurisdictional approaches.
- Technical assistance corps available to under-resourced towns and counties.
- Flexibility in grant guidance to allow for pooled planning, staffing, and execution.

## From Reaction to Resilience: A Call to Action

It's time to stop penalizing small towns for being small. It's time to stop expecting individual jurisdictions to solve national-scale crises with local-scale staff. It's time to reimagine the local in emergency management—not as isolated, underfunded nodes, but as interconnected parts of a larger, more adaptive system.

Regional Resilience Councils aren't a silver bullet, but they are a scalable, proven, and immediately actionable solution to one of the field's most entrenched challenges. Let's stop waiting for a disaster to expose the cracks. Let's start investing in systems that work before the storm hits. ♦

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# Navigating Healthcare Preparedness: A Comprehensive Guide to Hazard Vulnerability and Business Impact Analysis for Healthcare Organizations

By William C. Gonzalez, MHA, MPA, MCP, AEM, PMC, President and Principal Consultant, W.G. Preparedness Solutions L.L.C.

In the dynamic world of healthcare, emergency preparedness is a cornerstone for ensuring the safety and well-being of patients, staff, and the community at large. Central to this preparedness is the Hazard Vulnerability Analysis (HVA) and Business Impact Analysis (BIA), vital processes that empower healthcare organizations to identify, assess, and mitigate potential risks and vulnerabilities. In this comprehensive guide, we'll explore the key steps to conduct an effective HVA for a healthcare organization, leveraging the Comprehensive HVA & BIA Tool created by W.G. Preparedness Solutions.

## Understanding and Identifying Hazards for Your Organization

At its core, HVA is a systematic assessment aimed at identifying and evaluating potential hazards and vulnerabilities within a specific environment, organization, or system. For healthcare organizations, this process is essential for disaster management, emergency planning, and risk assessment. The scope of HVA spans a diverse range of hazards, including:

- **Technical Hazards:** These arise from the failure or malfunction of technological systems, equipment, or processes, typically associated with industrial activities and infrastructure.

- **Natural Hazards:** Events or phenomena occurring naturally in the environment, such as earthquakes, floods, hurricanes, driven by natural processes and often unpredictable.

- **Human-Caused Hazards:** Also known as anthropogenic hazards, these arise from human activities or actions, driven by human behavior, technological systems, or societal factors.

- **Hazardous Materials:** These hazards pertain to substances or materials with the potential to cause harm to human health, the environment, or property. These materials are often toxic, flammable, explosive, corrosive, or reactive under certain conditions.

- **Emerging Infectious Diseases:** Risks posed by newly identified or re-emerging infectious diseases that have the potential to cause significant health impacts.

## Creating a Hazard Vulnerability and Business Impact Analysis

The dynamic environment of healthcare operations can cause emergency managers to become oversaturated with organizational or operational tasks that may prohibit or delay the start of this process. Before the HVA/BIA can be created, emergency managers must understand and have the ability to review previous occurrences of incidents within the organization. Many reporting tools can provide the EM with the data detailing what events have occurred, which ones pose an operational threat, which ones frequently occur, and which events are sensitive to community change. Hence, your first step should be gathering data.

## Gathering Data to Support Hazard Vulnerability Analysis

Data collection involves identifying and assessing potential hazards and vulnerabilities unique to the healthcare setting. By systematically collecting information across various categories, including technical, natural, human-caused, hazardous materials, and emerging infectious diseases, healthcare professionals can develop a holistic understanding of potential risks. This data-driven approach enables organizations to prioritize resources, implement targeted mitigation strategies, and ultimately enhance their overall resilience in the face of emergencies. Ultimately, the depth and accuracy of the gathered data directly correlate with the organization's ability to navigate and mitigate risks, ensuring a resilient and responsive healthcare system.

