Going Back to School

Valerie Lucus, CEM, CBCP, University of California, Davis
IAEM: Working for You

IAEM Expression of Support to the People of Haiti. IAEM issued a news release expressing sympathy to the people of Haiti, who are suffering in the aftermath of the massive 7.0-magnitude Jan. 12 earthquake that left behind thousands of victims dead, injured, trapped in debris, and homeless. “IAEM encourages its members and the public to get involved in the relief efforts,” said Rick Cox, CEM, Chairman, IAEM-Global Board of Directors. “We recognize that the most effective means is often through donations to reputable organizations that are coordinating and providing emergency response.”

New Chapter at University of Zilina, Slovak Republic, Joins IAEM-Europa and IAEM Student Council. The University of Zilina in Zilina, Slovak Republic, has completed the application process to become IAEM-Europa’s second IAEM student chapter. “I am very pleased to start 2010 with this news, and glad that the discussions held during my visit in 2009 have come to fruition,” stated Arthur Rabjohn, CEM, IAEM-Europa President. “I am grateful to Jozef Ristvej, Slovak IAEM National Representative, for his efforts to grow IAEM and to the faculty staff for supporting this initiative. A new year and new endeavour will hopefully allow IAEM-Europa to complete the process for other universities in the coming months.”

(continued on page 22)

IAEM was recognized on Jan. 14 by the SafeAmerica Foundation for leadership and efforts supporting their Drill Down for Safety Program. IAEM CEO Beth Armstrong, MAM, CAE, is pictured with SafeAmerica President Len Pagano. Learn about the work of Safe America at www.safeamerica.org.

Left to right: Eddie Hicks, CEM, IAEM-USA First Vice President, Randy Thompson, IAEM-USA representative to the NACo Board of Directors, IAEM-USA Region 7 President Nick Crossley, CEM, and Judd Freed, Ramsey County EM Director, are pictured during the National Association of Countries Justice & Public Safety Committee Retreat in San Antonio, Texas.

This month, the IAEM Bulletin is focused on the “Many Faces of Emergency Management.” My face is that of a volunteer emergency manager.

In 1991, I was nominated and voted in as the civil defense director (volunteer) for my town. The chairman of the Board of Selectmen said “not to worry,” just attend a meeting once a month at the county courthouse. Upon acceptance of that position, a completely new world of preparedness opened up for me. I might have been a volunteer, but I was prepared to be a knowledgeable professional in the emergency management field.

Pursuing Education

Educating myself on the four phases of emergency management became my highest priority in my new position. The county and deputy director suggested FEMA’s Independent Study (IS) courses. They took an active interest in me and gave me every opportunity to improve my knowledge by sending me to Emergency Management Institute and state-sponsored courses.

Enhancing Skills

I was able to enhance my skills by volunteering at the county level and actively working on 10 Presidential declared disasters in my county over the next 15 years. Whether actively promoting preparedness prior to a disaster, or getting up-to-date information for form 7’s, answering phones, talking to the media, partnering with the American Red Cross to open and maintain shelters, or driving FEMA personnel around the town or county to review damage, I learned firsthand response and recovery.

Post-disaster FEMA guidance gave me knowledge about mitigation and preparedness. By being actively involved at the county level, I had a tremendous opportunity to participate in the internal workings of emergency management; this experience helped me be better prepared as a local director.

Working with a Budget of Zero

I rose to the rank of assistant county EMA director. No one cared that I was a volunteer; they just knew that I knew my job. While volunteering at the county level, I was building and sustaining my emergency management program for my town on a budget of zero dollars. The challenges that I faced included refining the program to be complete, comprehensive, sustainable, and capable of providing (continued on page 8)
Many Faces, One Identity

By Carol L. Cwiak, Ph.D., Assistant Professor, North Dakota State University, West Fargo, North Dakota

The field of emergency management has many faces, but in its movement toward professionalization, it must have one shared identity. A lack of a strong shared identity not only affects the field internally, but also detracts from its power base externally. In particular, a shared identity is necessary to affect change in the relationship and power balance between the emergency management and legislative communities.

The diversity of titles, positions, organizations and sectors that fall under the emergency management umbrella has led to greater compartmentalization and specialization within the field. More and more, this compartmentalization and specialization has created powerful subsets within the field. This narrowing and honing of more specific knowledge and skills is a natural byproduct of the field’s development.

However, in the struggle to be distinct, these subsets have inadvertently given the field the appearance of being nothing more than a hodge-podge of loosely linked interests. This appearance is creating difficulties for the field and its professionalization efforts.

A recent study that looked at the compartmentalization of emergency management, as it relates to the power-dependence relationship between the emergency management and legislative communities, found that a shared identity was critical to creating change in the power dynamic with the legislative community (Cwiak, 2009). Having a clear, strong message of what emergency management at its core is, and using that message to better market the general role of emergency management to the legislative community, was viewed as key to elevating emergency management’s status and gaining power with the legislative community.

Appreciation of Need for Shared Ideas, Concepts and Values

The understanding of the importance of a shared identity for emergency management is not a new one. Indeed, systems that have emerged within the field – such as accreditation, certification and support for higher education – indicate an appreciation of the need for shared ideas, concepts and values to serve as a foundation for professionalization efforts (Wilson, 2000).

EM Principles Developed

More recently, the development and adoption of the Principles of Emergency Management (Blanchard, et. al., 2007) by major stakeholder groups in emergency management was a purposeful step to more clearly delineating identity. Yet, despite the aforementioned efforts, the issue of a lack of a clear shared identity continues to come up as one of the challenges facing emergency management (Cwiak, 2007, 2009).

The finding in the recent study, of the importance that shared identity plays in gaining the power necessary to move forward in the professionalization process, calls for an examination of the role shared identity plays in emergency management’s relationship with the legislative community. From a power perspective, a unified and cohesive emergency management community will be able to be heard much more clearly over the din that exists in legislative agendas than a disjointed and subset-specific focused community.

Access Points Between the EM and Legislative Communities

Presently, there are primarily four access points between the legislative community and the emergency management community where identity information is communicated and/or received:

- Professional organizations such as IAEM and NEMA.
- Individual emergency management organizations or individuals.
- Committee assignments that are emergency management oriented.
- Dealing with an emergency or disaster event in their own jurisdiction.

(continued on page 6)
Updates to the CEM® Credentialing Process

By Brian V. Bovyn, CEM, CEM® Commissioner, Emergency Services Supervisor, Manchester, New Hampshire Police Department

The most significant recent change in the Certified Emergency Manager® (CEM®) Program is the formal education requirement. Until Jan. 1, 2010, all candidates for the CEM® had been allowed to utilize work experience or a combination of work experience and formal education.

New CEM® Education Requirement Goes into Effect

“The IAEM Board of Directors has extended the time frame for non-U.S. applicants without a four-year baccalaureate degree to be eligible for the CEM®. These candidates may still substitute additional years of experience for formal education until Jan. 1, 2012. For U.S. applicants beginning Jan. 1, 2010, the program requires a four-year baccalaureate degree to satisfy the education requirement.” (IAEM 2009) Other requirements include experience, references, training, professional contributions, essay, and written examination.

For non-U.S. CEM® candidates, 11 years of work experience (with no formal education) is the requirement. For each year of college education the non-U.S. candidate presents in his or her portfolio, that reduces the work experience by two years.

U.S. CEM® candidates will still need to validate a minimum of three years of full-time comprehensive emergency management experience. This may be paid or volunteer, full-time or part-time; however, the sum of all the parts must equate to three years or more. If the CEM® candidate presents a baccalaureate degree in emergency management, the work experience requirement becomes two years minimum.

Online Tools Updated

The CEM® Commission updated several of the tools that are provided for CEM® and AEM candidates’ use: the CEM®/AEM Study Guide, Contributions to the Profession, Training Allocation Chart, and CEM® Corner tips for writing the comprehensive emergency management essay.

The revised CEM®/AEM Study Guide contains generalized and specialized CEM® and AEM questions for the USA and other Council countries. The CEM®/AEM Study Guide is a useful tool to help prospective CEM® candidates to focus their study efforts. The “Written Essay” section of the CEM® Corner has many useful tips for skilled and non-skilled writers.

CEM® Commission Portfolio Review Dates

The CEM® Commission will meet in three onsite review panels during 2010: Feb. 9-12, June 10-12, and Sept. 15-17, 2010. Portfolios must be sent to IAEM Headquarters no later than two weeks prior to a CEM® Commission meeting to be considered during that review cycle. The address is IAEM, 201 Park Washington Court, Falls Church, VA, 22046-4527.

Leadership Changes, Welcome, and Special Thanks

The CEM® Commission would like to recognize and thank Nick Crossley, CEM, for his outstanding contributions and leadership as the chair of the CEM® Commission for 2009, and welcome Gordon Deno, CEM, as the CEM® Commission Chairman for 2010.

The CEM® Commissioners would like to recognize and thank IAEM Membership Director and Registrar Sharon Kelly for her many years of excellent service and support to the CEM® Commission and the CEM® Program.

Also, the CEM® Commissioners would like to welcome Angela Jackson, our new IAEM Certification Administrator and Project Manager for the CEM®/AEM Program. Both Sharon and Angela have done a great job of managing the CEM® and AEM programs, and helped our CEM® Commissioners with projects and travel arrangements.

An additional note of special thanks goes out to Daryl Lee Spiewak, CEM, CFM, TEM, for contributing to this article series and updating the tool box with helpful information for the CEM® Corner. The success of many of our CEM®/AEM recipients comes from Daryl’s great work.

Conclusion

The CEM® Commissioners encourage member or non-member potential CEM®/AEM candidates to frequently visit the IAEM Web site at www.iaem.com/CEM for announcements of future changes or revisions to the IAEM CEM®/AEM Program requirements.

Watch for the next edition of the CEM® Corner in the IAEM Bulletin for information about the comprehensive written examination.

Learn more about the CEM® Program and apply to be a CEM® or AEM candidate at: www.iaem.com/CEM
Going Back to School

By Valerie Lucus, CEM, CPCP, Emergency/Continuity Manager, University of California, Davis

Emergency management at higher education campuses didn’t get a lot of attention until the tragedy at Virginia Tech. After that, campuses rushed to identify and/or hire an emergency manager.

Today, higher ed campuses are a hotbed of emergency management activity. The number of campus emergency managers is exploding – many of them are arriving with a “formal” education instead of years in field response. Campus emergency managers have a voice in IAEM, a repository of information, a mailing list, and – more important – a robust and active network of peers.

There are certainly some very unique differences about practicing emergency management on a campus, but a lot of the issues are the same as they are for everyone else: not enough money, not enough influence, and not enough interest from the “public.”

Encouraging Students to Think About Preparedness

Its “public” is what makes the university campus different. Whether the campus is public or private, two- or four-year, urban or rural, the priority is the safety and security of its students. This is true whether the students live in campus residential halls or commute; whether they are international students or part of a study abroad program; and whether they are away from home for the first time or are working toward their doctorate degree.

Getting the attention of the students is even more complicated. They are on a mission! They want to attend classes and graduate with a diploma that will propel them into the “real” world. Why should they spend a lot of the energy – that could be going toward accomplishing their mission! – thinking about emergencies?

That is, unless someone else is encouraging them to pay attention. Getting the attention of their parents is sometimes a lot easier. At a campus like mine, the “helicopter” parents who just sent their brilliant and sheltered high school senior away from home for the first time pay a lot of attention to safety and security.

This is not to say there aren’t exceptions. Certainly there are concerned and involved students and parents who do not “hover” over their freshmen. However, there are many, many more who do.

