



In This Issue

[From the IAEM-USA President](#) 2

[Cool Stuff at IAEM](#)..... 7

[IAEM in Action](#) 8

[Optional Outings During the Annual Conference](#) 10

[Certification News](#) 11

[IAEM Elections](#) 12

[Disaster Zone](#)..... 18

[Index to Special Focus Articles: Page 19](#)

[EM Calendar](#) 27

[Staff Contact List](#) 27

[New Member Listing](#) 28



Maximize your 2023 IAEM Conference Experience with Free Value-Added Sessions!

The IAEM 71st Annual Conference & EMEX is being held Nov. 3-9, 2023 in Long Beach, California. The Conference Committee has added exciting opportunities to maximize your experience at the IAEM Annual Conference. New this year, one-hour and four-hour training has been added, in addition to numerous training courses both pre-/post-conference, plus more networking events to meet the various needs of the audience. The core program is planned for Monday through Wednesday, however, there is so much more being offered you won't want to miss. The extra learning and networking opportunities are invaluable at this once-a-year premier event for emergency managers.

Can't miss events include:

- [Early Edition Speaker Series](#).
- [Training Courses](#).
- [Sunday Federal Update Series](#).
- [EMbark Career and Emerging Professionals' Day](#).
- [First Steps Mixer](#).
- [Sunday Welcome Party](#).
- [Poster Showcase](#).
- [EMEX Receptions and Lunches](#).
- [Wednesday Presidential Banquet and Awards](#).

Early Edition Speaker Series

As an emergency management professional, you must always be learning, growing, and expanding your knowledge. IAEM has provided an exclusive opportunity to early registrants to the IAEM 71st Annual Conference & EMEX. Participants who register by Oct. 6 will receive eight bonus speaker sessions on topics such as resiliency, infrastructure, DAFN, and civil unrest from experts in these areas. These sessions are being held on Tuesday and Thursday, from 12:00–1:00 p.m. starting Oct. 10. Register soon for your exclusive access, as availability is limited. For further information, visit the [conference website](#) or [online program](#).

Pre/Post-Conference Training Courses

In addition to our one, two, and three-day course deliveries, numerous four-hour and one-hour training courses have been added to provide more opportunities for expanding your knowledge and enhancing your career. All FEMA and DHS courses are free to registrants at the full, speaker, and student rates. These courses will provide the necessary information and knowledge to strengthen your

[continued on page 4](#)

From the IAEM-USA President

Create the IAEM You Want

By Cathy Clark, MA, IAEM-USA President

Greetings! I hope you enjoy the stories this month as colleagues share their insights and first-hand experiences about how to break into the field of emergency management. Perhaps you're like me and emergency management became a second career choice. I appreciate the opportunity to share some of the insights and suggestions I've learned in my journey navigating different emergency management roles and responsibilities in state government.

Nearly 40 years ago as I started my journalism career, if you would have told me I would be working in the field of emergency management today, I would have laughed and asked, "what is emergency management?" As a young radio news reporter, I didn't know what emergency management involved although ironically, I interacted with the Civil Defense director in the small southwestern Minnesota town where I lived and worked. All I knew about his role was I would interview him on what residents should do before or after severe weather events and he worked with local first responders. Fast forward 15 years to the 1997 flood of the Red River of the North. I was now working in state government, however, my previous job in television news as a reporter and weekend weather anchor at the then NBC affiliate in Fargo, North Dakota, helped prepare me for the role I served during this disaster event. After months of planning as the state's lead public information officer, in our activated state emergency operations center, I was deployed to the field to support local officials. At the time, the incident command structure (ICS)

existed in the wildland fire service, yet it had not been formally adopted as the national incident management standard, integrating ICS to manage complex disaster events among federal, state, local, and non-governmental agencies. Why did that matter? Throughout this event, I had to continually assert myself into planning meetings to ensure emergency responders considered the importance of getting the right information, to the right people before and after response and recovery decisions were made. The challenge of helping local public officials tell their story and keep residents, who had been evacuated from their homes, informed evolved into an opportunity to create a future pathway—train and exercise local officials on how to plan for and execute crisis communications. This disaster experience, ignited my passion for emergency management, specifically in the area of crisis communications and public information. Over the next decade, I worked with other agency-trained



*Cathy Clark, MA
IAEM-USA President*

communications professionals to develop scenarios where participants could learn first-hand skills, knowledge, and abilities to successfully write and deliver key messages and most importantly, understand this was not a role where you simply assigned someone a vest or jacket labeled "Public Information Officer." Trusted messengers must understand how to develop and deliver effective communication strategies during crisis and emergency situations. Timely and effective communications are critical in emergencies to help ensure public safety, protect property, facilitate response efforts, encourage collaboration among whole-of-community partners, and instill trust and public confidence during crisis and disaster events.

Earlier this month, I participated in a plenary panel discussion during

[continued on page 3](#)

"Now, more than ever, is the time to create the IAEM you want —by voting."

The IAEM You Want

[continued from page 2](#)

the 2023 Emergency Preparedness Working Group Meeting at the Asia-Pacific Economic Cooperation (APEC) Event in Seattle, Washington. Panelists represented the APEC economies, academia, and industry leaders and our goal was to discuss how community leaders – by serving as trusted community members can effectively communicate in emergencies. Our panel was moderated by Marty Bahamonde, director, Disaster Operations Division, Office of External Affairs, Federal Emergency Management Agency.

Throughout my time in IAEM, I've seen and heard many discussions about how to break into this profession after completing a degree program or find a position if you don't have real-world experience. IAEM offers the space where members can join one of the nearly three-dozen committees or caucuses, where other passionate members are engaged as subject-matter experts, practitioners, researchers, allied partners, or around topics where they too want to make a difference. As an example, for members looking for connections to advance their emergency management career, there is the IAEM-USA Emerging Professionals Caucus, which helps provide a forum to learn how to forge professional connections, including mentors with other emergency management colleagues. I too have been very fortunate to have connected with highly-respected emergency management leaders in IAEM who have served as mentors to me throughout my journey in the association. The upcoming annual conference also provides an excellent opportunity to build your network, find a mentor, or simply connect with colleagues who share the same passion areas.

Finally, and most importantly, it is time to vote. This year, we have

Invite your friends!

Do you know emergency managers who are not an IAEM member? Invite them to join!

Membership benefits include:

- **Access to the *IAEM Bulletin***
- **Discounted rates on CEM certifications and training**
- **Representation in government working groups addressing vital issues**
- **Access to the IAEM Jobs Board**
- **And many more!**

Invite your friends at:

<https://www.iaem.org/join/intro>

four candidates asking for your vote to be our incoming IAEM-USA 2nd Vice President. Over the past several months, I challenged you to engage with candidates both at the regional and national levels. Please [check out their candidate statements in this issue](#). Read them. Email the candidates with questions and then cast your ballot. Now, more than ever, is the time to create the IAEM you want—by voting. Your voice is important as we continue to evolve and grow as a discipline. I encourage you to reach out, to engage your colleagues, and let's continue these important conversations. If I too, can answer questions and/or connect you with one of our many resources, please let me know. I look forward to strengthening our connections and continuing the conversations in November at the Annual Conference in Long Beach, California! Thank you for all you do; continue to take care and remain, #IAEMStrong! ♦

Bulletin Editor: [John Osborne](#)

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

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

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

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

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

Articles should be submitted to Bulletin Editor John Osborne via email at john@iaem.com.

DISCLAIMER

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

AEM®/CEM®

AEM® and CEM® are registered trademarks of the International Association of Emergency Managers.

Value-Added Sessions

[continued from page 1](#)

emergency management core competencies and take your career to new heights. These courses are filling up quickly, so don't delay locking in your seat in these highly sought-after training courses. If your funds are not available yet, [register now and pay later](#). We are also offering several other courses in addition to those being offered by FEMA. The IAEM-USA Healthcare, K-12, Mental Health and Wellness, and Universities and Colleges caucuses are each hosting a one to two-day symposium. The IAEM Certification Prep Course and Exam are being held on Sunday, Nov. 5. Plus, we have more training from Ascenttra, NWS, and OASIS is available. For a complete listing, visit our [conference website](#).

Sunday Federal Update Series

Starting at 12:15 p.m. on Sunday, Nov. 5, there will be a [series of presentations](#) on the latest federal updates. Come listen and plan to ask questions of the leaders in these 45-minute back-to-back sessions.

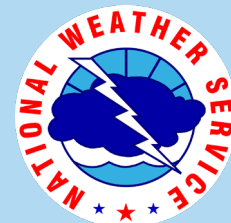
- *FEMA Preparedness Grant Case Studies: Overview, Updates, and Community Highlights.*
- *The New National Exercise Program.*
- *Essential Partnerships and Climate Literacy for Meeting FEMA Strategic Objectives.*
- *What's the Big IDEA? Learn How to Incorporate Inclusion, Diversity, Equity and Accessibility into Exercises to Improve your Community's Preparedness.*

[continued on page 5](#)

No-Cost Pre- and Post-Conference Training Is Available

Do you want to maximize your time at the IAEM 71st Annual Conference and EMEX? IAEM is offering a plethora of options for training from cyber to recovery, mitigation to planning, mental health, Basic Academy courses, IAEM certification offerings, symposiums from the IAEM-USA Healthcare, K-12, Mental Health and Wellness and Universities and Colleges Caucuses, plus so much more. For a complete listing of the pre- and post-conference training, [visit the conference website](#). Some of these training sessions have already sold out, and many are filling up quickly, but there is still time to register now to secure your spot in these popular, informative, and expertly-run training sessions.