## Integration of HVA and BIA

This integration streamlines the risk assessment efforts, maximizing efficiency and ensuring a holistic analysis. The tool provides a user-friendly template designed to guide healthcare professionals through the assessment process, guaranteeing comprehensive coverage of hazards, vulnerabilities, and business impacts specific to healthcare organizations.

[continued on page 19](#)

## Hazard Vulnerability and Business Impact Analysis

[continued from page 18](#)

### Tailored Risk Calculations

Assigning weights and scoring criteria to hazards and vulnerabilities enables accurate prioritization and resource allocation. This customization ensures that the analysis aligns with the specific context and operational capabilities of the healthcare organization.

### Understanding BIA Categories

In addition to HVA, the Business Impact Analysis (BIA) component of the tool delves into various categories crucial for maintaining business continuity:

#### ■ Organizational Functions:

Essential activities and services that an organization must perform to maintain critical operations during and after a disruptive event.

#### ■ Essential Functions (EFs):

Critical activities are vital for the organization to fulfill its mission and provide essential services. EFs are urgent, important, cannot be delayed, and are often unique to the organization.

■ **Dependencies:** Recognition of the reliance of one function, process, system, or organization on another to perform its activities or deliver its services.

■ **Interdependencies:** Understanding reciprocal relationships and interactions between multiple functions, processes, systems, or organizations.

### Conducting Your Annual HVA/BIA Meeting

Facilitating an effective Hazard Vulnerability Analysis (HVA) and Business Impact Analysis (BIA) meeting is a collaborative effort that involves both internal and external healthcare

Hazard Vulnerability / Business Impact Analysis Tool						
Organization Name: _____						
HVA Quantitative Rating						
Category	Hazard Event	Previous Occurrences	Previous Exposure Period	Exposure Probability	Predicted Exposure Period	Avg Occurrence per Sample Exposure
Human-Caused	Active Shooter			NDIV/DI		
Human-Caused	Assaults, Internal			NDIV/DI		
Natural	Blizzard			NDIV/DI		
Human-Caused	Bomb Threat			NDIV/DI		
Hazardous Materials	Chemical Exposure, External (Hazmat)			NDIV/DI		
Human-Caused	Civil Disturbance			NDIV/DI		
Technological	Communications Failure			NDIV/DI		
Emerging Infectious Disease	Coronavirus			NDIV/DI		
Natural	Drought Periods			NDIV/DI		
Natural	Earthquake (>2.0)			NDIV/DI		

An example WGPS HVA/BIA Tool.

stakeholders. Balancing in-person tactics with virtual technology-supported strategies is essential in today's dynamic healthcare landscape. Begin by convening a diverse team of professionals, including emergency management specialists, healthcare administrators, and representatives from relevant departments. In an in-person setting, foster open communication and active participation through roundtable discussions and collaborative workshops. Utilize the physical presence to build rapport and enhance engagement among stakeholders.

To complement this, incorporate virtual technology by leveraging video conferencing tools, collaborative platforms, and online survey tools. This facilitates the inclusion of remote stakeholders, ensuring a comprehensive representation. Encourage real-time collaboration on virtual whiteboards, share relevant data through secure online channels, and use interactive features for immediate feedback. This hybrid approach not only accommodates the diverse needs of stakeholders but also maximizes the efficiency and inclusivity of the analysis process. It promotes a unified understanding of potential hazards and impacts, laying the groundwork for a robust emergency preparedness strategy that

reflects the collective expertise of both internal and external healthcare partners.

Bottomline—your stakeholders are present at your meeting to understand their vulnerability and where the organization's risk level stands presently. Your task is to explain the Q1 and Q2 scores to the team, and how these measures can be used to improve healthcare preparedness.

### Likelihood Scores (Q1) and Premise Scores (Q2)

■ **Likelihood Score (Q1):** This score corresponds to the statistical likelihood of the occurrence of a certain event within an exposure period in time and space.

■ **Premise Score (Q2):** This score corresponds to the qualitative likelihood of occurrence, considering the planner's experience, judgment, and other organizational risk factors outside of the probability of occurrence within an exposure period in time and space.

