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SPECIAL FOCUS ISSUE

“Emergency Management in a Changing World”

**Holistic Emergency Management
 Performed in a Heuristic Manner**

**By Daniel Hahn, MA, CEM, FP EM, Plans Chief, Santa Rosa Co. Florida EM,
 and Barry University EM Academic Coordinator and Adjunct**

How do you view emergency management? Are you the kind who thinks if it is not written in a FEMA document, then it is not worthy of being emergency management? Do you think that emergency management has boundaries it should not cross for political reasons?

Do you think some issues are just too big or too difficult to be addressed by emergency management? Are you focused only on traditional emergency management issues of natural hazards? I hope the answer to all of the above is

no. An emphatic no would be the best response.

I like to address emergency management holistically. What does that mean? Well according to the online *Merriam Webster Dictionary*, holistic is “relating to or concerned with wholes or with complete systems rather than with the analysis of, treatment of, or dissection into parts.” So instead of saying to myself, “we have a problem with healthcare preparedness, I had better find a health care emergency manager to address this,” or instead of

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**A Look Behind the Curtain:
 How CEM® Commissioners Are Selected**

By Kurt Amundson, CEM, Vetting Committee Chair

Have you ever wondered how CEM® Commissioners are selected? Did you imagine that the CEM® “royalty” sat around in a poorly lit, musky chamber at EMI and cast ballots for who would become a CEM® Commissioner? Or perhaps did you think that names are put into a bowl and drawn at random to determine who would be a CEM® Commissioner?

Actually, the process for selecting CEM® Commissioners is neither mysteri-

ous nor is it a game of chance. The application process for CEM® Commissioner is in fact a simple, transparent, three-step process.

The applicant first submits an application packet to IAEM Headquarters anytime throughout the year, but is due no later than July 1st of that year. The applications are then forwarded to the Vetting Committee. The Vetting Committee reviews, evaluates, and ranks each individual candidate who submitted an

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From the IAEM-USA President

IAEM-USA Outreach Broadens with Commitment to FIRST® LEGO® League

By Jeff Walker, CEM, IAEM-USA President



First of all, this is my final article as the IAEM-USA President. I have enjoyed the opportunity to be your President for this year, and I thank you for granting me this privilege. I have learned many things, met and made a lot of great new friends, and led our organization successfully into new and exciting opportunities. I see a great future for all in the field of emergency management, with IAEM-USA leading the way.

Your IAEM-USA Board of Directors recently committed financial support to the FIRST® Lego® League program. I encourage you to seek out those in your community who coach the teams as they address the FIRST® 2013 Challenge: “Nature’s Fury.”

Let me explain how this program works. The FIRST® LEGO® League (FLL or FIRST®) was founded in 1998 by Dean Kamen and Kirk Kristiansen. It engages children in playful and

meaningful learning while helping them discover the fun of science and technology. They go through the steps of research, building, and experiment in the program. They live the entire process of creating ideas, solving problems, and overcoming obstacles, while gaining confidence in their abilities to use technology in positive ways.

Three to ten children plus one adult coach equals a team, according to FLL guidelines. The age group is 9 to 14 years old. The coach guides the team in developing its goals and timeline, as well as planning and scheduling meetings, visits and trips, and communicating the team’s plans to members and parents. Parents and guardians can assist teams in many ways, serving as mentors, holding fundraisers, providing meeting places, making travel arrangements, and planning field trips. Teams meet for eight to ten weeks after the challenge is an-

nounced, and can invite individuals to be mentors. Mentors work with the team in their area of expertise for at least one team meeting. Mentors expose the team members to potential careers in addition to helping them learn the skills necessary to compete in FIRST® LEGO® League. Mentors become role models for the team members.

The team uses either a Mac or PC for all research, working through

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About FIRST® LEGO® League’s 2013 Events

Can FIRST® LEGO® League teams help us master natural disasters? In the 2013 Nature’s Fury Challenge, more than 200,000 children aged 9-16, from 70+ countries, will explore the awe-inspiring storms, quakes, waves, and more that we call natural disasters. Teams will discover what can be done when intense natural events meet the places people live, work, and play. Brace yourself for Nature’s Fury!

During the Nature’s Fury Challenge, each team of students will choose a real-world problem related to natural disasters. Problems may involve preparing, surviving or recovering after a disaster strikes. Team members must study the problem, learn about current solutions, and find a way to improve an existing solution or invent something totally new. The solution must be the original work of team members based on their research and creativity.



IAEM-USA President Jeff Walker, CEM, addresses the crowd at the Nature’s Fury Kick-off Event, Newark, Ohio. There were more than 70 people in attendance, with 10 teams represented, plus others who wanted to learn more about FIRST®.



CEM® Corner

The Certification Examination Framework

By Daryl Lee Spiewak, CEM, TEM, Lead Trainer for the CEM® Commission

Last month we reviewed why the examination is a requirement for certification and discussed some of its administrative procedures. This month we describe how the examinations are constructed.

The Standards

Each examination is organized according to United States' National Fire Protection Association (NFPA®) 1600 – Standard on Disaster/Emergency Management and Business Continuity Programs. The current examination is based on the 2007 version. Beginning in January 2014, the examination will be based on the 2013 version.

We chose the NFPA® 1600 standard because it defined the only existing standard for emergency management programs at that time. Also, the standard was officially adopted by both the United States and Canada.

You do not have to know NFPA® 1600 to prepare for the examination. You do not have to know the individual program elements that make up the examination. You do not even have to read the standard. You do, however, have to know the details, the process, and the procedures that support the program elements described in the standard. For example, you do not have to know what the standard says about risk assessment, but you do have to know how to conduct a risk assessment to develop required strategies and plans.

So if you do not have to know NFPA® 1600, what do you have to know, what are the objectives the examination is testing, and where

do you get the references to study? The quick and simple answer is the NFPA® 1600 standards themselves and on the Internet.

Each program element provides the objectives for what constitutes a good emergency management program. For example, one objective for risk assessment is to identify hazards and monitor those hazards and the likelihood of their occurrence in three categories – (1) natural hazards (geologic, meteorological, and biological), (2) human-caused events (accidental and intentional), and (3) technology-caused events (accidental and intentional).

The References

The standards do not provide the details necessary to meet the objectives. Therefore, IAEM had to go to other sources for that information. In 2006 the IAEM Board wanted to ensure that all of the references used for the examination would be readily available to candidates anywhere in the world without having to pay a lot of money to obtain them. The Board also wanted a variety of reference materials rather than relying on a single source or two. FEMA's Independent Study courses fit the bill. IAEM uses those courses as the basis for developing the specific questions and answers.

Using FEMA's Independent Study courses provided the added benefit of allowing candidates to take the courses for training credit and to apply them to the training requirement for the AEMSM and CEM® credential. The only problem with this solution was that candidates

originally had to supply a USA social security number to take the courses for credit. Collaboration between the IAEM Board and FEMA's Emergency Management Institute now allows for non-USA candidates to obtain a special account or identification number to take the FEMA Independent Study courses for credit.

The Exam Framework

When putting the examination together, IAEM took the 14 NFPA® 1600 standards and divided them into Core and Country-specific standards.

The Core standards are:

- Hazard ID, Risk Assessment and Impact Analysis
- Mitigation
- Resource Management
- Planning
- Direction, Control and Coordination
- Communications and Warning
- Operational Procedures
- Logistics and Facilities
- Training
- Exercises, Evaluations and Corrective Actions
- Crisis Communication and Public Information
- Finance and Administration

The Country-specific standards are:

- Laws and Authorities
- Mutual Aid
- Resource Management
- Direction, Control and Coordination
- Finance and Administration

The 2013 standards version adds Records Management, Resource Needs Assessment, Prevention,

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Let's Get the Message Out to all Emergency Managers!

By Pamela L'Heureux, CEM, IAEM-USA Membership & Marketing Committee Chair (2012-2013) and Vice Chair (2013-2014), IAEM-USA Past President (2009-2010)

The IAEM-USA Membership & Marketing Committee works to promote the association and get the message about IAEM's valuable membership benefits out to all U.S. emergency managers. Just as important is the need to keep the members that we have now, during a time of fiscal shortfalls. Growing the association is healthy, and supporting all emergency managers in our profession is even healthier and necessary.

First and foremost, if you are a member of IAEM-USA, you clearly have common sense because you are taking advantage of:

- Networking (meeting EMS from all over the world).

- Planning partners (who beg and borrow plans from each other).
- Sharing through social media.
- Collaborating through EMAC.
- Exploring job opportunities.
- Enhancing your knowledge.
- Joining a caucus or committee

(where new members are always welcome).

- Utilizing the growing members-only resources on our new IAEM website.

I recently asked IAEM-USA Membership & Marketing Committee members to give me examples of why they belong to IAEM. If you haven't yet read the article by Susamma Seeley, MPA, IAEM-USA Conference Committee Chair, in the

September 2013 issue of the *IAEM Bulletin* (page 11), please do so. She makes a very compelling case for IAEM membership. In this issue, I'm sharing comments that I received from Avagene Moore, CEM (see below).

The IAEM-USA Membership & Marketing Committee invites interested members to its meeting during the IAEM Annual Conference in Reno. The committee is always looking for a few more committed women and men to join the team. And look for a small gift from Membership & Marketing and the Hospitality Team at the IAEM Annual Conference.

What IAEM Has Done for Me

By Avagene Moore, CEM, EIIP President, IAEM Past President, Lawrenceburg, Tennessee

IAEM members who know me are aware that I live in a very small rural area, Lawrence County, Tennessee. The population is about 40,000 with the county seat, Lawrenceburg, boasting approximately 10,000 citizens – a nice place to live with salt-of-the-earth people, but not exactly a bustling metropolis.

As the city/county emergency manager for 16 years, I was blessed to work for the city mayor, who encouraged me to learn all I could about the disaster business. With his help and support, plus the urging of my good friend, Lacy Suiter, then Tennessee's State Director, I became very involved in the International Association of Emergency Managers (IAEM) although it was called by a different name at that time. When I say "involved," I don't mean just paying my membership

dues and watching the mail for the monthly newsletter.

I jumped in with both feet and learned about the organization, the leadership, the members, and what I could do to actively assist. This meant that I eventually became the President of IAEM-USA Region 4 – and green as I was, I took on the management of a FEMA contract. It was hard work and an upward curve in learning. Little did I know that the trips to FEMA Headquarters plus interaction with IAEM members from all over the country would be the foundation for expanding my career in this business.

When I left local government, I thanked the mayor for his support all those years. Mayor Ivan Johnston, Lacy Suiter, and IAEM made it possible for me to meet and get to know people all over the country – working in all levels of government

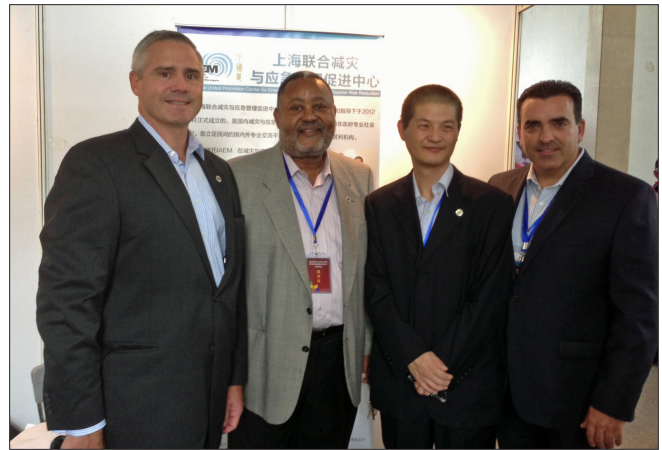
and all disciplines. Without that exposure, I daresay I would still be the local emergency manager. That is not a bad thing – but – the more I learned, the more I saw, the more I wanted to do something else.

IAEM has been a very important player in my career. To all members across the country and around the world: take charge of your membership and make it work for you. Do not be passive and just look at the website and read the newsletter.

Join a committee; make friends and business associates of members in your jurisdiction, region or council; attend every meeting you possibly can – but make it a point to participate in any way you can. Be proactive, get to know people, and make sure they know you and what you can contribute. Yes! This means work! Make it happen!