IAEM-UCC Tools for Higher Education Emergency Managers

When higher education emergency managers need advice for managing that larger group, they turn to each other, using tools created or significantly enhanced in the past three years:

■ The IAEM University and College Caucus (www.iaem.com/Committees/UCC) has grown in the three years since its inception to include representatives from campuses in all FEMA regions, IAEM-USA regions, and Canada.
■ The DRU (disaster resistant university) mailing list has more than 600 members.
■ The UCC holds symposiums/workshops especially for campus emergency managers as part of every IAEM Annual Conference.
■ The UCC is on Facebook, Twitter and LinkedIn.

Consider Before Joining Higher Ed Emergency Management

If you think you’d like to become an emergency manager on a higher education campus – do think about this before you make the jump:

Higher ed campuses are academic environments. They argue over whether to use the APA or MLA style in papers, which has a lot to do with how to list the references. This is because they appreciate research and will ask you to provide references with your proposals. They have task forces and committees that deliberate before making recommendations, which can take a long time. They manage by consensus. They notice bad spelling, bad grammar and bad sentence construction. Can you handle it? Piece of cake!

Trends and Programs

Higher education campuses are the venues that create and embrace new ideas and technology. This is where social networking evolved and changes almost daily. This is where students pass the H1N1 influenza virus around playing “beer pong.”

■ The latest trend on campus is going paperless, and the current buzzword is “sustainability.”
■ Continuity planning on campus is not called “business” continuity planning: the academic side would ignore it. It is not called “academic” planning: the business side would assume it didn’t apply to them. It is called continuity planning, period.
■ Continuity planning, emergency management and risk management are blending – and the resulting package is truly management. It doesn’t have anything to do with response.

Many Faces, One Identity
(continued from page 3)

These four access points often result in members of the legislative community receiving different and sometimes conflicting information about emergency management. The challenge for emergency management now is ensuring that a shared identity is disseminated by word or action through all four of these access points.

The first step in that direction is to clearly communicate in a unified voice to members of the legislative community what emergency management is (“the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters”) and that all emergency management professionals are unified under a set of basic principles, The Principles of Emergency Management (Blanchard et al., 2007). Such a unified voice means that ideally each and every touch point in the emergency management community would be on the same page. This may seem improbable at first blush, but consider the potential of integrating this shared identity into federal, state and university course offerings. The effect of that one step would be a much more powerful and unified voice. There are already a number of states and universities that have integrated this shared identity into course work. Recently, FEMA has moved forward to create a course that focuses specifically on emergency management’s shared identity.

As the field more clearly speaks in a unified voice, the professional organizations’ lobby power will grow exponentially, and the power dynamic between the emergency management and legislative communities will change. Without this change, the field’s efforts to professionalize will continue to be stymied by legislators that seemingly “don’t get it.” In truth, the onus is on the field of emergency management to step up and educate the legislative community as a unified front. By making clear the field’s shared identity and gaining greater power in its relationship with the legislative community, the emergency management community will be better situated to gain control over its destiny and claim the status of profession.

References


CORRECTION

The January 2010 IAEM Bulletin on page 4 contained an error regarding the FEMA PDS Completion Certificate being accepted for an Awards or Special Recognition Contribution for the CEM® credential. The CEM® Commission ruled that the FEMA PDS Completion Certificate is acceptable for the training requirement, but not for any of the contributions to the profession requirement. We regret the error.

The online version of this issue has been corrected. You may download it from the Members Only section at:

Member News

Send IAEM member news of achievements, awards, job changes, promotions, retirements, and more to thompson@iaem.com.

- Paul Hayden Receives Recognition for Service. IAEM-Europa member Paul Hayden, Chief Fire Officer, Hereford & Worcestershire Fire & Rescue Service, Worcester, England, was a recipient of the Queen’s Fire Medal in the New Years Honours List.
- Dee Grimm, Accepts New Position with BCFS. Baptist Child & Family Services has named IAEM member Dee Grimm, RN, JD, as National Emergency Preparedness Coordinator, Western Region, providing training, consulting and coordination of response efforts for jurisdictions throughout the region. The agency will have National Emergency Preparedness Coordinators based strategically throughout the United States. Grimm has served on the BCFS Incident Management Team since the 2008 hurricane season. Previously, she was CEO of Emergency Management Professionals, Project Manager for the Nevada Mass Fatality Preparedness Initiative, Western Regional Director of Pets America, and Program Manager for the Nevada Statewide Evacuation, Mass Care and Sheltering Initiative.
Jack of All Trades

By Daniel Hahn, MA, CEM, FPEM, Plans Chief and Citizen Corps Coordinator, Santa Rosa County, Florida

Emergency management has an identity crisis. There are many practitioners who hail from one of the established response disciplines of fire, EMS or law enforcement. Craig Fugate, Administrator of the U.S. Federal Emergency Management Agency (FEMA), comes from a fire background. In fact, 13 of 67 counties in Florida have emergency management offices operated by the local sheriff’s department.

Add to this mix those with U.S. military backgrounds from any of the five services (Army, Navy, Air Force, Marines and Coast Guard), and the plethora of job specialties available through the U.S. Dept. of Defense, and emergency management appears to be a collection of mismatched personnel with different skill sets.

Add those from the private sector who identify themselves with titles such as business continuity, disaster recovery or risk management. Let us not forget those in the relatively new field of homeland security that encompasses transportation security, border security, anti-terrorism, intelligence, and a plethora of other "emergencies."

Also, add to this the growing ranks of those coming out of institutes of higher learning with no background in any of these jobs, and the emergency management field looks very ill-defined. Should I mention public health?

Of course there are still those in the emergency management field who came to it from its predecessor, civil defense, and do not fall into any of the above categories. You have the older emergency managers with a wealth of experience and the young with loads of education, and some in-between with some of both.

Knowing all this, what hope is there for the future of emergency management? Emergency managers are men and women in every country, speaking different languages, following different laws from different states and countries. This will never work. After all, the dissimilar and different are incompatible and do not work well together, right?

Example on a Micro Scale

I have an example that fits the above description of emergency management on a micro scale. It is the Special Forces “A” team, also known as the “Green Berets.” An Operational Detachment Alpha (ODA) – or “A” team for short – is a 12-man unit that can accomplish almost any mission assigned, due in part to the diversity some say confuses emergency management.

- An ODA has two weapons specialists who can shoot about anything they get their hands on, repair it if broken, and are master tacticians.
- There are two communications specialists who can talk to anyone, anywhere, at any time.
- The team has two engineers who can build stuff, but are much more proficient at blowing things up.
- There are two medics who can do veterinary medicine, dentistry, minor surgery, and are more skilled in trauma than most doctors are.
- The last four members are all unique. One is the intelligence sergeant, who previously had one of the previously mentioned jobs.
- There is the warrant officer who does long range planning and also came from one of the previously mentioned positions.
- The leadership is comprised of the detachment commander and the operations sergeant. The commander, like most of the ODA, came from a different job somewhere else in the Army, and is the only ODA member with an education requirement (officers have at least a bachelor’s degree). Most members of an ODA have previous experience in a different job, so they bring different skills to the team in addition to their new Special Forces skills.

- The operations sergeant is the ranking NCO on the team and is the most experienced member of the ODA, usually having had a previous job in the Army and one or two of the Special Forces jobs already mentioned.

One of the things that Special Forces are good at is being able to adapt. Someone on the team knows something about whatever it is that the ODA needs to accomplish. They often refer to themselves as "jacks of all trades, masters of none." This is their strength – diversity of skills, diversity of background, diversity of education, brought together to accomplish a mission that all agree needs to be done.

Embrace EM’s Diversity and Flexibility

Emergency management can be seen in the same light. I see every aspect of life as the perview of the emergency manager regardless of title. Keeping a business open, helping citizens after a disaster, reacting to an act of terrorism, assisting the needy, and teaching future emergency managers are all emergency management responsibilities.

Be your own “A” team, and embrace the many faces of emergency management. I live what I speak as an educator, paramedic, student, retired soldier, editorial advisor to Continuity Insights magazine, homeless coalition member, Community Organizations Active in Disaster (COAD) coordinator, volunteer coordinator, and emergency manager. I welcome you all as emergency management.
Not About the Money
(continued from page 2)

direction and sound policy decisions to the emergency management staff (family), Board of Selectmen, town department heads, and the town administrator. Necessary actions for achieving my objectives included hazard identification and risk assessment, which included people, property, hazards and the environment.

Building Public Awareness

It was not until after the Ice Storm of 1998 that I was given a budget of $500 for public awareness. I took advantage of every free FEMA publication that I could obtain for distribution. I took all offered classes and invited my town administrator as well. Apparently, some folks at the state level feel if it’s a volunteer position, it cannot be as valuable as a paid position (how little they know).

Cooperation, coordination and collaboration with local government, businesses, schools, not-for-profit, faith-based and local citizens were critical components to the entire program. This included many workshops, tabletop exercises and safety fairs.

I took advantage of free training and schooling, exercise participation, and opportunities in EOC management responding to disasters. I became engaged at all levels; I joined IAEM. I listened and took advantage of the breakout sessions at IAEM Annual Conferences to gain insight from emergency management practitioners.

Twenty years later, I have a budget of $2,900 which includes a stipend of $1,000. I participate in the schools’ safety days, two of the three county hospitals’ preparedness fairs, and the town’s Old Home Days Fair. I actively participate in trainings and exercises (as instructor, controller, evaluator or exercise coordinator). And I just became the IAEM-USA President for the premier organization for emergency managers in the world. I also earned and received my CEM® credential, which is the top professional certification for emergency managers.

Conclusion

Whether an emergency manager is paid or a volunteer, the standards are the same, the networking is the same, the disasters are the same, and the professionalism is the same. However, due to the type of disasters we have now, I believe the days of the volunteer emergency manager are nearly over. Soon all jurisdictions or regional areas will have a paid emergency manager to promote and educate their communities on personal emergency preparedness, because we all know—all disasters start and end locally.

IAEM Bulletin Ads

Advertising in the IAEM Bulletin is a cost-effective way to reach IAEM members with your company’s services and products. The IAEM Bulletin is distributed monthly to more than 5,000 IAEM members worldwide, plus others with government and legislative roles in emergency management.

As your company plans its 2010 marketing strategy, you’ll want to consider that the specialists who read the IAEM Bulletin frequently play a key role in selecting, purchasing and using emergency equipment, supplies, products and services. Your Bulletin ad will help you to reach out to these specialists. Check out our great ad rates at www.iaem.com/Bulletin.

And remember—IAEM Affiliate Members receive valuable discounts on IAEM Bulletin advertising, along with discounts on EMEX booth space.

Affiliate Member Profiles

All new IAEM Affiliate Members are entitled to an Affiliate Member Profile in the IAEM Bulletin. Please e-mail Editor Karen Thompson at thompson@iaem.com the following items for your profile: your company logo (JPG or TIF format, 200-300 dpi); a 50-100 word description of your company; name of contact person and title; complete contact information for your company, including full company name, mailing address, phone number, fax number, e-mail (usually the e-mail of the contact person), and the company Web site URL.
Integrating the Many Faces of Emergency Management

By Steven King, Director, Contingency Planning and Incident Management Division, U.S. Department of Homeland Security Office of Infrastructure Protection

Protecting a nation’s critical infrastructure and key resources (CIKR) necessitates an integrated approach to incident management. The U.S. Department of Homeland Security (DHS) has established a comprehensive program to plan, prepare for, and coordinate responses to incidents that affect CIKR throughout the country. This program, managed by the Contingency Planning and Incident Management Division (CPIMD), supplies the plans, processes, facilities and personnel needed to execute coordinated responses to incidents. It provides DHS with a broad suite of CIKR-focused contingency plans, a robust preparedness program, and extensive private sector engagement to ensure that responses to incidents are timely and effective.