If your budget is not yet approved, [register today and pay later](#), to secure seats in these courses before they are filled up. As a reminder, all DHS/FEMA pre/post-conference training courses, the IAEM Leadership Symposium, IAEM K-12 Workshop, IAEM Mental Health and Wellness, and the Ascenttra Advanced Exercise Design Course are complimentary for those registered at the full and student registration rates.



Value-Added Sessions

[continued from page 4](#)

EMbark Career and Emerging Professionals' Day

The annual EMbark Career and Emerging Professionals' Day will be held on Sunday, Nov. 5 starting at 12:00 p.m. This session is a must-attend for anyone new to emergency management or IAEM. EMbark is an introduction to IAEM and the Annual Conference. Whether you're a student, scholar, new practitioner – or all three – as an emerging professional you'll find something of value. EMbark brings interesting speakers, beneficial topics, and the opportunity to learn more about the emergency management field. EMbark aims to provide information on navigating academics and practice to successfully transition to the workplace, including networking, identifying mentors, and more.

EMbark will include the following sessions beginning at 12:00 p.m. and ending at 4:00 p.m.

- **12:00 p.m. – 12:20 p.m.** - Welcome and Introduction to IAEM.
- **12:30 p.m. – 1:30 p.m.** - How Do You Professionally Say... Embrace Generational Communication Style Differences to Break the Fourth Wall So We Can Finally Have Taboo Talks.
- **1:30 p.m. – 1:45 p.m.** - Networking Activity - The Big Wind Blows.
- **1:45 p.m. – 2:45 p.m.** - Things I Wish I Knew.
- **2:45 p.m. – 3:00 p.m.** - Networking Activity - The Big Wind Blows.
- **3:00 p.m. – 4:00 p.m.** - Speed Networking Palooza Workshop

"As a first-time attendee at IAEM, the EMbark program was invaluable to me." stated Grant Finch. "I was able to meet experienced EM professionals and learn about how to make the most of the conference to advance my knowledge and skills."

"The 2021 IAEM Conference in Grand Rapids was the first time I attended an IAEM Conference," said Jill Caputi. "At the time I was a student and I was nervously excited about networking at the conference. The EMbark session on the Sunday of the conference helped break the ice for networking. During that session, I was able to meet other people who were new to EM and who also did not know many people at the conference. By the end of that session, I had a new group of contacts. A few of us would eat lunch together throughout the conference and we would introduce one another to other new connections we had met. Networking at the conference and navigating the conference was much easier thanks to the EMbark."

First Steps Mixer

On Sunday, Nov. 5, right before the Welcome Party at 4:15 p.m., IAEM is hosting a special networking event for all students, emerging professionals, and those who are new to IAEM. This premier event provides a fun and relaxing atmosphere to meet and network with other emergency managers. The IAEM membership represents a wide variety of emergency manager professions and this event is a great first step to meeting some of those diverse groups. During this time, participants will play disaster scrabble with a chance for you to win a prize. Attendees will walk away with some connections to build on for the duration of the week.

Sunday Welcome Party

Join us in celebrating the kick-off of the IAEM 71st Annual Conference with fellow conference attendees. This is your opportunity to network, see old friends, meet new friends, and begin the conference on a high note. We hope to see you there! Tickets are required for this event and there is no onsite registration. The cost is included on most registration types and includes one drink ticket and heavy hors d'oeuvres.

Poster Showcase

Come view your peers' research, practice, or general findings and expand your knowledge of the emergency management field during the morning program break on Tuesday, Nov. 7, 2023. Posters will be displayed in the Promenade Lobby area outside the EMEX/Registration Hall. Participants will be available to discuss their research and answer questions. For a complete listing of participants, visit the [conference website](#). In addition, many IAEM-USA caucuses and committees, and Regions will have posters showcasing their work over the past year. Learn how to get involved and expand your career in areas of interest to you.

EMEX Receptions and Lunches

Come join others and network as you visit the top suppliers in the field of emergency management. Food and drinks are provided during designated times.

[continued on page 6](#)

Value-Added Sessions

[continued from page 5](#)

Wednesday President's Banquet & Awards Program


Please join us as we pay tribute to the outgoing IAEM President and officers and celebrate the newly elected officers. We will also toast the IAEM Associate Emergency Managers and Certified Emergency Managers. Plus new this year, IAEM Award winners will be presented with their award plaques and honored in a special video recognition announcement.

Tickets are included in most registrations and are required for this event. On-site registration is limited to space availability. Champagne toast and plated dinner included. Cash bar available.

Register Now

Demand is high, training courses are filling up quickly, and in many cases, availability is limited. Act now to secure your seat, start planning your visit to Long Beach, and join in on IAEM's special content and events. Don't miss IAEM's [register now and pay later option](#) which will allow you to start planning the perfect conference experience and pay when you have received funding. We look forward to seeing you in Long Beach! ♦

BE A WRITER!
Submit Articles to the IAEM Bulletin



IAEM Bulletin

In this issue

Columns	3
From the IAEM USA	4
President's	5
CEM Corner	6
Call for Contributions	

Special Focus Issue:
"Honor the Past, The People We Remember"
A Letter to Doc
 By Carrie Speranza, CEM, IAEM-USA Secretary, and
 IAEM-Global Communications Director

www.iaem.org/bulletin

71ST IAEM ANNUAL CONFERENCE & EMEX



2023
Annual Conference & EMEX
 Long Beach, CA

NOVEMBER 3-9, 2023

LONG BEACH, CA **IAEM.ORG/USCONF**

Cool Stuff at IAEM

- The IAEM-USA Board decided to make its recent job analysis available to members for free. A job task analysis outlines the scope of practice for emergency management. Requests for the report can be directed to IAEM staff member, [Kate McClimans](#).
- The IAEM election for IAEM-USA National Officers, including the 4-way run for the office of IAEM-USA 2nd Vice President is in full swing. To date, candidates have held virtual happy hours, meet the candidates, and other cool ways of connecting with the candidates. The candidates have a shared goal of 1,000 votes during this year's election. At press time, over 650 members have already voted.
- The [2023 IAEM-USA Strategic Plan](#) was renovated and finalized during the March Board retreat. The Strategic Plan is newly updated to include two documents that helped to inform it: [Introduction and Background to the 2023-2026 Strategic Plan Update](#) and [2023-2026 Strategic Plan SWOT Analysis](#).



EMERGENCY & DISASTER MANAGEMENT STUDENT RESOURCE CENTER

www.iaem.org/students



IAEM in Action



Illinois Homeland Security Advisor Alicia Tate-Nadeau with IAEM Executive Director Beth Armstrong, CAE, on July 25 at the National Homeland Security Conference opening ceremonies in Chicago, Illinois.



IAEM-USA Conference Chair Duane Hagelgans was awarded the Blankets of Honor on Aug. 8. He is the first firefighter to be awarded this honor. Blankets of Honor are presented to honor a veteran, caregiver of a veteran, Gold Star Families, veteran support member, or first responder with a blanket to help acknowledge their accomplishments. Pictured left to right is Sergeant Manuel Acuna, CEO and Founder, Blankets of Honor; Kimberly Acuna, CFO, Blankets of Honor; Duane Hagelgans; Jaryid Maldonado; and Clyde Snyder.



IAEM-USA Past President and representative to the National Association of Counties (NACo) Board of Directors Judd Freed with new NACo President Mary Jo McGuire, commissioner, Ramsey County, Minnesota. Judd, along with IAEM Past President Nick Crossly, and IAEM members Robert Hill and Keith Barnett have been in Austin, Texas, at NACo’s annual meeting. This year, the team submitted and sponsored nine resolutions supporting key emergency management priorities. Among these were continued sustainment of EMPG and other grant programs, NACo support for extending mental health support to emergency managers on the aftermath of critical incidents, and supporting the Emergency Management Standard by EMAP as the standard for all county emergency management programs. IAEM has a long and close relationship with NACo and will continue to build on that relationship in



IAEM member and NHTSA Conference host Natalie Guttierrez poses for a photo with Highland Park City Manager Ghida Eukirch; Lake County EMA Dan Eder; and NHTSA Vice President & Program Chair Garry Lisiewski. Homeland security officials and emergency managers received a high level overview of the mass shooting which occurred July 4, 2022.

[continued on page 9](#)

IAEM in Action Continued



Pictured left to right are IAEM member Ken Neafcy; IAEM Oceania President Jane Rovins, PhD, MPH, CEM; and IAEM-USA President Cathy Clark, MA, attending the APEC 2023 Senior Disaster Management Officials Reception held at the Gates Foundation on Aug. 1.



(L-R) IAEM Deputy Executive Director Clay Tyeryar CAE; Global Chair Robie Robinson, CEM; IAEM Executive Director Beth Armstrong, CAE; and Pam Williams, Assistant Administrator, FEMA Grants Program Directorate, enjoyed some Chicago pizza during the National Homeland Security Conference on July 25.

IAEM
International
Association of
Emergency Managers

NOW HIRING

Find your new job today!

Visit the IAEM Job Board

JOBS.IAEM.ORG

The advertisement features a background image of a woman with curly hair sitting at a desk in an office, looking at a laptop. The IAEM logo is in the top left corner. The text "NOW HIRING" is in a large blue box, "Find your new job today!" is below it, and "Visit the IAEM Job Board" and "JOBS.IAEM.ORG" are at the bottom.