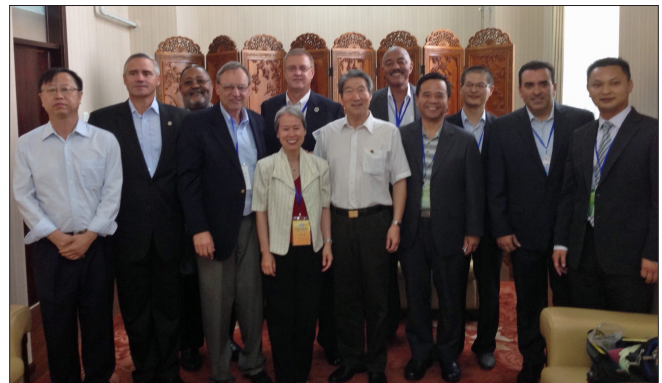
From left are Show Organizer Grace Mak, IAEM-Asia President Victor Bai, IAEM-Global Board Chair Ellis Stanley, and IAEM Deputy Executive Director Clay Tyeryar, at ERE Beijing 2013.



From left are IAEM Deputy Executive Director Clay Tyeryar, IAEM-Global Board Chair Ellis Stanley, IAEM-Asia President Victor Bai, and John Fudenberg, at the IAEM Booth, ERE Beijing 2013.



Susannah Smith, FLL Program Coordinator; Scott Legasse, Institutional Advancement Manager; Bruce Lockwood, CEM, IAEM-USA First Vice President; and Betsy Daniels, FLL Partner Services Group Manager.



IAEM-Asia had a strong presence at ERE Beijing 2013.



Bruce Lockwood, CEM, IAEM-USA Second Vice President, represented IAEM at the First Lego League event held in Washington, D.C.



Speaker Bob Ryan talks with some of the 800 children who attended this FLL event, in the Exhibit Hall at the U.S. Patent & Trade Building, Washington, D.C.

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Holistic EM

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saying, “that active shooter in school sounds like a homeland security or police problem, not an emergency management issue.” I prefer to say, “I will do my best to help out, and if I can’t, I know someone or can find someone who can.” During this process, I will educate myself on whatever the issue is, so that I am more aware of it in case it is brought to the table again.

Even if You’re Not an Expert, You’re Not Clueless

Just because I have never fought a fire does not mean I am a clueless lump of flesh in a conversation about firefighting. After a period of time around first responders, you get a sense of what needs to be accomplished in order to perform certain jobs. For example, I know as a matter of common sense, that

water works on a lot of fires (not all, mind you). I can use common sense in deducing that a larger hose may be better than a smaller hose if the volume of water is high. So in the absence of trained fire fighters, I assume I can mitigate some of the problem by applying a garden hose and fire extinguisher on a house fire (assume it is mine) while waiting for the bigger hoses, trained personnel and larger volumes of water. This is a simplistic example of the heuristic method.

According to Wikipedia, heuristic “refers to experience-based techniques for problem solving, learning, and discovery that give a solution which is not guaranteed to be optimal. Where the exhaustive search is impractical, heuristic methods are used to speed up the process of finding a satisfactory solution via mental shortcuts to ease the cognitive load of making a decision. Examples of this method include using a rule of thumb, an educated guess, an intuitive judgment, stereotyping, or common sense.”

Using Heuristic Methods to Solve an Issue

So can you use heuristic methods to try and solve issues outside the normal emergency management problem set? I hope the answer to this question is yes. An emphatic yes would be the best response.

I see emergency management in everything. I see poverty and economic development as emergency management issues. Volunteer recruitment, training and use is an emergency management issue.

I see business continuity as an emergency management issue. Case management, exercise design and execution (for all types of organizations), public health, and animal issues, all fall under my holistic version of emergency

management, and I am not an expert in any one of these areas. What I have done is to develop knowledge of who the experts are, and to bring them together into a community-based disaster coalition (following my interpretation of the FEMA whole community concept).

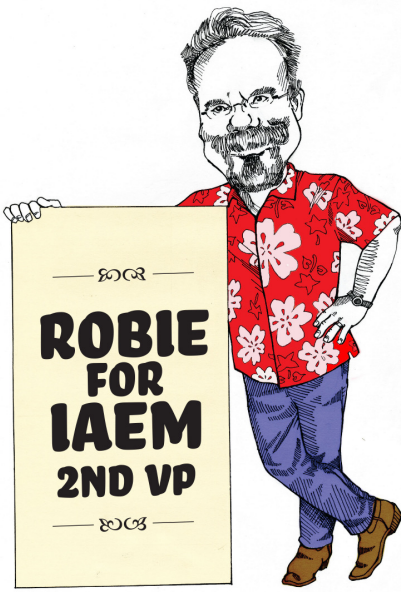
I have served on a homeless coalition. If we lower the poverty level, more people can afford to put gas in their cars to evacuate, more people can mitigate their homes, more people can purchase the NOAA radio, and more people can buy a disaster kit.

I am a member of the Community Health Improvement Committee. If we can decrease traffic accidents, teen pregnancies and alcohol use among teens, we will have a safer community that is more attractive to businesses.

I promote business continuity initiatives. Although I am not trained in business continuity, by using heuristic methods, I know that businesses need customers, electricity, employees, and the ability to make money even during/after a disaster. I also know that the county wants the tax base returned to normal (after all, that is how I get paid).

You Don’t Have to Be an Expert; You Just Have to Care

Look around and see what else you can do in your community. You do not have to be an expert, you just need to care enough to do whatever it takes to make your jurisdiction the best it can be.



Robie Robinson, CEM
Emergency Manager
Proven Leader
Knowledgeable
Experienced

paid advertisement



IAEM
 International Association of
 Emergency Managers

Learn about IAEM member benefits at www.iaem.com

Commissioner Selection

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application. Based on the rankings, and the needs of the USA CEM® Commission, the Vetting Committee makes recommendations as to who should serve on the current Class of CEM® Commissioners. Those recommendations are forwarded to IAEM Headquarters staff, who then in turn forward them to the USA Council Board for approval.

Considerations of the CEM® Commission Vetting Committee

This article will focus on what the Vetting Committee looks at to make their recommendations for CEM® Commissioners. The first thing the Vetting Committee looks at is the actual candidate's packet to ensure that the packet has all of the required information needed for a proper evaluation. The required information consists of three documents: the letter of intent, personal commissioner qualities, and qualifications to serve.

If the packet has all of the required information, then the packet is considered complete and put into the review file. If the packet does not have all of the required information, then the packet is considered incomplete and is put in the do not review pile.

The next thing the Vetting Committee reviews is the number and type of positions from the Professional Categories (EM practitioners, EM consultants, uniformed services, not-for-profit, and academia) that need to be filled for the current class of CEM® Commissioners.

Once the basic review of applications is complete, the Vetting Committee looks at each individual application to review, evaluate, and rank each candidate based upon the

established Decision Criteria. The seven Decision Criteria are:

- Demonstrated ability to serve in a team;
- Demonstrated knowledge of emergency management;
- Professional category experience;
- The candidate's CEM® status (valid current CEM® certification or CEM® recertification);
- Personal or employer commitment for the time required to serve;
- Commitment to the CEM® program; and
- Capability to work in an unbiased and confidential manner and commitment to maintain the professional credibility of the CEM® credential.

Each of the seven criteria is assigned a numerical value of 1 for yes (meets the Decision Criteria) and a 0 for no (does not meet the Decision Criteria). The numerical scores are totaled, and a final score for the candidate is determined. The Vetting Committee then ranks each individual candidate based on the final score for each of the Professional Categories for which the candidate has listed himself/herself as being qualified.

After the Vetting Committee members have reviewed, evaluated, and ranked each of the candidates individually, the Vetting Committee meets to discuss their individual candidate assessments. Each member of the Vetting Committee discusses his or her reviews of the individual candidates and how he or she ranked the candidates.

After the group discussion, the Vetting Committee then votes for whom they feel will be the best candidate for each of the positions needing to be filled. For a candidate to be recommended for a position on the current Class of CEM® Commissioners, he or she must receive a simple majority or a consensus vote from the Vetting Committee.

Once the final tally has been made, the Vetting Committee then fills out the recommended list for the current calls of CEM® Commissioners. The final recommendations are then forwarded to IAEM Headquarters staff for submittal to the IAEM-USA Council Board for approval.

Conclusion

You now have had a look behind the curtain to see how CEM® Commissioners are recommended for selection. You've learned that there is a fair and transparent process for selecting new CEM® Commissioners. Should you have any specific questions regarding the selection process, please send them to IAEM Headquarters. We will respond to your questions in a future article.

In the meantime, stay tuned for the next article on how to make your CEM® Commission application packet pop and stand out to the Vetting Committee, in order to give you the best chance of becoming a CEM® Commissioner.



CEM® Mentor Program

Mentors are available through IAEM's CEM® Program. For details, visit:

<http://www.iaem.com/page.cfm?p=certification/resource-center/cem-mentoring&lvl=2>

From the USA President

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a program called “Challenge,” accessing the FLL website, and keeping their robot updated. The “Challenge” has two parts: the robot gamer and the project. To get started, they must build their field set-up kit to participate in the robot game. The Nature’s Fury field contains trees falling on power lines, earthquake-damaged buildings, an airport runway, ambulance, road signs and other areas related to the theme of Nature’s Fury. The team members become skilled at operating the robot in these areas on the board. The board is approximately 4 ft. x 8 ft. in size.

The tournament consists of judges interviewing and observing the team. Events consist of formal Robot Design presentations, with judges asking questions of team members. The team must be ready to demonstrate solutions to at least one of the missions and talk about their strategy. A one-page summary of the robot or printout of the best programming could be provided to the judges. Winners can move on to regional, national and global events.

On Aug. 31, I was a speaker at

the Kick-off Event for the Central Ohio FLL. Participating in this event was one of the highlights of my year as IAEM-USA President. I was with more than 60 very skilled young people and their coaches. They introduced me to the FLL program, guided me around the field board, and spoke about their plans for the upcoming challenge.

I provided a presentation outlining IAEM, the American Red Cross, and Ohio weather related to the Nature’s Fury Challenge. I found this program to be an awesome, exciting opportunity for young people. The knowledge they gained from this experience will live with them for a lifetime. They could easily facilitate a table-top exercise for emergency management. I encourage you to seek out the FIRST® LEGO® League in your area and become involved in this year’s program. You will not regret it. Join IAEM-USA in supporting FIRST® LEGO® League and building tomorrow’s leaders.



IAEM-USA President Jeff Walker, CEM, talked with children participating in the Nature’s Fury Kick-off Event, held Aug. 31 in Newark, Ohio.

What is FIRST® LEGO® League?

FIRST® (Foundation For Inspiration and Recognition in Science & Technology) is a not-for-profit organization devoted to helping young people discover and develop a passion for Science, Technology, Engineering and Math. Founded 24 years ago by inventor Dean Kamen, the 2012-2013 FIRST® season attracted more than 300,000 youth and more than 120,000 mentors, coaches and volunteers from 80 countries. FIRST® Learning never stops building upon itself, starting at age 6 and continuing through high school. Young people can join at any level and master skills and concepts to aid in learning science and technology through innovative projects and robotics competitions. The annual program culminates in an international robotics competition and celebration where teams win recognition, gain self-confidence, develop life skills, make new friends, and perhaps discover an unforeseen career path.

IAEM-USA is proud to be a Sponsor of FIRST® LEGO® League, and encourages all IAEM-USA members to get involved in developing tomorrow’s technology leaders today!

CEM® Corner

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Business Continuity and Recovery, Employee Assistance and Support, and Continuous Improvement. The 2013 standards version changes Direction, Control, and Coordination into Operational Procedures, Incident Management, and Emergency Operations Centers. These additional standards will become part of the Core standards as well as some Country-specific standards in 2014.

