



In this issue

[IAEM Virtual Conference Is Cost Effective](#) 3

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

[CEM News](#) 5

[CEM Corner](#) 6

[Participate in the Scholarship Program's Annual Conference Online/Silent Auction to Help Provide College Funding](#) 8

[IAEM Selects Three Students for 2020-2021 Scholarships](#) 9

[Disaster Zone](#) 10

Index to October Feature Articles
Page 11

[EM Calendar/Staff](#) 32

[New Member Listing](#) 33

IAEM Bulletin Conference Issue

IAEM Reimagined Virtual Conference, "Visioning the Future of Emergency Management" – Feature articles on the conference theme begin on [page 11](#).



"Pay No Attention to the Wizard Behind the Curtain"

The "IAEM Reimagined" Tech Platform Provides Benefits to Attendees *Beyond* an In-Person Conference

There's nothing quite like the energy of an IAEM Annual Conference. Emergency management professionals from around the world gather in one place to share ideas, connect with each other, and discover tools and companies that can help them do their jobs better than ever. Even though the annual conference will feel a little different this year without the bustling hallways of attendees flowing from one session to another, bumping into old friends and meeting new acquaintances as they discuss cutting edge topics in the field of emergency management, [IAEM Reimagined](#) will provide more opportunities than ever for learning and networking.

Interact with Speakers

This year, IAEM has partnered with Shepard Exposition Services and Eventfinty, an event management platform that has powered hundreds of virtual events, not just to replicate the in-person experience that IAEM attendees expect, but to improve it. As an attendee, you can participate in plenary and breakout sessions, including the chance to interact with the speakers during live question-and-answer periods.

Content on Demand

All sessions scheduled for a conference day will be available the next morning in the on-demand portion of the platform. For two months after the conference, you will be able to watch sessions that were

running concurrent to the session you watched live, or re-watch sessions to catch any missed comments. This format provides for more continuing education contact hours than at the usual Annual Conference, where you can only be in one place at one time.

Contact Hours

To make sure that attendees receive credit for their continuing education, IAEM is working with Eventfinty to issue contact hours for each specific session that registrants attend. As a conference participant, your login credentials will work as a digital badge. Just like you might swipe your badge at the entrance to a breakout session, the platform will record when you enter a session and when you leave. To ensure that your contact hours are tracked correctly, your username and password will only work to log in on one device at a time. With the recorded sessions, you can receive up to 50 contact hours from the conference, which you may be able to apply to your [IAEM certification](#).

Next-Level Networking Opportunities

Beyond the informative sessions at IAEM Reimagined, attendees also will have access to next-level networking opportunities. The conference platform provides virtual meeting rooms, or vMeet rooms. In these rooms, you can video conference or talk to people you

[continued on page 2](#)

Pay No Attention to the Technology Behind the Curtain

[continued from page 1](#)

already know and people you meet at the conference, or make virtual introductions to expand your emergency management circle. As an attendee, you will have your own vMeet room that you can activate at any time, or you can join an existing vMeet room with an interest group or meet with an exhibitor. Using the Attendee Networking Center, you also can invite people to your vMeet room, just like you would stop to chat with a friend after a session or in the exhibit hall lunch.

Find Solutions in the EMEX Exhibit Hall

IAEM Reimagined's exhibit hall, EMEX, brings together the latest technological advances in homeland security and disaster suppliers. A visit to the exhibit hall can help an attendee find a solution to an ongoing challenge. In a visit to the EMEX hall you will discover booths for the conference sponsors and exhibitors. Most booths will feature a welcome video to describe services. Links will be available to resources provided by the exhibitor to our conference attendees. Booth attendees will be available for immediate appointments or to schedule a specific time for a one-on-one conversation in a vMeet room.

Many of the exhibitors will be participating in a conference giveaway. Like at the in-person conference when attendees play vendor bingo, attendees will need to find the vendors and register on their page for the prize.

The technology will be easier for exhibitors also. You will have access to a list of any attendees who visited your booth or met with you so you

can follow up with them—way easier than collecting business cards or swiping codes on badges!

Turn Off Your VPN to Participate and Other Tech Tips the Best Conference Experience

To be sure you have the best experience and are able to fully participate, here are some guidelines.

- Use the most up-to-date version of Microsoft Chrome or Firefox for your Internet browser when you connect your laptop or desktop to the meeting.

- Turn off your Virtual Private Network (VPN), if you usually use one. The virtual meeting interface will NOT work with the VPN engaged.

- Be sure to use a computer or laptop with either built in or external web camera and microphone. This will let you network in vMeet rooms with other attendees, just like you would at an in-person conference.

- For the real techies, the best experience uses an Internet speed of at least 10 Mbps download and 5 Mbps upload for good video quality. Don't worry about this if you have been participating in virtual meetings using video and have had no issues. Your speed is fine.

- Close all unneeded applications to give your computer additional memory for video processing

The Help Desk

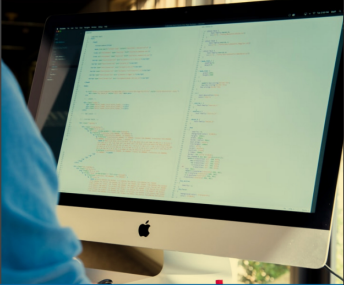
Does all this technology sound overwhelming? The conference

platform provides FAQs and troubleshooting to help you navigate the platform. You can even test your browser and audio settings before all session. In addition, your IAEM staff will be available at the Help Desk to vMeet with attendees and help with any issues that arise. The tech team at IAEM, Shepard Exposition Services and Eventfinty will help you have the best online conference experience yet.

Register Today

Don't miss out on IAEM Reimagined—this is your chance to experience the IAEM Annual Conference with more educational opportunities and expanded networking capabilities at a reduced price with no travel costs. Our virtual platform will help you get the most out of the conference, with even more chances to interact with speakers, attendees, and exhibitors than you would have in person, all from the comfort of your home or office. [Register today](#) and reimagine the IAEM Annual Conference with us! ▲

IAEM Reimagined Virtual Conference

www.iaemconference.info

IAEM 68th Annual
Conference & EMEX

IAEM Reimagined Priced Low to Help Organizations Register Multiple Employees and Use the Programs to Jumpstart Their Own Training Programs

IAEM Reimagined will launch in a few short weeks, Nov. 16-18, 2020. The conference pricing plan has been designed to encourage emergency management organizations to register multiple individuals and plan to use content in group discussions and training sessions post-conference.

Conference Registration Fees

The registration fees for IAEM Reimagined are:

- IAEM member registration fee: \$299.
- Non-member registration fee: \$379.
- Student member registration fee: \$149.

IAEM members may be eligible for regional discounts for the conference. Some IAEM regions are offering a limited number of partial

discounts. Members should visit the web section for their region on the [IAEM website](#) to find the discount code, if available.

Multiple People Can Attend the Virtual Conference for the Cost of One Person Attending an In-Person Conference

Registration fees are lower than ever for IAEM’s first virtual conference, and there are no travel expenses. If one person registered and attended the in-person event in Long Beach, California, they would’ve spent an average of \$1,942. Attending the same conference virtually saves an IAEM member \$1,643!

This means your organization could send six individuals to attend the IAEM Reimagined Virtual Conference for \$299 each (total of \$1,794), which is less than the

average price of \$1,942 for one person to attend the in-person conference. If multiple people register for the conference from one organization, the content from the conference may be used to kickstart discussions in your regular meetings and training sessions.

Don’t Miss More than 50 Hours of Content and Connectivity

[Registration](#) is open. Don’t miss out on more than 50 hours of content and connectivity with other emergency managers from around the world. Review the [program](#) and plan ways your team can participate and leverage the content for upcoming training and meetings beyond the conference. ▲

IAEM Reimagined: The Virtual Annual Conference -- Cost Effective	IAEM Reimagined: The Virtual Annual Conference -- Cost Effective
<p>In-Person Conference Costs</p> <p style="font-size: 2em; font-weight: bold;">\$1,942</p> <p>Registration: \$624/Hotel: \$820 Airfare: \$300/Food (per diem): \$198</p> 	<p>Virtual Conference Costs</p> <p style="font-size: 2em; font-weight: bold;">\$299</p> <p>IAEM Member Rate</p> 

From the IAEM-USA President

What I Have Learned by Serving as the IAEM-USA President

By Teri Axman, CEM, CPM, IAEM-USA President

My term as IAEM-USA president is winding down. I want to begin one of my last articles by welcoming our incoming president, Judd Freed, whose term begins on Nov. 18, 2020. Those familiar with Judd know him as one of the most enthusiastic, hardworking members, and certainly a driving force dedicated to the growth, long-term success, and longevity of our organization.

As Judd navigates the course ahead, he will surely make his mark on IAEM in very positive ways. I ask each of you to give him your full support and encouragement, just as you have done for me and for our other presidents over the years. I certainly will be there to help him as immediate past president. We will be there for each other!

Let us never forget that **IAEM IS YOU** – our members worldwide. One of the key lessons I learned over the past year has been the importance of being sensitive to the needs of members and working as a team to get things accomplished.

Although I may have had my personal ideas of what I thought worth pursuing, these had to be weighed against what the members really wanted and needed, as well as how best to fulfill these needs. This focuses our attention and our organization's resources on matters of real importance. You spoke, we listened, and we worked together as a team to get things done. Certain initiatives had to be reprioritized, and some were deferred to a later time in order to address immediate concerns and issues.

At other times, I went with my instincts and proposed new direc-

tions for us to actively pursue, such as my vision of a diverse and inclusive organization that continues to encourage an openness to the perspectives of others and a personal commitment to create an inclusive organization. We are better able to do this work effectively – and with authenticity – by having a diversity and equity advisor who advises the president, executive director, and board members on equity and diversity issues. The new advisor, Leslie Luke, will suggest ways to promote diversity and develop a welcoming and inclusive organizational climate. Strategically and operationally, a board that is open to change and embraces diversity leads from a position of strength and sets itself up for future success and growth. This vision has been shared and eagerly embraced by the board and members. I am gratified by the support.

Although we have diversified views and many voices, it will and should continue to be about serving our members in the best way possible: (a) by promoting the principles of emergency management; and (b) by providing information, networking, and development opportunities. It's that simple.

Why do I raise these points? *Carpe diem*. I want to seize this opportunity to impart some nuggets of wisdom (hopefully!) to future IAEM leaders based on my own experience and impressions. A position of leadership comes with certain responsibilities and insights to be gained. The first is to be sensitive to what our members want and dwell less on what leadership thinks they need. This means

actively reaching out to the members and eliciting

feedback. Next, one must be willing to listen, interpret, and decide. I have embraced the philosophy of leadership with a unified front, but with a multitude of voices, keeping in mind that our accomplishments will be realized so long as we function as a cohesive team with a single-minded purpose – to benefit our members! As we are often reminded, there is no "I" in "TEAM." Finally, be unselfish and expect your reward to be a feeling of satisfaction for a job well done, no matter what the outcome. Do your best, and have fun doing it! Be proud, but be humble.

You can all be very proud of belonging to IAEM, for being part of its rich legacy, and especially for the significant impact you will have on the world and our profession in the future.

As my time nears to step aside, I want to say that it has been an honor to serve you, our members, over the past year – and I look forward to the years to come. Even though my term is coming to a close, my commitment and active involvement in IAEM will continue.

I appreciate all of your support and the courtesy you have extended to me over the years. I thank God and the many others who helped show me the way, and especially for the support of my family and my colleagues! ▲



**Take care,
Teri**



IAEM Wants to Publicize Your AEM®/CEM® Achievement

The International Association of Emergency Managers cares about your privacy. We recently updated our preferences options for the IAEM online certification listing and membership directory. Please take a moment to doublecheck that our listing reflects your preference: see the current publicly available AEM®/

CEM® list. If your name does not appear, that means that you have chosen to be excluded from the directory listing. Click here to revise that by selecting “Update My Information” and *un-check* the “Exclude from IAEM Directory and other listings...”, if desired. Likewise, if your name appears and you prefer *not* to be included in such public lists, click here to check the “Exclude from IAEM Directory and other listings...” to ensure your preference is registered. We are proud of your achievement. Contact info@iaem.com for help. ▲

CEM® News

Reminder About Update to Number of Teaching Hours That May Be Submitted in the Application Training Section

As announced in April, this is a reminder that there has been an update regarding the number of teaching hours that may be submitted in the training section for certification and recertification applications. Teaching may be substituted for attending courses for Continuing Education/Training credit. Candidates cannot use the same teaching experience under the Professional Contributions section. Courses taught may not exceed 25% of total hours submitted in each Emergency Management Training or General Management Training. ▲

Updated Study Guide for the IAEM Certification Exam

The AEM®/CEM® Study Guide has been updated to reflect a change in the core reference list. FEMA has retired IS-547a and replaced it with IS-1300. The updated study guide can be found on the [Resource Center](#) page. ▲



IAEM-USA Treasurer Hugh Daniels, MBA, CEM, UCEM, worked with IAEM CEO Beth Armstrong, MAM, CAE, Sept. 28-29, 2020, in Falls Church, Virginia, to prepare for the IAEM-USA Annual Business Meeting and address other financial matters.

IAEM in Action



See you next year in Grand Rapids! IAEM CEO Beth Armstrong holds the logo of the in-person 2021 IAEM Annual Conference & EMEX, to be held in Grand Rapids, Michigan, Oct. 15-22, 2021. The theme will be “Looking Back to Look Ahead.”