**CPIMD Key Functions**

CPIMD’s key functions operate in a synchronized manner to support situational awareness and coordinated responses across DHS and the public-private sector partnership framework. Each of the functions (planning, training, exercises, coordination, incident management and business continuity) fulfills a key role in the cyclical process for incident management preparation that is summarized below:

- **Planning.** The contingency planning team develops incident management procedures that correspond to special events and specific types of threats. The plans are considered “living documents” that are refined based on input from an expansive network of public and private sector stakeholders.

- **Training.** CPIMD conducts training sessions for DHS staff and the private sector based on the plans. The training program enables the testing, evaluation and enhancement of those plans to promote overall readiness for incident response.

- **Exercises.** The exercise team coordinates the infrastructure-related components of Tier I, II, III, and IV exercises, National Level Exercises, incident management drills, and sector-specific exercises to prepare representatives from the private sector and from federal, state, local and tribal governments to carry out their responsibilities in various incident scenarios. The exercises include a combination of drills and tabletop exercises that clarify roles, enhance interagency and private sector coordination, and improve overall operational performance by exposing areas in which the plans can be refined.

- **Coordination.** CPIMD’s operational element, the National Infrastructure Coordinating Center (NICC), maintains continuous contact with private sector partners to ensure that it has a dynamic, comprehensive understanding of the national impact that significant incidents, natural disasters and acts of terrorism have on infrastructure. When real-world incident operations highlight the need for a change in procedure, plans are revised accordingly, and the process of training and exercising those plans begins once again.

- **Continuity of Operations.** Throughout all of these phases, CPIMD’s continuity activities enable the uninterrupted execution of mission-essential activities regardless of the status of primary operating facilities.

**National Infrastructure Coordinating Center**

CPIMD’s incident management capabilities are driven by the information collected and disseminated by the National Infrastructure Coordinating Center (NICC), a 24/7/365 CIKR-focused watch center that maintains situational awareness throughout the lifecycle of events. The NICC gathers information from organizations, agencies and other operations centers that have oversight of the infrastructure and resources affected by a particular incident. It compiles relevant information and distributes alerts, warnings, assessments and notifications about suspicious activities, potential threats and incidents to the Assistant Secretary for Infrastructure Protection, CIKR owners and operators, and other security partners.

Within the NICC, the Incident Management Cell (IMC) is the hub for CIKR-related incident management during all operational phases. When a significant incident involving the nation’s infrastructure occurs, other DHS personnel provide surge staff to the IMC to support incident management activities. Thus, the IMC is able to provide a robust, scalable incident management capability that includes integrated situational awareness, assessment, decision support and future operations planning.

CPIMD has a proven track record of performance. During Hurricanes Gustav and Ike, it provided valuable information to public and private sector partners so that they could assess damage and make key decisions. By the time the hurricanes made landfall, the IMC had already activated and assumed 24/7 operations and posted a significant number of reports on the Homeland Security Information Network. Throughout the response effort, the NICC and the IMC served as conduits for providing accurate, timely and actionable information and decision support to DHS leadership and to emergency managers in the field.

(continued on page 16)
Private industry owns 85% of the U.S. critical infrastructure and is the chief supplier of goods and services for America. Corporations who establish a high level of emergency preparedness for their businesses and employees are far more likely to survive if terrorists attack their assets or a natural disaster occurs. So how can private industry establish a high level of emergency preparedness? What standards should they follow?

**NFPA 1600 Standard**

The NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs ensures that the impacts of a terrorist attack or natural disaster will be mitigated, and that life and property will be protected. The document emphasizes an all-hazards approach and stresses prevention and deterrence through hazard identification, elimination or mitigation, risk assessment, impact analysis, mutual aid, resource management, planning, operations, and procedures.

**ASIS International Guidelines**

ASIS International publishes the General Security Risk Assessment Guideline and the Threat Advisory System Response Guideline (TASR), which are applicable in private industries where people and assets are at risk for a security related incident that may result in human injury or death, or loss of an asset.

**General Security Risk Assessment Guideline**

ASIS recommends that security professionals utilize the General Security Risk Assessment Guideline first to conduct a security risk assessment of their facilities, information infrastructure, assets and personnel. The guideline’s seven steps create a methodology by which security risks at a specific location can be identified and appropriate solutions developed. The seven steps include:

- Understanding the organization (business hours, staffing levels, services provided and clientele served), and identify the people (employees, customers and vendors) and assets (tangible and intangible) at risk.
- Specifying vulnerabilities (crimes, natural disasters, or as a consequence of the company’s own actions adversely affecting the business).
- Establishing the probability of risk and frequency of events.
- Determining the negative impacts of the events.
- Developing security and financial measures to mitigate risks.
- Studying the feasibility (including consideration of financial and operational needs) of implementation of measures.
- Performing a cost/benefit analysis.

**TASR Guideline**

ASIS recommends that, after the assessment has identified the specific threats and risks, security personnel use the TASR Guideline to prepare plans, procedures and response strategies that may contribute to the mitigation of those potential threats and risks. The guideline is used in combination with the colored threat level conditions established by the Homeland Security Advisory System, as a standard to obtain definitive threat responses.

The TASR Guideline is divided into four major threat sections (Green/Blue = low; Yellow = elevated; Orange = high; and Red = severe) and further broken down into three subcategories as follows:

- **Category 1: Emergency Response-Business Continuity.**
- **Category 2: Personnel Protection.**
- **Category 3: Physical Protection.**

Businesses vary in regard to the level of security that is a part of their normal operations. The TASR Guideline can be tailored to fit the specific needs and circumstances of a business once it is understood where its operations fall within the Green/Blue Advisory Level. To use the guideline, security professionals must:

- Identify the impending threat.
- Identify the DHS National Threat Advisory Level, and review the actions identified with the corresponding potential action advisory level. For example:
  - The Green/Blue level recommends that businesses review their emergency plans, ensure that all personnel receive proper training in protective measures, assess all facilities for vulnerabilities to terrorist attacks, and take all reasonable measures to mitigate these vulnerabilities.
  - The Yellow level recommends that businesses coordinate emergency plans with nearby jurisdictions.
  - The Orange level recommends that businesses increase security patrols, conduct heightened screening of mail and deliveries, and discontinue tours and other non-essential site visits.
  - The Red level recommends that businesses prepare to possibly evacuate, close, and secure the facility. Each succeeding level incorporates all actions and activities from the previous levels.
- Determine if the impending threat can be considered against a critical infrastructure and/or at what

(continued on page 16)
Emergy Management: Management Is the Important Word
By Arthur Rabjohn, CEM, MBCI, FEPS, IAEM-Europa President

Across the public and private sector, there are many different titles given to professionals in the field of emergency management. The titles, including crisis, disaster, security, emergency planning, community safety, civil contingencies and continuity, all precede the word “manager” to describe practitioners within the field of emergency management. Their job descriptions all include elements of the recognised EM cycle of prevention, mitigation, preparedness, response or recovery. The common aspect of their roles and responsibilities is that they are expected to “manage” a programme focused within one or more of those phases.

Working in the Public Sector

In the public sector, I headed up a Local Authority Emergency Planning Service as Emergency Planning Manager. During my four years there, I did my fair share of responding to emergency incidents such as flooding, disease, HAZMAT and train crashes. However, the majority of my time was spent managing a programme of cross-directorate application of the authority’s statutory responsibilities to protect its community.

This included working with the multi-agency partners to establish an appropriate level of preparedness. The establishment and participation in a Safety Advisor Group for the authority to manage the delivery of safe events such as concerts, carnivals and sports was a typical component of the programme. Additionally, the initial project management of a recovery project to make safe land slippages was far more about management than it ever was about emergency.

Private Sector EM

Having gone over to the dark side and joined the private sector, again it was apparent that the skills required were more about management than they were about knowledge of the principles of emergency management and the emergency management cycle. The professional world loves acronyms, and as an R3 (Ready, Respond, Recover) Manager in a global engineering company, again my position was more about programme management than being a first responder.

There is no doubt that first responder, or specialist experience in the field, can add valuable knowledge that supports decision making within the context of programme delivery, but it is not the answer to being a successful emergency manager. The R3 role included risk assessment across business, commercial, travel, security and geographical risks. It involved cross-departmental working on insurance, medical support and travel assistance. It was closely tied to the companies’ health, safety and environment programme and linked into project delivery – and of course, continuity of operations. The day-to-day workload was far more about management than emergency.

Unrealistic Image of EM

Tommy Lee Jones, in his FEMA jacket holding back the lava with concrete curtain walls, is a fabulous Hollywood image of an emergency manager at work, but it is an unrealistic one. Most emergency managers will be unlucky if they ever have to deal directly with an event that could result in loss of life or damage to property within their communities. I use the word community in a liberal way to include a business, trade sector or educational body, as well as the common understanding of a community of people.

In many parts of the world, recognition that prevention, mitigation and preparedness are key to successfully facing the challenges of our climate, and society has put even greater emphasis on the management skill set within our profession. Funding applications, budgets, partnership working, communication skills, leadership, report writing, research and logistics are just a few of the expectations within the day-to-day work schedules of emergency managers.

It is important that we recognise the many faces of emergency management. A hierarchical structure is developing in the profession that sees single phase or skill set positions, such as emergency planner, sitting within a team headed up by an emergency manager. In some countries, there is finally some definition being given to a career path within the EM profession. New university-educated EM professionals can enter the profession with a view to progress to the programme lead position – and along the way, hopefully gain experience to support their educational learning.

Application of the Principles of Emergency Management

I would like to close by asking anyone who reads this article to go to the Principles of Emergency Management Web page at www.iaem.com/EMPrinciples and look at the eight principles there. If you were advertising for a manager in any profession, how many of the eight would apply to your expectations of the successful applicant for the position?

A successful emergency manager applies the eight principles across the phases of emergency management within the programme they manage. They manage their programme for the eventuality of an emergency impacting their community. They don’t wait for an emergency to apply their management skills.
IAEM-USA Uniformed Services Caucus Works to Support Emergency Managers in the U.S. Military Services

By 1Lt Jayne Abraham, Public Affairs Officer, Communications Training Officer, Civil Air Patrol, Willie Composite Squadron 304, AFRL, Mesa, Arizona

During the IAEM 2010 Annual Conference, the IAEM-USA Uniformed Services Caucus bid farewell to its chairman, Col Robert L. Ditch (Retired United States Air Force) who has served for seven years, and hailed its new chairman, Chief Master Sergeant T. K. Stoudt, United States Air Force, Air National Guard (USAF ANG).

Chief Master Sergeant T.K. Stout Is New Caucus Chair

As the new caucus chair, Chief Master Sergeant T. K. Stoudt, who has served 27 years with the USAF ANG, will bring a clear approach to CEM® advancement among the services. Each U.S. military service has their rendition of an emergency manager, whether they are known as a disaster specialist, CBRNE specialist, first responder, firefighter or emergency management specialty track. Chairman Stoudt will promote infiltration of Certified Emergency Managers® among these disciplines, acting as a liaison, conducting teamwork through the Uniformed Services Caucus to accomplish this task. At the IAEM 2010 Mid-Year Meeting, strategic planning, goals and statistics will be addressed.