After dividing the standards (program elements) into Core and Country-specific categories, IAEM then determined which FEMA Independent Study courses provided the necessary details and discussion to support the standard. For Country-specific objectives, IAEM uses other references. For example, some questions on Direction, Control and Coordination come out of NIMS, ICS, and other USA-centric references for the U.S. examinations.

In the following months, we will describe each standard and the objectives in greater detail. We also will outline which FEMA Independent Study courses and/or other country-specific references to study for the examination.



Responders must get it right – every time – no matter the size, scale, or complexity of the disaster. In today's world, disasters occur more frequently and with greater damage, forcing responders to perform better, both individually and collectively, to save lives and protect property. Responders must accomplish more with less, especially as demands increase and budgets decrease.

Now more than ever, responders need high-quality, effective, and proven disaster preparedness training. They need the unmatched capabilities at Guardian Centers which will challenge their individual and collective performance and dynamically test the limits of response and recovery. Within our advanced training complex, responders will face real hazards and their consequences – from floods and earthquakes to hazardous materials and terrorist attacks – to improve knowledge, increase performance, and enhance readiness.

No other training center provides a more capable and realistic environment for disaster preparedness than Guardian Centers.

Real disasters Real training Guardian Centers

www.guardiancenters.com



A Demographic Study of U.S. Emergency Managers

By John F. Weaver, Lindsey C. Harkabus, Jeff Braun, and Steve Miller,
Colorado State University, and Rob Cox, John Griffith, and Rebecca J. Mazur,
National Weather Service Forecast Office, Cheyenne, Wyoming

The primary responsibility for identifying risks and managing vulnerabilities within most U.S. communities is typically entrusted to a local emergency manager. With an emergency management system in place, disaster response can be more coordinated, flexible and professional. One critical factor in effectively managing emergencies is collaboration with organizational partners. At the same time, breakdowns in collaboration can adversely impact outcomes.

In recent weather-related incidents, communications between National Weather Service (NWS) forecasters and emergency managers have become confused. In the case of the 2008 Windsor (Colo.) tornado, for example, forecasters tried to convey the urgency of a developing situation, while emergency managers awaited confirmation that a damaging event was actually underway. In that situation, it seems that emergency managers didn't entirely understand how strongly forecasters felt about the potential threat, and forecasters didn't understand why emergency managers were not implementing emergency response immediately.

The Survey

Our study was originally designed with the NWS forecaster in mind. The premise behind it was that forecasters could benefit from knowing more about their emergency management counterparts. It turned out that both forecasters and emergency managers can find

interesting and useful information in these results.

A total of 1,062 U.S. emergency managers participated in the investigation. The vehicle was a survey consisting of 34 questions arranged in five categories, including: nine questions that polled personal demographics, including education; five questions that focused on duties and training; 10 questions involving community settings and budgeting; seven questions regarding local emergencies and response; and three questions that described a hypothetical emergency situation and queried response at various stages. A variety of statistical techniques were used to analyze the data.

First, data were compiled. Then Pearson correlation coefficients were computed between all of the variables in the survey. Finally, a Multiple Analysis of Variance (MANOVA) was carried out. This analysis looks at means, standard deviations, and significant differences within and between the entire suite of variables.

Results in Brief

The purpose of this article is to provide readers a very brief overview of survey results. A more complete article describing these findings in detail, along with a lot of compiled data in Excel format, is available as a PDF supplement to this issue and on the Colorado State website.¹ The reader is urged to peruse both the article and available material at their leisure and use it as they see fit.

In many ways the EM community is demonstrably heterogeneous. The survey found that members serve communities of differing sizes, locations and settings. Salaries vary considerably, as does funding for emergency operations. Education and training differ from manager-to-manager, however. Urban and suburban emergency managers are more likely to be younger, hold college degrees, and earn a higher salary than their rural counterparts. More rural emergency managers are only employed part-time in the role of emergency management, and many of these describe themselves as fire or law enforcement officials. Increasingly, higher education seems to be providing training for emergency managers.

At the same time, results showed a large number of homogeneities, nationwide. The vast majority of emergency managers turn out to be white males, older than 45. Most are college-educated, with more than one-third of undergraduate degrees focused on topics relating to emergency response or health and safety. Along these same lines, nearly three-fourths of emergency managers across the sample population have first responder experience and have worked in the emergency response field for 10 years or longer.

Conclusion

One of the most important characteristics to come out of the study is that the vast majority of emergency managers are, first and foremost, responders. This is in sharp contrast to NWS forecasters,

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¹ The full version of the paper, with accompanying tables and graphs is posted at <http://www.cira.colostate.edu/projects/socialscience/ssupdate.php?id=28> and also in the IAEM Bulletin Archives.

Adapting to New Realities in EM: Virtual Volunteerism

By Crystal Hoganson, Research Associate, National Security and Public Safety,
The Conference Board of Canada, Ottawa, Ontario, Canada

In the past decade, rapid societal and technological changes have both enabled and frustrated emergency response planning and operations. Social media and virtual volunteerism are playing a key role in this transformation.

The recent Conference Board of Canada report, “Adapting to New Realities in Emergency Management: Resilience through Social Media,” outlines emerging trends and challenges that emergency management organizations are facing in the 21st Century. The research focused on how new realities can contribute to more resilient communities. Although the use of social media was one of the dominant trends, the research also revealed that the formation of “virtual volunteers” is quickly becoming an important aspect of emergency operations.

A New Age: Volunteering With Social Media

During and after a crisis, many citizens demonstrate altruistic behavior. With an inherent desire to help their community, people directly and indirectly affected by a crisis will often volunteer their time, energy and expertise. Volunteers can provide local knowledge to authorities, thereby narrowing the gap between professional emergency response capabilities and community or regional needs. Nowadays, people from around the world are able to volunteer during a crisis by relying exclusively on social media platforms. In doing so, these virtual volunteers act as an important element in building community resilience.

Formation of Virtual Humanitarian Response Groups

As the popularity of social media grows, virtual volunteering is expanding with the formation of a number of virtual humanitarian response groups (consider, for example, Crisis Commons, Humanity Road, and Standby Task Force). These groups, part of a geographically dispersed community, monitor various platforms, tag data, share information, and receive and respond to a variety of requests – from damage reports and donation inquiries to calls for help.

Other groups, such as Virtual Operations Support Teams (VOSTs), assist response organizations in monitoring social media by conducting active social listening. By using social media tools, these integrated trusted agents can populate maps and lists, amplify warnings, spread vital communications, and provide virtual help to on-site responders who may be inundated with massive amounts of unfiltered data.

Virtual Volunteer Assistance During Recovery Efforts

A variety of examples exist where virtual volunteers have assisted during recovery efforts. For instance, after the 2010 earthquake in Haiti, a lack of updated maps of the affected region slowed down rescue team efforts to reach collapsed buildings.

Using OpenStreetMap.org, virtual volunteers worked with up-to-date satellite imagery to plot accurate maps, indicating which roads were passable and where refugee camps and hospitals were located. These maps were down-

loaded directly to GPS units to assist rescue teams.

During Hurricane Sandy, the American Red Cross activated an all-volunteer digital command centre that captured 80,000 to 140,000 mentions about the storm on a daily basis. Not only did this “social team” monitor the mentions, but it engaged with the social community, tagged data, and shared information directly with the affected areas.

Key Insights: Building Resilience One Volunteer at a Time

Volunteering empowers people. Empowered people can help an affected community survive and prosper in the face of adversity. Community resilience is best established from the bottom up, using local individuals, groups and businesses to increase capacity and identify priorities, cultural values, and resource constraints. In the event of an emergency, volunteers, both virtual and physical, form an important nexus in community building and are key players in boosting community resilience. Volunteers will go that extra mile and will provide their time, expertise, networks and local knowledge for free. Without the engagement of compassionate and dedicated volunteers, relief, rescue and recovery efforts for the wider community could be severely restricted.

Increasing Importance of Virtual Volunteers

With the widespread use of social media, virtual volunteers are becoming increasingly important during disaster response and

(continued on page 16)

Larry Porter, CEM, Announces Candidacy for IAEM-USA Second Vice President

By Larry A. Porter, Ph.D., CEM

I am announcing my candidacy for the office of IAEM-USA Second Vice President.

Currently, I am serving as Chair of the IAEM-USA Bylaws & Resolutions Committee, and have been an active member of several IAEM-USA committees and caucuses since joining IAEM in 2000: continuing on the Training & Education Committee and the Uniformed Services Caucus, with past service on the Membership & Marketing Committee. I have also been a conference speaker at breakout sessions during past IAEM-USA Annual Conferences. I was awarded the CEM® in 2006, and recertified in 2012.

My first career, 15 years, was in public school education. I then went on Active Guard/Reserve military duty for 18 years. I have been involved in emergency management-related work since 1995, while serving for the Army National Guard (ARNG) at Naval Air Station Keflavik in Iceland in planning and exercises. I then served at ARNG Operations Division during the standup of the initial National Guard Civil Support Teams. I was next assigned to what became U.S. Joint Forces Command as a Senior National Guard Advisor, transitioning to the work group standing up Joint Task Force – Civil

Support. My final assignment was to FEMA headquarters as the first National Guard Liaison Officer to FEMA. I retired at the end of 2003 as a colonel after almost 34 years of service.

My assignment at FEMA piqued my interest in emergency management as a follow-on career, and I began coursework at The George Washington University, leading to a Ph.D. in Emergency Management in May 2010. My research focused on Defense Support of Civil Authorities (DSCA), investigating differences in National Guard and Department of Defense (DoD) support post-disaster.

I recently worked for the Civil Support Branch of the U.S. Air Force Homeland Operations Division as a Consequence Management Program Analyst. The branch is responsible for managing the USAF vetting of DSCA issues. I worked on the update of two USAF publications: AF Policy Document 10-8, *DSCA*, and AF Instruction 10-801, *DSCA*. I also participated in an initiative by Dr. Paul Stockton, then ASD(HD&ASA), investigating DoD plans for support to complex catastrophes.

I have been developing and instructing emergency management and homeland security course materials since 2005 for online



Larry Porter, CEM

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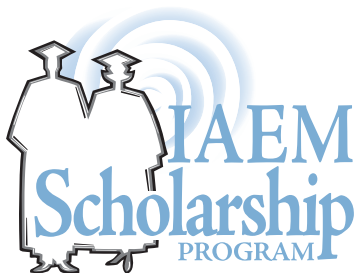
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master's degree programs at Norwich University, George Washington University, and Colorado Technical University. I have established affiliations with other online programs and expect to teach for them in the future.

My wife and I retired to Vermont, where I became involved with the Vermont School Crisis Planning Team working to improve emergency preparedness in Vermont schools. I also served as a Village of Northfield Trustee. Plans for retirement in Vermont changed with the arrival of a granddaughter in North Carolina, where we now reside.

My philosophy of emergency management is focused on education, preparedness, and mitigation. Too often people and jurisdictions affected by disaster look to state and federal government for assistance when preparedness—including proper insurance—and emergency or contingency funds would have served them best, by ensuring that disaster plans and practices were in place to mitigate against or avoid damage.

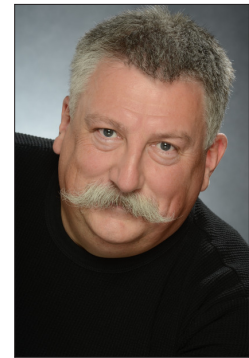


Support the future of emergency management through your donations to the IAEM Scholarship Fund.

www.iaem.com/Scholarships

Gunnar J. Kuepper Announces Candidacy for IAEM-USA Second Vice President

By Gunnar J. Kuepper



Gunnar J. Kuepper

Emergency management is important, and it will become ever more critical in our rapidly changing and uncertain world. Given that, IAEM is significant, since we are the largest EM organization in the USA.

I am Gunnar J. Kuepper, and since the age of 15 working as the youngest paramedic in Germany, I have grown to understand the fundamental role of public safety and emergency services. I have been a voting member (principal) on the NFPA 1600 Standard on Emergency Management and Business Continuity Programs, since 1999.