IAEM Reimagined Virtual Conference



IAEM 68th Annual Conference & EMEX

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CEM® Corner

Sample Questions: IS-558 – Public Works and Disaster Recovery (Part 5)

By Daryl Lee Spiewak, CEM, TEM, MEP, Lead Trainer for the CEM® Commission, Chair of the IAEM Editorial Committee, and Past IAEM President (2003-2004)

Last month we continued our discussion on a new source document – IS-558: *Public Works and Disaster Recovery* – where we delved a little more deeply into recovery planning with our focus on Communication and Coordination during recovery. This month we continue the discussion by focusing on Recovery Implementation and Maintenance.

Previously we discussed how the public works recovery effort is coordinated with the community-wide recovery effort, using effective communication techniques both with other involved agencies and with the public to create a recovery plan. Just like the recovery plan for a community, the Public Works recovery. But we know that a plan is just a plan. It must be implemented in order for the community to recover. Without an effective Public Works recovery, consisting of completed essential services and critical infrastructure projects, the community cannot recover! Plan implementation is the key to community recovery.

The first step to recovery is for the community to establish a “Recovery Task Force (RTF) or Long-Term Recovery Committee (LTRC) to help develop the community-wide redevelopment plan, coordinate efforts, and address unmet needs in the community, in addition to other functions.” Different communities may call their “recovery planning team” by different terms, but the functions will remain very similar.

Emergency managers may start off leading the RTF or LTRC, with staffing provided by policy experts

from “critical partners or agencies and often include the legislative or executive branch of the jurisdiction.”

Committee Functions

Once formed, the RTF or LTRC will participate in the establishment recovery projects and priorities and “in the development of policies and procedures for redevelopment, including potential streamlining of otherwise cumbersome processes (e.g., permit issuance).” They “will identify possible mitigation opportunities and assist with reviewing current event/disaster status. Based on these findings, the team will offer recommendations for local laws, ordinances and zoning, and make suggestions for new operational protocols or standard operating procedures (SOPs).” The task force or committee also may “identify potential sources of existing or new funding opportunities and solicit a consensus for the community-wide recovery plan.”

Public Works Recovery Steps

Here is a list of steps FEMA recommends Public Works consider when recovering from a disaster event.

- Assess the damages that have occurred as a result of the specific event.
- Prioritize the issues that are affecting the jurisdiction so the community can determine its course(s) of action.
- Obtain the authority to act upon those priorities.
- Initiate the project, and coordinate with the appropriate partners in order to address those priorities.

■ Finally, review progress and adjust accordingly.

Update the Recovery Plan

Since the recovery plan is a tool that guides the community-wide recovery processes, it requires implementation and completion of projects to be successful. However, we should recognize that the plan may need to change and evolve over time. That may require continued policy changes and approvals as the process evolves.

We know that as the recovery plan is implemented, “projects will be planned, designed, funded, approved, and completed.” This means we must continually reevaluate the needed resources, including funding, project-by-project to fully implement the community’s recovery plan. As the recovery plan evolves and various projects are completed, we will revise the recovery plan and keep it up-to-date. This will be important in building and maintaining community support for the recovery process.

Building/Maintaining Community Support for Recovery

From experience, we know that stakeholders and citizens want to a part of the implementation and update processes, not only initially but also throughout the recovery process. We can accomplish this by making the recovery framework and non-sensitive information available to the public. Ensure that results are visible as soon as possible so community members can see the progress being made. And don’t forget to make reports and public presenta-

[continued on page 7](#)

CEM® Corner

[continued from page 6](#)

tions available throughout the recovery period. Failing to do these things may cause community support to break down, resulting in “a negative effect on the recovery process as a whole.”

Maintaining the Recovery Plan

Maintaining the recovery plan is the same as maintaining other plans. The RTF or LTRC should review administration planning, plan development, implementation, resource management, communication, and public information.

Documenting the recovery process is critical to accountability, particularly with the expenditure of public funds. Documentation is also critical to developing lessons learned, after-action reports, and improvement plans. So, don't forget to do it.

Other considerations for maintaining the recovery plan include characteristics such as: new priorities; policies or procedures; analysis criteria; process or plan development; training and exercises; roles and responsibilities; and funding availability.

Recovery Projects

When planning for recovery, projects should be broken down by short-term and long-term objectives. Short-term recovery projects “allow citizens to reinhabit their homes and neighborhoods. Examples include projects such as: opening roads and highways; restoring utilities; and assessing damage. Long-term recovery projects “involve activities and actions taken to return a community to pre-disaster condition, or as near pre-disaster condition as possible. Examples include projects such as: policy and/or ordinance changes;

removal and disposal of disaster debris; and repair and restoration of critical infrastructure/facilities.

Knowing there are never enough resources available to implement all the projects concurrently, the project list must be prioritized. We discussed prioritization in a previous article. During the prioritization process, we should consider newly established priorities, the mission of the public works agency and public works services, overall community recovery effort or defined goals, and the cost and available financial resources, as well as quality of life, economic impact, social equity, environmental concerns, hazard mitigation value, community support, relation to other projects, time to complete, and funding options.

Conclusion

Development and implementation of a public works recovery plan establishes the basic footprint of the public works recovery process. The RTF or LTRC should develop and prioritize both short-term and long-term recovery projects prior to implementation. Then they should update the recovery plan and keep the public and all stakeholders informed to maintain support and accountability.

Examination References

As for the previous standards, NFPA 1600 does not describe public works in disasters. Therefore, for the exam, we need to refer back to FEMA Independent Study Course IS-558 - *Public Works and Disaster Recovery* for background on the core questions. For the USA examination questions, do not forget to review IS-700b – [Introduction to the National Incident Management System](#) as well as IS-242b – [Effective Communication](#) and IS-2900a – [National Disaster Recovery Framework \(NDRF\) Overview](#).

Practice Questions

Here are two core-type questions for our analysis in this article.

1. Which one of the following is key (of paramount or crucial importance) to community recovery?

- Determining Recovery Priorities.
- Recovery Plan Implementation.
- The Recovery Task Force.
- Short-term and Long-term Projects.

This question is asking you about what a community must have in order to recover from a disaster event. Establishing project priorities is important for managing resources, but is not of paramount importance to recovery. Communities using the same project list may prioritize the list differently. So, **Response a** is incorrect. **Response b** seems to be correct because a plan is just a tool until it gets implemented. Then, projects get completed, and the community can recover. **Response c** is not correct, because communities may establish different committees or task forces to manage the recovery process. **Response d** seems to be true too, because a community needs both short-term and long-term projects to fully recover from a disaster event.

However, simply having a list of projects is not as paramount as is plan implementation. Therefore, the only **correct response is b**. See IS-558 – *Public Works and Disaster Recovery*.

2. Why should Public Works coordinate a process that works with the community-wide recovery effort?

- It is required by law or local ordinance.

[continued on page 8](#)

Participate in the IAEM Scholarship Program's Annual Conference Online/Silent Auction to Help Provide College Funding

Donate Items Online | Bid until Dec. 1 | Participate in #GivingTuesday

The IAEM Scholarship Program 2020 Annual Conference Auction runs from Oct. 20 until 10:00 p.m. EST, Dec. 1, 2020. Participation in the auction supports the Scholarship Program and helps further the education of students studying the field of emergency management, disaster management or a related program.

■ Bid on interesting items.

There are many items in the auction, and more will be added until the auction closes on Dec. 1. As always, there is a wide variety of items, including: Civil Defense era official booklets; Hurricane Irma and Harvey pins; jewelry; COVID-19 Event Challenge Coins; White House Christmas ornaments; sports collectibles; IAEM beach towel; Greece civil defense hat; EM department challenge coins; and more!

■ **How to bid.** Bid in the auction by visiting the [auction site](#) to set up your Bidding For Good account – and then follow the auction using mobile bidding, if you don't want to be outbid.

■ **In-kind item donations are still being accepted.** Items may be donated to the auction by visiting the [auction site](#) and using the "Donate Item" link on the left menu. Donations may be corporate or individual. Pictures and descriptions may be uploaded. The items may be sent to IAEM by contacting IAEM Scholarship Director [Dawn Shiley](#). The donation also be sent directly to the winning bidder by the donor if the donor is willing to assume shipping charges.

The program values all item donations and in particular seeks items similar to those listed for sale on the site. Emergency management collectibles, such as vintage

Civil Defense items or challenge coins (especially event or exercise coins) are well received. In addition, donations of vacation rentals always do well. A tax receipt is provided to those who donate items.

■ **Giving Tuesday and cash donations.** This year the auction will culminate on Giving Tuesday. In the month of Thanksgiving, please take a moment to give back to the profession. Donations do not have to be large to make an impact. **If every IAEM member gave \$5 during this campaign, the fund would grow by more than \$20,000.** You can donate quickly by visiting the [online auction](#). Just choose the Donate button on the left menu and donate securely through Bidding For Good.

Direct any questions about the Scholarship program or fundraising activities to Scholarship Program Director Dawn Shiley, shiley@iaem.com, 703-538-3542. ▲

CEM® Corner

[continued from page 7](#)

- b. So Public Works projects receive a higher priority for implementation.
- c. They shouldn't, because it will extend the community's recovery due to competing priorities.
- d. To be better able to help the community recover from a hazard event and return to normal.

This question is asking you about coordinating Public Works recovery projects with the community's recovery efforts, which includes planning, prioritization, and resource allocation. **Response a** could be the correct choice if we knew there really was a law or local

ordinance, but we do not know this. **Response b** seems correct, because some of the Public Works projects need to have a high priority, such as returning fresh water and sewer services to the community. But not all Public Works projects require the highest priorities. While **Response c** seems to be a correct statement, the purpose of coordination is to resolve the issue of competing priorities and establish a set of priorities based upon the community's recovery objectives to help the community recover from a hazard event and return to normal. Since this corresponds with **Response d**, that is the correct response for this question. See IS-558 – *Public Works and Disaster Recovery*.

When reading the questions and responses, be sure you understand exactly what the question is asking of you, and read each response before selecting the correct one. It is too easy to get distracted and select a response that appears to be correct at first glance, but is not the correct response for the question being asked.

In the Next Issue

Next month we will continue our discussion, focusing on Achieving Recovery Goals. As usual, please send any questions you have about the examination or the certification process to me at info@iaem.com, and I will address them in future articles. ▲

IAEM Selects Three Students for Scholarships

By Dawn M. Shiley, IAEM Scholarship Program Director

Scholarship and developing future leaders in emergency management is one of the many roles of the International Association of Emergency Managers (IAEM). Since 2002, the IAEM Scholarship Program has provided \$121,000 in scholarships through a competitive process to 63 deserving students working toward degrees in emergency management, disaster management or a closely related program of study.

This year, the IAEM Scholarship Commission selected three additional students to receive scholarships, bringing the total given to \$131,000.

Congratulations to 2020-2021 IAEM Scholarship Recipients

■ **Zeina Abouelazm**, the fourth awardee of the Robert C. Bohlmann, CEM, Scholarship for Service in Emergency Management, is working on dual B.S. degrees in Emergency Management and Management Communication at North Dakota State University. She is planning to graduate in 2021. She has served as an American Red Cross volunteer, working as a disaster cycles case-worker, and is the current president of the American Red Cross Club on the NDSU campus. When COVID-19 hit the United States this year, Zeina joined Epicenter Innovation as an intern and supported numerous projects. She also interned for the North Dakota Division of Homeland Security, supporting preparedness, mitigation planning, and the state's COVID-19 response. Zeina was awarded a \$4,000 IAEM Scholarship.

■ **Roni Fraser** is working toward a Ph.D. in Sociology at the University of Delaware. She is an affiliate of the Disaster Research Center, one of the

nation's leading centers on social and management aspects of disasters. As an undergraduate at the University of North Texas, Roni held internships with such organizations as the South-Central Climate Adaptation Science Center, the City of Coppell Fire Department, and even with the Office of Security and Emergency Preparedness in the Executive Office of the United States President. As a graduate student, she has completed an environmental and historic preservation internship with FEMA Region VI, and a data analysis internship with the National Highway and Traffic Safety Administration. Roni was awarded a \$4,000 IAEM Scholarship.

■ **Ana Jimenez** plans to complete her Master's in Emergency Services Administration at California State University at Long Beach in December 2021. She is the third awardee of the Samuel Henry Prince IAEM Scholarship funded by IAEM-Canada. Shannon is a community services coordinator for the Long Beach Fire Department, where she is an instructor for the Long Beach CERT program, manages the fire department volunteer programs, and is responsible for the department's public information efforts, including social media and websites. Ana coordinated READY Long Beach, an award-winning emergency preparedness expo. She received a \$2,000 IAEM Scholarship.

Support the IAEM Scholarship Program

The IAEM Scholarship Program is a 501(c)(3) public charity, and donations are tax deductible as a charitable contribution to the extent permitted by law. You can easily donate online.

Give by Shopping Online

Another way to help is to **shop online!** With the increase in online shopping due to COVID-19, your online purchase could result in automatic donations to the **IAEM Scholarship Program**. When you shop at more than 800 participating online stores through iGive.com, a portion of each purchase comes back to the IAEM Scholarship Program in the form of a donation check. It's free for you, free for us, and you pay the same (or less!) than you would by going directly to the store. See for yourself at

www.iGive.com/iaemscholarship.