Optional Outings During the IAEM Annual Conference

By Mike Gavin, IAEM Conference Committee Member,
Lead of the Conference Committee Hospitality Working Group

Are you trying to decide what to do with your spare time in Long Beach while attending the IAEM Annual Conference? Or are you trying to help your friends and family decide what they can do while you're in the vast breakout offerings at the conference? If this is the case, here is some information that may help.

For conference attendees, we have put together several facilitated events, as well as a comprehensive list of sights and non-facilitated activities for your friends and families to enjoy.

Saturday evening, Nov. 4, IAEM will be facilitating a couple of Emergency Operation Center tours for conference attendees and possibly a harbor tour. This year, one of the confirmed tours is "Protecting the Magic: Disneyland Resort Emergency Management." The Disneyland Resort in Anaheim is often called a "small city" within a city. The Disneyland Resort Emergency Management Team will share a peek backstage and show how the Disneyland Resort leverages public-private partnerships to keep the guests and cast members safe. The fee is \$30 to cover transportation. The bus will depart at 5:30 p.m. from the Long Beach Convention Center and arrive back at approximately 9:00 p.m.

Sunday evening, Nov. 5, after the Welcome Party, the IAEM Conference Committee will be facilitating a game of trivia and is still looking at the possibility of another IPA and IAP activity.

Monday evening after the EMEX opening reception, we will be hosting a movie "Quake Heroes: Inspiring Action through Cinematic

Storytelling" and a presentation "Improvisation and Disasters: What Eddie Van Halen Can Teach Emergency Managers" both beginning at 8:15 p.m. Quake Heroes is a unique blend of Hollywood storytelling and real-life heroism, designed to inspire individual and community resilience in the face of natural disasters. Based on true stories from America's costliest earthquake, this film is more than just a captivating narrative—it's a strategic tool for emergency managers to engage their communities. Improvisation and Disasters is a fun and entertaining presentation that provides lessons emergency managers can glean from the life and artistic talents of the late Mr. Eddie Van Halen. With some humor and rock music from the 80s and 90s, this special event discusses what is known about preparedness,

improvisation, and spontaneous planning for the important profession of emergency management.

Now for friends and family, there are several activities and places to visit. Many of these have offered to provide [discounts](#) to IAEM Conference attendees and their guests.

This includes:

- [Surrey Bike Ride \(day and evening\)](#).
- [Catalina Island Express](#).
- [Richard Nixon Library and Museum](#).
- [Ronald Reagan Presidential Library](#).
- [Aquarium of the Pacific](#).
- [Queen Mary Ship](#).
- [Shoreline Village Shopping](#).
- [MOLAA - Museum of Latin American Art](#).
- [Disneyland](#).
- [Knott's Berry Farm](#).
- Long Beach Waterfront.
- [Long Beach Museum of Art](#).
- [USS Iowa Museum and Battleship](#).

Many of these sights and additional restaurants are within walking distance of the hotels and convention center where the conference is being held. Please check the [IAEM Conference Website](#) for updates and [registration for several of these events will be opening soon](#). ♦



IAEM Certification News

Recertification Reminder

AEMs and CEMs who certified in years ending in “3” and “8” are due to recertify by Dec. 31, 2023. Applications may be submitted at any time prior to the Dec. 31, 2023, deadline through the online portal. Specific requirements based on the recertification year can be found on the [IAEM website](#). ♦



Helpful Resource: Applicant Guidebook

All AEM/CEM applicants are encouraged to use the Applicant Guidebook while working on their certification or recertification application. The Applicant Guidebook contains helpful information for each section of the application including details about documentation and examples of what will meet the requirements. It can be found on the [IAEM website](#). ♦

Receive Recognition at the IAEM Annual Conference

Applicants who want to be recognized and receive their diploma at the IAEM Annual Conference during the President's Banquet on Wednesday, Nov. 8, 2023, in Long Beach, California must:

- Submit their initial application by Aug. 31, 2023, and have it approved no later than the September review meeting.
- Pass the exam, and have it processed by IAEM Headquarters by Oct. 13, 2023.
- Let IAEM Headquarters know you will be attending the banquet at the conference.

Direct questions to Sharon Kelly at Sharon@iaem.com. ♦



Lifetime CEM

IAEM has a **Lifetime CEM** designation for current CEMs who are retiring from the field of emergency management. In order to qualify, a candidate must be a current CEM and have recertified at least once. After earning Lifetime CEM status, individuals will hold the designation for life without the need to recertify. Application details can be found on the [IAEM website](#).

Learn about the
IAEM Certification
Program at
www.iaem.org/CEM.



Voting Closes on Aug. 31 in the IAEM-USA Council and Regional Officer Elections

Voting began on Aug. 1 in the IAEM-USA Council and Regional Officer Elections. IAEM Individual, Lifetime, Emerging Professionals, and Affiliate members are eligible to vote in IAEM elections.

■ If you are an eligible voter located in the IAEM-USA Council, you should have received an email from IAEM Headquarters with a link to your online ballot to vote on Second Vice President and Treasurer of the IAEM-USA Board.

■ If you also are in an IAEM-USA Region that is holding an election this year, you should have received a second email with a link to the online ballot in your region's election. Contact [Raei Tesfazghi](#), IAEM liaison for online elections, with any questions or to request links to your online ballots. Voting deadline is **5:00 p.m., Thursday, Aug. 31, 2023**.

IAEM-USA Council Election

■ There are four candidates for IAEM-USA Second Vice President and one candidate for IAEM-USA Treasurer. The candidate statements are included in this issue, as well as on the voting information page. Click on the names below to read each statement or begin on [page 13](#).

The candidates for IAEM-USA Second Vice President:

- [Dr. Robert Ditch, CEM](#)
- [Jonathan Gaddy](#)
- [Anthony Mangeri, CEM](#)
- [Josh Morton, CEM](#)

The candidate for IAEM-USA Treasurer is:

- [Walter English, CEM](#)

IAEM-USA Regional Elections

Information for candidates for regional offices is available on each region's voting information page (links below)

■ [IAEM-USA Region 1](#): Vote for Region 1 Vice President, Secretary/Treasurer, Massachusetts State Representative, Connecticut State Representative, Maine State Representative, Vermont State Representative, and Communications Officer.

■ [IAEM-USA Region 2](#): Vote for Region 2 President and Treasurer.

■ [IAEM-USA Region 3](#): Vote for Region 3 President and West Virginia State Representative.

■ [IAEM-USA Region 5](#): Vote for Region 5 President and Secretary.

■ [IAEM-USA Region 6](#): Vote for Region 6 Texas State Representative, Oklahoma State Representative, and Arkansas State Representative.

■ [IAEM-USA Region 7](#): Vote for Region 7 President and Vice President.

■ [IAEM-USA Region 9](#): Vote for Region 9 President-Elect.

Vote for the Candidates of your Choice

IAEM-USA members are encouraged to vote for the officers they wish to represent them as IAEM-USA Second Vice President and Treasurer. They are also encouraged to vote for regional officers if their regions are holding an election this year. Voting is both a right and a responsibility. ♦

2023 IAEM-USA Council and Regional Elections

Voting closes on **Aug. 31, 2023, 5:00 p.m. EDT**. [Go to the voting web page](#), read the instructions and then **VOTE!**



Candidate Statement by Dr. Robert Ditch, CEM, Running for IAEM-USA Second Vice President

By Dr Robert L. Ditch, EdD, CEM, FMR, Colonel, United States Air Force (Retired)

rditch@cap.gov

After actively participating as an espoused member of the former National Coordinating Council of Emergency Management (NCCEM), and International Association of Emergency Managers (IAEM) for 28+ years; and serving in multiple offices and committees within both NCCEM and IAEM; Dr Bob has announced his candidacy for the office of IAEM-USA Second Vice President. His Emergency Management (EM) and IAEM qualifications are legion and he has been a Certified Emergency Manager (CEM)[®] since 1996; the first active-duty military officer in the world. An EM for 44 years during 40+ domestic, and international disasters/emergencies on five continents; during multiple, hurricanes, wildfires, earthquakes, tornado outbreaks, winter storms, terrorism attacks (including being at Ground Zero on 9-11 in New York City), many different industrial/transportation accidents, fires; and multiple combat generated mass casualty incidents (including the one depicted in the movie *Black Hawk Down*); he has served in 17 military, federal, private, academic, hospital, and local EM positions; and as an EM professor, teaching for six universities, and lecturing at many others in the U.S. and overseas. He completed a one-year/post-graduate EM Fellowship, with an emphasis in Medical Readiness; a Doctorate of Education, with an emphasis in EM Higher Education; FEMA's National Emergency Management Executive Academy; and Harvard University's John F. Kennedy Executive Leadership "Crisis Leadership" program. He founded one, and directed two, one-year/resident EM Fellowships: graduating eight. During

the COVID pandemic he set up and ran the nation's largest volunteer blood program, saving an estimated 64,000 lives. As a result, he brings a great deal of peerless experience in both EM and IAEM programs. His contributions within IAEM alone include,

- Serving 12 years on the NCCEM/IAEM Certification Commission, validating the original CEM examination as the first military officer on the Commission. He has also successfully mentored 43 individuals for CEM testing/certification.