The Air Force MAJCOM has comprehensive emergency management, CBRN programs, and CEM®, and speaks highly of their skills and capabilities. The emergency management process, planning and execution of NIMS have become an interagency activity, working closely with Department of Defense, Health and Human Services, airports, and the installations. They are integrated in the Local Emergency Planning Committees (LEPC), regional entities, and federal agencies to coordinate preparedness planning and exercises. There is a regional response concept and the integration of assets is deployed through the JIF, JTU and DCO under the unified command JFO. When deployed, the joint services and industry have MOUs and MOAs in place.

Caucus Thanks Col Robert L. Ditch for Achievements

Col Robert L. Ditch (Retired USAF) spent seven years conducting activities through the Uniformed Services Caucus, from November 2002 through November 2009. Through his leadership, the number of uniformed services individuals becoming members in IAEM jumped ten-fold while the number of individuals pursuing certification as Certified Emergency Managers® (CEM®) quadrupled. He traveled to more than 22 states, visiting over a dozen military headquarters and organizations.

During his tenure, he led the caucus through a number of initiatives that benefited all of the uniformed services emergency management programs as well as IAEM. Noteworthy of these were the numerous initiatives through the IAEM CEM® Commission to assist uniformed service members to attain their CEM®/AEM. In addition, the Veterans Administration approved the reimbursement of CEM® application/testing through the GI Bill to authorized beneficiaries; the Defense Non-Traditional Education System (DANTES) approved the use of their education/testing facilities around the world to support IAEM certification testing; U.S. Army Northern Command approved the funding of DoD personnel assigned to them for certification application; a charter was written and approved by the IAEM-USA Board; and the U.S. Air Force and Civil Air Patrol partnered to engage in developing a “New Horizons” Emergency Management Professional Development Program for reaching out to hundreds of high school senior CAP cadets and thousands of senior CAP members.

The caucus developed the IAEM-USA Uniformed Services Awards to recognize individuals for national recognition within IAEM-USA. Many Department of Defense and Department of Health & Human Services activities became engaged in using the CEM® process for their professional development. While serving in this capacity, Col Ditch also continued to serve two terms as a Commissioner on the IAEM CEM® Commission.

Visit the IAEM-USA Uniformed Services Caucus Web page at www.iaem.com/Committees/UniformedServices. Also, read the related article in the online edition of this issue.

VA GI Bill Program Will Reimburse Eligible U.S. Service Personnel for CEM® Program Costs

U.S. veterans, active duty members, and others eligible in the Guard and Reserve now may use their GI Bill benefits to reimburse 100% of the $450 CEM® application and testing fees. Interested service personnel are urged to contact their VA counselors for information on how to apply the GI Bill toward certification.

The general rule is that the interested person must first pay for the application and complete the test with a passing grade. The VA will reimburse the application fee upon receipt of a request letter and proof of passing the CEM® examination.

Additional information is available at www.gibill.va.gov/pamphlets/LCweb.htm.
The day dawned clear and cold. So cold, in fact, it was to be one of the coldest maximum temperatures of the entire year. The task before us was one of the grimmest in the history of the State of Washington: to serve as Public Information Officers (PIOs) for the memorial service honoring four fallen officers from Lakewood Police Department.

It had been nine days since their murders, and the community was hosting an unbelievably large number of public safety personnel from across the continent, from as far away as Boston, Chicago, Florida, and all across Canada. Pierce County’s Type III Incident Management Team (IMT) was invited to manage the planning of the memorial on behalf of the Lakewood Police Department.

The Pierce County Department of Emergency Management (DEM) assumed the lead role for coordinating public information efforts before and during the day of the service. The officer deaths followed closely on the heels of the line-of-duty death of a City of Seattle Police officer less than a month before, lending an even greater sense of urgency to the media coverage.

Typically, something this large would be an event with weeks or even months of planning. Given the circumstances, there were only days to organize the service, which would see nearly 20,000 public safety personnel in attendance, in addition to media and the public. The law enforcement procession alone included more than 3,000 vehicles and took more than four hours to complete the 10-mile route.

The Puget Sound Region benefits from multi-jurisdictional, multi-county working groups, collaborating on a variety of topics on a regular basis. These existing partnerships allowed this varied group of professionals to come together very rapidly and ensure that all needs were met.

PIO Group Briefing

The day prior to the service, a PIO group briefing was held in the Pierce County DEM Joint Information Center (JIC). Though normally this is an adequate facility, the sheer volume of PIOs overwhelmed the room, leaving people in the halls passing messages via relays. A vast array of organizations and jurisdictions were represented, including local, county and state governments, private organizations, non-profits and educational institutions.

In all, the effort brought forward 63 PIOs representing 45 agencies. This group truly represented the many faces of emergency management. Though most had never worked together and few had previously met, it was clear that all were professionals and would accomplish the assigned tasks.

Pierce County DEM staff had already created an assignment list, so tasking was relatively simple. It was quickly discovered, though, that all the people present were not enough to fulfill the mission requirements. Attendees quickly volunteered their co-workers and colleagues to fill the remaining positions.

Mission Requirements

Tasks ranged from the procession staging point, to media areas along the procession route, to areas both outside and inside the main venue, the Tacoma Dome. Additionally, the JIC was fully staffed and functional. PIO functions at off-site viewing areas were voluntarily handled by local jurisdictions.

The day of the service went more smoothly than anyone could have imagined. Unexpected things occurred, but there were plenty of people in place to handle them.

Lessons Learned

- Be flexible, both in planning and in assignments. “Stuff happens” that you simply cannot foresee, and everybody has to just roll with it.
- Come up with a quick way to communicate with your PIOs as a group. An e-mail list was set up to update everyone on their PDAs on progress during the procession and service, including answers to questions that media may have asked one or more of the PIOs.
- Make sure everyone you use is well qualified in their role, especially when they’re not people you usually work with. That makes flexibility and “roll with it” much simpler if you have some assurance that everybody knows how to do their job.
- Know your colleagues! Prior to these events, the PIOs were part of an informal group of “emergency communicators” whose main purpose was to get together for quarterly informational trainings and to network. Part of this networking was providing contact information that was regularly updated and shared with the other group members. This allowed one single e-mail request to go to a large group of folks with the skill set needed.
- Don’t feel that anything less than media contact, release writing or similar tasks will disappoint PIOs – people were grateful to just do anything to help during this tragic time. The utilization of PIOs to hand out the memorial programs added a certain class as the guests arrived.
- Not every media outlet will get your instructions. Be prepared to handle media reps who have no

(continued on page 16)
Emergency Managers at U.S. Federal Agencies: We’re Not Only at FEMA


When I tell people that I am an emergency manager for a federal agency, they usually think of FEMA first. When I say I work for the U.S. Patent and Trademark Office, they often draw a blank. “What do they have to do with emergency management?”

I explain that, while the agency does not respond to external disasters, it does have an obligation to protect its employees and facilities and must be able to resume operations as soon as possible after a disaster. Acting as an emergency manager for a federal agency is a little like being one for a university or a large business.

There are approximately 1,300 federal agencies1 organized in as many ways as there are agencies. Some have multiple facilities across the country and others a single office. They range in size from 35 to 239,000 employees. All together the U.S. federal government, less the Postal Service, is the nation’s largest civilian employer with more than 2 million employees.2 My own agency has approximately 14,000 employees and contractors primarily located on a single multi-building campus in Alexandria, Va.

Occupant Emergency Program

The Government Services Agency (GSA) is the federal government’s primary real estate management agency. All GSA owned or leased buildings are required to have an Occupant Emergency Program (OEP). These programs provide comprehensive response procedures for occupants to follow in an emergency.3 While guidelines are provided in the Federal Protective Service’s Occupant Emergency Plans, Development, Implementation and Maintenance document, it remains the responsibility of each facility to customize the program to meet its own needs. The plans include information on such topics as bomb threats, fires, severe weather, medical emergencies and workplace violence. The program also should describe the interface with local public safety officials and as with any emergency management program it is important to establish relationships with these partners prior to an emergency. One way I accomplish this is by participating in Local Emergency Planning Committee meetings.

Continuity of Operations Plan

Another major emergency management task for us is the development of a continuity of operations program (COOP) similar to “business continuity” found in the private sector. While these programs are particularly vital for agencies involved in emergency response beyond their agency, such as FEMA and the FBI, they are also important to those that are not.

For example, while my agency has no role in response, the ability to process patents and trademarks is vital to the U.S. economy in the long run. We must have plans that sustain the agency through an emergency and guide us through recovery.

Mandates on continuity for federal agencies come primarily from Homeland Security Presidential Directive-20 and Federal Continuity Directive-1. Federal agency COOP plans cover the standard elements: essential functions; orders of succession; delegations of authority; continuity facilities; communications; vital records management; human capital; test, training and exercise; devolution; and reconstitution. Pandemic planning is also a part of the COOP program.

Sharing Lessons Learned and Best Practices

Emergency management collaboration at our level includes regularly scheduled meetings sponsored by FEMA for emergency managers of federal agencies within the National Capitol Region (NCR). The purpose is to share lessons learned and best practices for OEPs, and discuss topics of mutual interest. There is a similar group that addresses continuity planning. Other groups, that have been active for quite some time, are the Federal Executive Boards (FEBs). They involve federal agencies in areas outside the NCR and are forums for communication and collaboration. I recently created a group on a social networking site (LinkedIn) to electronically bring together emergency managers of federal agencies across the country.

Emergency management for federal agencies, like emergency management everywhere, is still maturing. Currently, individuals responsible for the OEP may or may not be the same people responsible for COOP and pandemic planning. When they’re not, there are varying degrees of coordination. Some agencies have dedicated offices and a number of staff, while others assign a single person. While many of us have emergency management backgrounds, the percentage of those who lack formal training and

(continued on page 16)
Hospital-based emergency management involves all aspects of emergency preparedness. Hospital emergency managers are often part of a department of one. Although most hospitals have an emergency management committee, completion of many required tasks are assigned to the emergency manager. Most hospital emergency managers have secondary duties as safety/security managers or emergency department providers. The role of the hospital emergency manager includes, but is not limited to, responsibility for the following:

- **Accreditation.** The Joint Commission accreditation requirements include 123 standards specific to emergency management. A hospital must remain 100% compliant with the standards in preparation for unannounced inspections. The standards focus on six vital areas: communication; resource and asset management; safety/security; utility management; patient management; and staff roles and responsibilities. The Joint Commission also mandates that hospitals have an emergency operations plan that documents mitigation, preparedness, response and recovery actions. The plan must include an annual hazard vulnerability analysis (HVA), alternate sites for care, surge capacity response, management of hazardous materials, patient decontamination, and emergency credentialing of licensed professionals and volunteers.

  Exercises must be performed twice annually. The exercises must be built upon items noted in the HVA and must include an influx of volunteers acting as patients. As with all exercises, hospital drills must be evaluated and after action reports generated. Subsequent exercises must include evaluation of noted areas of improvement from previous exercises.

- **Grants.** U.S. Dept. of Homeland Security Hospital Preparedness Program Grants offer funding for emergency preparedness. Hospitals must comply with grant guidelines established by the region or state that controls the federal grant. Pennsylvania requirements include, but are not limited to, quarterly progress and financial reports, active participation in local and regional counter terrorism task force committees, annual exercises, participation in the state 800 Hz radio program, and constant monitoring of the Facility Resource Emergency Database system.

- **Liaison Activities.** Hospital liaison activities include becoming allies with local EM staff, law enforcement agencies, fire department and EMS responders, health department staff, and emergency managemers from other local hospitals.