I was chosen seven consecutive times, starting in 1999, to serve as President of IAEM-USA Region IX, in very competitive elections by IAEM members throughout Arizona, Hawaii, Nevada, and California. I have lived and breathed emergency management in the USA for over 20 years, and I encourage you to review my contributions through accomplishments, publications, and endorsements on my profile at LinkedIn.com.

Given our vital role as emergency managers, in this increasingly complex world, we need strong representation. We members need to understand who we are, what we are doing, and the public needs to know that we are part of the team that saves their lives and property.

My platform includes:

I. Financial Fairness: Membership fees should be fair and be used to the benefit of all members in all Regions; we should be able to operate with an annual fee of \$100 or less paid by each and all members. I do not understand why somebody enrolled in an online university program and having an \$80,000 job qualifies for a student fee of \$45, while a full-time EM in a rural area with less than 40+K income or even a volunteer has to pay \$185. Suggestion: reduce the annual membership fee to \$150 or less and have all IAEM expenses over \$50,000 approved in a transparent process by the membership.

II. Member Service: IAEM-USA has a number of successful activities at the national level, however not much is done for local IAEM members in the ten regions. Funds and manpower are said to be limited, at the same time IAEM spends tens of thousands of \$\$ for activities in Asia (with consistently less than 80 members) and China (with less than 10 members). This has to change.

III. Communication & Public Relations: Our ideas, experiences, and accomplishments must be shared within our membership, and we need to be seen and heard by the public and decision-makers. We

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need to establish a strong communication program, internally and externally.

We are more than 2,000 outstanding, highly motivated, and very talented IAEM-USA members, and we have achieved a lot. We need to ensure that we become truly successful for the future. I have always and will always represent the interest of the local EM and the EM profession at large. No matter what!

Therefore, I humbly ask for your vote. I will represent you, and I will make sure IAEM is always at your service. Please vote for me as YOUR IAEM-USA 2nd Vice President. Thank you very much!!



Connect Through the IAEM Jobs Board

The IAEM Jobs Board is the place for EM job seekers and employers to connect. Whether you're looking for a job in emergency management, a student wanting to find an internship to gain experience, or an employer wanting to hire the best, visit www.iaem.com and click on *Jobs Board*. It's free and open to the public as a service of IAEM.

Social Media in EM: Changing Things Right Now

By Tanya Ferraro, Medical Reserve Corps Coordinator, Roanoke/Alleghany, Blue Ridge, and New River Valley Units, Roanoke, Virginia

The world of emergency management has always been evolving, and nothing brings this to light with more zest or invasiveness than social media. Social media is often the one piece of emergency management no one ever asked for, planned for, or expected to incorporate. Regardless, it's here and has been on the forefront of innovation in emergency management, disaster response and public information since its explosive debut.

The ways social media has interjected itself into the world have been quick and relentless. Conversations are now happening about us, often without us, at unprecedented speeds. Emergency management used to happen behind many scenes, reported on by career news crews and fed to the general population over time, but social media has aggressively changed the progression of disaster response.

The Public Spreads Information as Soon as They Hear It

Not only does the public know about disasters faster, they are spreading information as soon as they're hearing it, be it wrong or right. Suddenly, everyone is a reporter, investigator or responder. They're gathering their own stories and having their own conversations. They're piecing incidents together and working to assist first responders (take the Boston Police Department call for evidence following the marathon bombings earlier this year, for example). Members of the public are learning the depths of the implications of disaster and are responding, often as spontaneous unaffiliated volunteers. Requests are

being answered! And answered...and answered...

The point is this – social media is doing things to emergency management that seriously affect everything we do. If we don't learn to use it, it's going to use us.

Don't Fail to Prepare for How Information Spreads

Failing to prepare for what happens when the public starts talking about our response guarantees we experience additional elements of disaster. Perhaps it affects us through negative public relations we can never escape. This can cause the community to lose faith in us, or worse, it can add to pressure for staffing changes within our agencies. Perhaps we ignore the budding group of citizens so desperate to assist that they all show up at our doors and enter our disasters without training, affiliation or supervision. And these are just our public information and spontaneous volunteer effects.

I write about these two things specifically because they're what I know most, but there is so much more to miss. The Boston Police Department engaged in one of the more recent high-profile disaster utilizations of social media to date, with their request for citizens not to "tweet" and share locations of officers in their neighborhoods during a shelter-in-place. Sensitive information that directly affects our agencies is now at risk too.

I'm aware that social media risks sounding like the worst possible change to emergency management since the beginning of the field, and apologies are due. That isn't what is meant at all, and of all people, we

know "scare tactics" are often less than effective. The reason it's important to know current impacts of social media is because if we have no other motivation to get involved in that realm, we need to know it has the ability to affect us. Right now.

This is all certainly not to say that social media has made things worse, only different. Without understanding how it works or the best ways to use it, many could argue it's made things more complicated. But there are advantages to meeting people where they are. Use of social media gives us a chance to access a realm of information that was never available to us before, and certainly not as quickly. It humanizes our agencies and allows us to spread preparedness and protection messages beyond those we've reached in the past. Yes, rumors increase, but our ability to find and destroy them also increases.

Improvements in Awareness and Protection of Community

In trained hands, we have access to on-scene, immediate, situational awareness. We can protect people by connecting countless individuals to precious information within minutes. We can divert traffic, share flood tips, and issue important statements quickly – all of which keep our communities, and therefore our responders, out of additional harm's way. The chance to mitigate hazards this way is unprecedented. Facebook, Twitter, Vine, Voxel...the list and capabilities are extensive! And that's where the members of our communities are. Right now.

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Risk Mitigation

By Robert Daniel Girard, PhD(c), MPA/EM, BSc/EM, AEM, Qatar Petroleum

All would agree that the field of emergency management is one that has exponentially grown over the years. However the field is termed in your specific region, we, as professionals, essentially strive for a common goal: to mitigate, prepare, respond, and recover from disaster with little to no loss of life, environmental impact, and/or long-term effect upon the livelihood of our communal peers.

Becoming a Recognized Field and Profession

By spending the last 18 years of my 25-year emergency response career overseas, I have had the privilege to see the field steadily separate itself from its associative default partners (i.e. fire and safety) and define itself as a recognized field and profession. The enhancement of stakeholder knowledge, skills and abilities through a better understanding of disasters, the strategic media coverage of disasters that promotes transparency and lessons learned paradigms, the technological advancements and ease of access to disaster-related research, and an academia that has made emergency management internationally accessible, have all contributed towards the latter affirmation.

Developing Nations Undergoing Positive Change in Handling of Risk Hazards

It was not too long ago that developing nations, specifically within the African and Asian continents, were handling their risk hazards, emergencies and disasters in an ad hoc fashion. It was not too long ago that incident management was quasi nonexistent in these parts,

and issues such as injuries and/or deaths related to freelancing or unnecessary disaster-related expenditures due to communication breakdowns or loss of assets due to a lack of coordination were commonplace. For reasons such as those highlighted herein, change has fortunately ensued.

Cultures that typically promote complacency, nepotism, incompetence, kickbacks and incompatibility (to name a few) are progressively being replaced by terminology that better reflects proactiveness, equitability, competence, ethics, uniformity and standardization. Gone are the days of slipping the ensuing impact of a disaster under the proverbial rug.

There was a time when an individual's due diligence, principles, accountabilities, integrity and level of professionalism were often reluctantly checked at the door, ignored by superiors and/or government representatives. It was not uncommon in the past to respond to a natural, technological or man-made incident and spend considerable time managing the response and recovery efforts, only to realize thereafter that no report was to be drafted, secrecy was to be maintained, media inferences were forbidden, disaster assessments and the collation of statistical data were altered, and reports (if and when required) were heavily censored.

Better Access to Information Leads to Better Prepared Citizens

Fortunately, gone are the days of slipping the ensuing impact of an incident under the proverbial rug. We owe this in large part to the advent of the Internet and its

contribution towards facilitating access to disaster-related information, resulting in an augmentation of the citizenry's level of disaster awareness. The Internet has enabled all to readily access news and events as they unfold, thus making the arduous task of covering an incident that much more difficult.

A Picture Is Worth a Thousand Words

The old adage that "a picture is worth a thousand words" could never sound more true than when it is viewed by millions within seconds of its publication (especially when it questions our moral and social obligations). Private and public sector organizations have, amongst other things, precious reputations to maintain. The occurrence of an incident that goes unfavorably resolved has a devastating effect on a defiant organization's bottom line.

As a consequence of the latter, organizations, whether private or public, have taken it upon themselves to ensure that their respective organizations minimally possess the means to alleviate risk hazards. This would include implementing mitigative solutions, developing disaster preparedness plans, ensuring the means to efficiently respond to incidents, and holistically addressing recovery from events in ways that are socially, communally and environmentally friendly.

Conclusion

When re-reading the title of this month's topic, "Emergency Management In A Changing World," the take-home message with which I would like to humbly conclude is the

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From left are: Ed McDonough, MEMA PIO; Joshua Hill, 55th EDD Unit Ft. Belvoir; and Kathleen Henning, CEM, IAEM-USA Region 3 President, at the Defense Logistics Agency Preparedness Expo. Photo: Robert Torbush, 55th EDD Unit Ft. Belvoir.

You are invited to share your photos of IAEM activities with members by e-mailing them to Karen Thompson, Thompson@iaem.com. Remember to include a photo caption! Your photo may be published in the IAEM Bulletin, in one of the photo slideshows on the IAEM website, or shared via Twitter and Facebook.

Social Media in EM

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Social media has the ability to change everything, and it already has changed everything we know in the world, not just emergency management. The decision to embrace it must be conscious and educated, because social media is going to affect our disaster. It's just up to us if that effect is a good one, or a bad one.

Get Involved

Get involved in the conversations. Follow #SMEM on Twitter and #SMEMChat every Friday at 12:30 p.m., and connect with other emergency mates at various stages of familiarity and use.



Demographic Study

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who spend the majority of their time studying and working within the physical sciences and concentrate more on the predictive aspects of developing weather situations. And because the survey also shows that 78% of all disasters faced nationwide over the past 10 years have been weather-related, these two communities must work together frequently.

Differences in education, training and focus may be something for forecasters and emergency managers to consider during both training and actual events, in order to avoid serious misunderstandings at critical times. As noted, a full discussion of these characteristics, along with accompanying statistics and more comprehensive discussion, can be found in the full report.

Virtual Volunteerism

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recovery. Bringing in trusted volunteer groups to help sift through vast amounts of social media information can assist emergency responders in their efforts.

Volunteers, like VOSTs, can get more bodies to help out even in times of fiscal constraint. Volunteers can identify on-the-ground and official sources, gather the latest news, and relay it back to emergency operators. Overall, volunteers keep information flowing and help response organizations build a timely, comprehensive picture of the crisis at hand.

Conclusion

As social media tools and capabilities continue to evolve, crisis managers will need to recognize, adapt, and integrate them into their plans and utilize them to their full advantage. Integrating virtual volunteerism into emergency management plans offers a means to leverage some of the capabilities offered by social media.

Risk Mitigation

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following: It is not the world that is changing, but rather the way in which we choose to administer its available resources. We all recognize that the idea that we can achieve complete elimination of risk is utopian thinking. We will continue to live through and experience the occurrence of disasters, but changing the way we decide to homogeneously interact with our living environment is what will ensure our sustainability and overall communal resilience.

Improving Interoperability: One Standard at a Time

By Camille Osterloh, OASIS Emergency Management Adoption Technical Committee Member

When time counts and split second decisions are critical, the capability to share accurate information across organizational, jurisdictional and regional boundaries is key to saving lives and property. What is it that supports emergency management and response agencies in communication? You may have examples in mind from your community – and of course, there is no single answer or silver bullet to communication. Perhaps you have lessons learned to improve communication through operational procedures and processes, training or technology. On the technology front, the OASIS Emergency Management Technical Committee works on an ongoing basis to bring free, open and non-proprietary, internationally available solutions to the table. The goal is improving interoperability, one standard at a time.

EDXL Suite of Standards

Driven by user-defined needs to communicate more effectively and efficiently, OASIS has published a suite of standards called the Emergency Data Exchange Language (EDXL). Each standard is designed to improve interoperability among systems in a specific area of need.