- Establishing and serving seven years as the initial Co-Chairperson (later Chairman) of IAEM's Uniformed Services Committee (later Caucus), where he formulated the criteria for the military services to recognize the CEM credentials, setting up the certification inclusion in military member personnel records to assure visibility of the credential for the services promotion boards.

- Participating on IAEM-USA's Awards Committee; sponsoring nine of USA-IAEM 15 annual awards; including all Uniformed Services, Volunteer, and Education awards. Nominating the successful selection of 15 awardees over the last five years.

- Creating IAEM's CEM[®] recognition ribbon for military and first responder EMs' uniform wear.

- Authoring the approved Memorandum of Understanding between IAEM and the U.S. Air Force Auxiliary – Civil Air Patrol (CAP). He also served 10 years as IAEM's Air Force liaison, now eight years as IAEM liaison for CAP's National Headquarters.

- Conducting over a dozen presentations on IAEM affiliation and certification at numerous military



and private industry conferences and meetings across the nation.

- Receiving the 2021 IAEM Volunteer Emergency Manager of the Year Award.

Because of all the above, he should be your first choice as the best candidate for the IAEM – USA's Second Vice President. ♦

2023 IAEM-USA Council and Regional Elections

Voting closes on **Aug. 31, 2023, 5:00 p.m. EDT.** [Go to the voting web page](#), read the instructions and then **VOTE!**



Candidate Statement by Jonathan Gaddy, Running for IAEM-USA Second Vice President

By Jonathan Gaddy, Clinical Assistant Professor, Idaho State University

jonathanwgaddy@gmail.com

The emergency management world is changing. “Resilience” is now a household term. Nearly every federal agency now provides funding for projects with a resilience nexus, yet there is not a common framework for what resilience means or how we get there. Resilience is a broad, umbrella-like concept that has deep roots and which has become a major collective goal in our society. It is a different thing from the old school, technical approach of emergency management as “the solution” to hazards.

Today, FEMA is trying to figure out what resilience means to the agency and what FEMA’s relevance will be over the long term as other federal agencies become more active and involved in resilience initiatives. Major cities and states are hiring Chief Resilience Officers and figuring out what their relationship to traditional emergency management should look like, and organizations like universities, hospitals, and corporations are also becoming increasingly conscious about resilience. Some say the U.S. needs a CRO in the White House.

As an emergency manager, I believe the foremost priority for IAEM-USA should be ensuring that emergency managers have a seat at the table as this evolution of resilience continues around the nation over the next several years. Unless we are able to demonstrate a responsible self-awareness about our own discipline while also being open to change and growth, emergency management runs the risk of moving backwards to the one-sided dark ages of its Civil Defense roots.

That is not what emergency management should be, and the diversity of IAEM membership from all different kinds of jurisdictions, organizations, and types of programs is a testament to the need for the modern core competencies and skillsets of emergency managers in our society. We have learned time and again the painful lesson that being proactive, pursuing preparedness and mitigation programs, and branching out in the broadest possible sense are the keys to keeping our communities and organizations safe.

As someone who has been active in IAEM and seen the very necessary role this group plays in our continued national prosperity and security, I encourage all members, officers, and candidates for office to step back, for a moment, and carefully consider the strategic sea change that is occurring around us. The advent of resilience as a destination on our national horizon means that we must commit to working cooperatively, creatively, and openly with the IAEM-USA membership to chart our way into this new landscape. If we do not map our course, it will be chosen for us. We must do it as a team.

As a candidate for the office of Second Vice President, I am honored to be able to share these few words with you, and I encourage all current officers (and the successful candidates) to help focus the energies and skills of our association’s diverse, experienced, and committed membership to meet this challenge in a way that honors who we are, collectively and individually, and safeguards our continuing ability to serve the communities we live in and cherish. ♦



2023 IAEM-USA Council and Regional Elections

Voting closes on **Aug. 31, 2023, 5:00 p.m. EDT.** [Go to the voting web page](#), read the instructions and then **VOTE!**



Candidate Statement by Anthony Mangeri, CEM, Running for IAEM-USA Second Vice President

By Anthony S. Mangeri, MPA, CEP, CPM, Chief Operating Officer, Mangeri Group LLC
amangeri@mangerigroup.com

Emergency Management has evolved into a critical profession over the past few decades. It is crucial for the IAEM to have dedicated leaders who can advocate for all members of our profession and create the opportunity for change and growth. As a candidate for IAEM-USA 2nd Vice President, I will draw upon my personal and professional background, accomplishments, and goals to further enhance membership engagement and professional success, enhance organizational transparency, and empowering growth within our association.

Throughout my career, I have been committed to creating opportunities for success and professional growth for Emergency Management professionals. I believe in empowering and engaging those I have the privilege to lead. I am dedicated to fostering an inclusive environment where every member feels valued and can contribute their unique perspectives, expertise, and experiences to strengthen our profession.

Collaboration is the cornerstone of effective emergency management, and I am passionate about fostering relationships with other associations representing the emergency management community. By speaking with one voice, we can champion the common interests of our profession, advocate for necessary resources, and promote best practices. It is my goal to build bridges, forge partnerships, and work collaboratively with other organizations to address the challenges we face collectively.

I am proud to have served as a member since 2009. As the chair of the Scholarship Commission for many years, I have nurtured and recognized

the potential of students, ensuring a pipeline of talented individuals for the future of our profession. Additionally, my contributions to the IAEM-USA have allowed me to play a role in shaping the association's educational initiatives.

Currently, I have the privilege of serving as IAEM-USA Region 2 President. I have gained invaluable insights into the needs and perspectives of our regional stakeholders. I have focused on strengthening communications and outreach efforts, ensuring that every member's voice is heard and their concerns are addressed effectively. I am proud of our team and our Region. We just concluded our Region 2 Conference, at the hands of our dedicated Conference Committee.

With over 35 years of experience in emergency management and public safety at federal, state, and local levels, my personal background and accomplishments further equip me to fulfill the responsibilities of 2nd Vice President. I bring a wealth of practical knowledge to the table. Notably, I served as New Jersey's Hazard Mitigation Officer for more than a decade and played a pivotal role as the Operations Chief at the New Jersey Emergency Operations Center during the September 11, 2001 attacks. My extensive experience also includes research on shelter operations following Superstorm Sandy and active engagement in the local community response and recovery from the COVID-19 Pandemic.

My educational achievements include a Master of Public Administration from Rutgers University, a fellowship in Public Health Leadership in Emergency Response, and



certifications as a Certified Public Manager and Certified Emergency Manager. These credentials provide a solid foundation for effectively navigating the complex challenges facing emergency management professionals today.

Let's do this together!

Questions? Please message me at amangeri@mangerigroup.com. ◆

2023 IAEM-USA Council and Regional Elections

Voting closes on **Aug. 31, 2023, 5:00 p.m. EDT**. [Go to the voting web page](#), read the instructions and then **VOTE!**



Candidate Statement by Josh Morton, CEM, Running for IAEM-USA Second Vice President

By Josh Morton, CEM, Director, Saluda County EMD

j.morton@saludacounty.sc.gov

Since announcing my candidacy back in November, I have been blown away by the amount of support received from my fellow IAEM members. As we are in the voting season, I wanted to share a little about my journey in emergency management and why I'm asking for your vote.

I got into this profession by accident. Two days after my eighteenth birthday, I joined the local volunteer fire department out of a sense of duty to the small rural community I grew up in. In June 2006, we responded to a fire at an old mill in Great Falls, SC that changed the trajectory of my life. The seven days I spent working in the command post was my first taste of emergency management, and I was hooked. A few months later, I took my first EM job, working as a part-time planner and CERT coordinator. That entry-level job led to a position as a Regional Emergency Manager for South Carolina EMD, where I worked until being named Director of the Saluda County Emergency Management Division in 2012.

Shortly after coming to Saluda, I joined IAEM. I never imagined this association would become such a huge part of my life. I often tell people that joining IAEM is the most worthwhile thing I've ever done professionally, and I truly mean it. From the moment I joined, I've had opportunities to connect with and learn from amazing EM professionals from around the globe.

Over the past few years, it has been my pleasure to serve our members in several capacities. In 2015, I joined the Region 4 Conference Committee. In 2018, I was elected

to serve as Region 4 President-Elect from 2018-2020 and Region 4 President from 2020-2022. In 2021, I was elected by my fellow Regional Presidents to represent them as At-Large Member of the Executive Committee from 2021-2022. Currently, I serve both as the IAEM-USA Bylaws Committee Chair and as IAEM-USA's representative on the CUSEC-led Community Lifeline Support System Steering Committee.

As I have served IAEM, I've seen things we do well – and areas we need to improve upon. Over the past couple of years, I've taken the opportunity to speak with many of our members, and most seem to agree that there are four critical areas where we need to improve:

- Advancing the Profession – We must be the standard bearers
- Including Everyone – All voices need to be heard, and we need to be more transparent
- Multiply the Member Experience – We need to offer more return on investment for our members
- Support Emergency Managers – We must tackle the mental health crisis in our profession

If elected, I will help shape the narrative around these and other issues and be a voice for those who want to see our association improve.