- **Equipment.** Hospital emergency managers must identify equipment needs, research product availability, and place purchase requests. They also must receive new equipment, become familiar with its use, and educate the end users. Preventive maintenance and inventory control are also under the purview of the hospital emergency manager.

- **Training.** As part of the role of emergency manager, our hospital also conducts annual four-hour competency training for the clinical staff of the emergency department. Past sessions have included triage scenarios, skills labs, table top exercises, and the annual PAPR\(^1\) and level C protection\(^2\) competency. The patient decontamination team meets monthly for education, drills or mini exercises. The emergency preparedness committee is charged with educating all hospital staff in roles and responsibilities during emergencies, development of hospital orientation for new employees, and other training as needed. As with all emergency responders, hospital employees must also be NIMS-compliant.

(continued on page 16)
Public Information in the Face of Tragedy
(continued from page 13)

idea what’s going on, where to go or what to do.
- Credentialing of the PIOs is a huge benefit, even if it’s only a simple stick-on or clip-on name tag. If you do have credentialing in place, try to make sure that everyone involved recognizes it for what it is. If they don’t, well, see item number 1!
- Don’t forget that the PIOs are also volunteers in the grand scheme of things, and need to be thought of when factoring in meals, breaks and safety briefings.
- Transportation can be a huge issue. The PIOs for the main venue were provided bus transportation from a remote location. That simplified the logistics of moving so many people to and from the site.
- Work with your local media outlets on a regular basis. When it comes to crisis time, having established relationships can make your life much easier. A local broadcast media outlet volunteered to act as broadcast media liaison for this service and there was a pool video production company and a pool still photographer.
- The JIC was the essential hub of contact and information for all the PIOs in the field. One of the members of the JIC should be assigned to monitor local media, including social media Web sites. A great deal of rumor squashing can be accomplished if you can assign someone to simply click, read and respond as appropriate.
- Don’t overlook the potential for critical incident stress to occur in your ad hoc team. Most of these people will never have dealt with a line-of-duty death, particularly if their primary role is not in public safety.

Authors’ Postscript: As this article was being completed, Pierce County Sheriff’s Office and Grant County Sheriff’s Office lost deputies in the line of duty, setting this process in motion again, though on a smaller scale. Sadly, many of the lessons learned from the Lakewood Officers Memorial were implemented sooner than expected. Our hearts go out to the departments and families of the seven officers killed in Washington in recent days.

Private Sector Standards
(continued from page 10)

level (national, state or local) the threat applies.
- Determine the applicability of potential actions to personnel, assets and facility.
- Determine the response to be taken.

Conclusion
These three private sector preparedness standards integrate risk, disaster and emergency management – as well as occupational, life and environmental safety – into a strong security management system. They provide emergency management officials with the information necessary to assess current preparedness programs or to develop, implement and maintain a program to mitigate, prepare for, respond to and recover from disasters and emergencies. The adoption of these standards will ensure business continuity and employee safety in the event of a terrorist attack or natural disaster.

EM at U.S. Federal Agencies
(continued from page 14)

experience is still high. As with local and state emergency management, we experience varying degrees of buy-in from senior leadership. On a positive note, increasing numbers of us are joining IAEM and have or are working toward obtaining a CEM®.

Emergency managers for federal agencies have the same goals and principles as emergency managers everywhere – we just have a different way of executing them. Just as it is important for us to understand how our state and local partners operate, it is equally important for you to understand our mission.

Hospital EM Perspective
(continued from page 15)

As one can see, the expectations of a hospital-based emergency manager can be fairly significant. The manager should be proficient in document preparation, exercise development and staff education. The hospital-based emergency manager also should have working knowledge of utility services, security and medical modalities.

Integrating Faces of EM
(continued from page 9)

CPIIMD’s activities embody the diversity of work in the emergency management profession. By adopting an approach to incident management that involves the full range of planning, preparedness, continuity and operational activities, DHS is better able to ensure the resiliency of the critical infrastructure and key resources that are essential to U.S. security, public health and safety, economic vitality, and way of life.

For more information about DHS infrastructure protection and incident management activities, please visit www.dhs.gov/criticalinfrastructure.
EM News

- **EMAP To Hold Assessor Training at FEMA Emergency Management Institute.** The Emergency Management Program (EMAP) is pleased to announce that its Assessor Training and Accreditation Manager courses will now be held at the Emergency Management Institute in Emmitsburg, Md.

  This means that state, local and regional emergency managers, as well as emergency managers from state higher education institutions, are eligible for stipends to cover travel and complimentary lodging from EMI. Additionally, travel from Baltimore Washington Airport will be provided by EMI for registered participants.

  EMAP will host the first round of Assessor Training and Accreditation/Assessment Manager Orientation on Mar. 15-19, 2010. Accreditation/Assessment Manager Orientation will be a day-and-a-half training on Mar. 15-16, and the two-day assessor training will be held on Mar. 18-19. Spots are still available for both classes, but time is running out to ensure that you receive a class spot and stipend.

  To apply to either of the two EMAP courses, interested individuals must complete a FEMA Form 75-5, General Admissions Application with student signature and supervisor or sponsoring agency official, and submit through the state emergency management training office via fax to the NETC Admissions Office at (301) 447-1658. Tribal representatives can submit directly to NETC Admissions Office.

  To obtain a Form 75-5 and for further information, please refer to the EMI web site at: http://training.fema.gov/EMIWeb/apply. For further information on this and other EMAP training, please visit the EMAP Web site at www.emaponline.org, or contact Michael Collins via e-mail at mcollins@csg.org.

- **U.S. Dept. of Education Is Accepting Applications for FY 2010 REMS Grants.** The U.S. Department of Education’s Office of Safe and Drug-Free Schools has recently released the Fiscal Year 2010 Readiness and Emergency Management for Schools (REMS) grant application. The REMS program provides funds to local educational agencies (LEAs, which are typically public school districts) to establish an emergency management process that focuses on reviewing and strengthening emergency management plans, within the framework of the four phases of emergency management (prevention-mitigation, preparedness, response and recovery). The application submission deadline is **Feb. 26, 2010**. Funds may be requested for up to 24 months. Details are posted at visit www.iem.com/publications/news/EMNews.htm#REMSGrants12Jan2010.

---

**Sand Brick **The Better Sand Bag**

Wedge shaped, interlocking ends for strong walls.
Wide mouth for easy filling.
Textured surface for gripping between bags.
Solid film plastic for less contamination.
Alternating front and back colors make them easy to use.
Less sand per bag. 25 lbs vs. 40 lbs in conventional bags.
Few bags needed for the same height and strength wall.
All this means easier, lower cost cleanup.

**Sand Brick Technologies, LLC**

(916) 858-0184
www.sandbricktech.com
**U.S. Government Affairs News**

**IAEM Speakers Were Featured at Jan. 27 EMForum.org Webinar on Effectively Engaging with Elected Representatives.** On Jan. 27, EMForum.org held a public webinar, “Make Your Local EM Voice Heard – Effectively Engaging with Elected Representatives.” This educational opportunity was provided by the Emergency Information Infrastructure Project (EIIP).

The live recording is now available at www.emforum.org. The one-hour presentation was followed by an interactive discussion. The topic was current emergency management policy issues before Congress, and how to get involved to ensure that local priorities are reflected. The guest speakers were:

♦ **Martha Braddock**, IAEM-USA Policy Advisor, develops and implements strategies to engage Congress, partner organizations, and Federal departments and agencies on key issues to local emergency managers. In addition, Braddock is a consultant to colleges and universities, associations, and corporations on a wide range of homeland security, emergency management, mitigation, and legislative matters.

♦ **Larry J. Gispert**, Director of Hillsborough County (Fla.) Emergency Management, is a past president of IAEM and has served as liaison with the IAEM-USA Government Affairs Committee. Gispert has worked closely with Braddock on Capitol Hill and has testified before the U.S. Congress numerous times with great success.

**IAEM-USA Members Asked to Comment on Mayors’ Stafford Act Reform Recommendations.** The U.S. Conference of Mayors issued the report of the conference’s Stafford Act Reform Task Force. Ray Nagin, Mayor of New Orleans, served as Chair, and Kevin Johnson, Mayor of Sacramento, served as Vice Chair. A resolution incorporating the report was unanimously adopted by the Conference of Mayors’ Executive Committee, making it the policy of the organization. The Stafford Act Reform Task Force Report is posted at www.iaem.com/Committees/GovernmentAffairs/StaffordActReform27Jan2010.

IAEM-USA will be asked by Congress to comment and would appreciate members’ comments as soon as possible, but no later than **Feb. 11, 2010**. Please send your input to comments@iaem.com. In the subject line of your e-mail, please put “Conference of Mayors Stafford Act Reform Task Force.”

Please provide your name, position, jurisdiction, contact information (so we can contact you if we have questions) and specific comments on what you agree with, as well as what you disagree.

Please be specific about your comments, and indicate which section of the report (catastrophic disasters, hazard mitigation, individual and household assistance, insurance, other disaster grants, emergency preparedness and response, FEMA administration) you are referring to and the page number.

**FEMA Announces 2010 Nationwide Plan Review.** On Jan. 19, Tim Manning, FEMA Deputy Administrator, National Preparedness & Protection, announced the 2010 Nationwide Plan Review and requested submissions from all 56 states and territories and 75 identified major cities by **Feb. 19, 2010**.

While the first review was targeted primarily on the issues and capabilities that surround catastrophic hurricanes and similar events, the 2010 review will focus more broadly on all catastrophic threats and the underlying planning and processes before disaster strikes to ensure readiness when these events occur. The goal is to follow up on progress made through various programs (such as HSGP) since the first Nationwide Plan Review as well as lay the groundwork for future analysis.

In Fiscal Year 2010, the review will consist of: (1) a self-assessment and certification of plan status, along with the submittal of plans, by each jurisdiction selected for the review; and (2) a feedback process involving a review of the submitted plans to be led jointly by FEMA Headquarters and the FEMA Regions. The results will be used to complete the reporting requirement as well as determine future planning guidance and assistance.

The process has been streamlined for FY 2010. Participants in the review will be asked to complete three tasks:

♦ Complete a matrix that collects basic data regarding the jurisdiction’s plans;

♦ Submit copies of materials being analyzed as part of the review; and,

♦ Provide a transmittal letter for the materials that includes a brief summary of planning efforts in the jurisdiction.

Specific information regarding the content of these items is included in the related documents, posted at www.iaem.com/Committees/GovernmentAffairs/FEMANPR22Jan2010. These include a memo describing the self-assessment process, a FEMA fact sheet, a list of participating cities, and a certification matrix for submissions.

Participation is a prerequisite for receipt of Fiscal Year 2010 DHS homeland security grant funds. In order to support this process, your state, urban area or major city needs to provide the materials by **Feb. 19, 2010**.
CEM®/AEM News

♦ CEM® Prep Course and Exam Schedule. The following opportunities to take the CEM®/AEM Prep Course and/or the CEM®/AEM Exam have been scheduled. For information or to register, visit www.iaem.com/certification/CEMPrepCourse.htm.
  ♦ Mar. 3, 2010: CEM®/AEM Prep Course and CEM®/AEM Exam, held in conjunction with EMS Today 2010 Conference & Exposition, Baltimore Convention Center, One West Pratt Street, Baltimore, Md.
  ♦ Mar. 6, 2010: CEM®/AEM Prep Course and CEM®/AEM Exam, held in conjunction with the Fourth National Emergency Management Summit, Renaissance Washington DC Hotel, Washington, D.C.
  ♦ Mar. 29, 2010: CEM®/AEM Prep Course and CEM®/AEM Exam, held in conjunction with the 2010 National Hurricane Conference, Hilton Orlando, Orlando, Fla.