Just create your account and select IAEM Scholarship as your charity. Download the iGive extension for your browser and you will never miss a chance to give.

Amazon.com shopping also will provide donations to the IAEM Scholarship Program. Visit Smile.Amazon.com to choose IAEM as your charity. Amazon will donate 0.5% of the price of your eligible Amazon Smile purchases to the scholarship program. After registering, always remember to put smile in front of Amazon when visiting the site. The products and prices are the same, and your regular shopping will help IAEM provide scholarships to deserving students.

Additional information about the IAEM Scholarship Program is available at www.iaem.org/scholarships. ▲



Disaster Zone

How to Organize Your EOC

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

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

No matter what the size of your jurisdiction, something that every emergency manager needs to figure out is how to organize their Emergency Operations Center (EOC).

I've already written about how I prefer that the facility and function be called the Emergency Coordination Center (ECC). It is important to note that what you call it and how you perceive it functioning might determine how you organize the function. Is it a place of "command," or is it a place only for "coordination"? It can be both!

Three Models in Common Use

There are three different models in common use and variants to those abound!

■ **Incident Command System (ICS):** one of the more common models since the terrorist attacks of 9/11 and the formation of the Department of Homeland Security. We have had all the training requirements for the National Incident Management System (NIMS), which has resulted in many jurisdictions choosing to use ICS in their EOC.

Does your EOC using the ICS terminology have an "Incident Commander?" Personally, I don't think the EOC commands much of anything. Thus, I prefer the facility be called the Emergency Coordination Center (ECC). I've used the terms Disaster Manager and Incident Manager for who is in charge at an EOC or ECC.

Does your EOC use all of the ICS forms? Not likely. The one aspect I find very appealing out of ICS is the Incident Action Plan (IAP) for each operational period. It helps get the

members of the organization all moving in the same direction!

I have always thought of the EOC as being more like a Multi-agency Coordination Center (MACC). It would not be commanding, but rather apportioning resources to multiple incident commanders in the field and coordinating their joint efforts.

■ **Organizing by Emergency Support Functions (ESFs):** This used to be more prevalent, before the onset of ICS. Early on, we saw many federal EOCs operating in this fashion, and you still may receive a phone call from someone from "ESF such and such" at FEMA. This is because they still think in terms of the Federal Response Framework, which divides the functions up into ESFs. Additionally, there are those jurisdictions that mix and match ICS terminology, plans, operations, etc., with ESFs as a hybrid mix of the two.

■ **Military:** I came out of the Army and immediately saw how ICS had been adapted out of how the military organizes its command centers and EOCs. The hardest part I had in understanding was that in ICS, "divisions" were geographic and not composed of a combined arms force of about 15,000 people and vehicles.

Even adapting the military organization, there is no finance in combat. You may have planning, logistics, operations and public affairs, but bean counters are not in combat facing the enemy. So, every system needs some adaptation to the environment we work in.

In reality, there is no national standard that is widely adopted. When it comes to EOC organization

charts, it is a Burger King, "Have it your way" to organize.

What Your EOC Needs

■ **Communications Element.** I can tell you that your EOC needs a communications element. This can be both government communications and amateur radio. Anyone who ignores amateur radio does so at their own peril. When the chips are really down, you will need them.

■ **Call Center.** Many, but not all, EOCs will have a call center, where a few or many people may be taking and transferring calls within the EOC. Some EOCs don't publicize an EOC phone number, which I think is a huge mistake. Agencies need to find you, and if you are in government, I think citizens have a right to connect with someone in a disaster that is not 911, 211 or 311 (although the latter two could be a solution for citizens).

■ **Flexibility.** Even if there was a national standard, it would not and could not be followed by everyone. We tend to make our national systems complex, and that doesn't fit every situation. Small counties, cities and special purpose districts need the flexibility to adapt to the resources that they have available.

Conclusion

You now have the ability to do whatever you please and organize however you want. The key is to make your system functional, simpler vs. complex, and then train the people who will respond to the center on its operation. Lastly, activate it every chance you get so that people gain experience operating in the EOC environment. ▲

Special Focus Issue Features:

“Visioning the Future of Emergency Management”

Developing a Future Emergency Management Workforce Through Competency Frameworks, by Shirley Feldmann-Jensen, Ph.D., Lecturer and Program Coordinator, Criminology, Criminal Justice & Emergency Management, California State University Long Beach; Steven Jensen, Ph.D., Advisor and Lecturer, American Red Cross Scientific Advisory Council; and Sandy Maxwell Smith, Ph.D., Professor and Department Head, Arkansas Tech University 12

Social Vulnerability Indicators and Decision-Making: Trends and How to Get It Right, by Hannah French, Branch Manager, Public Health-Seattle and King County; and Derrick Hiebert, CEM, Hazard Mitigation Specialist, King County Office of Emergency Management 14

FirstNet Powers the Future of Emergency Management, by Kyle S. Richardson, Senior Public Safety Advisor, First Responder Network Authority 17

Assessment and Accreditation of Emergency Management (and Homeland Security) Education Degree Programs, by Larry A. Porter, Ph.D., CEM, CAEMHSE President, and Valerie Lucus-McEwen, MS, CEM, CBCP, CAEMHSE Secretary 19

The Elements of Surprise – The New Pandemic Planning: Building Business Community Resilience into Your Response and Recovery Plans, by Tracy Montgomery, M.Ed., MA, CEM, Emergency Manager, City of Surprise, Arizona 21

The Next Generation Emergency Manager, by Michelle Tilley Oblinsky, CEM, VaCEM, Bureau Chief of the Virginia Emergency Support Team (VEST), Virginia Department of Emergency Management 24

Are We There Yet? by Nicole Marks, MEP, CEM, Director of Planning, Nassau County Office of Emergency Management, New York 25

Critical Need for Disaster Mental Health Intervention Planning: Are We There Yet? (Part 2 of 2) by Sharon L. Cohen, Communications Specialist and Mental Health Advocate, co-author with Bob Schmidt, LPC, of *Disaster Mental Health Community Planning: A Manual for Trauma-Informed Communication* 26

The Future of Emergency Management: Ensuring Global Enterprises Have Local Plans That Are Viable, Accurate and Useable, by Christopher Stitt, MS, CEM, Supervisory Special Agent, U.S. Department of State’s Diplomatic Security Service, and Adjunct Faculty, George Mason University 28

2020: Harbinger for the Challenges Ahead and Vision of the Future of Emergency Management, by Nathaniel Matthews-Trigg, MPH, Exercises Coordinator, NWHRN Healthcare Emergency Coordination Center, and Affiliate Instructor, University of Washington Department Environmental and Occupational Health Sciences, Center for Health and the Global Environment (CHaNGE) 30

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Invite your colleagues to check out TWO free sample issues: “Black Swan Events: Pandemics” (April 2020) & “Visioning the Future of Emergency Management,” (October 2020 IAEM conference issue) at www.iaem.org/Bulletin.

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

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

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

Developing a Future Emergency Management Workforce Through Competency Frameworks

By Shirley Feldmann-Jensen, Ph.D., Lecturer and Program Coordinator, Criminology, Criminal Justice & Emergency Management, California State University Long Beach;

Steven Jensen, Ph.D., Advisor and Lecturer, American Red Cross Scientific Advisory Council; and

Sandy Maxwell Smith, Ph.D., Professor and Department Head, Arkansas Tech University

Building a future emergency management (EM) workforce requires a pathway that realizes the ongoing changes in risk environments and stays consistent with approaches taken across communities, civil society, and business. Regardless of the setting – rural or urban, north or south, east or west – successful EM depends on appropriate knowledge, skills and abilities to help communities work together to be resilient. The focus of this article is the new generation of core competencies established to undergird and support future EM workforce development.

What Are Core Competencies?

The fundamental and unifying nature of core competencies strengthen the development of an

advancing and specialized professional EM workforce. The idea of core competence was first introduced at Harvard in 1990, where a successful corporation was seen as deeply rooted and focused on its unique competencies. A more current description for core competencies embodies collective learning that integrates and coordinates diverse skills and invests in strategies that unify the wider organization or stakeholder community.

Differentiating core competencies from technical competencies is critical. Core competencies are the broader profession-relevant knowledge, motivation and behaviors. As such, core competencies represent the collective learning that supports and connects the wider EM commu-

nity. In contrast, technical competencies are generally unique to a specific functional component of the discipline and are important to accomplishing the tasks related to those functions. The two competency types complement each other yet can often be confused. Similarly, foundational competencies are the more common expectations of anyone in the workforce, such as oral and written communication skills and basic mathematics.

Future Practice

The updated core competencies were built to address emerging challenges. Likely forces of change will influence professional practice in the future, when challenges are likely to be different from those we confront today. In looking at potential future shifts, the interactions of multiple drivers within and between the natural, built and social environments were reviewed.

Further, the practice of EM is varying through shifting interactions between international, national, and local actors, and government, business, and civil society. Important implications for the workforce development today and into the future are found in these interactions. Consequently, core competencies are pivotal to developing successful future EM practice in the midst of ongoing changes in risk and practice.

The Next Generation Core Competencies

A Next Generation Core Competency framework for emergency

[continued on page 13](#)

<i>Core Competencies that Build the Individual</i>
➤ Operates within the EM Framework, Principles, and Body of Knowledge
➤ Possess Critical Thinking
➤ Abide by Professional Ethics
➤ Continual Learning
<i>Core Competencies that Build the Practitioner</i>
➤ Scientific Literacy
➤ Geographic Literacy
➤ Sociocultural Literacy
➤ Technological Literacy
➤ Systems Literacy
<i>Core Competencies the Build Relationships</i>
➤ Disaster Risk Management
➤ Community Engagement
➤ Governance and Civics
➤ Leadership

Table 1: The Next Generation Core Competencies for EM Professionals.

Developing a Future EM Workforce Through Competency Frameworks

[continued from page 12](#)

management professionals was the focus of research conducted in 2015-2017, in partnership with the FEMA Higher Education program. The resulting 13 competencies (See Table 1, page 11) and their measures were designed for widespread application and to be further contextualized for each location, such that the preparation of EM professionals can benefit. The nested categories of core competencies have attributes, which foster the individual, the practitioner, or relationships (See Figure 1):

- (1) EM Core Competencies that Build the Individual,
- (2) EM Core Competencies that Build the Practitioner, and
- (3) EM Core Competencies that Build Relationships.

An evidence-based model for measurement accompanies each core competency. The connected behavioral anchors provide broader observable examples that demonstrate achievement of the core competency. Each behavioral anchor has associated key actions at multiple levels of education and practice, which provide greater specificity of core competency demonstration. Together, the core competencies, behavioral anchors, and key actions form a helpful guide toward preparation of a future EM workforce. The behavioral anchors and their key actions can be used toward observable performance measures or generating measurable learning objectives to underpin a higher education program or curriculum. The subsequent observations offer a versatile evidence base for focused improvements, refinement of curriculum or organizational

practice, and locating untapped potential.

How Are Core Competencies Used?

Core competencies have been used in a variety of ways. Most commonly they are used in developing student learning outcomes for training and education programs. The core competency work supports the education processes involved in preparing the EM workforce of 2030 and beyond.

The future-oriented core competencies undergird and inform a pathway for education programmatic outcomes and student learning, which is a lengthy process. Additionally, competencies can provide a unity of effort among and between programs, creating a pathway for consistency in EM professional education criteria. The competency framework is already being disseminated and incorporated into curricula; it also is designed to be adapted and built upon as evidence and needs change.

Collective efforts can become more focused as core competencies provide transparency in what is considered effective performance in the workplace. Development of job descriptions, selection of candidates, and performance evaluation are additional ways core competencies can be utilized. Likewise, core competencies can provide a framework for education, practice, and research to better communicate what is needed from each other. Thus, core competencies have significant influence, and can further

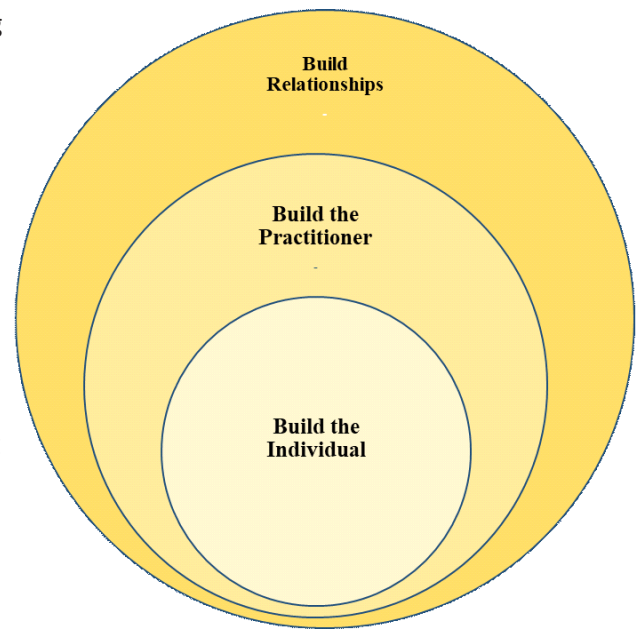


Figure 1: EM Core Competency Functional Categories' Relationship.

professionalize EM by providing a means for education, practice, and research to work together using a common platform and metrics to achieve continual improvement.