Serving this association is my passion, and I would be honored to have your vote as I seek to continue my service as the next second vice president of this association. Thank you in advance for your support! ♦



2023 IAEM-USA Council and Regional Elections

Voting closes on **Aug. 31, 2023, 5:00 p.m. EDT**. [Go to the voting web page](#), read the instructions and then **VOTE!**



Candidate Statement by Walter English, CEM, Running for IAEM-USA Treasurer

By Walter English III, MS, CEM, Emergency Manager, City of Fairfax, Virginia

walter.english@fairfaxva.gov

Greeting Fellow IAEM-USA Council Members,
My name is Walter English, and I am incumbent IAEM-USA Treasurer and seeking re-election for another term of office, as IAEM-USA treasurer.

During my current term as Treasurer, I have helped:

- IAEM reached 88% of our goal to have a reserve fund equivalent to one year of operating costs.

- Maintained budgeting timeline and managed council, commission, committee, and caucus budget requests. 2022-23 Budget approved by Board of Directors in a timely manner.

- Provided monthly financial reporting, including any budget variances.

- Improved and standardized Regional budgeting process to provide additional benefits for their members.

- Assisted with contracts review and negotiations including FEMA CEM grant, virtual conference platform, JLM Psychometric Services, and ExpoPass conference badging system.

In addition to my technical skills, I bring a strong sense of responsibility and integrity to my work. I understand the importance of maintaining accurate and transparent financial records, and I am committed to ensuring compliance with all relevant laws, regulations, and internal policies.

Moreover, I possess excellent communication and teamwork skills, which are essential for effective collaboration within the organization. I am confident in my ability to communicate complex financial information in a clear and concise manner, mak-

ing it accessible to both financial and non-financial stakeholders. By fostering open lines of communication, I strive to create an environment that promotes trust, collaboration, and mutual understanding.

If re-elected, my goals as Treasurer would be to:

- Continue to improve efficiencies of the Treasurer's Office while implementing cost saving measures.

- Review workflow processes and implement electronic processes where appropriate.

- Increase the transparency of the Treasurer's Office and to provide information to the IAEM Board and membership.

- Increase the understanding of the budgeting process and to establish consistencies with-in.

If given the privilege to serve as the Treasurer again, I will dedicate myself wholeheartedly to the position and the responsibilities it entails. I am committed to upholding the highest standards of professionalism, accountability, and fiscal prudence. I am confident that my passion for finance, coupled with my dedication to IAEM, will allow me to make a positive and lasting impact as Treasurer.

During my membership with IAEM, I have been an active member in my region and within the USA Council. In addition to my duties as Treasurer, I serve as the Region 3 Immediate Past President and liaison to various IAEM groups. I have served as an active member of the diversity, membership, bylaws and conference committees.

Please do not hesitate to reach out with any questions, concerns, or comments about my candidacy for this position. I am humbled by



this opportunity to submit my name for consideration, and I thank you in advance for taking time to read my statement.

I respectfully ask for your vote in this year's IAEM USA elections for the position of Treasurer beginning August 1st. Please feel free to reach out to me at wenglish3@gmail.com

Yours in service,
Walter English III, MS, CEM ◆

2023 IAEM-USA Council and Regional Elections

Voting closes on **Aug. 31, 2023, 5:00 p.m. EDT.** [Go to the voting web page](#), read the instructions and then **VOTE!**



Disaster Zone

Wildfire Smoke: The Next Big Disaster

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

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

Wildfire smoke is like a snowstorm, it impacts everyone—all at the same time. It does so equally well. Yes, there can be some more snow or smoke in one part of a city, region, or state, but everyone is feeling the impact at the same time. While snow may seem quaint for a little bit if it is Dec. 24, that rapidly fades as people want to get out and get moving again. Smoke doesn't feel quaint at all, and its impact is immediate to everyone simultaneously. There is no nostalgia when smoke wafts into a community.

The entire United States is being impacted by wildfire smoke very early in the wildfire season because of the Canadian fires that have been burning out of control for many weeks. This smoke is impacting some heavily populated portions of the Midwest and the East Coast. Unlike portions of the Western United States, they have not had this heavy exposure to wildfire smoke in recent years.

Smoke can be very debilitating. It is a warning that I had not always heeded in the past. I figured it was an issue for the elderly (Hmm, I might be getting close to that), the very young, and those with compromised breathing conditions, asthma, etc. But—no, via research we have found out that the very small smoke particles can be inhaled and lodge in our lungs, which isn't good for even healthy men and women.

Which brings us to the title of this column. It would seem that real change only happens when we have a really big disaster. Two in recent decades would be the terrorist attacks

of 9/11 and then Hurricane Katrina. These twin disasters caused people, politicians, and organizations to change policies and laws in reaction to these really big events. Both of the above disasters rippled down and caused significant changes in our emergency management world.

The smoke from this “season of smoke” may be seen as a “one-off” uncontrollable event. That viewpoint will happen especially if the smoke somehow dissipates sooner than later, or we go through a smoke-filled summer and fall, and then fall and winter rains and snow bring an end to the curse of wildfire smoke. If there is no big “smoke incident” in 2024 then the need to address smoke as a hazard will fade—for the time being.

However, if the smoke persists this year and then comes back with a vengeance next year people and organizations will demand action. What will they demand? Change the dial and order up a different forecast or wind direction? That is not happening. But climate change could get a boost as the negative impacts of warming earth start to impact how people live, their health, and their futures.

Like a snowstorm, there will be no avoiding the hazard, and moving isn't much of an option. What politicians typically do is throw money at the issue. Beginning with funding more studies of the issue—which isn't bad, but it does not accomplish much.

It will be interesting to see what twists and turns our future holds. It appears to me that “wildfire smoke” will turn the wheel and take us in new directions. Be prepared for a U-turn or who knows what? ♦



Special Focus Articles Part 1: Due to the volume of submissions on this special focus topic, it is necessary to present the content in two parts. Part 2 will be available in the [Sept. edition of the IAEM Bulletin](#).

A Serendipitous Career

by Valerie Lucus-McEwen, CEM, CBCP, President, IAEM-USA Region 8 20

Skills, Skills, Transferable Skills!

by Jill Caputi, Vice-Chair, Emerging Professionals Caucus, Crisis Management Analyst II, Centene Corporation; Brad Perkins, Secretary, Emerging Professionals Caucus, emergency management student, CSU-Long Beach, Healthcare Administrative Assistant; Joshua Ladesma, Emergency Management Specialist, Dartmouth College; Michael Teener, Chair, Emerging Professionals Caucus, Emergency Management Planner, James City County, VA 22

Been There. Done That. Now What?

by Daryl Schaffer, Captain, USCG (ret); MHRM, MSDM, PhD studies University of Alaska, Fairbanks 24

We Are All Teachers in Emergency Management

by Valerie Yoda, Intern, City of Miramar Emergency Management 26

October's Bulletin is a Special Focus Issue and will focus on the IAEM Annual Conference theme: Emergency Management-Turning the Tide. Those who will be presenting at the conference are highly encouraged to submit an article based on their session topic. All emergency management professionals are welcome to submit an article. "Turning the Tide" can mean many different things to different emergency managers. For you, does it mean getting away from COVID-19 and now in a COVID-19-forever world, but not a deadly world? Perhaps you interpret "Turning the Tide" from an education and professional standpoint: turning the tide from an OJT model with IS courses to a profession with leaders who are well-educated, trained, and experienced for today, and tomorrow's world? The meaning is nearly limitless; what does it mean to you and your emergency management role?

- **Article Format:** Word or text format (not PDF).
- **Word length:** 750 to 1,500 words.
- **Photos/graphics:** Image format (png, jpg).
- **Email article, photos, and graphics to:** [John Osborne](#).

IAEM is pleased to announce that #IAEMstrongerstories articles will be accepted on a rolling basis during 2023

Please refer to the Author Guidelines and submit article to editor John Osborne.

Thank you to the IAEM Editorial Committee

IAEM extends a warm thank you to the IAEM Editorial Committee for their assistance in compiling, editing, and publishing the monthly *IAEM Bulletin*. Current Editorial Committee leadership includes:
 ■ Committee Chair, Daryl Lee Spiewak, CEM, TEM

Interesting in joining the IAEM Editorial Committee? Contact IAEM Bulletin Editor [John Osborne](#) and tell him how you can contribute to or learn from this committee's important work.



A Serendipitous Career

By Valerie Lucus-McEwen, CEM, CBCP, President, IAEM-USA Region 8

I love Wikipedia's definition of a career: The career is an individual's metaphorical "journey" through learning, work, and other aspects of life. That definition is almost magical, isn't it?

Career vs Job

I wasn't looking for a career when I got my first emergency management-related job. I was just looking for a job! There were four kids at home, all in school (finally!) and I wanted to talk to adults for – at least – part of my day.

My first job was with the American Red Cross in Marin County, California. I had been a volunteer instructor with them for about a year – mostly CPR and First Aid courses. For the first six months on the job, I did paperwork, answered the phone, and helped out (for minimum wage!). And I loved it.

When the Loma Prieta earthquake struck the Bay Area in October 1989, I didn't go home for several days. My husband made it home from his job in the city and couldn't go back to work for weeks. Marin County wasn't badly affected, so we were supporting ARC services in other counties.

For a couple of months, I was right there in the thick of the response. In fact, I was an important part of the response. And...I was hooked.

Before I knew it, I had 25+ years of experience, knowledge, education, training, awards, and honors at different agencies and institutions, both governmental and non-governmental. As I look back now, I realize I **was** building a career. I just didn't know it.

Reality and Discrimination

What almost put me off pursuing an EM career was the skepticism of the almost exclusively male EM cadre during that time. Could I really understand what they were doing, much less help? I was older and female, with no background in public safety or the military, and barely over five feet tall! I just didn't "fit in."