### Total Vulnerability and Continuity Risk Score

Represented as a percentage,

[continued on page 21](#)

## Practice for Prevention: Staying in Control of Wireless Emergency Alerts

By Jorge Rodriguez, CEM, Community Alert and Warning Program Manager, County of Sonoma - Department of Emergency Management

It's happening far too often: an alert meant for a small area in a city goes countywide. As a city alert originator with access to Wireless Emergency Alerts (WEA), you hold a powerful tool for reaching the public quickly in emergencies. But with great power comes great responsibility; with practice comes prevention.

Too often, missteps in alerting stem not from urgency, but from a lack of training, system familiarity, or recent practice. One of the most avoidable, yet most critical, errors is inadvertently sending an alert to your entire county when your intent was to notify a specific neighborhood within your jurisdiction.

### Why Practice Matters

Most alert originators don't issue WEAs every day. That's why regular practice is essential. Knowing your tools and staying sharp ensures that when an emergency happens, you're ready to act and act accurately. Routine practice helps you:

- Select the correct target area, using a polygon or predefined alert zone.
- Choose the appropriate alert type for the incident you have.
- Create clear, localized, actionable messages that help the public understand what to do and when.

Practicing regularly not only builds confidence but also reduces the chances of errors under pressure. Even a small change like adjusting the alerting map scale or misunderstanding the interface can have large consequences when you're under time constraints.

### The Risk of Going Countywide

Sending a countywide alert for a small, localized incident can create unnecessary panic, a surge in 9-1-1 calls, and confusion among residents. It may also strain local resources and damage public trust in emergency alerts.

Your message should be precise and only reach those who need to act, not necessarily every person with a phone in the county. This precision starts with system knowledge and is reinforced through continued engagement with alerting tools, templates, and training.

### Pre-Work: Know Your Tools Before the Emergency

To avoid mistakes and stay alert-ready, ensure that you:

- Log in to the alerting platform regularly.
- Know how to draw and review polygons or select predefined zones.
- Participate in training or simulated drills throughout the year.
- Review and test message templates ahead of time for key scenarios.

It's also important to know who to contact for technical support or verification when you're unsure about your alert setup. Consider setting up a local alerting checklist or peer review process for complex incidents.

### Control Is Confidence

When stress is high, familiarity with the system gives you control.

Practicing in a sandbox or training environment builds muscle memory, reduces hesitation, and prepares you to issue precise alerts when time is critical.

Take time to rehearse alerting as a team. A quick tabletop or screen-sharing walkthrough of how to send an alert, drawing polygons, picking templates, and confirming test vs. live is a low-cost, high-value training opportunity. And do them often, as you'll learn more each time.

### Final Tips for Alert Originators

- Always review your alert area carefully before sending.
  - If unsure, pause to double-check with a colleague or supervisor.
  - Use plain language and test templates for clarity and appropriate length.
  - Coordinate with county emergency management for refresher training and best practices.
- And importantly, use all the components of an alert message, especially if there's any chance the alert may reach a wider audience than intended. This includes:
- Who the message is from (e.g., "City of XYZ Police or Fire").
  - What is happening (e.g., "Gas leak" or "Wildfire").
  - Where it's happening (include neighborhood, landmarks, etc., if possible – e.g., "in the North Downtown area").
  - What people should do (clear instructions like evacuate, shelter in

[continued on page 21](#)

## Wireless Emergency Alerts

[continued from page 20](#)

place, avoid area).

- Where to get more information (official website, phone line, or social media).

Even if an alert unexpectedly reaches beyond your intended polygon, including these message components gives recipients essential context to assess whether it applies to them.

### If You Accidentally Send a Countywide Alert

In the heat of a no-notice incident, mistakes can happen, and it's how you respond that matters most. If you unintentionally send a countywide alert:

- Immediately notify your supervisor and your county emergency management contact.