Conclusion

Looking beyond, many of the 13 core competencies articulated have potential to gather diverse but related functions for workforce development under a common core competency. Thus, making the education far more efficient and cost effective. Professional development linked to the competencies and their measures will better equip the future workforce to build resilience across communities at all levels. Going forward, the diffusion and implementation of the competencies into practice needs to be better understood. Toward that end, the Next Generation Core Competency project is available to be used in whatever way will further the advancement of the EM workforce. The work can be downloaded in its entirety [online](#). ▲

Social Vulnerability Indicators and Decision-Making: Trends and How to Get It Right

By Hannah French, Branch Manager, Public Health-Seattle and King County; and Derrick Hiebert, CEM, Hazard Mitigation Specialist, King County Office of Emergency Management

Everyone loves indicators. While data visualization is nothing new, the COVID-19 catastrophe, the protests and civil disturbances, and sudden (majority) public awareness of some degree of systemic inequity has encouraged organizations to push the envelope on using and interpreting data. ESRI now even has a [redlining base layer](#), presented as part of the inauguration of the equity and social justice track at the ESRI user conference.

These indicators are in the news, providing data around the debate on why COVID prevalence is so high in some minority communities, and the source of some public ire in the media. ([See \\$165 a week for COVID analysis? That's how much Washington paid a global consulting firm.](#))

Using data and indicators can be extremely powerful, but over-dependence on them may obscure, rather than support, quality decision-making, especially if you are interested in getting equity and social vulnerability right.

COVID-19 illustrates the value of vulnerability indicators and led both to a rapid growth in the number of new tools and refinement of old ones. In part, this may be because indicators of COVID vulnerability are indicators of social vulnerability, and in part, this may be because of growing awareness that public disaster mitigation, response and recovery programs have not benefited communities equally. Beyond public health emergencies like COVID-19, indicators can help program managers target investments or tailor operations based on specific community characteristics or anticipated needs.

As any geographer knows, however, maps and data lie. Indicators are meant to simplify and speed situation assessment and support decision-making, and they do, but the user has to make sure to select the right index and the right indicators for the job.

What Is Out There?

There are several national, as well as many state and local indices, measuring vulnerability. They tend to share several characteristics, such as the use of U.S. Census data at the tract level and sponsorship by public health organizations. They also typically use the term “social vulnerability,” a phrase popularized by the Social Vulnerability Index (SoVI) out of the University of South Carolina, the first widely used vulnerability tool. In all cases, the indicators discussed below claim to be based on an extensive academic literature review of the causes of loss and delayed recovery.

General Kinds of Tools

There are two general kinds of tools.

- First are tools based almost exclusively on Census data and designed for use at the national scale (but with some local capability). These include FEMA’s [Resilience Analysis and Planning Tool \(RAPT\)](#), The CDC’s [Social Vulnerability Index \(SVI\)](#), and the new Census [Community Resilience Estimates](#). These tools are free and provide tract-level estimates relative to other Census tracts. Vulnerability is therefore relative in these models.

- The second kind of model is more focused on specific indicators

of community well-being, usually connected to public health. These include [The California Health Places Index \(HPI\)](#), a tool measuring the relative “health” of an area using both environmental health measures and socio-economic factors. King County has a number of tools, but one that is attempting to allow users to look at vulnerability from multiple perspectives is [Communities Count](#). This tool has users look at measures like food insecurity, education, and health, and includes trends and demographic customization as well.

What Do They Measure?

Most indicators try to measure the likelihood of loss from a disaster and the speed/ease of recovery. They do this by calculating the social factors that influence recovery (like home ownership or wealth), usually in the absence of any particular hazard driver. These indicators also try to measure intersectionality – the idea that a confluence of conditions has a multiplier effect on outcomes. For example, a poor person who is a renter and is dependent on public transport is said to be more likely not to recover than a poor homeowner who owns a car).

The modeling of intersectionality is the main value claim of indicators over simple data layers in a map.

Pitfalls

The most basic criticism of indicators is that they over-aggregate. Indicators combine variables that are highly related statistically and make claims about those

[continued on page 15](#)

Social Vulnerability Indicators and Decision-Making: Trends and How to Get It Right

[continued from page 14](#)

relationships based on academic literature. This may be accurate, but users are dependent on the decisions made by developers on what the relationship is. Furthermore, if a place is highlighted as vulnerable, it is still necessary to do a deeper dive into the components of that vulnerability to understand what is driving it. Many users, especially decision-makers however, may be tempted to lean on the top-level vulnerability score.

Indicators also may make places appear less desirable by “vulnerability redlining” a community. In Washington State using the SoVI, for example, Census tracts encompassing indigenous communities and reservations are highlighted due to their proportion of a population defined as vulnerable (indigenous people). The very presence of this community therefore “made” the tract score as more vulnerable.

With the SoVI, SVI, and others that use race and ethnicity as a determinant (cause) of vulnerability, it is possible to use vulnerability indicators to discriminate on the basis of race or ethnicity. Social vulnerability indicators therefore could be used to encourage disinvestment from a place that actually is in most need of resources.

How to Actually Use Indicators

Indicators can be extremely valuable as *decision support tools*, but they are *not* “decision-making tools.” Indicators can help illustrate where additional emphasis might be needed, but they don’t tell you what is needed or whether a specific program will work in a specific place.

To use indicators correctly, therefore, do the following:

- First, ensure you are using a tool that does not over-aggregate and over-simplify vulnerability. Make sure that you understand the definition of vulnerability for your situation (e.g. hazard loss, public health, food insecurity, etc.). Then, make sure that your tool includes factors that are actually related to what you are trying to do or that would indicate a need for program customization (e.g. languages present in the community, homeownership status).

- Next, feed data on your planned investments or programs into your tool, and see whether your programs are equitably supporting those places and people you’ve identified as most in need.

- Third, engage the communities in question to see whether your indicators are accurate and to ensure that the programs are meeting needs. This also can help you identify root causes of vulnerability instead of relying on indicators alone.

- Fourth, track the rollout of your program, and see if it impacts vulnerability over time. This may take years, but good programs should have an impact on those who benefit.

- Consider not publishing indicators if you won’t use them to increase investments in highlighted communities. Simply highlighting a place as “vulnerable” without using that data to support public investment may have long-term negative consequences on that place if people and businesses choose to use this data to stay away.

King County Developing Decision Support Tool

King County is working on a decision support tool that will help

to measure the equity outcomes of our investments pre-, during, and post-disaster. After many community conversations, our object is to reframe the way that public service workers and officials think about and meet need. The tool will host pre-populated datasets on impact zones for most major disasters, including earthquakes, hazardous waste spills, landslides, and dam failures. Each disaster also will have its own unique layers indicating social needs data that provide the strongest barriers to recovery in communities. In times of emergency, data on a novel disaster such as the COVID-19 pandemic can be input into the tool in order to provide an initial set of information on the most pressing needs of impacted areas. In turn, emergency management could develop more robust trauma-informed and just-in-time trainings for community outreach providers and have a stronger foundation for relief programs prior to community’s engagement.

One example is investments toward earthquake resilience. Housing age is one of the biggest predictors of vulnerability to post-earthquake recovery. In the case of the mitigation tool, it would be one indicator that lay within the earthquake-specific hazard package. Because housing age correlates to other factors and is influenced by redlining and histories of residential segregation, communities of color and/or lower income communities may be more likely to live in older houses. Yet a tool that emphasized race or low income as a vulnerability in and of itself would not be able to design specific relief programs without knowing that specific cause of vulnerability. As emergency managers, it is imperative that we are conscientious of this distinction.

[continued on page 16](#)

Social Vulnerability Indicators and Decision-Making: Trends and How to Get It Right

[continued from page 15](#)

Conclusion

Our hope is that this tool can shift the way we think about vulnerability, from a characteristic of community to an outcome perpetuated by systemic gaps in equity. The tool identifies areas of opportunity for investment in infrastructure, and guides emergency management specifically to policy areas that will improve a community’s resilience in the long term and enable them to be better prepared for a disaster. ▲

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Questions? Contact **Karen Thompson**, editor.

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FirstNet Powers the Future of Emergency Management

By Kyle S. Richardson, Senior Public Safety Advisor, First Responder Network Authority

Emergency management thrives on good communication, and good communication is based on good information – pertinent, timely information. As a senior public safety advisor for the [First Responder Network Authority](#) (FirstNet Authority), I work with emergency managers and other officials to understand their current public safety communications, and what they need and want in the future.

One big thing I hear is that, with advances in broadband technologies, emergency managers now have access to more and better information than ever before. FirstNet, the nationwide public safety broadband network, is a key to accessing these new data sources at the right time and the right place.

When we envision the future for emergency management, we can look to today's emerging technologies to understand where the field is trending.

■ **Emergency management agencies are already modernizing operations with real-time data.** Joe Sastre, who is [IAEM's representative on the FirstNet Authority's Public Safety Advisory Committee](#), has provided expert guidance on shaping the future of public safety's network. He said, "With the development and continued improvements we see in artificial intelligence, coupled with the capabilities of FirstNet, public safety officials will be able to routinely receive data and information as it occurs in real time, which will in turn enable us to make decisions about how we will protect our citizens, based on current information."

These new technologies are being used in all four phases of

emergency management: mitigation, preparedness, response, and recovery. Joe said, "For years we made our decisions based on what had recently been reported. Now we can make decisions based on better, fresher information, and our dedicated public safety network will ensure that the information will get through to us."

■ **Drones are streaming live video in situations where human pilots can't go.** Human pilots are prohibited from flying at night over disaster areas because of the risks of crashing. Unmanned aerial systems don't face those same restrictions.

When the Kilauea volcano erupted in Hawaii in 2018, drones were able to monitor the lava flow overnight when it dangerously approached a geothermal power center. Although the center had been evacuated, it still housed toxic and explosive materials. The drones streamed live video via a FirstNet connection to the emergency operations center (EOC) 40 miles away. Officials were able to track the lava in real-time and better monitor a hazardous situation.

■ **Emergency managers have unique insight into the network's status.** FirstNet has a feature called the [Advanced Network Status Tool that allows authorized personnel](#) – such as communications unit leaders, communications technicians, or Emergency Support Function #2 communications coordinators – the ability to view network details at the cell-site level. It even enables users to obtain more granular information on which specific sites within a network market area may be impacted by an outage. Knowing where that critical infrastructure is – your communica-

tions lifeline – can be a key piece of data in real-time planning. This unprecedented visibility into *your* network is just one of the many differentiators that come with being a FirstNet network subscriber, and a key ask from public safety for the network.

Recently, Travis Johnson with the Louisiana Office of Homeland Security and Emergency Preparedness used the tool to determine what communications assets to send with search and rescue teams responding to Hurricane Laura. "It enabled us to make better decisions about where to send our limited resources," he said.

■ **Mapping tools help create a common operating picture for responders in the field and the EOC.** When [the Rhode Island governor declared a state of emergency for a gas outage](#) in 2019, the state emergency management agency organized a door-to-door operation to check on residents and inspect infrastructure. Using FirstNet-enabled smartphones, canvassers uploaded data to an app that tracked which residences were safe and where assistance was needed.

"Without having the use of FirstNet, it would have taken us hours to compile the data, relay it from one location to another, bring it in to the state emergency operations center, and then display it for the decision-makers," explained Christopher McGrath, operations support branch chief at Rhode Island Emergency Management Agency. "Having that real-time access to data and the guarantee that we wouldn't be interrupted by commercial network overloading in any

[continued on page 18](#)

FirstNet Powers the Future of Emergency Management

[continued from page 17](#)

particular area really made our response much more efficient.”

■ **New technologies coming soon will enhance current capabilities.** 5G is the next generation in wireless technology, and it will provide peak data speeds, higher throughput capability, and improved latency. For emergency management, that means a greater use of video – from fixed cameras or with drones, more accurate location data, and an ecosystem of connected vehicles, sensors, and devices that will change public safety communications. That’s why the [FirstNet Authority Board has committed more than \\$200 million for initial network upgrades](#) to set

FirstNet on the path to 5G and to expand the fleet of deployables.

Drone video will evolve from the white-noise of a 24/7 data deluge to targeted footage that gives decision-makers crucial information to use at the right moment. Mapping technologies will encompass Z-axis location to give more precise geolocation data, especially for pinpointing the exact floor inside tall buildings. A proliferation of sensors will collect, process, and transmit data from multiple sources like smart buildings, weather sensors, and traffic sensors to provide better situational awareness.

■ **The future of emergency management comes with new considerations.** Emergency managers must be able to triage incoming information and make it useful in the moment. That’s why we’ve identified [situational aware-](#)

[ness as a key priority](#) in the [FirstNet Authority Roadmap](#), our guide for the evolution of the FirstNet network. We’ve heard from emergency managers and other officials that useful situational awareness technologies include mapping displays that clearly show the location of personnel and assets and standards-based

devices that collect and synthesize vast amounts of data.

Another important consideration is to protect the influx of new data from cybersecurity threats. The information accessed and compiled by emergency managers must be secure from unauthorized use, adhere to security best practices, and comply with laws and regulations. [Secure information exchange is another key priority](#) that we’ve identified in the FirstNet Authority Roadmap. Unlike commercial networks, FirstNet is built with a dedicated, physical core that keeps public safety data separate from other users. The core offers advanced security measures, including end-to-end encryption, user authentication, and round-the-clock monitoring through a Security Operations Center staffed by a dedicated team.