The first standard released in this suite was the Common Alerting Protocol (CAP) which has quickly gained international adoption. It provides a consistent format for emergency management and response systems to exchange alerts and warning messages. CAP allows consistent messages to be sent out simultaneously over many different warning systems, increasing effectiveness and simplifying the task of notification.

Multiple profiles for Canada, Australia, and the Integrated Public Alert & Warning System (IPAWS) have emerged to constrain the CAP standard and meet particular needs. There is a growing user base, with international conferences dedicated to supporting adoption and implementation of CAP. In April 2013, implementers convened in Geneva to discuss international usage of CAP. One common question that emerges is: How are people using the standards? Recently published CAP Example Practice documents (CAP Feeds and CAP Elements) provide implementation guidance and examples to implementers.

The community has identified needs in other areas, beyond communicating alerts and warnings. Based on user feedback, standards have been developed or are underway focusing on resource tracking, patient tracking, client tracking, hospital status and resource availability, and situation reporting. There is also a protocol for how to distribute messages efficiently and effectively, which may be thought of as the envelope for sending and receiving EDXL messages as well as other data messages.

When considered as a family of standards, the EDXL Suite supports communication throughout the complete life cycle of an incident or event. The OASIS website at www.oasis-open.org provides further information about the EDXL approved standards and activities of the Emergency Management Technical Committee.

Ongoing Activities

Standards work does not end when a specification is released. Through ongoing engagement and feedback from the community,

OASIS members maintain and update standards to better meet user needs. Recent activities include release of a new EDXL Situation Reporting standard and updates to the EDXL Distribution Element. Work on EDXL Tracking Emergency Patients is underway. The community recently identified a need to have a standard that focuses on Tracking Emergency Clients (non-patients) throughout the life cycle of an incident or event. A subcommittee dedicated to this effort has been established and is in the process of reviewing existing standards, such as the Person Finder Interchange Format (PFIF), for information on missing or displaced people.

Getting Involved

To get involved with this initiative, the community can request that vendors review and implement applicable standards to encourage adoption. Once a standard is released, it is publicly available at no cost to download from the OASIS website. References to the EDXL Suite of Standards may be included during the development of a Request for Proposal (RFP). Interested stakeholders are welcome to join the OASIS organization and participate directly in the standards development process.

The standards review process is open, and comments are accepted from any source during formal public review periods, regardless of membership in the organization. Comments are solicited from organizations, agencies and individuals from around the world. Questions and comments on the EDXL Suite of Standards may be directed to the OASIS Emergency Management Technical Committee at any time.

From the IAEM-USA Emerging Technology Caucus¹

Using Conferences to Exercise Social Media

By Mary Jo Flynn

With each disaster, emergency or event, emergency managers are becoming more aware of the need to incorporate social media into their messaging and planning. We have come to understand that the public will not use social media only to communicate with one another. They will utilize it to confirm information about an incident before deciding to take action. We know that if we are successful in distributing our message and it being accepted virally, there is a higher likelihood of community members seeing and acting upon these messages. While we know these issues to be true, very few have outlined ways of incorporating social media into exercise design.

First Do No Harm

Social media may be exercised in two primary systems: (a) a closed-loop system in which messages are protected from public view, and (b) an open-loop system in which messages are presented on and utilize open networks. While there are many social media activities worth exercising, the two primary activities involve (a) messaging and (b) monitoring. Exercising or practicing messaging in an open-loop system is fraught with risk and, as emergency managers, we must first do no harm.² Known as the “Orson Welles, War of the Worlds Syndrome,” it is our responsibility not to induce panic in social media

and risk credibility with our audiences. Even when many may choose to use descriptive language like “drill” in a message, those can easily be deleted or manipulated as the message is passed on virally. Creating these messages in an open system, just to practice monitoring of information is not necessary, as there are regular opportunities to use pre-planned events or emergencies in other jurisdictions whose social media activity is heavy as a way to practice this system.

The Conference Creates the Data

This year the IAEM-USA Emerging Technology Caucus will host a social media exercise for participants at the IAEM Annual Conference. The exercise model allows the use of event messaging and the creation of event content in an open system. Modeled after the CRESA #30days30ways campaign created by Cheryl Bledsoe and her team, this exercise asks participants to engage in a variety of tasks that represent how social media may be used during a crisis, such as: (a) as a person affected by disaster, (b) as a public information officer, and (c) as the situation status unit or monitoring personnel. Because the content is related to activities at the conference to encourage networking, there is little risk of the Orson Welles effect, since no messaging should include panicked or urgent content.

This exercise is meant to provide an example during the conference

on how social media exercises may be designed to create controlled data to provide opportunities for those with monitoring responsibilities to practice retrieving that data, examine it, and provide a proper response. The exercise will evaluate the following two core capabilities, each with three objectives.

Public Information and Warning

Core Capability Definition:

Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

Objectives:

- Find, verify, and disseminate official conference information.
- Use a variety of tools to communicate lengthy information.
- Find and research questions, and respond with correct information or point the individual to the source of correct information.

Operational Communications

Core Capability Definition:

Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Objectives:

- Demonstrate how to turn on and off the geo-location features of your device.

¹ This article was provided and peer-reviewed by the IAEM-USA Emerging Technology Caucus.

² Bledsoe, Cheryl. (May 19, 2011) Practicing Safely: Exercising and Drills in Real-Time Media. Retrieved from <http://www.youtube.com/watch?v=Si8jkVVA9mQ&feature=share&list=SP86F547C3791678DE>.

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IAEM 2013 Annual Conference News

Download IAEM2Go 2013: Our Official Mobile App!

Last year we went green. We stopped printing the Program Guide and published the IAEM2Go app for the first time. It's back this year, bigger and better than ever with new features and an improved operating system.

- Access the complete program schedule and exhibit guide anytime.
- Get where you're going with interactive site maps.
- Follow the conference on your favorite social media with links to

**Official IAEM
Annual Conference
Hashtag: #IAEM13**

Twitter #IAEM13, Facebook, LinkedIn, and Ning.

- Customize your schedule, take notes, find contact info, and search.
- Easily rate sessions and speakers with conveniently located surveys.
- Receive up-to-the-minute conference updates.
- Easily find IAEM conference sessions and activities by day, track, category or speaker.
- Vote online for your favorite IAEM-USA officer candidate.
- Have fun competing in the new Click Photo Game.
- Read speaker bios and access their presentations.

- Find exhibitors by name, category and booth number.

Ready to Get Started?

- Go to <https://crowd.cc/14g> from your mobile device today, and start planning your trip.
- If you use Apple or Android, you can also search for the app in the iTunes store or Play store.

Helpful Hints

- When you open the app, be sure to "create an account" and say "yes" to push notifications. Choose the 2013 Conference, and download it to your Events.
- If you don't have a smart phone or tablet, you can view the Program Guide on your web browser at <http://cts.vresp.com/c/?IAEM/09173af31a/ff9559d38b/fad6683c7e>.

Virtual EMEX: A Valuable Year-Round Resource for EM Professionals

The EMEX 2013 Exhibit will bring together the latest technological advances in homeland security and disaster preparedness suppliers under one roof, under the auspices of the IAEM 61st Annual Conference, set for Oct. 25-30, 2013, in Reno, Nev.

But EMEX isn't just an annual exhibit – it exists all year long as the Virtual EMEX at www.emex.org. The Virtual EMEX is a resource for

all emergency managers before, during and after the conference. It includes a comprehensive directory of suppliers. Use it to find products and services needed for your EM program – shelter supplies, warning systems, communications solutions, training and exercise specialists, and 16 other categories are included. Visit the EMEX Exhibit Hall every year, and visit the Virtual EMEX all year round at www.emex.org.

IAEM Pre-Conference Workshops

A variety of pre-conference and post-conference workshops are available in conjunction with the IAEM 2013 Annual Conference. For complete details, visit our online program at <http://submit.iaem.com/IAEM2013/Eventinfo>.

Click on the Tracks tab. and then scroll down and click on the arrows for Track: Pre-Conference Trainings

and Post-Conference Trainings. A wide variety of pre-conference training sessions and workshops are available from EMI, NDPTC, EMAP, and more. Space is limited.

To ensure your spot, register today. The deadline for cancellation of a class if minimums are not met is **Oct. 7, 2013**. Don't miss out on these valuable workshop offerings!

**Please register your vote
for the leadership
of IAEM-USA!**

*...and consider choosing
Larry Porter, CEM®
as Second Vice-President.*

- PhD in Emergency Management
- Retired ARNG Colonel
- Chair IAEM-USA Bylaws & Resolutions Committee
- Course Designer and Instructor for Online Emergency Management Programs



paid advertisement

Book Review

Urgent Architecture: 40 Sustainable Housing Solutions

By Daryl Lee Spiewak, CEM, TEM, Lead Trainer for the CEM® Commission

How many times have you sought solutions for housing issues other than FEMA trailers and were unsuccessful? Where do you look for information to develop housing options for your decision makers? *Urgent Architecture: 40 Sustainable Housing Solutions for a Changing World* by Bridgette Meinhold (W.W. Norton) is about options, particularly options that provide adequate housing for people and communities impacted by disaster.

Adding a copy of *Urgent Architecture* to your recovery toolbox provides a ready reference describing 40 housing options that are “cheap to build, environmentally friendly, and hardy enough to withstand severe environmental conditions.” Some of the options, such as shelters, are designed for limited use (e.g. a rescue team’s base station). Other options, such as pre-fab housing, are designed for building cost-effective homes on a large scale and a more permanent basis.

Urgent Architecture is divided into five major chapters covering rapid shelters, transitional shelters, affordable housing, prefab housing, and adaptable housing. Each chapter identifies eight examples of safe, sustainable housing designs.

Each chapter begins with a short description of the housing type and lists the eight examples to be covered in sub-chapters. Each sub-chapter identifies the project name and sources for the housing option, often with an Internet link, and providing

consultant and contractor information, where applicable. It also describes when the project was implemented, the size (square feet) of the project, and the approximate cost of each housing unit. Each sub-chapter then goes on to describe the project in detail, highlighting locations where the housing was built and describing the benefits of the specific project. Ms. Meinhold provides many photos throughout the text to illustrate each project, showing internal and external views as well as floor plans.

While the majority of the housing options are designed for temporary occupation, some may be converted into more permanent housing solutions. One option, the Life Cube, is a self-contained unit for a family of four that can be deployed in five minutes. It provides almost 150 square feet of living space and costs approximately \$10,000. On the other hand, the 10X10 Housing at Freedom Park provides 580 square feet and costs under \$8,500.

When reviewing the 40 options discussed in *Urgent Architecture*, be aware that “affordable housing” may be defined differently in various parts of the world. What may be considered “affordable” in the United States may be too expensive in other locations. And what may be considered “affordable” in other locations may not be acceptable for a housing solution in the United States.

In *Urgent Architecture*, you may find some options to fulfill your specific affordable housing needs during and after the next disaster. If you do not find any acceptable solutions, this book may be the catalyst

that drives your critical thinking skills to discover other locally available affordable housing solutions. This is a useful and interesting book that deserves a place in your recovery toolbox.

Urgent Architecture is available from Amazon.com (www.amazon.com) for under \$33.00 USD. Amazon.com also has used copies available for under \$25.00 USD.

Emerging Technology

(continued from page 18)

- Demonstrate your ability to check in at a specific location to share with loved ones that you are safe and well.
- Identify tools and resources to obtain statistics and methods for saving social media records.

Participate During the Conference

In addition to participating in the six identified tasks as part of the exercise, we encourage you to “live-tweet” the sessions that you attend not only for you to keep notes and retain information, but also to share with your followers who otherwise do not have access to that information. To participate in the exercise and networking opportunities on social media during the conference, use the hashtag #IAEM13 for each message you send that is related to the conference. We will send links to complete a survey evaluating the exercise towards the end of the conference, and you can always stop by the Emerging Technology Caucus booth in the EMEX exhibit hall for more information.

CEM® News

Changes to Oceania and Europa Education Requirements

Currently Oceania and Europa CEM® candidates may substitute experience for a degree in the education requirements component of the credential. This waiver will expire at the end of 2013.