Here is one of many examples: In Oct. 1995, I was working for the Marin County Sheriff's OES. During the Vision Fire in the Point Reyes National Seashore, I was detailed to the CDF team managing the incident. I wound up in the PIO section as one of the supervisors on the day shift. On the second day of the fire, my boss (a lieutenant) called to get an update. When I answered his call, he said (curtly) "If I had wanted to talk to you, I would have asked for you. I'll try to get someone else." And he hung up.

There aren't as many gender issues today, but issues still exist related to race, culture, or education. I'm a strong proponent of all the diversity, equity, and inclusion (DEI) initiatives that ["aim to address and eliminate systemic discrimination and bias"](#) in the workplace, including the one [IAEM is currently working through](#). I'm also a strong proponent of having an experience/education equivalent as part of the CEM. When IAEM dropped that option in 2008, I believe it was a mistake.

However, it was frustrating and draining early on to push against the reality of the male-centric, glass ceiling. I was – essentially – invisible.

Eventually, I learned how to stand on a chair (or a stack of books), look everyone in the eye, and just

talk **louder**. I couldn't have done that without Hank.

Mentors

My first and most valuable mentor was Hank Washow. He hired me at that first Red Cross job. He was way ahead of his time in terms of human rights and his stance on woman's rights was especially liberal. After a few months, he promoted me and sent me (with knees shaking!) to meet with the local governments, agencies, and communities. He encouraged me to write about EM topics. During the run-up to Y2K, I did a weekly column in the local newspaper about what Marin County was doing and what citizens needed to think about. I wish I still had copies!

Mentors are especially important in an EM career. Sometimes it is happenstance, sometimes it takes some looking. They might even be found in places you might not think to look:

- California has a mentor program through CESA.
- The Ontario, Canada OAEM has a mentoring program.
- DRJ has a structured mentoring program that is free and open to anyone interested in the BCM side.
- IAEM has a mentorship program for the CEM/AEM program, and the IAEM Board is reviewing a proposal to assign mentors for leadership roles, ie: regional officers, and committee/caucus chairs.

Enthusiasm and Involvement

Once I realized how much personal satisfaction I could find with a career in EM, I explored how to maximize my experience and knowledge. Sometime around 2000, I

[continued on page 21](#)

A Serendipitous Career

[continued from page 20](#)

found IAEM, attended my first annual IAEM conference (somewhere in Texas?), and joined both IAEM and CESA, California Emergency Services Association.

Oh! The networking! The contacts! The opportunities! The knowledge, advice, and assistance! Somewhere along the way, I got to know Kay Goss. After getting over being star-struck, she became another mentor.

I found many friends and colleagues in both IAEM and CESA and was always involved in their committees and conferences. Daryl Spiewak convinced me to join the IAEM Bulletin Committee, now called the Editorial Committee. Carolyn Harshman pulled me into the IAEM Conference Committee. The CEM came in 2001.

The CBCP came in 2003. My Master's degree in 2005.

There is lots more – but the takeaway is that you can't have a successful career of any kind, especially an EM career, without enthusiasm and a drive to succeed and excel. You can't advance in that career without training, education, and professional contributions – which are the cornerstones of the CEM. You have to overcome challenges, learn to think on your feet, make friends and find mentors.

Passing it on

Before I retired from EM practice in 2010 (and gave up the 24/7 pager), I knew I didn't want to just quit. I wanted to advance the profession and pass all this on to the next generation. I began teaching in the Master's EM program at CSU Long Beach.

I kept all my certs up to date and became more involved with IAEM than ever. Last year, I was elected as the IAEM-USA Region 8 president and my goal is to make the smallest region in IAEM the best region in IAEM. We'll see how that goes!

This job/career surely took me through that “*metaphorical journey*”, although it wasn't magical as much as serendipitous. I'll always be grateful for the opportunity. ♦

EMERGENCY MANAGEMENT: TURNING THE TIDE

IAEM ANNUAL CONFERENCE & EMEX

LONG BEACH, CALIFORNIA
NOVEMBER 3-9, 2023

EARLY BIRD REGISTRATION DEADLINE: FRIDAY, OCTOBER 6, 2023

Skills, Skills, Transferable Skills!

By Jill Caputi, Vice-Chair, Emerging Professionals Caucus, Crisis Management Analyst II, Centene Corporation; Brad Perkins, Secretary, Emerging Professionals Caucus, emergency management student, CSU-Long Beach, Healthcare Administrative Assistant; Joshua Ladesma, Emergency Management Specialist, Dartmouth College; Michael Teener, Chair, Emerging Professionals Caucus, Emergency Management Planner, James City County, VA

At some point or another, we have heard the term transferable skills. But what exactly is it, and how can it be applied to emergency management?

A transferable skill is a skill that can be applied to any job. Some transferable skills you might have heard of include critical thinking, problem-solving, and time management. They can include software-specific skills too, like Excel. You might be thinking, "Those skills sound vague. How exactly can I speak to them in an emergency management job interview or cover letter?" Well, have no fear, the Emerging Professional's Caucus is here! Our members have put together a summary of transferable skills they use and offer advice on how to incorporate them into your interview, cover letter, or current role in emergency management. We have suggestions from students, EM as a second career folks, and EM as a first career choice folks.

Jill Caputi

Project Management – Project management is a skill I learned when I was working in the sport management world. At the time, I was in charge of managing six to ten different half and full-marathon races across the United States. My job was to permit the race, contract with different vendors, manage volunteers, coordinate with local governments and law enforcement, and make sure everything was ready to go on race morning. I learned very quickly that conflicting priori-

ties were unavoidable and they had to be managed. Over the years I have come to love task lists, Gantt charts, calendars, and any other tool that helps manage projects.

What does this mean in the emergency management world? Well, we have so many conflicting priorities. Mitigation plans have to be updated. Maybe your organization is working on EMAP accreditation or program maturity. Not to mention disasters that like to pop up during the most inconvenient time. Being able to take a step back and see how it all connects will help sort out those priorities. It will also help you if you have to stop a project altogether to respond to a disaster, pandemic, or whatever other event might be coming down the pike that no one had on their bingo card. I have found Gantt charts to be very helpful, especially when items I am working on feed into a task or project my coworkers are working on. The visual representation of a project's timeline helps me to better plan out the specific tasks to make sure I am completing them in a logical order. This can be applied to so many things in emergency management – plan updates, EMAP accreditation, or new community engagement initiatives.

To learn more about project management, I recommend some of the LinkedIn learning courses on the topic. Coursera also has a selection of courses.

Brad Perkins

Public Speaking—Just the thought can conjure up feelings of nervousness and apprehension. However, public speaking is one of the most valuable assets we have. Having the ability to disseminate information, whether that be preparedness information to a group of residents or an initiative you are promoting to a public official, being able to do so concisely and clearly is so important. It is critical to know your audience, their level of understanding, and their interest in the topic. Having worked in the healthcare industry for twenty years has taught me the value of knowing my audience, especially when clients are in times of crisis. Being self-aware is vital, and this means being aware of your emotions, breathing, vocal variety, posturing, and hand gestures. These are important non-verbal signals you transmit, and they can determine how your message is perceived. This is a skill I am constantly working on. My volunteering with the American Red Cross, IAEM, as well as Toastmasters has forced me to hone these skills by stepping out of my comfort zone, allowing me to grow professionally as well as personally.

Joshua Ladesma

Communication—Before coming to Dartmouth College as their emergency management specialist,

[continued on page 23](#)

Skills, Skills, Transferable Skills!

[continued from page 22](#)

I was working in the engineering industry where I designed enterprise-level technological systems for a host of diverse clients across the United States. The team and I would regularly communicate with project partners and clients to ensure their indoor and outdoor facilities satisfied their work needs and addressed security concerns. Outside of design projects, our team would also communicate with product vendors to ensure we understood the latest technology available and what future technology would be entering the market for potential use.

This ability to communicate is just as important to emergency management. Similarly, emergency management personnel are constantly communicating with those in the community to ensure that the diverse population's respective needs are addressed. One tool our industry uses to address community needs is emergency plans. During the development of emergency plans, understanding the continually evolving community is essential and requires regular communication with representatives to ensure that they evolve alongside the community while remaining functional. Communication is also used to empower their respective communities. Emergency management personnel communicate critical information and best practices over several mediums including mass notifications, timely warnings, seminars, and workshops that are packed with the knowledge and resources to respond accordingly to an emergency on an individual level. Disseminating important, relevant information results in a more resilient community that is better prepared for the effects of a disaster. Lastly, communication is

critical to emergency response. The need to organize several responding agencies under a single movement is essential when addressing an emergency that has grown in scale. Organizing under a unified command ensures that inter-agency emergency response personnel are effective and that resources/efforts are not replicated.

As you'll read, several skills developed in other industries apply to emergency management. If you're curious about this tight-knit community, I encourage you to reach out to those in the emergency management community for more insight and perspectives.

Michael Teener

Facilitation—collaboration is at the core of what we do as emergency managers. I can't tell anyone what to do, and the resources and personnel needed to accomplish a given task are typically not my own. Our job is to bring the right organizations, people, and partners to the table who, in turn, use their resources to reach the common goal. Facilitation is the process and structure that makes the goal achievable. Examples that come to mind are the Incident Command System (ICS) and the planning process; while they are specific to emergency management, their principles are widely applicable.