■ **A vision for the future of emergency management includes smart and secure communications.** FirstNet is continuing to push the envelope for public safety communications, opening up new capabilities for emergency managers and the first responders with whom they work.

“FirstNet provides—for the first time ever in the history of this country—the ability to have one network for all public safety and all government resources to communicate in real-time,” said [Brian Crawford](#), current FirstNet Authority Board member. “It’s a game-changer.” ▲

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Assessment and Accreditation of Emergency Management (and Homeland Security) Education Degree Programs

By Larry A. Porter, Ph.D., CEM, CAEMHSE President, and
Valerie Lucus-McEwen, MS, CEM, CBCP, CAEMHSE Secretary

Let's say you are working through applications for an entry position in your organization. You've narrowed it down to two individuals, and are about to review their education, specifically their transcripts, before offering an interview. Both applicants have a degree: Bachelor of Science in Emergency Management (BS in EM).

Applicant A, a 3.5 GPA graduate from School A, has apparently taken four courses that you recognize as emergency management content. That's 12 credit hours.

Applicant B, also a 3.5 GPA graduate, went to School B. Their transcript is filled with 10 emergency courses, totaling 30 credit hours. S/he also has completed a substantial internship.

Both applicants have the degree, but one has much more of an "education." All else being equal, which would you be more inclined to hire?

In the past 15 years, a degree has become routinely required for even *entry level* emergency management positions, and a degree in some area of emergency management is a definite plus. Even taking the role of *experience* into account, the advantage of a comprehensive emergency management education can often tip the scale in making hiring decisions.

How Does One Evaluate a Degree?

The question then becomes, how does one evaluate this degree? The fact is a lot of people have asked this question, and the answer is there

hasn't been one. That is changing with the growth of an organization devoted to assessing higher education emergency management related degree programs.

The recognition of the need began in the early 1990s, when Kay C. Goss, CEM, then associate director for FEMA's National Preparedness, Training, and Exercises Directorate, charged Wayne Blanchard, Ph.D., at the Emergency Management Institute (EMI), located at the National Education Training Center, in Emmitsburg, Maryland, to expand collegiate emergency management programs across the nation. There were two or three schools when he started, and there are more than 200 programs now.

However, while FEMA offered encouragement and assistance in building programs, including course materials and content, FEMA was never in a position to mandate any standards. There was then, and still is now, a *wide* variance in the scope of content and, thus, the quality of degree education from school to school, or program to program.

In 2018, a partial survey (about 60 schools) of emergency management-related degree programs revealed a wide variance in content required for the degree. At one end, there were five schools offering EM-related baccalaureate (bachelor's) degrees requiring 12 credit hours and no internship, and at the other were two schools requiring 60 credit hours *and* an internship).

Of the 51 schools with usable data, about half (22) had less than 30 credit hours of EM content in

their degree requirements, and 26 had 30 credit hours or more. That's an assessment of about half of the number of EM bachelor's degree programs.

Principles of EM Plus Further Development of Core Competencies

There have been more than 20 annual conferences, now symposiums, of EM educators and practitioners meeting in Emmitsburg each summer, sponsored by FEMA's EMI, fostering EM education and the development of the field. A special interest group (SIG) began discussing standards for EM programs in the early 2000s. Dr. Blanchard started the effort by describing core competencies for emergency managers, *The Principles of Emergency Management*.

Those competencies have evolved into the more comprehensive August 2017 publication of *The Next Generation Core Competencies for Emergency Management Professionals: Handbook of Behavioral Anchors and Key Actions for Measurement*. (Both Dr. Blanchard's Top Ten Core Competencies, as well as the Next Gen Handbook are [online](#). These standards were an outgrowth of the special interest group, and were developed with considerable input from academics and practitioners around the world.

Formation of CAEMHSE

An outgrowth of the effort to establish education standards for the EM field was the formation of a

[continued on page 20](#)

FirstNet Powers the Future of Emergency Management

[continued from page 19](#)

group of educators and practitioners that has become the 501(c)(4) non-profit [Council for the Accreditation of Emergency Management & Homeland Security Education](#) (CAEMHSE). In addition, there now is a FEMA SIG dedicated to education standards, accreditation, and overall EM/HS educational unity of effort.

Peer-Accepted Standards for EM-Related Degrees

CAEMHSE has established peer-accepted standards for emergency management-related degrees, and has been working to assess and accredit programs at the associate's, bachelor's, and master's degree levels. CAEMHSE, for example, has established that EM bachelor's degree programs should instruct at least 30 credit hours of EM content (or 24 credit hours of core EM content and another six of related EM content, such as homeland security or business continuity content).

Download Documents

You are invited to peruse the *Guide to Emergency Management & Homeland Security Education Accreditation Assessment* document on CAEMHSE's [website](#). CAEMHSE is also ready to assess and accredit

homeland security-related degrees using a published set of peer-reviewed education standards ([Journal of Homeland Security and Emergency Management](#)).

In the past two years, CAEMHSE has assessed and accredited two EM programs. This group also has been working toward formal recognition as an accrediting body. The move to virtual assessments is cutting down the costs of accreditation.

As EM/HS Fields Continue to Mature, Mandated Accreditation Is More Likely

The EM and HS fields continue to mature. They are not as mature as fields like nursing or engineering. Those fields *require* that in order to become licensed in the field, the person must be a graduate of an accredited school. EM has no such requirement, but we want to paint a picture of a scenario that might prompt movement toward requiring EM (and HS) programs to become accredited. What about a situation where a jurisdictional emergency manager (not an EM grad or CEM® certified) makes a decision, in the heat of the response battle after a disaster, which proves to be significantly wrong? A lawsuit is initiated against the jurisdiction (city or county), including the mayor and the emergency manager. The findings include the lack of any formal education of the emergency manager, and the city/county ends up paying multi-millions of dollars.

A Growing Trend

Might this prompt the growing trend of ensuring that the people directly involved in life-and-death, post-disaster decision-making be qualified? The requirement(s) for education and certification would grow, as would a push for accreditation of programs readying people for this kind of work and as laws are passed requiring accredited programs and licensure of individuals. That's the future as we see it!

Why have [minimum] standards? What's the benefit of an institution becoming accredited? The answer is that when you hire an EM-educated person, you can be assured of a level of quality and knowledge of the field in the applicant.

Learn More

See what's going on at www.caemhse.education. And if you want to help, contact either the president or one of the two vice presidents.

■ *President:* Larry A. Porter, Ph.D., CEM, Larry.A.Porter@gmail.com.

■ *Vice President for Emergency Management:* Steven Jensen, Steve.Jensen@csulb.edu.

■ *Vice President for Homeland Security:* James Ramsay, james.ramsay@unh.edu.

CAEMHSE is looking for both educators and practitioners. ▲



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The Elements of Surprise

The New Pandemic Planning: Building Business Community Resilience into Your Response and Recovery Plans

By Tracy Montgomery, M.Ed, MA, CEM, Emergency Manager, City of Surprise, Arizona

As the City of Surprise looks back on the first six months of its pandemic response, efforts to assist local businesses and consumers are among the most successful achievements. A willingness to develop non-traditional responses to the unique challenges presented by the pandemic have resulted in local businesses surviving and thriving, while similar businesses in other cities struggle to hang on. These new solutions have strengthened the emergency response and recovery capacity of the City of Surprise, increasing its overall capabilities.

Mind the Gap – Business and Consumer Engagement and Assistance

As the COVID-19 pandemic descended on communities across the country, most cities activated their Pandemic Response Plans and stood up their National Incident Management System (NIMS) Incident Management Teams (IMT’s) to ensure a coordinated response to issues. They deployed Personal protective equipment (PPE), initiated communication with

the community, supported testing sites, and set policy to minimize the spread of the illness, all according to their plans.

That said, as emergency declarations were made and governments mandated business closures and restrictions, many cities found themselves without effective plans to assist businesses in adapting to the numerous and often murky iterations of these ever-changing directives. When the Surprise IMT assessed and prioritized community needs, the lack of information, direction and assistance for local business and their consumers quickly rose to the top of the list of unaddressed critical needs.

Modify your Incident Management Team

In a move NIMS purists might consider taboo, Surprise added the “City Continuity Section” to their IMT organizational chart to address business and community needs, and named their economic development and human services directors as section chiefs. With the sole intent of keeping businesses afloat while providing consumers access to

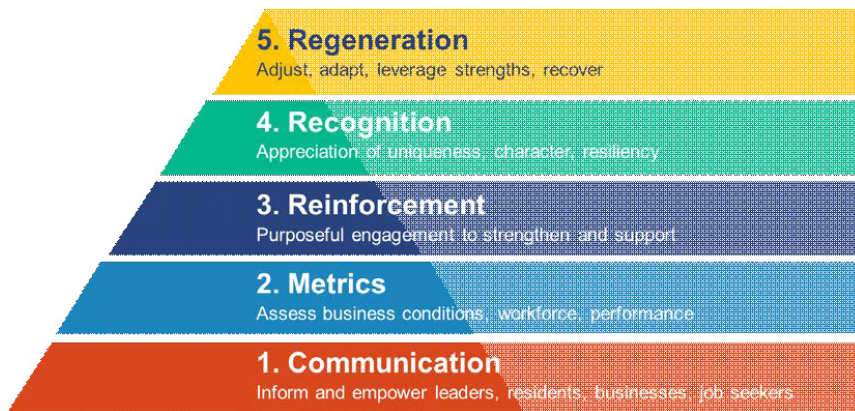
information about their services, this section quickly developed a five-step business and consumer engagement process using Communication, Metrics, Reinforcement, Recognition, and Regeneration, performed in concert, to provide businesses and consumers with the resources and tools to meet their own needs.

Business and Consumer Engagement: Five Elements of Surprise Recovery

1. Communication – Inform and Empower City Leaders, Residents, Businesses. As pandemic-related business restrictions descended on the city, it became obvious that consumers and businesses alike were starving for accurate and reliable information. Surprise launched a 100-day recovery plan that included a COVID-19 “Business Help” website containing current information and up-to-the-minute interpretations of government guidance and free-and-low-cost tools for businesses.

The city initiated a “Red and Purple Banner Program” providing more than 250 free banners in the first weeks of the response effort. “See Red Get Fed” banners identified businesses that were open for food services, and purple “We are Open” banners signified that general services businesses were still open. The city supplemented the banner program with a City Code amendment governing A-frame signage, allowing businesses to supplement window banners with sidewalk signage indicating they were open for business.

[continued on page 22](#)



City of Surprise Economic Development Department

The Elements of Surprise

[continued from page 21](#)

The City Continuity Section directly called, emailed and met with more than 1,700 local businesses, and initiated additional communication with businesses reaching over 100 calls per week. They also created a #StayStrong Surprise video series outlining business modification and survival strategies, including confirming and amplifying Small Business Administration (SBA) services available to businesses. In addition, recognizing many businesses were not familiar with digital outreach, Surprise became their de facto marketing advisor, teaching them how to initiate accounts with Yelp, and various virtual delivery modalities like Uber Eats, and Grub Hub.

2. Metrics – Assess business conditions, workforce, and performance. Helping businesses communicate they were open, and driving customers to those businesses, was a key performance measure in the plan. Surprise

initiated the #SupportSurprise program, where consumers were encouraged to shop local and support local business. The City enhanced this effort by creating a downloadable guide listing businesses and their available services to help consumers locate viable shopping options.

■ **Business Analytics.** Utilizing various analytics tools, the City Continuity Section collected and tracked data from businesses, helped them react to trends and needs in real time, made countless recovery recommendations, and connected them to existing tools and “best practices.” They also measured their marketing and communications reach through production and consumption of various resource videos, and through programs such as #SuperstarOfSurprise highlighting local businesses through City of Surprise social media, and #WorkforceWednesday, which highlighted businesses that were actively hiring.

3. Reinforcement – Purposeful Engagement to Strengthen and

Support. As the impact of the pandemic-related business restrictions continued, the need for non-Cares Act tools and free resources became significant, especially for small businesses.

Surprise shifted to becoming the online “Hub” for labor force and competitive market analytics tools, as it extended virtual small business assistance. Through the previously mentioned metrics, the City Continuity Section began reinforcing the tactics and techniques that the local business community could most easily utilize, providing bite-sized, cost-free, virtual business support tools that any business could apply. At a time when successfully securing CARES Act funding was a hit-or-miss proposition for many businesses, it was crucial to have easy-to-understand, affordable tools at their disposal so they could quickly make operational and marketing decisions to help them recover. The City Continuity Section quickly became the trusted small business recovery resource, providing training for staff in interpreting and assessing damages, and re-establishing small business initiatives.