As an interim step to enable Oceania and Europa CEM® candidates to transition to the full education requirement, a compromise was recommended by the Global CEM® Commission for the next two years. From Jan. 1, 2014 through Dec. 31, 2015, Oceania and Europa CEM® candidates can satisfy the education requirement with a:

- Bachelor's (baccalaureate) degree in any discipline; **or**
- Master's degree in any discipline; **or**
- Graduate level qualification specifically in emergency management, plus relevant experience, e.g.:
 - Graduate/postgraduate certificate in emergency management plus four years of emergency management experience; **or**
 - Graduate/postgraduate diploma in emergency management or advanced diploma in emergency management/public safety(emergency management) plus two years of emergency management experience.

This interim step will expire at the end of 2015. At that time, all Oceania and Europa CEM® candidates must have a bachelors degree to satisfy the education requirements for the CEM® credential. This will bring Oceania and Europa in line with USA CEM® candidates.

Schedule of CEM® Offerings

Check for the most recent schedule at:

<http://www.iaem.com/page.cfm?p=certification/getting-started/prep-course-exam-dates&lvl=2>

Oct. 7, 2013: CEM® Prep Course & Exam, Emergency Management Summit, Atlantic City, N.J.

Oct. 27, 2013: CEM® Prep Course & Exam, IAEM 2013 Annual Conference & EMEX, Reno, Nev.

Mar. 14, 2014: CEM® Prep Course & Exam, Erie County Training & Operations Center Auditorium, Cheektowaga, N.Y.

Learn about the CEM® Program and apply to be a CEM® or AEMSM candidate at www.iaem.com/CEM.

The image features a large graphic on the left for the ASBPE Magazine of the Year 2012-2013 award. To the right is the cover of the January 2012 issue of 'EMERGENCY MANAGEMENT' magazine. The cover has a dark, dramatic background with a bridge over water. Text on the cover includes 'EMERGENCY MANAGEMENT', 'STRATEGY AND LEADERSHIP IN CRITICAL TIMES', 'JANUARY 2012', 'CRISISCOMMONS REDEFINING VOLUNTEERISM', '2011: YEAR OF THE BILLION-DOLLAR DISASTER', 'A CRUMBLING FUTURE', 'HOW OUR DECAYING CRITICAL INFRASTRUCTURE WILL AFFECT EMERGENCY MANAGERS', 'WOES: MANAGERS STAY AFLOAT', 'A MESSAGE FROM ADMINISTRATOR FUGATE', and 'IT USEFUL TO PROFESSIONALS?'. At the bottom of the graphic, the URL emergencymgmt.com/subscribe/IAEM is displayed.

Vote on 2013-2014 IAEM-USA Officers and Proposed Bylaws Amendments

Online voting for the 2013-2014 IAEM-USA Second Vice President and IAEM-USA Treasurer began on Sept. 3, 2013, and will end at **5:00 p.m. Eastern time, Tuesday, Oct. 29, 2013.**

All current IAEM-USA Individual, Affiliate and Life members are eligible to vote in this online election.

On the **IAEM-USA Voting Area web page** at <http://www.iaem.com/page.cfm?p=USA-Council-Election-2013>, you will find:

- Complete voting instructions for the 2013 IAEM-USA Officers Election.
- Information on voter eligibility.
- A link to a PDF document for each of the IAEM-USA officer candidates, which includes their candidate statement, photo, and complete contact information. This information is provided so that you can learn about the candidates prior to casting your vote in the 2013 IAEM-USA Officers Election.
- Links to (a.) a redlined document showing the proposed IAEM-USA Bylaws amendments, for nine (9) of the Articles in the IAEM-USA Bylaws; and (b.) a document explaining the rationale behind the proposals. You

may vote **yes** or **no** on each Article for which there are proposed changes.

IAEM-USA Officer Candidates

There are three (3) candidates for IAEM-USA Second Vice President and one (1) candidate for IAEM-USA Treasurer. **Candidate statements are available for all candidates in the online Voting Area, and they are the same statements that appear in the IAEM Bulletin.**

Candidates for IAEM-USA Second Vice President (listed in alphabetical order by last name):

- **Gunnar J. Kuepper** (page 13 in this issue)
- **Larry A. Porter, Ph.D., CEM** (page 12 in this issue)
- **Robie Robinson, CEM** (September 2013 IAEM Bulletin, page 6)

Candidate for IAEM-USA Treasurer:

- **Colonel N. Thomas Greenlee, USAF, MSC, CEM** (see May 2013 IAEM Bulletin, page 5)

You are encouraged to vote in this election. If you need assistance in voting or have any questions, please e-mail Karen Thompson at Thompson@iaem.com.

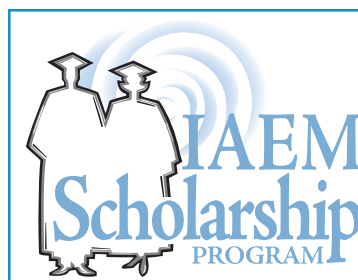
IAEM Bulletin Online Edition

The online edition of this issue includes additional material, available for members only at www.iaem.com.

- New Member Listing, Aug. 16-Sept. 15, 2013.
- Do 1 Thing: Infographic for October 2013.
- "The Carpenter 1 Fire: A Changing Perspective in Emergency Management," by Nicole Hart, Emergency Manager, and Scott Phillips, CEM, Las Vegas Metropolitan Police Department Emergency Management Section.
- "Six Back-Pocket Tactics in the Event Your Career Takes an Unexpected Right Turn," by Tom Russo, MA, CEM, Homeland Security Educator.
- "Spontaneous Volunteers in Oceania," by Abigail Walters.
- "A Rebuttal to the National Thought Leadership Group's Position Paper," by Daryl Sensenig, Senior Fire Life Safety Officer, Washington Metropolitan Area Transit Authority, Metro Transit Police Department, Office of Emergency Management. The position paper was published in the online edition of the May 2013 IAEM Bulletin.

- "Comments to Address the Rebuttal on the Thought Leadership Group's Position Paper: The Field of Fatality Management Requires its Own Emergency Support Function within the National Response Framework," by Cynthia Gavin and John Nesler, CEM, Batelle, Hampton, Va.

- **Special PDF Supplement:** "The Cornerstones of Crisis Management," by Dominic Cockram, BA, MA, MBCI, MIRM, FCMI, FRSA, Managing Director, and Dr. Claudia van den Heuvel, Ph.D., Senior Consultant, Steelhenge Consulting, Ltd. An introduction to the paper is included in the online edition of the IAEM Bulletin. The white paper, which is the first in a series to be published by Steelhenge Consulting, is posted in the IAEM Bulletin Archives as a supplement to this issue.



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www.iaem.com/Scholarships

EM Calendar

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

- Oct. 1-2 10th Annual Summit on Emergency & Disaster Planning for Colleges, Universities, and K-12 Schools, Toronto, ON, Canada. Supported by IAEM-Canada.
- Oct. 13-17 2013 Emergency Preparedness & Hazmat Response Conference, Baltimore, MD.
- Oct. 23-24 FireShowsReno 2013 Conference & Expo, Reno, NV. IAEM members who will be in Reno early for the IAEM Annual Conference can get a complimentary expo pass to FireShowsReno 2013, supported by IAEM-USA.
- Oct. 25-30 IAEM 61st Annual Conference & EMEX 2013, "EM in a Changing World," Silver Legacy Hotel and Reno Events Center, Reno, NV.
- Nov. 6-7 preparED 2013: School Emergency Preparedness Conference, Banff, AB, Canada. Supported by IAEM.
- Nov. 12-13 National Symposium on Superstorm Sandy, Atlantic City, NJ, supported by IAEM-USA Region 2.
- Nov. 13-15 Toronto Emergency Management Symposium, Toronto, ON, Canada.



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Dec. 3-5 Oil & Gas Business Continuity & EM Conference, Houston, TX.

2014
Mar. 10-14 2014 NEMA 2014 Annual Emergency Management Policy & Leadership Forum, Alexandria, VA.
Apr. 22-24 2014 Partners in Emergency Preparedness Conference, Tacoma, WA.

Email Karen Thompson at Thompson@iaem.com to request an event listing on the online IAEM Calendar.

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About the PDF Supplement to this Issue: “The Cornerstones of Crisis Management”

Steelhenge Consulting, a UK-based crisis management consultancy, is publishing a new series of white papers, entitled “Crisis Management: Key Themes for Success.” What is different about this series is that it explores not only preventive and planning strategies but also the essential non-technical skills of crisis and emergency management about which little has been written but on which so much depends. Each paper is the result of practical experience from the field blended with academic thinking.

The titles are:

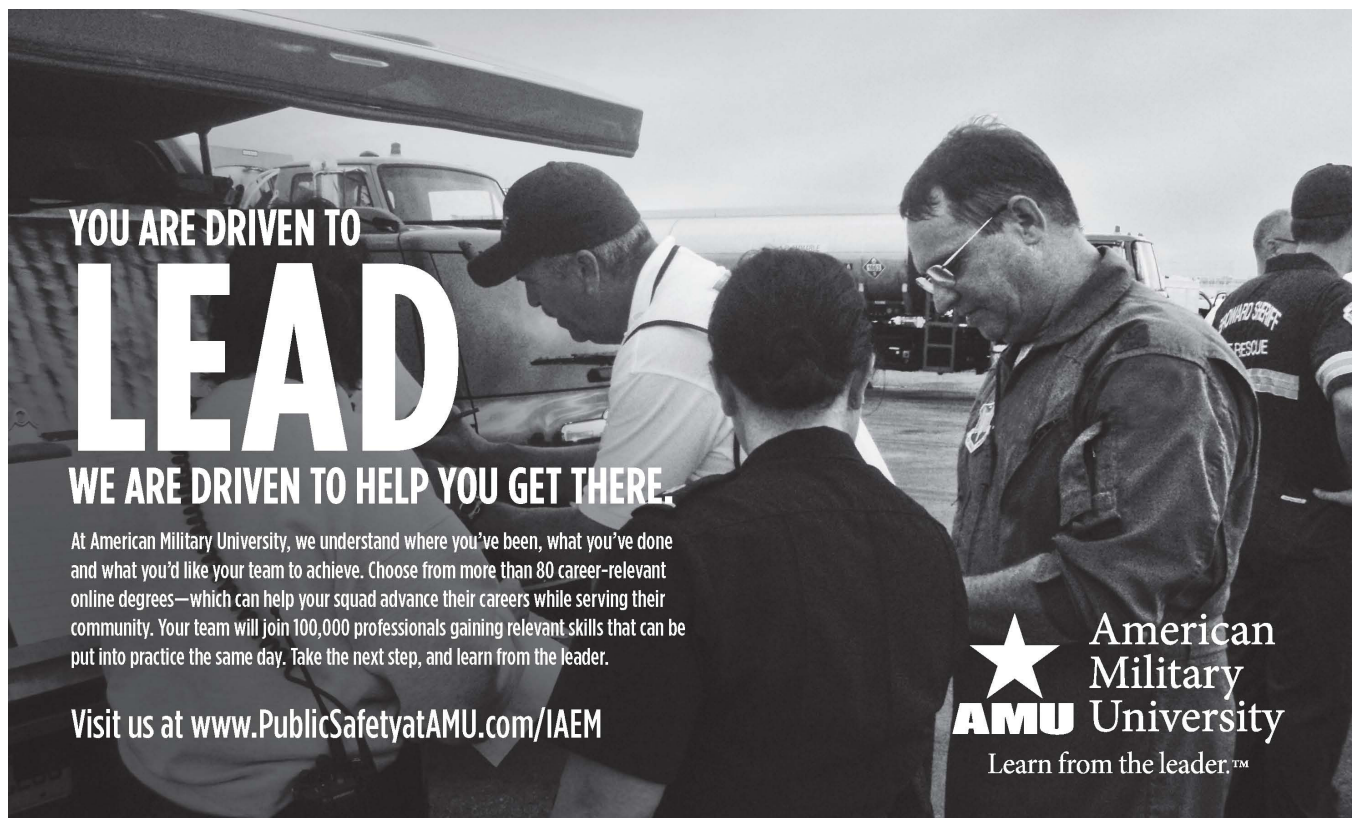
- The Cornerstones of Crisis Management
- Building Situational Awareness – how to establish the knowns and unknowns
- Decision Making Under Pressure – the psychological tripwires and trampolines

- Crisis Leadership – the good, the bad and the ugly
- Managing Reputation – the non negotiable case for integrated crisis communications
 - The Crisis Training Trajectory – building skills to deliver success
 - Simulation exercising – fostering crisis expertise through experience
 - Evaluation – assessing and building a crisis management capability

The first paper of the series, “The Cornerstones of Crisis Management” was shared with IAEM as a Special PDF Supplement to this issue of the *IAEM Bulletin*. You can obtain it at: <http://www.iaem.com/members/Cornerstones-of-Crisis-Management-Steelhenge-IAEMBulletin-Supplement-Oct2013>, or on the Steelhenge website at www.steelhenge.co.uk/crisis-

management-white-papers.” It evaluates what is required to create an effective crisis management capability and explores the essential non-technical skills required of crisis responders: information management and situational awareness, decision-making, leadership and communication. Each of these is explored in detail in subsequent papers.