Facilitation is woven into many aspects of our work. In meetings (which we plan, set agendas for, introduce participants, and identify emergency exits and bathrooms), we guide the conversation, keeping it focused on the goal or solution. We also facilitate decision-making and goal-setting, encouraging everyone to participate and reach a consensus. Additionally, we foster psychological safety within the group, empowering people to share

their ideas and provide genuine feedback, such as during exercise hot washes. To illustrate the benefits of facilitation, consider what happens without it. We have all experienced meetings that could have been handled through emails, and collaborative work where unequal workloads and the loudest person dominate discussions.

For those looking to develop this skill, you can start as small as creating an agenda and leading your next meeting. Since you are reading this, you are a member of IAEM; I highly suggest exploring the caucuses and committees to find something that interests you and that you can engage with. Additionally, these groups are currently holding elections for leadership positions if you are interested in taking on a larger role.

These skills are just a small sample of the many transferable skills that are highly useful in emergency management. It is never too early or too late to build skills like these. If you are new to emergency management – be it a student, transitioning military, EM second career choice, or any of the many backgrounds in the field – and you want to get involved, network, and build your skills then check out the Emerging Professionals Caucus. We welcome anyone regardless of years of experience or background to join. ◆

Been There. Done That. Now What?

By Daryl Schaffer, Captain, USCG (ret); MHRM, MSDM, PhD studies University of Alaska, Fairbanks

What do you want to be when you grow up? Think of this basic question: What can you do as an emergency medical technician (EMT)? Tie a bandage on someone's forearm after they fall off their bicycle. Splint the quarterback's leg after a nasty tackle torqued and snapped it during a football game. Apply a tourniquet to an arm after their hand was blown off by an IED in a combat zone. Do CPR on a person who collapsed in the middle of a grocery store. Prepare to respond after feeling an earthquake shake the fire station building for three minutes at 10:53 a.m. on a Tuesday knowing there are 60,000 people nearby in multiple single to 50-story buildings, stuck in elevators, injured by falling debris, or crushed to death. Put c-collars on three adults and two children after a multi-vehicle car crash while an associate covers a teenager with a sheet...or maybe you were the one pulling the sheet.

You've Been There and Done That

Doing EMT (including paramedic) work for a long-term career is possible, but what else could you do being an EMT? Looking at this question and answer from an employer's human resources perspective, jobs can be either temporary or stepping stones to build a career. Some entry-level positions or career fields can be personally satisfying but not high paying, while others are high-paying but lack fulfillment. This work-life balance could mean doing something you want to for the time being while pursuing a greater call-

ing of a life-long career. Decisions abound on what could be done with any training and experience accumulated thus far. Maybe the calling is to be an emergency management professional.

A Look Back

After graduating from high school, you looked for a summer job before starting college in the fall. You always had a general desire to help people but never really knew what was possible. During high school, you were on the swim team and took a first aid class that seemed interesting. So, you decided to become a lifeguard to make some money over the summer and continued working as a lifeguard while balancing college studies. Over the next few years, opportunities arose that you pursued in parallel: became a water safety and lifeguard instructor to earn a little more money; and joined a volunteer college emergency medical team that provided training as an EMT, ambulance driver, CPR instructor, and first aid instructor. Your earnings, learning abilities, and skills were growing.

A few years later after gaining some specialty training and lots of hands-on experience, now what? Do you go for the paramedic job with a local ambulance agency, or do emergency services with the city/county/state, or find a position in another state or with the federal government? Do you become a military medic in the Army, Navy, Air Force, Coast Guard, Reserve, or a state National Guard? Did you get firefighter training, which opens another set of employment doors as a full-time paramedic-firefighter, a hotshot fire crew, or a smokejump-

er? Or maybe you finished a military or EMT career but still wanted to do something more before hanging out the permanent "gone fishing" sign.

What Real Experience Means

As a boots-on-the-ground first responder EMT, your job was simple: Save as many lives as quickly and safely as possible. You treat the patient. If there are two patients, triage quickly determined which one needs more help first. Add additional victims in a mass-casualty situation and you began implementing crisis standards of care. By taking additional courses, you obtained additional certifications and built a broader base of expertise. You became a mentor and trained the new hires in your organization advising them on what works, and why a technique is done a certain way, and even learned some new high-tech skills from them.

The knowledge, skills, and abilities developed from hands-on experience mold how a person knows when to, and how far they can modify the application of techniques during an immediate emergency response. It also prepared a way of thinking on what is needed before an event even occurs. Cue the "What if..." dream sequence: In a tornado, wildfire, earthquake, hurricane, landslide, tsunami, seismic event, building collapse, or flood, how many victims, how many rescuers, how do we coordinate, who's in charge, what's my role? When you rescued three people, how did it fit into the greater scheme of the

[continued on page 25](#)

Been There. Done That.

[continued from page 24](#)

whole response?

Maybe you can no longer physically do the fieldwork, but you can see the larger picture in a disaster. That one incident management class you took demonstrated how experience in field-level positions (remember a lifeguard, EMT, or firefighter is a single-resource specialist) provides critical input for decisions made at higher levels of a major incident. Maybe now you want to become more involved in the disaster management realm.

From Doing to Directing

You opt to join the U.S. Coast Guard. A supervisor's recognition of your "been there, done that" abilities were rewarded with a first job of lifeguarding and teaching swimming to recruits. Your EMT work and rescue experience in hypothermia conditions eliminated a decades-old mandatory water survival technique and further assisted training ship-board rescue swimmers. The next job landed you in the operations center in Puerto Rico managing international coordination of search and rescue cases, hurricane preparation, and drug enforcement. Taking more incident command courses, you begin moving away from field-level hands-on work to more management-level coordination.

After 10 years of military service, you have taken a few more leadership and incident management courses. Working in a Washington, D.C.-headquarters office when 9/11 happens, you are directed to the emergency command center assuming the role of documentation leader for the commandant of the Coast Guard to track all unclassified and classified papers pertaining to the response. You see how the highest government decisions are

made, the policy implementation of those decisions, and the impact on those at the field level. This knowledge and experience will prove highly beneficial in the future having been there and done that.

Nearly 20 years after your first EMT course, you are the unified commander at the multi-agency Incident Operations Center for a massively flooded post-hurricane city, with over 2000 surface rescuers, 400 typed pieces of response equipment, and 200 volunteers with their various boats. You had to figure out how to rescue over 200,000 residents sitting on their rooftops surrounded by 8-15-foot-deep flood waters filled with debris, sewage, oil, and other contaminants, in late-August with temperatures in the mid-90s and humidity above 90%. There was no readily available food, water, fuel, electricity, telephone or cell phone coverage, or computers. When you started bringing victims to dry-land, there was no transportation to move people 100 miles to the nearest shelter and your attempts to coordinate resolution with higher authorities proved challenging. You understood why a task force was used without getting into the weeds and respectfully pushed back when non-operators made unrealistic assumptions about what teams can or cannot do during a response. Your ability to provide strategic guidance and functional direction, by asking key field-level questions to make difficult senior-level decisions, provided calm amidst the chaos. This leadership

was reflected through your command and general staff, and filtered to the boots-on-the-ground crews who saw the unified commanders knew what they are going through. You had established credibility. Been there and done that is a way of leading.

What Do You Want To Be?

Every occupational field needs highly competent experienced workers at all levels. If you like being an EMT, are good at it, and want to keep doing it, then maybe that is your calling. If at some point you decide to transition into emergency management, then make the move. If branching out and getting involved in disaster planning is of interest, then transition into that area. The emergency management profession encompasses all facets of the field including single-resource specialist responders, disaster planners, incident commanders, recovery shelter workers, administrators, and even elected officials. The basic skills learned as an EMT are highly advantageous by providing a foundation to expand your involvement.

What do I want to be when I grow up? I was a single-resource lifeguard specialist, a unified commander in Hurricane Katrina, and a 31-year veteran of the U.S. Coast Guard. Been there, done that, learned from it. Now, I am passing my knowledge along to the next generation of emergency management professionals...before I hang out the "Gone fishing" sign. ♦



We Are All Teachers in Emergency Management

By Valerie Yoda, Intern, City of Miramar Emergency Management

We can all remember that one teacher in middle school or high school that inspired us to achieve anything we can desire. We probably even remember a lesson or two from their class. As emergency managers, we are teachers. It is our responsibility to teach communities and to teach each other. We can be like that one teacher and make a difference in the lives we come across, or we can be like all the other teachers.

For the last eight years, I have been a science teacher from middle school through university. I have learned many strategies for engaging the audience and checking for understanding. I have just about finished my master's degree in emergency management, and I am transitioning into the field. I have been taking FDEM classes and any other class that fits my schedule. As I sit in these classes, I find myself developing other ways to teach these classes. Same material, different strategies.

Strategy #1: do not read from the slides. Everyone in emergency management knows how to read at this point. You can mention what's on the slides but do not read it word for word. The audience can do that themselves. Instead, we want to know how this is applicable; how is this going to help me be better. This can be accomplished through examples and anecdotes. For example, my instructors for the public assistance classes offered by FDEM did an excellent job with this. When they explained the work categories for public assistance, they gave an example of each. This ensured everyone understood what each category entailed. Those examples also helped us relate it to our community. We

began categorizing the vital parts of our community using those work categories.