♦ IAEM Members Outside the United States Can Obtain Sponsorship to Take FEMA/EMI Online Courses. IAEM members in Councils outside the United States can obtain IAEM sponsorship to take the U.S. Federal Emergency Management Agency’s Emergency Management Institute Online Independent Study Courses. These courses offer exceptional opportunities for IAEM members to meet the CEM®/AEM education requirements.

Complete details about the eligibility requirements for IAEM sponsorship are posted at www.iaem.com/certification/generalinfo/IAEMsponsorship.htm.

IAEM Asia-Oceania Resilience 2010

IAEM’s Asia-Oceania Resilience 2010 Conference will bring together, for the first time in Asia, security, emergency management, crisis management, business continuity management, risk management, disaster recovery and disaster relief professionals from 29 countries eager to learn about products and services that support all aspects of corporate and community resilience. The conference will be held Oct. 5-6, 2010, in Singapore, produced by the IAEM-Asia and IAEM-Oceania Councils.

AOR 2010 has issued a call for speakers, seeking knowledgeable, innovative and entertaining presentations from public and private sector participants in emergency management, security, crisis management, business continuity management, risk management and disaster relief. Deadline for submissions is May 15, 2010. See the details at www.iaem.com.sg/AOR-Presenters.htm.
EM Resources

- **New Edition of NFPA 1600 Is Now Available for Free Download.** The 2010 edition of NFPA 1600 is now available as a free download from the NFPA Web site at www.nfpa.org. The 2007 edition will continue to be available for free download until July 1, 2010. NFPA has been involved in planning for, response to, and mitigation of weapons of mass destruction incidents since the first World Trade Center bombing in 1993. After the Oklahoma City bombing, and reinforced by the events of Sept. 11, 2001, first responders have looked to NFPA for information on planning, response, protecting first responders, and building and life safety codes and standards. NFPA 1600, Standard on Disaster/Emergency Management and Business Continuity Programs, establishes a common set of criteria that sets a foundation for disaster management, emergency management, and business continuity programs using a total program approach.

- **NACo Announces County Snapshots Tool as Part of Digital Coast Partnership Group.** The National Association of Counties (NACo) has announced the availability of County Snapshots for counties in 28 U.S. states with significant coastal areas, as part of the Digital Coast Partnership Group sponsored by the NOAA Coastal Services Center. The County Snapshots tool provides coastal county officials with a quick look at a county’s demographics, infrastructure and land use patterns within the flood zone. Visit http://csc-s-maps-q.csc.noaa.gov/CountySnapshots/ for details.

- **Emergency Management Cited as One of 50 Best Careers of 2010.** U.S. News recently published an article on the 50 best careers of 2010, stating that the EM career field should experience strong growth over the next decade. See www.usnews.com/money/careers/articles/2009/12/28/emergency-management.html.

- **Emergency Management Training Offered in Qatar.** The Security Academy of the College of the North Atlantic-Qatar is offering a variety of training events in the EM field in Doha, Qatar. These events, to be offered using the platform of Atlas Ops planning and EM software, will take place at the academy’s Emergency Operations Center classroom. Complete information may be found at www.cna-qatar.com/Security/Pages/Home.aspx.

- **Post Disaster Program Management To Develop Program Management Methodology.** Post Disaster Program Management’s team of project managers are working to create a field training program for those involved in the reconstruction of Haiti, targeted for use by disaster relief organizations. To learn about this group, visit www.pdpm.org.

IAEM 2009 Annual Conference Webcasts

The IAEM 2009 Annual Conference Webcasts are still available through an on-demand service. If you could not attend the IAEM 57th Annual Conference & EMEX 2009 in Orlando, Florida, you can still register to view the Webcasts on demand. For only $179 ($149 for IAEM members), utilizing the latest web conferencing technology, you will be able to download IAEM Annual Conference documentation and download the Webcasts for On-Demand viewing. Visit www.knowledgefoundation.com/viewevents.php?event_id=208&act=webevt to view the agenda, register for the webcast or view a free sample webcast.

Those who attended the IAEM 2009 Annual Conference received free access from the Knowledge Foundation.

Educating the Public on Appropriate Response to Disasters

Emergency managers can educate the public on how to properly respond to disasters. The general messages include: (1) cash is best; (2) do not deploy to the disaster site without specific approvals; and (3) know what to collect before collecting goods (clothing, for example, is generally not a desired donation). For a detailed explanation of these points, please refer to the following Web site: www.interaction.org/how-help.

Referrals for Those Seeking to Donate

One appropriate source for coordinating contributions to Haiti response and recovery is the Center for International Disaster Information (CIDI), a USAID-cooperative partner.

Anyone wishing to donate or provide assistance in Haiti following the devastating earthquake that struck near Port au Prince on Jan. 12, 2010, may contact the Center for International Disaster Information. The Center, operated under a grant from the U.S. Agency for International Development’s Office of Foreign Disaster Assistance and initial support from IBM, has become a valuable resource to the public, as well as U.S. government agencies, foreign embassies and international corporations.

CIDI has established a dedicated page to coordinate Haiti support at www.cidi.org/incident/haiti-10a/. For a detailed explanation of these points, please refer to the following Web site: www.interaction.org/how-help.

– Pamela L’Heureux, CEM, IAEM-USA President
The extended online edition of this issue includes additional material beginning on Page 25, now available at www.iaem.com.

- “Role of the Red Cross in Emergency Management,” by John Nichols, Assistant Director of Emergency Services, American Red Cross, King and Kitsap Counties, Wash.
- “Business Continuity in the Latin American Mining Industry,” by Hernando Martinez, MPA, MSc Protection Management, and DBM Candidate and College Assistant at John Jay College and York College.
- “After the Explosion, Now What?” The Medical Side of Emergency Management for Blasts and Burns in an Overtaxed American Healthcare System,” by Randy D. Kearns, CEM, MSA, DHA, NC State Burn Disaster Coordinator, Faculty, School of Medicine, University of North Carolina, Chapel Hill, N.C.
- “Incident Action Planning for Hospital Emergency Managers,” by Ann Potter, Project Specialist, ERI Institute, Washington Hospital Center, Washington, D.C., and Mitch Saruwatari, Vice President of Quality and Compliance at LiveProcess, Verona, N.J.
- “Hospital Emergency Preparedness Model,” by Barry Wante, CEM, Director, Emergency Management, Center for Emergency Preparedness, Brigham and Women’s Hospital, Boston, Mass.
- “Uniformed Services Caucus Seeks to Aid U.S. Military IAEM Members in Pursuing CEM®/AEM Certification,” by 1Lt Jayne Abraham, Public Affairs Officer, Communications Training Officer, Civil Air Patrol, Willie Composite Squadron 304, AFRL, Mesa, AZ.

IAEM Bookstore: IAEM has titles in stock that can assist you in becoming more knowledgeable about current issues in emergency management. See a complete list in the online edition of this issue.
IAEM Student Council President Nancy Harris said, “Hopefully, this will be the first of a number of new IAEM student chapters in 2010. IAEM’s student chapter program continues to grow globally, and I would welcome other universities or colleges to contact IAEM about forming a student chapter.”

Audio Files From IAEM-USA Student Region Caucus Workshop Now Available for IAEM Members. Audio files of the presentations at the IAEM-USA Student Region Caucus Workshop were recorded at the IAEM 2009 Annual Conference and are available for download by IAEM members only at www.iaem.com/membersonly/IAEMUSAStudentRegion/index.htm. (Note: You will be asked to log in with your IAEM Member ID and Password.)

♦ Breakout A: “How to Apply for the CEM®/AEM” - Presentation by Guy Corriveau, CEM, an IAEM CEM® Commissioner, on preparing and applying for both your Certified Emergency Manager® (CEM®) and Associate Emergency Manager (AEM) Certificate.

♦ Breakout B: “What I Wish New Emergency Managers Had Before I Hired Them” - A panel discussion by emergency managers in both the public and private sectors on the items most missing from new emergency managers in the field. The discussion also included how to be better prepared to enter the field.

IAEM Outreach to Orange County. On Jan. 7, IAEM-USA Region 9 President Gunnar J. Kuepper gave a presentation about IAEM, its structure and activities to about 60 members of the Orange County Emergency Management Organization (OCEMO) at their monthly meeting in Irvine, California. Pictured left to right are: Rebecca Barlow, First Vice President, OCEMO, Emergency Services Coordinator with the City of Westminster Police Department; Gunnar J. Kuepper; Raul D. Morales, Second Vice President, OCEMO, City of La Palma Police Department; Anna Lee Cave, Past President, OCEMO, Emergency Preparedness Coordinator for the City of La Brea.

IAEM-Europa Announces New National Representative. Jim Mann has been named as IAEM National Representative for Scotland; he can be reached at mannjames54@aol.com.

IAEM-Asia Announces New National Representative. Steve Buxton has been named as IAEM National Representative for Indonesia; he can be reached at iaemindonesia@gmail.com.

Croatian Language Flyer and Presentation Posted on IAEM Web Site. An IAEM flyer and an IAEM overview presentation in the Croatian language are now available on the IAEM Web site. Go to www.iaem.com and look in the left-side column below the green navigation bar for our collection of outreach materials in various languages.

CEM®/AEM Credential Review Dates

In 2010, the CEM® Commission is scheduled to meet on the dates listed below. All notification letters regarding the status of candidate review will be sent within three weeks of each meeting.

♦ Feb. 9-12, 2010 at IAEM Headquarters in Falls Church, VA (credential review and policy discussion). Submission date for packages was Jan. 29, 2010. Estimated date of notices is no later than Mar. 8, 2010.

♦ June 10-12, 2010 at EMI, Emmitsburg, MD (credential review and policy discussion). Please submit packages to be reviewed by May 28, 2010. Estimated date of notices is no later than July 5, 2010.

♦ Sept. 15-17, 2010 at IAEM Headquarters in Falls Church, VA (credential review and policy discussion). Please submit packages to be reviewed by Sept. 3, 2010. Estimated date of notices is no later than Oct. 11, 2010.

IAEM-USA Region 3 President Kathleen Henning, CEM (right), with White House and EMI staff at the Historically Black Colleges and Universities Planning Course at EMI in December 2009.
EM Calendar

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

Feb. 2-4 Annual Technologies for Critical Incident Preparedness Conference & Exposition, Philadelphia, PA, supported by IAEM-USA.


Mar. 2-3 EMS Today, Baltimore, MD, supported by IAEM, IAEM member discount.

Mar. 3-5 4th National Emergency Management Summit, Washington, DC, supported by IAEM-USA.

Mar. 8-12 ICWE 2010: "Converge, Collaborate, Communicate,” Las Vegas, NV, supported by IAEM-USA. Speakers include IAEM-USA President Pamela L’Heureux, CEM.


Mar. 29 2010 National Hurricane Conference, Orlando, FL, supported by IAEM-USA.

Apr. 2 Counter Terror Expo 2010, W. Kensington, England, UK, supported by IAEM-Europa, 20% discount for IAEM members.

Apr. 14-15 Search and Rescue 2010, Aberdeen, Scotland, UK, supported by IAEM-Europa.

May 2-5 ISCRAM 2010 (7th International Conference on Information Systems for Crisis Response and Management, Seattle, Washington, supported by IAEM.

May 10-13 Disaster Forum 2010, Banff, Alberta, Canada, supported by IAEM-Canada.