The most recent paper, “Strategic Crisis Decision-making: The Psychological Tripwires and Trampolines” can be found Steelhenge website. Other papers in the series will be published throughout 2013 and 2014. To be notified of their publication, please register at www.steelhenge.co.uk.



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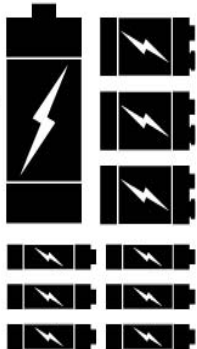


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The Carpenter 1 Fire: A Changing Perspective in Emergency Management

By Nicole Hart, Emergency Manager, and Scott Phillips, CEM,
Las Vegas Metropolitan Police Department Emergency Management Section

On the evening of July 1, 2013, in the mountains just west of the Las Vegas valley, a lightning strike started a small brush fire. Over the course of the 20 days that followed, 28,000 acres burned, hundreds of residents were displaced, and a Type I Incident Management Team armed with more than 1,400 personnel flooded our community to fight the blaze. The last time such a massive wild fire hit this area was in 1924.

First Major Event Involving Assets from Various Agencies

On July 4, 2013, local law enforcement responded to coordinate and execute the evacuation of the 500-plus residents who lived in the canyons surrounding the fire. Once the evacuations were accomplished and the perimeter was established and secure, what was next for law enforcement? As this was the first major event of this kind in the area that involved so many assets from various local, state and federal agencies, the continued role of local law enforcement was in uncharted territory. In general, the local community and law enforcement are accustomed to planning for and managing large-scale, pre-planned events several times a year in Las Vegas. Some may even consider every weekend on the Las Vegas Strip an “event” that requires preparedness and response. However, a wild land fire is typically not on the radar of our agency.

Recent Reorganization

Two years ago, the Las Vegas Metropolitan Police Department

(LVMPD) underwent reorganization of its Emergency Management Section. Leadership in the unit was changed from a commissioned police supervisor to a civilian emergency manager, with private industry crisis management experience.

This transition encouraged a programmatic shift in focus from agency-specific to the “whole community.” Personnel assigned to the unit stepped out of “cop mode” and broadened their training, education and practical experience in the emergency management field. It was not long before LVMPD Emergency Management was engaged in coordination, collaboration and partnerships with our local, state, federal and NGO (non-government organization) EM partners on a daily basis, a new approach for law enforcement.

Education Paying Dividends in Communication and Coordination of Response

Once the decision was made to evacuate residents and private businesses in the canyons, LVMPD Emergency Management was notified and incorporated into the command structure. This early integration allowed for clear communication and coordination throughout the local EM community, and eased the burden of requesting additional resources to support the event as it was unfolding. This pointed to the work done prior to this event, since educating our police department on emergency management was paying dividends.

A few days after the fire started and upon the arrival of the Type I

IMT, an Incident Command Post was established at a local high school. Local law enforcement immediately recognized the importance of integration and collocation of LVMPD personnel with the IMT Liaison Officer to provide a central point of communication and coordination for the duration of the event. This was a paradigm shift.

Change in Law Enforcement’s Perspective

The Carpenter 1 Fire was a learning platform for local law enforcement to ascend into a support role so that the fire mission could be completed. This was one of the first major situations that placed law enforcement in an almost completely support role.

LVMPD’s vision to create an emergency management program that focuses on all hazards and all phases of the emergency management cycle bore its fruit during this fire. The change in law enforcement’s perception was subtle. Nevertheless, emergency management was asked for input at the onset, not as an afterthought.

The viewpoint of law enforcement during this fire was only so large. Ernie Pyle, a World War II correspondent, said, “War to the individual is hardly ever bigger than a hundred yards on each side of him.” (Auf der Heide, 1989) A disaster can be viewed in the same way by only seeing what is right in front of them. However, this fire enabled law enforcement to see past their sole viewpoint and changed their perspective on

(continued on page 32)

Six Back-Pocket Tactics in the Event Your Career Takes an Unexpected Right Turn

By Tom Russo, MA, CEM, Homeland Security Educator

Contract versus full-time positions for emergency management have increased, as noted in the August *IAEM Bulletin*. Both shrinking government budgets and transient emergency preparedness funding have contributed to this shift. In the current economic environment, where the cost of government has come under greater scrutiny, six tactics can help with career transition if you find yourself confronted by circumstances beyond your control.

Reducing Budgets = RIF

State governments are reducing budgets, and with the greatest proportion of those funds committed to personnel, positions are cut. For example, South Carolina's Department of Health's (DoH) new commissioner announced in January a reduction in force (RIF) plan consolidating the number of service regions from eight to four. The bottom line was that one-half of management positions in support of service delivery would end Mar. 1, less than two months after the RIF plan had been rolled-out. Emergency managers were among those impacted, along with nurses, physicians, nutritionists, health educators, and administrators.

Despite the calls in the discipline (emergency management) and federal agencies for more preparedness planners, positions are disappearing. Resources that support the missions are fewer, getting lost in the greater scheme to reduce the size of government. On Mar. 2, I found myself browsing job boards, signing up for job listservs and

alerting my network of career change.

Six Career Tactics

Here are six career tactics nurtured before I left DoH that would become even more critical in the months to come.

1. Build and maintain a professional network. It is critical to build, maintain and sustain your contacts whether your network is local, state or national. Discussion forums, such as the IAEM Discussion Board and LinkedIn, address current topics and are one more spoke in your network wheel. Use those special projects and exercises along the way to expand your network and build relationships that can lend support in the aftermath of job loss.

2. Maintain a list of career accomplishments. Employers get hundreds of resumes for each position and narrow their search to the most qualified or most interesting set of credentials. Conference call interviews have become commonplace, and candidates must be ready to go on limited notice. Maintaining a list of career accomplishments can keep you postured for that 24-hour notice invitation to interview.

3. Keep communication skills at their peak, and build new ones. We know how important verbal and presentation skills are, but the emergence of writing skills has become even more critical to address the many state and federal requirements attached to emergency management funding sources. If your writing skills are not as sharp as they need to be, now is the time to set that as your next professional

development goal. Newsletters, the *IAEM Bulletin*, and other publications seek short articles from field practitioners. Find an editor you can work with, and build your skills as a writer.

4. Establish academic affiliations. Colleges have stepped up their on-campus emergency preparedness activity and this is emerging as a unique discipline specialty within emergency management. Also, emergency management and homeland security are becoming academic disciplines and project job growth. Become familiar with the academic institutions in your jurisdiction, and align with projects that build your academic network.

5. Volunteer for special projects. Use discretionary time to pursue special emergency management projects where resources are limited and your skill sets are compatible with a particular project. Review federal capabilities, identify a gap that needs your skills, and make that contribution now!

6. The CEM® matters. Finally, recruiters recognize the value, skill set and commitment of the Certified Emergency Manager. The CEM® provides a leg-up when all other factors are equal – and could make the difference for the next interview or job offer. If you have yet to start your work toward the CEM®, make it your next goal.

Emergency management and homeland security continue to mature as they work to define their body of knowledge and attract practitioners with an academic interest. As professionals, we write

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Spontaneous Volunteers in Oceania

By Abigail Walters

It's easy to think that there is no change in emergency management. After all, in Australia, some of the rescue techniques we teach in our volunteer emergency services are the same skills that were developed in the civil service during World War II. We still train in and use Mark 2 stretchers – again, these were used in World War II. Disasters still involve mass casualties, mass displacements of people, and massive challenges in recovery.

So nothing changes in emergency management, right? Wrong! While the basics don't change (we still respond to unexpected events that cause massive disruptions to private and public lives), the way we respond, the tools we use to respond with, and even our thinking around responding has undergone some big changes and continues to evolve.

Difference in Focus of Training

I experienced the remarkable shifts that can occur in emergency management when I took a five-year break from my volunteer emergency response work. My initial training involved phrases that resembled an airline safety briefing, such as "in the unlikely event that a mass casualty event will occur." We learnt techniques that we were told we would rarely (if ever) use. Upon my return to volunteer work, the terminology had changed from "unlikely" to "when you respond to." Our training now included looking for suspicious characters and likely places for secondary bombs.

Since then, there has been more rigour around our response structures (in Oceania we use the Australasian Inter-Service Incident Management System (AIIMS) instead of the ICS system used in America), a move towards encouraging resilience instead of total reliance on government and/or non-government agency response. There is also a growing acceptance of the use of social media to gain more situational awareness and encourage communities to partner with the emergency services in preparing for emergencies.

Push to Professionalism

I have also noticed a growing push to have those involved in emergency management considered as professionals, with IAEM's work in CEM® and other educational pursuits contributing to this. Professional associations, the use of social media to grow our professional networks, webinars, journals, online training, and conferences are assisting to raise our profile in our respective communities.

So how can we harness change to benefit emergency management? Technology is helping through web-based control centre programs, automatic alerts utilizing mobile phone and GIS systems, data mining, incorporating heads-up display information in fire fighters helmets¹, mapping and other emerging tools. It keeps emergency management professionals connected through webinars, LinkedIn, e-bulletins, etc.

One change that I am personally involved in at the moment is in harnessing the use of spontaneous volunteers. For many years, spontaneous volunteers have been discouraged from assisting in the response to emergencies for a myriad of reasons, including insurance concerns, a lack of training, difficulties in matching abilities to jobs, and other HR-related issues.

The New Zealand response to the massive oil spill caused by the Rena² successfully used spontaneous volunteers, as did Queensland, Australia in response to the floods of January 2011³. For the floods, social media was instrumental in linking spontaneous volunteers to people in need, and the Brisbane City Council coordinated a mass clean-up event using spontaneous volunteers on the first weekend, later dubbed the "Mud Army." People were able to help out when and where they could, and although there was some mismatch of effort and difficulties experienced, the overwhelming experience was positive for both the volunteers and the emergency services.

Harnessing the Passion and Skills of Spontaneous Volunteers

Rather than fight this move of spontaneous volunteerism, the oil spill response team in Adelaide, SA, is working with other agencies to harness the remarkable passion and skills of spontaneous volunteers, while managing some of the issues

(continued on page 32)

¹ Workshop AIIMS 4, held 3 June 2013 in Adelaide SA and pg 90, World of Knowledge Issue 4, August 2013.

² On Oct. 5, 2011, the MV Rena ran aground on Astrolabe Reef, causing an spill of 1,700 tonnes of Heavy oil.

³ In January 2011, three-quarters of the State of Queensland was declared a disaster zone following a series of floods to hit the State commencing in December 2010.

A Rebuttal to the National Thought Leadership Group's Position Paper

By Daryl Sensenig, Senior Fire Life Safety Officer, Washington Metropolitan Area Transit Authority, Metro Transit Police Department, Office of Emergency Management

This article is a rebuttal to the National Thought Leadership Group's position paper, "The Field of Fatality Management Requires Its Own Emergency Support Function (ESF) within the National Response Framework (NRF)", published in the May 2013 online edition of the *IAEM Bulletin*.