Strategy #2: engage the audience. Too often, when students are not forced to engage, their minds start listing out all the things they need to do: grants, update the THIRA, review current policies and provisions, dinner plans, etc. Something as minimal as calling on people in the audience can avoid this. Keep us on our toes. In my master's program (FIU's Academy for International Disaster Preparedness), Professor Joann Brown did this with our class. She had a randomly selected student recite the eight language barriers in crisis communications, among other things. We were more attentive to the information she gave us since there was a chance we would be called on to repeat key lessons.

Another way to engage the audience is through the use of rewards, especially candy. Throughout my years teaching, regardless of the student's age, I found my students were always engaged when I brought candy. This can be used to check for understanding and to keep the room lively. After completing sections, you can ask a few questions to check that the audience is paying attention and understood what you just taught.

Strategy #3: give assignments. These assignments can be group or individual assignments. I know many people dread group projects and assignments, but they are very effective if done properly. Especially in emergency management, there is a vast array of information; there is always something new to learn. These group assignments create an environment conducive to sharing knowledge and experiences which others can learn from. The assignment itself, whether

in a group or individually, helps to apply the lesson, whether it be filling out the new F-ROC paperwork or developing mitigation strategies for an assigned disaster.

Strategy #4: create mnemonic devices to help people remember hard topics. Mnemonic devices are shortcuts we use to help us remember phrases or categories. The one we may all be familiar with is Please Excuse My Dear Aunt Sally to help us remember orders of operation in math. It uses the first letter to remember the order: Parenthesis, Exponents, Multiplication, Division, Addition, and Subtraction. In emergency management, we can create these shortcuts to help us remember what to do in certain situations or to remember key policies and procedures. One example in emergency management is Isabel Let Jacob Run For President. This helps you remember the presidential declaration process: Incident, Local damage assessments, Joint damage assessments, Request federal major disaster declaration, FEMA review and recommendation, and Presidential determination.

Many strategies can be incorporated into emergency management. These four strategies are just the beginning. Mastering these four strategies will significantly improve the classroom setting in emergency management. The classes that we take are meant to expand our knowledge, make us think outside our box, and make a difference in our community. This will help us achieve those goals. At the end of the day, isn't it our goal to teach so that others can learn and spread this knowledge? ♦

EM Calendar

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

Aug. 23	Preparedness and those of Us with Disabilities: A Whole Community Approach Webinar
Aug. 23-24	2023 Australian Disaster Resilience Conference Brisbane Convention & Exhibition Centre Brisbane, Australia
Aug. 30	2023 Community of Practice webinar for Alerts and Warnings Communications
Sept. 21	PSPR2 Seminar: Negotiating Mid- to Long-Term Recovery
Oct. 10-12	2023 Cap Implementation Workshop IFRC Headquarters, Geneva, Switzerland
Oct. 19	PSPR2 Seminar: Post Incident Scams and Fraud
Oct. 19-21	Emergency Disaster Reduction and Rescue Expo Jakarta International Expo, Jakarta, Indonesia
Nov. 1-2	2023 National Summit on K-12 School Safety and Security
Nov. 3-9	IAEM Annual Conference Long Beach, California
Nov. 16	PSPR2 Seminar: Civil and Criminal Judicial Processes

IAEM Staff

Chief Executive Officer

Elizabeth B. Armstrong, MAM, CAE
beth@iaem.com

Contracts Specialist

Mariama Bah
mbah@asmii.net

Communications and Project Coordinator

Lexi Baird
lexi@iaem.com

Program Manager

Terry "TC" Cooper
Terry@iaem.com

IAEM-USA Director of Government Affairs

Thad Huguley
thad@iaem.com

Conference Director

Julie Husk, QAS
julie@iaem.com

Membership Manager/Registrar

Sharon L. Kelly, QAS
sharon@iaem.com

Certification Manager

Kate W. McClimans, QAS
kate@iaem.com

Editor/Digital Events Specialist

John T. Osborne
john@iaem.com

Communications & Marketing Director / Scholarship Program Director

Dawn M. Shiley, CAE
dawn@iaem.com

Assistant Executive Director

Chelsea F. Steadman, QAS
chelsea@iaem.com

Member Relations Coordinator

Carol Tagliaferri
Carol@iaem.com

Member Services Specialist

Raei Tesfazghi
raei@iaem.com

Deputy Executive Director

EMEX Exhibit Manager
Clay D. Tyeryar, MAM, CAE
clay@iaem.com

Certification Services Coordinator

Albon Yowell
albon@iaem.com

IAEM Headquarters

201 Park Washington Court
Falls Church, VA 22046-4527
703-538-1795

info@iaem.com | www.iaem.org

Visit the [IAEM staff webpage](#).



New IAEM Members: May 16- June 15, 2023

IAEM-CANADA

Chris Pattullo
Richmond, BC

Tami Shaw
Abbotsford, BC

IAEM-OCEANA

Steph Gates
Wellington, NZ

Sarah Godber
Porirua, NZ

IAEM-USA

USA Region 1

Michelle Burnett, CEM
Saunderstown, RI

Harvey Cramer
Mansfield MA

James Leeber Jr.
Quincy, MA

Pietro Marghella, CEM
Fairfield, CT

William McGrath
Wrentham, MA

Danielle Moyer
Providence, RI

Timothy O'Neil
Dunbarton, NH

Jonathan Roth
New Haven, CT

John Silva
North Providence, RI

Kevin, Sweet
Wrentham, MA

USA Region 2

J. Diana Kleiber
Islip, NY

Michael Bia
Staten Island, NY

Erin Bryant
Schuylerville, NY

William Gross
Merrick, NY

Brian Guerin
Long Beach, NY

Alexandra Lahm
New York, NY

Leanna Molnar
Brooklyn, NY

Penny Neferis
Long Island City, NY

USA Region 3

Kristie Bailey, CEM
Virginia Beach, VA

Kimberlee Betts
Cheverly, MD

Brent Burnette
Charlottesville, VA

Jeffrey Burrowes, AEM
Alexandria, VA

Edward Crossman
Bear, DE

Nicholas DiCaprio
Virginia Beach, VA

Anne Jewell
Mechanicsville, VA

Anthony Judge
Alexandria, VA

Julius Oden, AEM
Alexandria, VA

Johna Rossetti, CEM
Norfolk, VA

Katie Simon
Washington, DC

Jamie Styron
Virginia Beach, VA

Gary Verna Jr.
Lebanon, PA

Aaron Walker
Richmond, VA

USA Region 4

Sarah Brammell
Tampa, FL

Kathrine Burge, AEM
Marietta, GA

James Densmore
Davidson, NC

John Lockwood III
Sanford, FL

Kiara Mounds
Oak Grove, KY

John Neuman
Naples, FL

Robert Palestrant, CEM
Davie, FL

Gary Scronce
Morrisville, NC

USA Region 5

Luke Adams
Crawfordsville, IN

Jessica Burget
Linden, IN

Kenneth Combs II, CEM
Apple Valley, MN

Ella Gardner
Charlotte, MI

Alyssa Manning
Concord Township, OH

Angie Ramos
Three Rivers, MI

Paul Riegel
Milwaukee, WI

USA Region 6

Henri Barbarin
Houston, TX

Torrey Bertheau
Mandeville, LA

Elisa DeLeon
Austin, TX

Cuthbert Fernandez
Arlington, TX

Tim Hill
Gonzales, LA

Melanie Jones
Round Rock, TX

Kirby Rogers
Houston, TX

William Wilson
Salado, TX

USA Region 7

Michael Chancia
Park City, KS

Jill Harvey
Clarinda, IA

William Smith
Omaha, NE

USA Region 8

Otoniel Diaz
Brighton, CO

[continued on page 29](#)

New Member Listing

[continued from page 28](#)

Bryan Fleming
Broomfield, CO

Tiara Johnson
Denver, CO

Gabriel Martinez
Jamestown, ND

Amanda Phan, CEM
Colorado Springs, CO

Brett Pruitt
Hurricane, UT

Noah Reiter
Fort Collins, CO

USA Region 9

Christopher Angle
Santa Rosa, CA

Lowell Barber
Stockton, CA

Jeffrey Bascue II
Goodyear, AZ

James Blattler
San Luis Obispo, CA

Charles Brown
Bakersfield, CA

Wayne Bullard Jr., CEM
San Jose, CA

Therese Derivan
Mesa, AZ

Seven Devine
San Rafael, CA

Michael Fila
Somerton, AZ

Mike Hallinan
Claremont, CA

Jared Hartel
Yorba Linda, CA

Jeff Jacques
Orange, CA

Lisa Keyworth
Brea, CA

Jose Lara
Mather, CA

Raffi Senekeremian
Pasadena, CA

Kelsey Sparr
Mountain View, CA

Jenna Stein
Poway, CA

Andrea Strongman
Santa Rosa, CA

Travis Turner
Tucson, AZ

Andria Webster
Las Vegas, NV

April Wing
Bullhead City, AZ

USA Region 10

Jonathan Beatty
Olympia, WA

Mark Conrad
Greenacres, WA

Zachary Gates, CEM
Lacey, WA

Scott Giard
Everett, WA

Jamie Gravelle, MA, CEM
Mountlake Terrace, WA

Vicente Harrison
Portland, OR

Jason Hetherington
Portland, OR

NoelSmith III
Everett, WA

Be sure to connect with and welcome these new members to IAEM!

Sign in to the [IAEM Website](#) to access the Directory from your Member Dashboard