May 13 IAEM-Canada Annual General Meeting, Banff, Alberta, Canada.

May 11-13 2010 Annual National VOAD Conference, Orlando, FL, supported by IAEM-USA. Speakers include Larry Gispert, Hillsborough County (FL) EMA Director and past president of IAEM.

June 2-3 Crises Situations Solution in Specific Environment Conference 2010, Zilina, Slovakia, supported by IAEM-Europa, IAEM member discount.

June 6-9 2010 World Conference on Disaster Management, Toronto, Canada, supported by IAEM, IAEM member discount.

June 7-12 INTERSCHUTZ 2010, Leipzig, Germany, supported by IAEM-Europa. Visit the IAEM Booth in the Exhibit Hall.

June 10-12 IAEM-Europa Annual General Meeting, Board Meeting, and CEM® Candidate Workshop/Exam, Leipzig, Germany.

June 8-12 TIEMS 2010 Annual Conference, Beijing, China, supported by IAEM.

June 28-29 Hurricane Risk Mitigation Leadership Forum Series, Austin, TX.

Sept. 19-22 Association of Minnesota Emergency Managers 50th Annual Conference, Pequot Lakes, MN.


EMS TODAY
The JEMS Conference & Exposition

Where people, products & ideas connect.

Register Today @ www.EMSToday.com
Enter the priority code IAEM to receive $50 off 2-day or 3-day conference packages and free exhibit hall.

HAZMAT/DECON TRAILER

#1 DECON TRAILER WORLD WIDE

MEDecon DECONTAMINATION SYSTEMS

1-866-380-8455
www.nor-e.com
also find us at www.gsa.gov!
When a hospital responds to an emergency or disaster, an incident action plan (IAP) empowers the facility’s Incident Management Team with the ability to make better and timelier decisions. In addition to facilitating patient and employee safety and enhancing organizational decision making, the IAP ensures a consistent and reliable process for both short- and long-term recovery.

### Importance of Incident Action Planning

- **Maximize available resources.** Clearly assign tasks and responsibilities, and track resources.
- **Reduce and prevent duplication of efforts.** Account for and track actions taken, and assign response tasks to the correct person.
- **Reduce or control costs.** Track ongoing expenditures, and project the cost for extended operations.
- **Improve and enhance communication.** Delineate communication chains, and identify anything that could impede an effective response.
- **Increase the effectiveness of response and recovery actions.** Identify the tasks, roles and resources needed, and document items for follow-up.
- **Ensure understanding of the strategic direction.** Identify command objectives, as well as the strategies and tactics needed to meet them.

### Creating an Incident Action Plan

- **Understand the hospital’s policy and direction.** You need a clear picture of what your facility can and can’t do when responding to an event. A great place to start is with a review of your emergency operations plan and hospital’s administrative policy.
- **Assess the situation.** Establish formal links with external partners to ensure that the information received by your hospital about situations is valid and timely. These may be relationships that you use daily, as well as those you may tap into only when a significant event threatens or occurs.
- **Establish incident objectives.** Determine your overall priorities for a response, and identify the operational period. The Incident Commander sets the overall command objectives, while each section will identify the strategies and tactics specific to their functional role. Each event needs a name. If the event is specific only to the hospital, the Incident Commander will “name” the event. If the disaster or emergency begins in the community, the on scene Incident Commander or Emergency Operations Center will name the event. It is important that all paperwork generated in the response and recovery consistently use the event name.
- **Determine appropriate strategies to achieve the objectives.** This involves creating a plan, in consultation with the Incident Management Team and community partners.
- **Provide tactical direction, and ensure that it is followed.** This entails selecting effective strategies and tactics to meet the overall command-and-control objectives; issuing assignments; and developing realistic time frames for completion, metrics for continuous measuring of response, and a means to revise your tactics based on success or roadblocks.
- **Provide necessary support.** It’s important that you project your requirements based on situational and ongoing assessments, and ensure command-level awareness of your support needs and projections.

### How to Document Your Incident Action Plan

Documentation of your plan will provide a standardized, common framework for everyone involved in the response action. For hospitals, 20 incident command system (ICS) forms have been adapted from their FEMA versions. While every hospital emergency manager won’t need every form, there are several key ones with which you should be familiar:

- **Incident Briefing Form #201.** This form documents what has occurred, how the incident was responded to, and identifies incident management team positions. This provides the framework for the development of objectives.
- **Incident Objectives Form #202.** This form is a kind of mission statement, defining command objectives and issues for the operational period and serving as an overall road map.
- **Organizational Assignment List Form #203.** This form documents the positions that have been activated and assigned.
- **Branch Assignment List #204.** When the event requires the activation of branches or units within the Incident Management Team, this form documents these persons as well as the strategies and tactics they will follow during the set operational period.
- **Operational Log Form 214.** This form documents each member’s role in an incident, and facilitates cost recovery as well as any critical actions taken.

(continued on page 26)
Role of the Red Cross in Emergency Management

By Dave Nichols, Assistant Director of Emergency Services, American Red Cross, Serving King and Kitsap Counties, Washington

Of the many faces on your emergency management team, one that you may be familiar with is your local American Red Cross representative. Since 1905, the Red Cross’s Congressional mandate has been to provide care and shelter for those impacted by disaster. In order to make that happen, we are often at the table as emergencies unfold.

In much of the United States, the American Red Cross figures into both emergency management planning and response. Our work coincides and crosses that of local, tribal, county, state, and sometimes national governments in helping people in our communities prepare for and recover from disasters large and small. Here is just a sample:

- **Mitigation/Preparedness.** You won’t see the Red Cross working on levees or flood plain maps, but you will see us talking to the community. The Red Cross steps in before a disaster happens to show people what they can do to mitigate the impact of disasters both on their personal lives and on their businesses.

- **Business Recovery.** As many as 40% of small businesses do not reopen after a community disaster like a flood or earthquake. The Red Cross helps mitigate this threat through business preparedness workshops, which help both large and small organizations, for-profit and nonprofit, prepare their facilities and train employees to survive and recover from disasters like H1N1 or a major earthquake.

- **Personal Preparedness.** Personal preparedness classes are taught through the Red Cross’s Community Disaster Education (CDE) departments, and are typically targeted to vulnerable population groups, youth and at-risk communities. A Red Cross CDE program reinforces our name in the community and allows vulnerable groups to hear preparedness messages from another trusted source. Red Cross instructors reinforce CDE classes with first aid and CPR training.

- **Preparing Ourselves.** The Red Cross doesn’t just prepare the community. We also invest heavily in preparing ourselves for potential disasters. Red Cross staff and volunteers spend a great amount of time planning for possible scenarios with our partners at the city, tribe, county, state and federal levels. As a supporting agency for sheltering and feeding, the Red Cross is there to help our partners understand what our capabilities are and what we can do together.

- **Response.** Every year the Red Cross responds to more than 70,000 disasters – including approximately 150 home fires every day.1 Here in the King and Kitsap Counties (Wash.) chapter, our volunteer Disaster Action Teams (DATs) are on call 24/7/365 and respond to a fire or other local emergency on an average of every 48 hours. They handle the immediate emotional and physical needs of the client. This can also include food and sheltering.

- **Recovery.** After disaster victims’ immediate needs are met, the Red Cross is there to help survivors recover and get back to a normal routine as soon as possible. As the proverb says, it takes a village – and it does. We collaborate with others in the community to help meet needs through the American Red Cross, another nonprofit or a government office.

The list goes on. While the American Red Cross may not seem like emergency management, we are part of that community. Get to know your local American Red Cross folks. If you have not engaged your local office, give them a call; I am sure they will be happy to sit down with you.2

Incident Action Planning

(continued from page 25)

These are only a few of the 20 forms that were developed. Hospital emergency managers should review the forms, working with their community response partners, to ensure consistency in forms that will be used to develop the IAP and enhance sharing of response assets.

Tips on Implementing Incident Action Planning

One consideration in utilizing the IAP forms and concepts is ensuring consistency and familiarization with the documents. Consider using the forms in meetings; operational logs can document the meeting interactions. Message forms can be used to communicate among participants. IAP forms can be used in a variety of exercises, in either small or large events, which will ensure a level of comfort when an actual event necessitates their use.

Conclusion

An IAP helps hospitals maximize resources, reduce any duplication of efforts, reduce costs, improve communications, and provide more effective response and recovery. For additional resources and information, please visit the Center for HICS Education and Training at www.hicscenter.org.

---

2 You can locate your local Red Cross chapter online at www.redcross.org.
After the Explosion, Now What?

THE MEDICAL SIDE OF EMERGENCY MANAGEMENT FOR BLASTS AND BURNS IN AN OVERTAXED AMERICAN HEALTHCARE SYSTEM

by Randy D. Kearns, CEM, MSA, DHA, North Carolina State Burn Disaster Coordinator, Faculty, School of Medicine, University of North Carolina, Chapel Hill, North Carolina

One of the many faces of emergency management includes its role within the healthcare system. From Emergency Medical Services (EMS) to the local and regional hospitals, to the trauma centers and burn centers, planning and preparedness for the medical component of a disaster is vital. Knowing where the resources are, as well as their capacity and limitations, will minimize your confusion and maximize patient outcomes.

We have spent countless training hours focusing on bioterrorism, radiation exposure, and some of the more novel means of terror-related attacks. Nevertheless, the reality of terrorism remains focused on blast and burn related injuries.

Apart from terrorism, our fire departments routinely battle residential and industrial fires. Frequently we read about or experience an industrial explosion. The source can range from dust to a combustible gas leak that finds an ignition source. Frequently these events produce patients with burn or blast injuries. When you have five burned patients, can your system absorb the casualty count? What about 10, 25 or 100?

Scope of Planning

The 9/11 attack demanded that we reconsider our scope of planning limits for mass casualty. The surge of patients we saw that day or have seen in some of our local disasters will yield many more traumatic and burn injuries than we typically deal with on a day-to-day basis.

■ What is the trigger point for activating your plan, and what system do you have in place to manage a mass casualty event?  
■ How comfortable are your local responders and local hospitals in managing patients with burn injuries until they can be moved to one or several burn centers?

Hospital Funding

Hospital funding has changed dramatically in the last decade. Healthcare systems, adjusting to meet new government-driven payment systems and payment strategies, were forced to engage in significant cost-cutting moves.

Future changes will further alter the landscape. Right now in the United States, the outcome of health care proposals remains uncertain, since so much has yet to play out. Regardless, we have a market-based economy. Our hospitals operate as business models; some are more altruistic than others, but all have to be profitable to be sustainable.

As the payment system has evolved, so has the American healthcare system. This evolution has driven the system to change from one that kept stock on hand, and built-in surge capacity with staffing readily available, to one that has identified and uses daily every available square foot. Stock and reserve equipment par levels have changed to reflect a just-in-time philosophy. Instead of 14 days of stock, in many instances we have 96 hours of stock. Hospitals had to become lean to survive.

Know Your Resources

As the local emergency manager, the medical preparedness side can contribute greatly to your success. But to succeed, you must know your resources, and the information must be current. Do you know where your burn and trauma centers are? Who are your contacts there? Do you understand the difference between verified burn centers and those who are self-designated burn centers? Is your burn center co-located with a trauma center?

Across the United States, trauma centers are constantly operating at capacity. Of even more concern, there are just over 800,000 licensed hospital beds in the U.S. civilian healthcare system. Of these, there are 1,833 beds licensed and self-reported as burn beds. These 1,833 beds are located in 128 burn centers, with nearly a dozen states where burn care overnight in a burn center means a trip to a neighboring state. In 2008, these 128 burn centers operated at a 95% average daily capacity.