4. Recognition – Appreciation of Uniqueness, Character and Resiliency.

■ **Acts of Kindness.** As some businesses struggled, others extended assistance to the community through acts of kindness and generosity. Businesses pivoted services to provide needed supplies such as masks, cleaning supplies, and hand sanitizer, while others provided complementary meals to thank front line workers. The City Continuity Section presented these businesses with certificates of appreciation, and recognition from high-level city officials, while using social media to

#SUPPORTSURPRISE RESTAURANTS

- #1 Brothers Pizza
- 1:12 Nutrition
- 5 & Diner 2
- Amigos Authentic Mexican Grill & Bar
- Amuse Bouche
- Angela's Kitchen
- Angry Crab Shack
- Applebee's Neighborhood Grill & Bar
- ATL Wings
- Babbo Italian Eatery
- Barro's Pizza
- Baskin Robbins
- Ben's Pizza
- Big Buddha Restaurant
- Birt's Bistro
- Biscuits Cafe Inc
- Boba Craze
- Bonfire Craft Kitchen & Tap House
- Booty's
- Bosa Donuts
- Brookside III
- Buffalo Wild Wings
- Burger King *
- Cafe Rio Mexican Grill
- Carl's Jr
- Carrabba's Italian Grill
- Casa De Papa Gourmet Tacos
- Chef Panda
- Chef Peter's Bistro
- Chen Wok
- Chick-Fill-A
- Chili's Grill & Bar
- Chill'D
- China Buffet
- Chipotle Mexican Grill
- Coco's Restaurant
- Cold Stone Creamery
- Coyote Lakes Golf Club
- Culver's
- Dairy Queen
- Del Taco
- Denny's *
- Deno's Pizza
- Dickies
- Domino's Pizza
- Dunkin Donuts *
- Dutch Bros Coffee
- Einstein Bros Bagels
- Federicos Mexican Food *
- Fillbertos
- Firehouse Subs
- Five Guys Burgers & Fries
- Freddy's Frozen Custard & Steakburgers
- Fuzzy's Southwest Sports Grill
- Golden Corral
- Golden Wei Restaurant
- Goodcents Deli Fresh Subs
- Haldi Indian Cuisine
- Handel's Homemade Ice Cream
- Hot Bagels & Deli
- Hungry Howie's Pizza
- Hurricane Grill & Wings
- I & J Fountain Restaurant
- IHOP Restaurant
- In N Out Burgers
- Irish Wolfhound Restaurant & Pub
- Jack in the Box *
- Jamba Juice
- Jersey Mike's Subs
- Jimmy Johns Gourmet Sandwiches
- Jim's Burgers and Eggs
- KFC
- KH Star Donuts LLC
- Kneaders
- Las Cazuelas
- Little Caesars
- Little Sicily Az
- Longhorn Steakhouse
- Lou's Tivoli Gardens
- Lucky's Pizza

● Dine-in
 ● Drive-Thru
 ● Take Out
 ● Delivery

*Multiple Locations - Please refer to full list for detailed information
(Please note: information listed above is subject to change based on restaurant preferences)

UPDATED 7/10

The Elements of Surprise

[continued from page 22](#)

recognize their acts.

■ **Virtual Ribbon Cutting.** An important part of any economic recovery process is a celebration of impacted businesses reopening. As businesses were emerging from reduced or no service, Surprise established a “Virtual Ribbon Cutting Program” in partnership with the Surprise Regional Chamber of Commerce. Creative and whimsical ribbon cutting videos featuring individual businesses and employees inspired competition among businesses for the “Best Ribbon Cutting Video” competition. To date, local businesses have created and shared more than 100 of these videos, and the competition resulted in a “Top 10” list that the city circulated on various websites and social media platforms.

5. Regeneration – Adjust, Adapt, Leverage Strengths and Recover. Surprise modified city services, including Economic Development Department assistance, to support incoming projects and new challenges presented by the pandemic. Despite the challenges, the city has seen the opening of nearly 10 new businesses, and recognizes existing businesses are more able to adapt to the new environment.

In support of the need to maintain consumer confidence in a safe

shopping experience, the City Continuity Section now provides “Safe-to-Reopen” guidance through resources and partnerships in the business community. Using these tools, businesses can confidently meet established standards for safe and measured reopening while holding and increasing consumer trust.

View from the Rear-View Mirror

■ **After Action Assessment.** In the aftermath of any disaster response, emergency planners will examine existing plans and evaluate their usefulness in the face of the actual emergency event. While most of us utilizing our pandemic plans executed public safety, public health, and government continuity responses with predictable success, many of us found that post-disaster business and consumer support and response plan elements did not fit the unique and unpredictable needs that manifested from this pandemic.

■ **Superior Service.** The creation of the City Continuity Section as a part of the Surprise Incident Management Team assisted a unique response to very specific needs that evolved from the impact of the pandemic on the business and consumer portion of our community. The results included immediate and effective business and consumer support, as well as the application of expert personnel to address very complex business challenges.

■ **Increased Capability.** City Continuity Team members are now proficient in NIMS and ICS, making them more effective participants in future responses. Additionally, traditional IMT members are now more versed in post-event business support and outreach efforts and have effectively built these strategies into the existing plan framework for future event response and plans. Through their efforts, the City of Surprise has increased business community resiliency, strengthened relationships, and grown public trust in the process.

Contacts

■ Contact the Author, Tracy Montgomery, emergency manager and Surprise Pandemic Response team deputy incident commander, Tracy.Montgomery@surpriseaz.gov.

■ Contact Jeanine Jerkovic, the City of Surprise Director of Economic Development and Surprise Pandemic Response Team, and City Continuity Section Chief, Jeanine.jerkovic@surpriseaz.gov.

Supporting Links

■ Follow City of Surprise Economic Development on Facebook and YouTube.

■ Twitter @SurpriseEconDev for examples of #SeeRedGetFed and #workforcewednesday.

■ Surprise business help website featuring: Business and Workforce Resources, Community Care Resources, and Financial Relief Information: www.surpriseaz.gov/covid-19 and www.surpriseaz.gov/businesshelp.

■ #WorkForceWednesday ([online example](#)). ▲



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The Next Generation Emergency Manager

By Michelle Tilley Oblinsky, CEM, VaCEM, Bureau Chief of the Virginia Emergency Support Team (VEST), Virginia Department of Emergency Management

The COVID-19 pandemic is certainly an event unlike any I have ever experienced in my 15 years as an emergency manager. Early on, I began thinking about how this historic event will define how we, as emergency managers, face the future. This event will likely redefine emergency management and, perhaps, bring it one step closer to a profession. That realization led me to think about what qualities individuals need to have in order to be successful emergency managers.

■ **Problem Solver** – I was lucky enough to be part of the “FEMA Future” program at FEMA in 2019. This was a group of FEMA employees at all levels and from all over the country, brought together to brainstorm and develop recommendations to (then acting) FEMA Administrator Pete Gaynor. In his opening comments to our first week-long session, Mr. Gaynor talked about emergency managers as problem solvers. Emergency managers are uniquely positioned to see situations through a different lens – not a public safety lens or a public works lens or a financial lens – but all of those.

■ **Relationship Builder** – My first emergency management job was as a GIS planner, and I worked closely with the emergency management deputy and fire chief. They taught me a lot about emergency management, but one of the things I distinctly remember learning was the value of relationships. Knowing people and building relationships before a disaster occurs is one of the most valuable qualities that an emergency manager can have.

■ **Big Picture/Strategic Thinker** – An emergency manager needs to be able to see the big picture. You have to pull yourself out of the weeds and consider all of the options to effectively respond or recover from a disaster. Sometimes this is all about anticipating what is coming next – strategic – and sometimes it is seeing the big picture and being able to connect the dots to tackle the problem ahead.

■ **Dot Connector** – This quality is the ability to combine your relationship building skills with your big picture thinker skills. One of my mentors taught me the value of making connections. It’s not just about the relationships, but the ability to connect people with others

who have the knowledge, skills and abilities to solve problems that come into play. When you connect the dots with people, your relationships become stronger and your network expands.

■ **Team Player** – Anyone who knows me on a personal level knows that I value teamwork over most anything else. Emergency managers, who traditionally have very little fiscal or other resources, need to know how to collaborate, coordinate, and cooperate with others – particularly others who have resources.

■ **Accountable** – This is about commitment to the job and to your teammates. When you say you are going to do something, follow through. Hold others accountable for their actions and commitments.

■ **Adaptable** – Have you ever had a disaster go exactly according to plan? Were all of your planning assumptions correct the last time you wrote a plan? This quality is about being able to adjust on the fly. Should there be plans? Absolutely. The ability to pivot and adjust as you go is extremely important as well.

■ **Servant Heart** – Last but not least, as government employees, emergency managers are public servants. We are frequently required to work nights, weekends and holidays. Time away from loved ones is never easy. Service to our community is a great reward.

Emergency management is still a relatively new field. We have the opportunity to set the path forward for it to truly become a profession. I would love to hear your thoughts on the qualities that you think emergency managers should embody. ▲

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Are We There Yet?

By Nicole Marks, MEP, CEM, Director of Planning,
Nassau County Office of Emergency Management, New York

Many of us have been activated for more than half a year or have spent more than 200 days dedicated to windowless facilities with long hours and day-to-day work piling up. For emergency managers and planners, this time of the year is usually dedicated to closing out projects and coordinating the strategy for next year. However, right now so much is still unknown. What is the future of emergency management really going to look like? Are we there yet?

It almost feels like there has been a return to normal activities and operations. Fall is upon us, and the weather is changing. For the northeast, this is a nice lull, where the weather is crisp with some warmth and sunshine and the leaves begin to turn.

Yes, it is still hurricane season, and that is not lost on we who are emergency managers. After Hurricane Isaias, the northeast has mostly recovered, but hurricanes are still on some of our minds as the countdown to the end of hurricane season has begun. Some residents forget that hurricanes are even possible, but Superstorm Sandy left a mark on many, and the anniversary of that storm is around the corner.

Planning Challenges

Planning for hurricanes and updating plans has been a challenge this year, with the response and recovery for the pandemic coinciding. With the threat of a second wave of COVID-19 as school started, many people were more anxious than ever. Most EOCs were kicked into overdrive, if they were not already there. As a planner, the focus should be on completing the

cycle, working on after action reports, improvement plans, and integrated feedback from Hurricane Isaias and COVID-19, amongst the myriad other routine and planned events. It's a return to normal for some, when you can still go on that haunted adventure, but for the planners, it is one more task on top of a never-ending workload.

Burnout, fatigue and stress are all real, and many of us experience these daily, but won't show it or admit it. Self-care and mental health are extremely important, but still take the back seat to the task at hand.

Shortages of staff exponentially worsen these concerns. With so many current disasters and response operations nationwide, it is only a matter of time before conditions are worsened if they are not rectified. Training is necessary to bring the next group of emergency management professionals to the table.

Consider Importance of More Hands-on Training Experiences

This might be a time to shift the mindset and traditional approach of education, training and professional development. Would it be helpful to set up mentors and apprenticeships with hands-on work experiences? Can this solution help fill the gap and better prepare the next cadre of emergency managers?

It is amazing to think of all the great work that has been done, the challenges that have been overcome, and the extraordinary feats that are still to come. This is the time when emergency managers need to be resilient. This is the long stretch, the last few innings, and the crunch before the end of the year. Looking at next year to try to

forecast preparedness activities, such as training and exercises, becomes very difficult when course providers are still scrambling to provide a virtual learning environment. Is that the best solution? Many courses were hands-on, with activities and group work to foster sharing experiences and best practices. Is a virtual environment the best way to build capabilities in emergency management? Please don't forget that the virtual environment is not fully inclusive and might present challenges for some.

As a planner, I always preferred to print documents and use my red or green pen to mark them up. *Track Changes* in Microsoft Word has been around for quite some time, and some people are still not familiar with it. Now we all must be flexible and learn how to navigate multiple platforms and become reliant on a wireless and paperless option.

Identify Needs Before Selecting a Training Solution

What happens when the system crashes or the connection is overwhelmed? Multiple webinars with too many people trying to access them has caused enough frustration and discouragement that some users might give up. We need a pause, so we can shift the thought process and stop rushing to provide a solution and then go back to identify the needs. We are currently skipping right over such a basic planning technique, as we rush to provide virtual training opportunities.

What does an intern get out of working remotely? How can a teacher actively assess class participation when not all participants

[continued on page 27](#)

Critical Need for Disaster Mental Health Intervention Planning, Part 2

By Sharon L. Cohen, Communication Specialist, Mental Health Advocate, and
Co-author with Bob Schmidt, LPC, of *Disaster Mental Health
Community Planning: A Manual for Trauma-Informed Collaboration*

Editor's Note: This is Part 2 of a two-part series. Part 1 appeared in the September 2020 IAEM Bulletin.

The ultimate goal of emergency response leaders is to enhance safety and save lives in natural and human-caused disasters. Because survivors can be impacted both physically and psychologically, progressive emergency personnel recognize the importance of the “whole-body”/ “mind and body” approach to care that provides total well-being. For an effective integrated plan, emergency directors and mental health specialists should work closely together and define the response strategy that best meets the municipality's unique characteristics.

In the best-case scenario, community-wide mental health advocates collaborate to develop a psychological disaster intervention plan that integrates with the one already established for medical response. Team members may include municipal mental health department representatives, social services organizations, therapy practitioners, clergy, school system administrators, and neighborhood groups. To gain critical information, these individuals also team with emergency response, police, and fire departments. In addition, they may conduct a mental health assessment to clearly delineate the populations at greatest psychological risk when a disaster occurs. These can include the socio-economically disadvantaged, elderly, children, mentally ill, and physically disabled, as well as first responders.

Establish a Road Map to Follow When Disaster Is Declared

The collaboration's mission is to establish a “road map” to follow when disaster is declared.

- For example, the group may suggest designating a **mental health response leader** who oversees the entire intervention process and works closely with the emergency management director.