- Determine if sending out another WEA with a correction/update is worth sending, as it could lead to further confusion.

- Coordinate with your communications team or public information officers to issue a follow-up message or clarification: amplify the correct protective action(s) and instructions.

- Alert dispatch and emergency call centers so they are prepared to handle increased call volume.

- Document the incident and identify where the breakdown occurred.

- Request a debrief with your county and/or refresher training to address the issue and prevent future errors.

Quick action, clear communication, and a commitment to learning are key to maintaining trust and improving response capabilities.

WEA is a vital public safety tool. With preparation, control, and regular practice, you can use it with precision, ensuring the right message

reaches the right people at the right time. And when something goes wrong, use it as a teachable moment: recommit to the tools, the team, and the responsibility that comes with the power to alert. ♦

## Hazard Vulnerability and Business Impact Analysis

[continued from page 19](#)

this score is based on both quantitative and qualitative inputs. The higher the percentage, the higher the risk of hazards and business continuity. This score serves as a crucial metric for informed decision-making and resource planning.

### Social Vulnerability Index and Staffing Vulnerability

This comprehensive set of social vulnerability indicators, coupled with the facility's staffing vulnerability percentage, provides insights into additional risk vulnerabilities during emergencies or operational disruptions. The tool recognizes the impact on vulnerable populations, ensuring that emergency preparedness efforts address the unique challenges faced by specific demographic groups.

### HVA/BIA Implementation

The acceptance and implementation of a thorough Hazard Vulnerability Analysis (HVA) and Business Impact Analysis (BIA) act as invaluable guides for shaping the future planning and preparedness efforts of healthcare organizations. Firstly, the data gleaned from the analysis serves as a robust foundation for justifying and securing mitigation grant funding. By pinpointing specific vulnerabilities and risks, organizations can tailor grant proposals to address these areas, enhancing their competitiveness and increasing the likelihood of successful funding. Moreover, the insights garnered

from the HVA/BIA directly inform the scheduling of exercises and training sessions for both clinical and non-clinical units within the healthcare facility. This targeted training ensures that staff are well-prepared to respond effectively to identified hazards, fostering a culture of readiness. Additionally, the analysis aids in operational prioritization of capital projects, directing resources toward infrastructure improvements that directly mitigate identified risks. Lastly, the HVA/BIA findings play a pivotal role in supporting HR-related labor functions by informing workforce planning strategies. Understanding the potential impact of various hazards enables organizations to strategically allocate staff and resources to ensure continuity of critical operations during emergencies. In essence, the acceptance and implementation of the HVA/BIA become instrumental tools in the holistic enhancement of healthcare organizations' resilience, fostering a proactive and prepared stance in the face of uncertainties.

### Conclusion

As healthcare organizations strive to navigate the challenges of emergency preparedness, the Comprehensive HVA & BIA Tool emerges as a pivotal solution. By understanding and identifying hazards, integrating HVA and BIA, conducting insightful meetings, and implementing a comprehensive analysis, healthcare professionals can proactively pave the way for a secure and resilient future. In embracing this innovative tool, healthcare organizations not only meet regulatory requirements but also elevate their capacity to respond effectively to emergencies and ensure the continuity of critical operations. Stay prepared, stay resilient, and be ready to overcome any challenges that may arise on the path to a robust healthcare emergency management system. ♦

# EM Calendar

<b>August</b>	Emergency Management Awareness Month
<b>Aug. 12-13</b>	IAEM-USA Region 9 Conference
Aug. 25-28	National Homeland Security Conference Washington, D.C.
<b>Sept. 10-11</b>	2025 Specialized Analytic Seminar Series: Critical Infrastructure U.S. DHS Office of Intelligence and Analysis (I&A) State, Local, Tribal, and Territorial Engagement Pembroke, New Hampshire
<b>Nov. 14-20</b>	2025 IAEM Annual Conference Louisville, Kentucky

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