In the article referenced above, the authors propose that a separate Emergency Support Function (ESF) is needed in the National Response Framework (NRF) to address the needs of a mass fatality event. I believe that the authors fail to make their case that the current NRF does not adequately address the needs of fatality management. My opinion based on several shortcomings in their writing and the lack of any evidence to support their point.

First, they fail to define a "mass fatality" event. Rather, they invent a new term that of a "Complex Mass Fatality Event" (CMFM). They offer no examples of thresholds of the numbers of decedents, the conditions of the remains, or any other factors that would be indicators an event that would exceed of the capabilities of the Fatality Management system for the particular state or locality. Instead, they describe CMFM's as events as "novel, unexpected and usually create a dramatically expanded set of requirements and activities that exceed the local capabilities."¹ In contrast, FEMA's

Target Capabilities List (TCL) provides a set of Planning Assumptions that provide a framework for the needs of such an event.²

Second, they claim there is "an attitude of denial [that] can cause a systemic lack of CMFM preparedness across all levels of government."³ This claim is not supported by any research or documentation of any kind.

In comparison, the 2012 National Preparedness Report (NPR), published by the Federal Emergency Management Agency (FEMA), identifies several key findings, among them the following, "All states have developed fatality management plans, but work remains."⁴ In the same report, the summary of the State Preparedness Reports (SPR), a self-assessment based on federal guidance, the average of state level preparedness was listed as 59%. A rating of 100% would indicate that all states and all territories have met their desired capability levels.⁵ While not optimal, this is hardly an attitude of denial.

A key finding in the 2013 NPR addresses mass fatality response and preparedness. "Some states and localities have taken the initiative to plan, train, and develop resources for mass fatality events. In addition, Federal agencies have taken recent steps to support the development of state and local capability through additional guidance and leadership."⁶

These findings do not support the claim of an attitude of denial. The report shows that Federal and state

agencies have made and continue to make progress in this area. "In 2010, the National Institute of Justice funded the establishment of the interdisciplinary Scientific Working Group on Disaster Victim Identification, which brings together subject matter experts to develop guidelines and best practices for managing mass fatality events. In 2011 and 2012, the Centers for Disease Control (CDC) and the Department of Health and Human Services, Assistant Secretary for Preparedness and Response (ASPR), issued national standards for state and local planning in 17 health and medical core capabilities, including fatality management. In 2012, HHS hired its first, full-time national program coordinator for fatality management, and finalized its fatality management concept of operations, which outlines the approach for managing mass fatalities in disasters that result in fewer than 5,000 fatalities.⁷ This is a realistic planning framework for those scenarios that are of a low-probability, but high consequence when they occur.

Then the paper describes 14 elements of CMFM response attributed to the New York City Office of the Chief Medical Examiner as a new approach to mass fatality responses. These elements bear a striking resemblance to the elements of fatality management as described in the Target Capability List (TCL) as published by FEMA six years ago in 2007. The major difference between the two is that the TCL has definitions and performance metrics associated with the

(continued on page 30)

¹ Nesler & Gavin, page 1.

² Target Capabilities List pages 529-531 FEMA, 2007.

³ Nesler & Gavin, page 1.

⁴ 2012 National Preparedness Report, page 35, FEMA 2012

⁵ Ibid, page ii.

⁶ 2013 National Preparedness Report, page 38.

⁷ Ibid, page 39.

Rebuttal to White Paper

(continued from page 29)

various tasks.⁸ The Thought Paper announces these elements as essential, but provides no performance metrics.

The next several paragraphs of the paper discusses ESF #8, claiming that the ESF is too large and too diverse for proper planning and coordination in the event that local resources are not adequate to meet the needs of a mass fatality event. As mentioned above, this claim is not supported by any research. The authors offer that there are several “gaps” in fatality management. The gaps are in mortuary services, management, preparedness, knowledge and experience. Each of these gaps would be closed only if a new ESF following the 14 elements from New York were created. Each description is lacking in just how a separate ESF would improve the situation, and some of their examples of gaps are simply false. For example, in the alleged preparedness gap, the authors claim that the “Disaster Mortuary Operational Response Teams (DMORTs) offers a limited mortuary staffing capability.”⁹ The authors offer no documentation to support this claim. DMORT, a component of the National Disaster Medical System (NDMS), has more than 1,000 providers that can provide, through bi-weekly rotations, multiple months of support. This was done in many places, including in New York after 9/11, and in Louisiana and Mississippi in 2005-2006 following Hurricane Katrina. These teams of forensic and mortuary specialists have nearly 20 years and thousands upon

thousands of hours of real world experience in a variety of missions from many aircraft accidents, tornados, nightclub fires, cemetery floods and illegal crematoriums, to 9/11 in New York and Pennsylvania, and on to Katrina and Haiti. They are the only non-military federal-level asset for fatality management. Once activated, these teams are provided to assist state and local officials at no charge to state and local governments, something the private sector cannot do. A viewing of the individual team websites, along with official NDMS websites and a cursory internet search, supports this. To dismiss DMORT in one sentence is evidence of a lack of scientific and academic rigor by the authors.

Several states, Florida for one, have developed state-level fatality response teams. There is a need to have a capability to deal with situations that do not receive Federal assistance. A state level team in the fashion of the Florida Emergency Mortuary Operations Response System (FEMORS) is an example of the progress noted in the NPR.¹⁰

The current National Preparedness Goal (NPG) identifies fatality management as a core capability within the Response Mission Area.¹¹ This along, with the performance metrics established in the TCL, more than adequately identify the needs, requirements and expectations of the various level of response needed if one of the consequences of any event or disaster are more fatalities than the local/state fatality management system can absorb. A point not made by the authors is that fatalities are one of results of the disaster, not the disaster itself. A

A separate ESF for fatality management would not improve the preparedness or response to a mass fatality incident. The paper does not suggest a new lead agency at the Federal level for this task. What agency in the Federal government would take on this responsibility? Outside of the Department of Defense (DOD), the only agency with any experience with fatality management is the Department of Health and Human Services through NDMS/DMORT. Yet the authors claim this arrangement does not work. Who, then, would be the lead agency?

Another factor not identified in the paper is a jurisdictional one: no Federal agency has the legal standing to supersede the state or local governments in identifying fatalities, determining the cause and manner of death, and issuing death certificates. By statute, the medicolegal identification process and death certification process will remain a state or local responsibility. DOD, very appropriately, has authority over their personnel. However, their jurisdiction does not extend to the civilian community. Given this legal complexity, even if there was a separate ESF, the federal role would remain to provide support when requested.

To conclude, the thought paper fails to make a case for a separate ESF for mass fatality events. The authors offer no evidence and no data, nor do they offer any solutions to the perceived shortcomings in fatality response. The authors provide no evidence or research to support the premise.

⁸ 2007 Target Capabilities List, pages 519-541.

⁹ Nesler & Gavin, page 6.

¹⁰ www.femors.org.

¹¹ National Preparedness Goal, FEMA, 2011 page 2.

separate ESF is not indicated for the results of every shape and form of disaster.

Comments to Address the Rebuttal on the Thought Leadership Group's Position Paper "The Field of Fatality Management Requires its Own Emergency Support Function within the National Response Framework"

By Cynthia Gavin and John Nesler, CEM, Battelle, Hampton, Virginia

First we wish to start out with a hardy thank you to the rebuttal writer for expressing their opinions, even though there is clear disagreement with our group's insights. As a background, the thought leadership concept is to challenge and raise questions that result in new thinking and new ways of doing things. This rebuttal is an extension of the positive tension and counterbalance in which sound decisions and policy can be generated. This is thought leadership in action, and it is welcomed.

As a reminder, our intent was to develop consensus with a group of mass fatality management subject matter experts to stretch the current way of thinking, acting, and responding in order to demand greater exploration and analysis that would change the way we frame the question and position ourselves for the future. The results of which is that thought leaders need to be risk takers and provide an informed future vision that can serve at the very least as a starting point for improvement and change.

I don't believe we can address all the questions the rebuttal writer raises in this response. Many of these questions will need follow-up study and deliberation; however, the big question we want the reader to consider is "what is the current level of preparedness when responding to Complex Mass Fatality Management (CMFM) events, and have we really achieved the best process using the framework we are currently applying?" The rebuttal writer takes a

position that would lead one to believe the current HHS approach is or will be adequate in addressing the required MFM capabilities. We disagree. The thought leadership authors through experience, study and observation believe that CMFM is just not well addressed or served through the current ESF 8 configuration and can be improved with a different operating protocol or approach. Many of our authors work for the government or depend on contracts with some of the agencies that would be impacted. As we know, there can be real risk in rocking the boat too much or sharing out loud that the emperor is not clothed, so much of our paper discusses broad strategic concepts.

The core group of participants consisted not only of Cynthia Gavin and John Nesler, but also Lee Green, Ray Collazo, Frank DePaolo, Sue Ann Derkach, Don Kautz, Ph.D., Mike Luke, Cameron Ritchie, Ph.D., Rocky Shaw, Kenneth Tabor, Cindy Taylor, Lisa Valentine, and Jannine Wilmoth.

Following the development of the four themed papers, a Thought Leader Symposium was held on Oct. 18-19, 2012, that served as a forum to conduct an open participative review of the concepts. Additional review and feedback was gleaned by 36 MFM subject matter experts from around the United States, and consensus was gained from these entities before the four key papers were published in the May 2013 online version of the *IAEM Bulletin*.

After another second read of the rebuttal, we remain in disagreement regarding the thoughts and

the interpretation of some facts presented by the rebuttal writer. For that reason, we would like to extend an offer for a dialogue with the rebuttal writer so we can share our perspectives. We can be contacted at neslerj@battelle.org and or cgavin3@csc.com. Thank you, IAEM, for the opportunity to respond.



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smeyers@iaem.com.

The Carpenter 1 Fire
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disaster response and emergency management.

Conclusion

Sound leadership and proven theories of emergency management showed LVMPD that emergency management is not relegated to the city, county or private sector. Emergency management is a viable and needed function in modern day law enforcement emergency response.

Reference

- Auf der Heide, Erik. 1989. Disaster Response: Principles of Preparation and Coordination. Accessed via the Internet at http://www.coe-dmha.org/Media/Disaster_Response_Principals.pdf, Aug. 13, 2013.

Volunteers in Oceania
(continued from page 28)

that can crop up. The state government maintains a system for managing people who spontaneously volunteer, including a database called VERIS – Volunteer Emergency Recovery Information System. This is managed by the State Recovery Office, Department for Communities and Social Inclusion (DCSI).

If a recovery agency needs assistance, DCSI will launch a web/radio/tv campaign, encouraging people affected by the disaster and spontaneous volunteers to register with VERIS. The people seeking assistance and the volunteers are then matched to suitable tasks that need to be undertaken.

Conclusion

There are challenges that need to be met with this approach – how to ensure the safety of volunteers

who have no training in emergency response, how to ensure they'll accept a command structure and undertake necessary (but often unpalatable) tasks, and the logistics of coordinating, feeding and equipping volunteers. However, it is in meeting these challenges that we can make emergency management adaptable and responsive in a changing world.

Six Back-Pocket Tactics
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operational and strategic plans, design and conduct exercises, and apply knowledge gained through after action reports and corrective improvement plans. The six tactics address this base of experience, while also readying skills for the next career turn. This emerging trend has also become a theme in professional development conferences, such as the 2011 Homeland Defense and Security Education Summit, which featured remarks from FEMA Administrator Craig Fugate and Assistant Secretary of Defence Paul Stockton.

If asked Jan. 1, 2013, I could not have predicted that my career path would have found its way to academics. Among my pursuits, I serve on the advisory board for Columbia College, working to establish a distant-learning undergraduate degree program for public safety and first responders. This online program supplements the college's traditional collegiate curriculum. As a practitioner with an academic curiosity, I took that right turn and learned that those professional contributions had positioned my career for transition to its next phase.

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