- Other team members may include a **volunteer center coordinator** who, prior to any declared disaster, ensures that standby volunteers are trained in basic mental health needs like psychological first aid. When an emergency occurs, the volunteer center coordinator registers and informs all arriving volunteers and interfaces with any support organizations, such as the Red Cross and FEMA.

- A **psychological services center coordinator** contacts readily available trauma-informed practitioners, who remain on site well after the disaster occurs to help survivors determine their need for long-term care. These counselors must be knowledgeable of trauma-specific treatment, such as Eye Movement Desensitization and Reprocessing, Emotional Freedom Technique (Tapping), and Bilateral Sound Stimulation.

- Other members of the mental health intervention team may include the **call center coordinator** and the **communications/media coordinator**.

Unfortunately, it is impossible to develop a proactive mental health

intervention plan in the midst of a reactive COVID-19 environment. However, critical psychological needs still must be met. Many people, especially the most marginalized, are struggling with both medical and mental health issues.

Long-Term Trauma

In typical catastrophes, about 20% of survivors suffer some level of long-term trauma that will remain until treated. Previous SARS and MERS studies show that a pandemic's impact could be worse than usual disasters, especially for patients who survive ICU treatment and frontline healthcare workers.

- A year after the 2003 SARS-CoV outbreak in Singapore, survivors still had elevated stress and worrying levels of psychological distress. During this epidemic, 27% of healthcare workers displayed trauma symptoms.

- In a 2020 COVID-19 study with 2,300 Chinese children, 23% suffered depression and 19% anxiety after 34 days in quarantine.

- The Kaiser Family Foundation reports a 1,000% increase in calls to the federal mental health hotline from April 2019 to April 2020.

- Suicide hotlines have shot up 800%. Before an American ER doctor suicided this May, she had no mental illness history. Europe reports a rise in nurse suicides.

- Many fear they will bring the virus home and are not prepared for the unrelenting workload and making life-and-death decisions.

[continued on page 27](#)

Critical Need for Disaster Mental Health Intervention Planning

[continued from page 26](#)

It is thus imperative for states, local communities, and employers to develop and carry out their own mental health plans. With FEMA’s support, increasing localities now provide crisis hotlines. This is a definite plus, but only a first step. States and communities must ensure that the most vulnerable individuals receive care either through telemedicine or on-site support. Resiliency programs must prepare residents for the expected worsening of natural disasters to come.

Medical centers should respond to their workers’ heightened stress

levels. All employers must assume many of their personnel will bring home issues to work. Availability of employee assistance programs and mental health insurance coverage needs to be reviewed with staff. Employers also may want to have a trauma-trained specialist on call and offer wellness courses such as yoga and meditation. Otherwise, employees may suffer in productivity and request higher-than-normal sick days.

Safety advocates never wished that a horrendous pandemic would hit the US. They want the best outcome for the scores of impacted individuals. This necessitates everyone working together for total mind and body well-being for the long term. ▲

Are We There Yet?

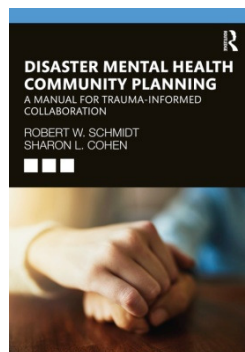
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have cameras or audio or a strong internet connection? We are all aware of the dog barking, the frozen face, or the delay in audio that causes disruptions in a virtual environment. Technology provides a creative solution for us to work collaboratively while maintaining social distancing. Virtual training and meetings once seemed futuristic, but they are here today!

Conclusion

It is great to use the latest technology and have all these great options to continue business and operations. But we are not simply continuing. We are changing, restructuring, and recreating. We are at a turning point where we can create a new future for emergency management, and we must ensure that – although technology is amazing and effective – we do not rely on it for *all* of our future solutions. Amazing solutions can be found in some of the most difficult situations. ▲

Sharon L. Cohen is co-author with **Bob Schmidt, LPC**, of *Disaster Mental Health Community Planning: A Manual for Trauma-Informed Collaboration*, published by Routledge in March 2020. She is a communication specialist and mental health advocate who, after the shooting in her home town at Sandy Hook Elementary School, recognized the need for greater psychological response preparation. [Go online](#) for more information.



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The Future of Emergency Management: Ensuring Global Enterprises Have Local Plans That Are Viable, Accurate and Useable

By Christopher Stitt, MS, CEM, Supervisory Special Agent, U.S. Department of State's Diplomatic Security Service, and Adjunct Faculty, George Mason University

The emergency management cycle is made up of four major parts: mitigate, prepare, respond, and recover. Emergency management for entities with widespread, particularly multinational operations presents unique challenges. Ultimately, the goal of emergency management is to minimize the impact on essential operations, respond effectively and recover efficiently so the organization can get back to its core functions.

It is impossible for companies, non-governmental organizations, or government and tribal agencies to have emergency managers at every site for which they are responsible. This is especially true when sites are widely disbursed, even global. As such, they typically rely on templates that a centralized office of emergency managers produces to provide guidance on activities for the local sites to engage in for each of the emergency management phases. Often, these templates are focused heavily on the response phase as standardized mitigation efforts are typically part of site selection and build out. Headquarters may also mandate requirements for training and drills, but again, these tend to be perfunctory based on a global, rather than local view. As is often said in emergency management though, all emergencies are local events.

Other than facing a crisis, how can organizations evaluate their plans and preparations to see if they have a good chance of success when it comes time to respond and

recover? Having a solid template that is adapted to your industry is a good start, but each operating location will have its own unique variables that are going to impact the plan. To ensure maximum effectiveness, it is critical that the plans and preparations are **viable, accurate, and usable for each operating location**. This can only be accomplished through ensuring collaboration between the teams on the ground and the team at headquarters to understand the local variables and the principles of emergency management.

What Do I Mean by a Viable Plan?

Unfortunately, the plan designed for Ottawa will likely not work in Ouagadougou, nor will the plan for Chicago work in Calcutta. Plans for production facilities will differ greatly from administrative or public-facing operating sites. There are myriad factors that come into play when trying to put together a viable plan for a given location. Some of these include variations on the size, structure and operations of the location, local laws and effectiveness of local response services, and even variances in construction and fire codes.

Another major factor is the make-up of the staff: pre-defined roles and action items will need to be adjusted to fit the specific location being evaluated. The working groups that develop the plans for their location need to be encouraged to evaluate and incorporate these factors into their

planning and preparations, not just accept the template as adequate. The emergency management team reviewing these plans and preparations needs to develop a framework to evaluate whether this has been sufficiently accomplished.

Each city in the world is going to have variables that need to be accounted for, and there will likely be variables you would never think to consider. It's always useful to reach out to the local emergency management services, organizations like the International Association of Emergency Managers, other companies working in the same environment, or the embassies of the countries in which your company is headquartered to get some ideas of the variables to consider.

What Do I Mean by an Accurate Plan?

The shelf-life of the information in your plan and the equipment used to implement it is limited. Without a regular refreshment, the plan's viability is again at risk. Contacts need to be regularly reviewed and updated. Also, has the operating location itself changed, such as increasing or reducing in size or staff, or is there a change in operations that needs to be accounted for? What about the incorporation of new technology into the worksite, such as upgraded cameras, alarms, or communications? Are there any changes in the local environment, such as a fire department that gets new trucks that are now too big to access your location, or an increase

[continued on page 29](#)

Ensuring Global Enterprises Have Local Plans

continued from page 28

in civil unrest or terrorist threat? Emergency preparations need to be refreshed as well. Do the people you trained to take specific actions still work at this location? Do they need refresher training? Are the supplies expired? These questions can only be answered through regular review and recertification, focusing on planning and preparedness as a process, not a product.

Having a huge binder, or even a small flipchart, that no one ever looks at is not a usable plan. Too often, plans become bloated with too much information and preparations that rely on high-tech solutions that may fail when needed most. Keeping it simple is important.

While the overall plan may appear complicated and dense,

ensuring it is structured by phase of the planned-for emergency with role-based checklists allows for key information to be extracted in a shorter, more usable form for each employee. While not restricting knowledge of the whole plan from anyone, the key is to help employees focus on their part. Regular communication of this is also key, so that employees are familiar with immediate, potentially life-saving, actions can be taken if needed.

Keeping supplies accessible and ensuring people know how to use them is critical. Instead of locking up emergency supplies so they are not pilfered, tamper-evident seals or other controls may be a better idea. Make sure to offer regular refreshers on how to operate emergency equipment such as fire extinguishers, satellite phones, or automatic defibrillators, and specialized equipment unique to your business or industry.

No Template Can Account for the Uniqueness of Each Location

Ultimately, no matter how good the overall template is, no template can account for the uniqueness of each operating location in a global setting. With a focus on getting local working groups to adjust the template with a vision of creating viable, accurate and usable plans and preparations, and ensuring that the emergency management teams understand the local context when conducting their reviews and evaluations, the chances of a successful response and recovery can be dramatically increased. ▲



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IAEM Reimagined Virtual Conference



IAEM 68th Annual Conference & EMEX

www.iaem.org/usconf



2020: Harbinger of the Challenges Ahead and Vision of the Future of Emergency Management

By Nathaniel Matthews-Trigg, MPH, Exercises Coordinator, NWHRN Healthcare Emergency Coordination Center, and Affiliate Instructor, University of Washington, Department of Environmental and Occupational Health Sciences, Center for Health and the Global Environment

With the complexities of responding to novel infectious disease outbreaks, political anxieties and civil unrest, and the ever-growing threat of anthropogenic climate change, 2020 has been an eye-opening year for emergency managers. As unprecedented as these challenges have been, research on all of them seems to indicate that they will likely continue to pose a significant and growing risk to communities and organizations globally in the years and decades to come. As daunting as this may sound, it is important to highlight the incredible growth, resilience, connections, and much needed conversations we've had over the last year, largely in reaction to the personal and professional challenges we have all faced. To quote Rebecca Solnit from her book *A Paradise Built in Hell*, "Disasters provide an extraordinary window into social desire and possibility, and what manifests there matters elsewhere, in ordinary times and in extraordinary times."

COVID-19: A Reminder to Some, An Awakening for Others

COVID-19 was a reminder for some, and a rude awakening for others, to the effects of decades of disinvestment in public health institutions, fragile supply chains, and a culture that prioritizes short-term gain over long-term stability and preparedness. On the other hand, we saw brilliant ingenuity emerge: grassroot mutual aid projects to source PPE, and health

systems and response agencies rapidly adapt to meet the needs of those on the frontlines. The pandemic highlighted many new challenges posed by a rapidly changing technological landscape, such as increasing international travel, proliferation of misinformation, and the obstacles of operating a remote EOC (often while caring for rambunctious children with childcare centers closed). This pandemic has taken an immense and disproportionate toll on communities of color in the United States and other oppressed groups worldwide, demanding systemic changes that center equity and justice in all facets of our work.

After the murder of George Floyd and subsequent mass protests, many of us were forced to recognize the ways that racial injustice and inequities harm our communities, impede our work, and ultimately stand in the way of developing prepared and resilient organizations and communities. Our historical disinterest or inability to understand and appropriately support individuals and communities struggling under centuries of oppression, marginalization, and stigmatization has meant our work has reinforced the status quo by only benefiting those with money, power and privilege.

Calls for Greater Inclusion and Diversity Within EM

This awakening has renewed calls for greater inclusion and diversity within emergency management, compelled many to reflect on how our profession has historically

perpetuated systemic racism, and begged us to imagine what an anti-racist emergency management profession would look like.

Conversely, we have seen growing political anxieties and misinformation fuel protests against public health measures and threats towards public health officials, growing white supremacy and violent confrontations between various political factions, and polarizing political rhetoric seep into all facets of our personal and professional lives. The growing proliferation of misinformation, disinformation, rumors and conspiracy theories, although not new to our work, demands that we rethink how we address complex and dynamic incidents. A stark example, during wildfires in Oregon this summer, rumors of looting led to civilians setting up armed checkpoints, impeding evacuation efforts, and endangering lives. Navigating our work within a politically divided community can be challenging and even exhausting, but by justifying our actions through the terms of our work, we can maintain trust and improve the lives of those most impacted by emergencies. For example, hiring diverse staff helps your agency better connect with diverse communities. Prioritizing preparedness efforts toward economically disadvantaged communities ensures that resources go where they are most needed.

Throughout 2020, we have been constantly reminded of the risk of multiplying effects of climate

[continued on page 31](#)

2020: Harbinger of the Challenges Ahead

[continued from page 30](#)

change. The pace of these changes has varied greatly, depending on location, but cumulatively these impacts have accelerated at a staggering pace and will continue to worsen unless we rapidly reduce greenhouse gas (GHG) emissions. Already this year, we saw record tornadoes in April, an unprecedented number of storms in the Atlantic, one of the strongest derechos in the Midwest, and three of the largest wildfires in California, and there will be more records broken before the year is over. Climate change projections show that without sweeping reductions in emissions, large swaths of the world will face longer, more frequent, and intense stressors and shocks, concurrent disasters, and unprecedented hazards, all potentially exceeding the adaptive capacity of many communities and leading to mass migration and displacement.

Already the impacts of climate change are testing the limits of emergency response agencies, and these changes are almost certainly going to get worse. According to

NASA's Center for Climate Sciences, even if we were to stop emitting GHGs today, global warming will continue to happen for decades or even centuries due to historical emissions already baked into the carbon cycle. For decades, climate scientists have worked hard to raise the alarm on climate change, and because of these valiant efforts, global policy conversations on energy use and trade often consider GHG emissions.

EM Professionals Should Be Involved in Climate Change Policy Decisions

However, now that the multiplying effects of climate change are here to stay, ravaging our communities and threatening our livelihoods, it's overdue that we as emergency management professionals collectively raise the alarm on the devastating impacts of climate change and demand to be a part of policy decisions aimed at addressing climate change. This must include sweeping, transformative, and comprehensive emergency management reform to appropriately prepare our profession, our families, our communities, and future generations for the challenges of this new climatological era.

2020 has been a harbinger for the challenges that lay ahead for emergency management, and an impetus for us to reimagine our profession and our role in advocating for changes that will improve our organizations, agencies, and communities. The science is clear, we are on track to face climate- and weather-related emergencies on an unprecedented scale in the years to come. Failure to adequately mitigate and prepare could mean not just a struggle to rebuild and recover, but the total dissolution of whole communities. On the other hand, transformative efforts that don't just center infrastructure, but also reduce inequities, embrace diversity, and develop social capital and community cohesion could lead to resilient communities and organizations better prepared for infectious disease outbreaks, disinformation campaigns, and climate change impacts. To paraphrase the late historian Howard Zinn, "You can't ride the train and then say you have no idea how you arrived at your destination. You can't be neutral on a moving train."

This is our chance to envision a new course. ▲

Are you a job seeker or talent seeker in emergency management? Look no further than the IAEM Job Board.

It is easy to use! Any employer can post job listings to the job board for a fee, and IAEM members can request complimentary job posting coupons. Job seekers may search for jobs using a variety of filters and upload their resume to the resume bank. The board is complimentary for job seekers and also includes valuable free features such as a resume review service.

Through the IAEM Job Board, you also can upgrade your job posting to a more diverse network of applicants! By placing a job posting and using the diversity upgrade, your posting is automatically posted to top job boards for qualified minority, female and veteran candidates. You get excellent local and national coverage from websites with millions of unique visitors per month AND you are complying with state and federal guidelines.

Check it out by heading to <https://jobs.iaem.org>. If you have any questions about the job board, please contact chelsea@iaem.com.



Find Your Next Job!

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Identify Your New Employee!

EM Calendar

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

- Oct. 16 2:00 p.m. EDT. Center for Homeland Defense and Security (CHDS) Webinar Series: Shelter from the Storm, "Examining Housing and Shelter Systems in Disasters During COVID-19."
- Oct. 21 FEMA and NOAA Four-Part Webinar Series: "Alliances for Equity: Planning for an Equitable Future."
- Oct. 23 2:00 p.m. EDT. Center for Homeland Defense and Security (CHDS) Webinar Series: Shelter from the Storm, "Management of Congregate Jail Populations During COVID-19."
- Oct. 26 4:00-5:30 p.m. EDT. WMO HIWeather Research Project Webinar: "Communicating About High Impact Weather Uncertainty, Trust, and Beliefs."
- Oct. 28 FEMA and NOAA Four-Part Webinar Series: "Building a Foundation for Action."
- Nov. 4 Four Sessions: Nov. 4, 11, 18, and Dec. 2, all 12:00-5:00 p.m. EDT. EMAP Emergency Management Standard Virtual Cohort Training.
- Nov. 10 1:30 p.m. EDT. **IAEM Annual Memorial Service, USA Business Meeting, & Global Report. IAEM MEMBERS ONLY. This members-only meeting will be held virtually, using the GoToMeeting platform.** Please join us, free of charge, to honor those we have lost this year, and to hear about 2020 IAEM organizational accomplishments and business operations. We have had to reimagine all conference-related events, so the IAEM Annual Memorial Service, IAEM-USA Business Meeting, and IAEM-Global Report will occur virtually this year. If you are aware of the loss of an emergency manager that may not have been reported to IAEM Headquarters, please notify [Chelsea Firth](#) immediately.
- Nov. 16-28 **IAEM Reimagined: Virtual Annual Conference & EMEX. Go to the IAEM Annual Conference event site to learn about the speakers, the topics, the program – and why you should register now to attend!**
- Dec. 1-3 National Healthcare Coalition Preparedness Conference, "2020 Vision: Coalitions Focused on the Future, Empowered by the Past," Las Vegas, NV.

2021

- May 3-7 New Jersey Emergency Preparedness Conference, Atlantic City, NJ.
- Oct. 15-22 **IAEM 2021 Annual Conference & EMEX: "Looking Back to Look Ahead," Grand Rapids, Michigan. Save the date!**



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New IAEM Members: Aug. 16-Sept. 15, 2020

IAEM-ASIA

InYoung Bae
Bucheon, Republic of
Korea

Bradley Desmond Coulter
BangNa, Thailand

IAEM-CANADA

Alberta Region

Debra Grosfield
Trochu, AB

Atlantic Region

David Aalders
Halifax, NS

Ontario Region

Matthew Ducker
Ottawa, ON

Plains Region

Adrian Waskawitch
Saskatoon, SK

British Columbia Province

Alison Poste
Esquimalt, BC

Quebec Province

Carrie Kathleen McElroy
Montreal, QC

CAPT Pascal Roy
Quebec, QC

IAEM-INTERNATIONAL

Dr. Iguniwari Thomas
Ekeu-wei
Abuja, Nigeria

IAEM-MIDDLE EAST

Ihab A. El-Saftawi
Abu Dhabi, UAE

IAEM-OCEANIA

Dr. Matthew P. Ellis
Melbourne, VIC
Australia

Nicola Linda Parker
Whakatane, New Zealand

Charlotte Vaila Penman
Raumati Beach,
New Zealand

Joshua Rodney Stanbury
Lower Mitcham, Australia

IAEM-USA

IAEM-USA Region 1

Michael Naylor
New Haven, CT

Pete Reed
Providence, RI

Anshu Shroff
Boston, MA

IAEM-USA Region 2

Sasha Barreto
Central Islip, NY

Oscar E. Chicaiza
Staten Island, NY

Kelly Conway
Lodi, NJ

Mordechai Goldfeder
Cedarhurst, NY

McKenna Heffner
Corning, NY

Lt Col Mark Thomas Jones
Fairport, NY

Rose Leopold
Medford, NJ

Philip E. Parr, CEM
Ardsley, NY

Shanna Ryan
New York, NY

Edward Russell Sawtell
Forest Hills, NY

Richard John Thayer
Colton, NY

Novlette Walker-Sharpe
North Bergen, NJ

1LT Nick Williams
New York, NY

Stuart Wohl
Mahopac, NY

Andrew David Zeif
Brooklyn, NY

IAEM-USA Region 3

Carrie A. Bamber
North Wales, PA

Michelle Belles
Stafford, VA

Dr. Coy Coley, Jr.
Kensington, MD

Nicole Edwards
Fort Belvoir, VA

Alexis Gagliano
Ellwood City, PA

Col Jennifer H. Garrison,
CEM
Annandale, VA

Benjamin C. Gilli
Bethesda, MD

Brian Gress
Philadelphia, PA

Peter F. Homan
Zuni, VA

Dr. Terrance J. Jackson
Stafford, VA

Bob Jensen
Annandale, VA

Kimberly Danielle
Kerschner
Pasadena, MD

Robert Lamoureux
Frederick, MD

Alexandra V. Lampson
Alexandria, VA

John Michael Mayhoff
Cranberry Twp., PA

Michael Michaud
Newark, DE

Wesley C. Michaux
Hampton, VA

James Mills
Annapolis, MD

Alexandria Nemeth
Fredericksburg, VA

Kevin Charles Palmer, Jr.
Middle River, MD

[continued on page 34](#)

Please welcome these new IAEM members!

New Member Listing

[continued from page 33](#)

	Alexander Falcone Coral Springs, FL	Adam Weiner Huntsville, AL	John A. DeArmond San Antonio, TX
Blanca I. Rand Alexandria, VA	Chloe Ann Hallberg Durham, NC	Michael Whiteaker Bristol, TN	Carlos E. Gomez Fort Worth, TX
Jessica Robison Chesterfield, VA	Brian Hawley Angier, NC	Deanne Winslett Tuscaloosa, AL	Jared Harwell Denton, TX
Dennis L. Rubin King Of Prussia, PA	Catherine Hughes Greensboro, NC	Katie Yeloushan Charlotte, NC	Jason P. Higginbotham, CEM, LEM New Orleans, LA
Lloyd Joe Scott Gloucester, VA	Corbin A. Hyland Charlotte, NC	IAEM-USA Region 5	
Nan Silverman-Wise, CEM Leonardtwn, MD	Trey McKay Huntsville, AL	Robert Boerkoel Mason, MI	Erica McDowell Lubbock, TX
Peter Smith Hanover, PA	Jennifer Moore Haw River, NC	Christine Clark Chicago, IL	Waseeq Mohammad Cypress, TX
Monica Ward Eleanor, WV	Elizabeth Morrow Jacksonville, AL	Kyra L. Crepin Bloomington, MN	Shaqueena L. Nobles, CEM Beaumont, TX
Malik Che Willard Philadelphia, PA	Mary Napoli Marathon, FL	Lisa D'Allessandris Springfield, OH	Col Patrick D. Nolan Round Rock, TX
Amanda Witt, CEM Alexandria, VA	Gabrielle Poincot Atlanta, GA	John J. Graham Dearborn, MI	Jason Reid Carrollton, TX
IAEM-USA Region 4		Adam P. Ingram Columbus, OH	Scott R. Tarzwell Dallas, TX
Deon Bailey Decatur, GA	Caroline Spencer Ratliff Oak Island, NC	IAEM-USA Region 7	
Chris Bell Delray Beach, FL	Michael R. Schwartz Niceville, FL	Naomi J. Ishioka Sterling Heights, MI	Michael Macey Platte City, MO
Frank Cesario Miami, FL	Patrick C. Sheehan, CEM Franklin, TN	Jacob Ladenthin Minnetonka, MN	Timothy A. McFall, CEM Florissant, MO
Barbara L. Chorney Youngsville, NC	Michael Paul Southern Fort Mill, SC	Caroline Roth Chicago, IL	Nicolas Aaron Nunn-Faron Webster Groves, MO
Derrell Clark, CEM Matthews, NC	Lisa A. Taylor Franklin, TN	Shelly Kay Starry Chaska, MN	IAEM-USA Region 8
Carmen Ekdahl Atlanta, GA	L. Daniel Tizon Timberlake, NC	Kristy Lynn Wittlich Fairview Heights, IL	Rachel Tew Brown North Salt Lake, UT
	Jose Tovar, AEM Miami, FL	IAEM-USA Region 6	
		Drew Casey New Orleans, LA	Trever McIntyre Sandy, UT

[continued on page 35](#)

Please welcome these new IAEM members!

New Member Listing
[continued from page 34](#)

William K. Miederhoff,
 CEM
 Golden, CO

IAEM-USA Region 9

Edward Aplas
 Tucson, AZ

Denamarie Baker
 Mission Viejo, CA

Dr. Michael P. Bethany
 Rancho Cordova, CA

John D. Cavanaugh
 Morgan Hill, CA

Christine Ciccotelli
 Las Vegas, NV

Prof. Jeanne-Marie Col,
 Ph.D.
 Merced, CA

CAPT Brady Drennan
 San Diego, CA

Daniel Steven Duchon
 Bisbee, AZ

Brooke Freeman
 Modesto, CA

Aaron Gonzalez
 Escondido, CA

Jason K. Greer
 El Mirage, AZ

Kayla Marie Kauffman
 Chandler, AZ

Amanda MacLennan
 Redondo Beach, CA

Brevyn J. Mettler, CEM
 Huntington Beach, CA

Scott M. Moore
 Anaheim, CA

CAPT Eric Morgan
 Lakewood, CA

Christine Parra
 Culver City, CA

Amy D. Ramirez, CEM
 San Francisco, CA

John D. Saucedo, AEM
 Santa Barbara, CA

Marc J. Trujillo, CEM, MEP
 Port Hueneme, CA

Patricia Williams
 Mesa, AZ

Kenneth M. Wilson
 Wittmann, AZ

Col Craig S. Wroblewski,
 CEM
 Reno, NV

IAEM-USA Region 10

Tracy Fern Anderson
 Everett, WA

Glenn Devitt
 Portland, OR

Diane Ferguson
 White Salmon, WA

Paula Larson
 Astoria, OR

Robert A. Sabarese, Jr.
 Olympia, WA

Grant Tietje
 Seattle, WA

**Please welcome these
 new IAEM members!**



At IAEM Reimagined you will be able to virtually visit the exhibit hall, just like you're used to at IAEM's Annual Conference. [EMEX 2020](#) brings together the latest technological advances in homeland security and disaster preparedness suppliers at the [IAEM Reimagined Virtual Conference](#).

Exhibitors and attendees will be able to interact in their booth and in video-meeting rooms. Many of the sponsors you see below will have their own booths where you can meet virtually, or you can attend the special Sponsor Solution Sessions by adding

them to your personal agenda when the conference portal opens.

Register for IAEM Reimagined today to interact virtually with the premier suppliers to the emergency management community.

As a bonus, anyone who is registered by 11:59 p.m. ET on Oct. 16, will be entered into a drawing for a \$250 Amazon gift card! Two lucky registrants will each receive one of the cards.

Take a sneak peek at the attendee experience in our virtual platform by [clicking here](#). ▲