Stay Prepared in the Midst of Change

As emergency managers, we must prepared for changes and the pressures change can place on our local and regional hospitals, trauma and burn centers, and their capacity to manage our patients. We must realize how this change impacts our EMS systems, in situations where our ambulance crews are stuck at the hospital because no one can accept our patient, or there is no bed, or they are on diversion. It is difficult to manage a disaster when 25% of your EMS fleet is stuck at a hospital or has driven another 25 miles to find an open hospital.

The new face of emergency management includes the medical disaster side of planning and preparedness. With demand at a maximum, capacity constantly at a critical level, and a real threat for a significant event that will produce a surge of patients, success demands that we all plan, talk, prepare, and work together.
For several years, emergency preparedness at hospitals and within healthcare has been a subtle part of the individual organization’s management strategy. Perhaps reflecting on the ever-evolving global issues and the increased awareness of preparedness, healthcare has more recently recognized the significance of emergency management.

In January 2009, The Joint Commission (TJC), the accreditation entity for U.S. healthcare organizations nationally, established an entire emergency management chapter. Hospitals also have been recognized as part of the U.S. critical infrastructure by the U.S. Dept. of Homeland Security, furthering the importance of preparedness and emergency management in healthcare.

Challenges and Opportunities

Like many new to the field, there is a tendency to “plan for everything” rather than adopting the concept of all-hazards planning. Healthcare is no different. One critical factor to a healthcare emergency preparedness program is the requirement to conduct a hazard vulnerability analysis (HVA) of the site. The HVA can effectively help scope the nature of the emergency operations plan (EOP) that should be built around the HVA.

These outcomes also should help drive a training and exercise program. A requirement of TJC accreditation is to conduct at least two exercises annually. In hospitals, one exercise must simulate an influx of patients. These exercises may be supplanted by an actual event of the same nature. The challenge to a healthcare training and exercise program is finding the “slice of time” in the organization to accomplish this.

Mindful that the main focus of a hospital is quality healthcare, not emergency management, it takes a thoughtful process to accomplish this. A tactic of taking small steps, creating success stories, and building confidence in staff are critical components in making it all work in a healthcare setting. Healthcare professionals have individual competencies they must regularly meet to maintain their clinical credentials; if emergency preparedness is viewed as a waste of their valuable time or keeps them away from patient care, the program is at risk of failure.

Conducting the HVA and making the exercises relevant to the nature of the services provided by the organization helps in developing a strong level of interest in the program. Regardless, buy-in requires support from the leadership of the organization.

Fortunately, my situation has the commitment from senior leadership. Leadership understands it goes beyond just an accreditation requirement, because the program is recognized as the right thing to do for patient, staff and visitor safety. The challenge to the emergency manager in the healthcare organization is to drive the participation beyond the emergency department and operating rooms by involving departments not traditionally viewed as part of the four phases of emergency management during a disaster.

Experience Builds Confidence; Follow-Through Builds Credibility

As our emergency preparedness program has developed and grown, building confidence through training and exercise has been a key to success. The key to credibility is following through on improvement actions. The program is built on a concept that is part of the healthcare culture – continuous improvement. Adopting the Homeland Security Exercise and Evaluation Program (HSEEP), principles of conducting after action debriefings, reports and improvement actions to the hospital culture was a relatively easy transition.

The critical step is assuring that the improvement actions are reasonable, attainable, measurable, and most importantly, accomplished.

Our best example of the combination of experience and credibility is an exercise that was conducted in August 2009. Using the HSEEP model to tabletop, then following with a functional, full-scale exercise of four days with a scenario of an influx of infectious patients, was exercised within the Partners Healthcare System. The exercise was designed to engage participants beyond the acute care hospitals and go well beyond the emergency departments due to the nature of the fictional airborne infectious disease.

The experience was that the exercise had relevance (attributed to H1N1), and the confidence of the participants (numbered in the hundreds) over four days demonstrated the commitment of the organizations to emergency preparedness. We recognized four days of exercise play was a significant time commitment to many. Through management of resources and level of interest, not only did it sustain an outstanding level of play, but gaps and improvement actions were identified that helped a more robust response to the fall outbreak of H1N1 throughout the system.

In conclusion, emergency preparedness in healthcare is another example of the broad scope of the profession of emergency management encompasses. Emergency management in healthcare exemplifies the wide range of diversity in the profession.
Christmas Day 2009 was an eventful day for many volunteers across America that helped us recognize and appreciate the importance of the many volunteer faces in emergency management. Sadly, volunteers in Maryland found the body of a kidnapped little girl on Christmas Day, Civil Air Patrol members from the Alabama Wing discovered bodily remains and aircraft debris from a crash site near the Georgia border, while many viewers were riveted to television news coverage about the passengers who foiled a terrorist’s attempt to use an explosive device on a Detroit bound plane. Emergency managers worldwide can significantly improve their volunteers’ services in roles that are both helpful and meaningful to the giver and receiver.

Passengers scrambled across seats and aisles to subdue the Nigerian terrorist who came too close to ending the lives of the 278 passengers and 11 crew members of Flight 253 as it began its descent to land in Detroit from Amsterdam. “It sounded like a firecracker in a pillowcase. First there was a pop and then smoke,” reported passenger Peter Smith. One passenger jumped on the terrorist and grabbed the burning device while smothering flames with his bare hands.

After passengers took control of the terrorist, they stripped and searched him while also making sure the fire was extinguished. This quick action was possible due to a learning curve that occurred after 9/11, when aircraft passengers realized the only way to stop a deadly event in the air is to immediately take control of the emergency.

Richard Reid, infamous “shoe-bomber” of 2001, learned how quickly passengers can take control. Emergency managers and homeland security officials encouraged greater vigilance during travel, and it is paying off.

**Identify Potential Volunteers**

During critical moments, it is impossible to know much about spontaneous volunteers, but now is the time to identify potential volunteers in your communities. Create a form for volunteers to give their full name, contact information, location, social security number (voluntary in most instances – not always required, so take care with laws regarding personal information), driver’s license data, with releases to waive legal action in case of death or injury and to garner a background check, or to use their photos if part of a press release. The form should include information about the knowledge, skills and abilities of our diversely talented volunteers. Ask about their disaster/emergency/sheltering experience, administrative, clerical, telephone, security or language skills (including American Sign Language). Find out their skill or knowledge level, and preferably document it with certificates of relevant training. Medical skills such as physician, nurse, aide, therapist, or current proof of First Aid, CPR Infant, Children, and Adult, are vital assets, but don’t forget to ask about animal care, such as veterinarians, vet technicians, animal handlers or those with animal sheltering experience.

It is good to know if your potential volunteer prefers to work with young children, teens, adults, or seniors – and ask them why they want to volunteer! Do they have a preferred volunteer task in mind? Getting to know your volunteers in advance prevents many safety/security issues. Offer debriefings and counseling as needed, and provide volunteers with yearly surveys so you may revise your programs when needed.

In 2009, the Madison County (Ala.) Emergency Management Agency offered their Community Emergency Response Team (CERT) members an opportunity to take a Preliminary Damage Assessment class taught by representatives from FEMA. CERTs are often included in training opportunities in Alabama, which we hope will set a good example for other emergency managers.

**Tips to Encourage Volunteers in Your Community**

Here are a few tips for ways to help your volunteers have a satisfactory, productive and effective experience:

- Discover if additional training expenses are eligible for reimbursement.
- Notify volunteers of training opportunities.
- Share training opportunities with fellow emergency managers.
- Create and publically post updated lists of volunteer work available/needed.
- Find ways to offer assistance with training-related travel or lodging.
- Provide awards, which could include certificates, plaques, news stories or other forms of appreciation and recognition.
- The holiday spirit of giving is a year-round spirit among volunteers. Emergency managers can help foster the giving spirit and nurture the growth of volunteers throughout 2010 by using their volunteer management expertise.
- Emergency managers can garner more volunteer management training with courses like IS-244, “Developing and Managing Volunteers,” at www.training.fema.gov/EMIWeb/IS/is244.asp.
- Check out the Library Topic called “Developing and Managing Volunteer Programs” at www.managemensthlp.org/staffing/outsourcing/volunteer/volunteer.htm for a great overall about the “benefits and challenges” of building volunteer programs.
Business Continuity in the Latin American Mining Industry

By Hernando Martinez, MPA, MSc Protection Management, DBM Candidate and College Assistant at John Jay College and York College

Business continuity mining plans in Latin America differ from the American business continuity plan. In the United States, we can find standards established by the Business Continuity Institute (BCI), the Disaster Recovery Institute International (DRII), and National Fire Protection Association (NFPA) 1600. Also, the recommendations of authors, like Hiles (2004) in Business Continuity Plan: Best Practices, consider a business continuity plan in two basic phases, such as (1) analysis and evaluation of the risk and (2) the elaboration of the business continuity plan.

However, based on the geopolitical situation, my Internet research, and my own experience studying for a master’s degree in political studies in Colombia in 1995, some countries have been suffering continuous changes. These include changes in their constitutions, modernization of governmental systems, political aspects, and economic systems.

Effect of Changes on the Mining Industry

These changes increase social and armed conflicts, government intervention, and public policies on mining. For example, Bolivia, Ecuador, Nicaragua and Venezuela try to implement a social system separating from the neo-liberal model of privatization. This results in a change in conditions for the mining companies.

In contrast, Colombia and other Latin American governments believe in a privatization of the state. In addition to political changes, change has also occurred in administrative functions, such as contract laws for mining and oil concessions, taxes, and percentages of participation among others. For example, in some countries like Colombia, the open market is a good model and there may be a change in their administrative system in order to receive investors temporarily.

The administrative, economic, political and social variation can make hostile markets for investors without strong organizations. Also, internal and external markets can change, decreasing confidence of employers, employees, clients, providers and communities, including competitors in a mining company.

Three Phases for Business Continuity in the Latin American Mining Industry

As a result, in the Latin America mining industry, it is necessary to add a business continuity phase before the two main phases described for use in America. The business continuity mining plan in Latin America basically consists of three phases:

• The first phase consists of the identification, analysis and evaluation of the kind of organization, including the company’s culture and behavior. It is necessary to evaluate the stability of any mining organization, because legal, political, economic, social and market changes are susceptible to happening, affecting the stability of the mining business.

• The second phase would be to assess risk analysis in the physical, social and building environment described by Mileti (1999), because risks are classified as natural, social and technological.

• Finally, in the third phase, the business continuity mining plan needs to be prepared through selection of appropriate and inexpensive options, such as location, transportation, processing, storage, work at home, purchasing, outsourcing, reservations, and purchase of insurance policies, among others classified by Haynes (2004).

Surprise Changes Represent Additional High Risk

Surprise changes represent an additional high risk, especially if the organization has fissures in its organizational culture, organizational behavior, and other administrative weaknesses. For example, the mining businesses usually begin with the risk on inversion of money based only on geology and geophysics recommendations; it is important to remember that the geology is not infallible and shows high risk. In addition, this risk can be susceptible to increase due to the occurrence of fast and continuous changes in contract laws.

In December 2009 in Colombia, the H. Representatives Chamber voted the last reform to the Mining Code signed in the Law #685 of 2001. There have been several reforms in the text of the law in a short period of time.
Uniformed Services Caucus Seeks to Aid U.S. Military IAEM Members in Pursuing the CEM® and AEM Certifications

By Lt Jayne Abraham, Public Affairs Officer, Communications Training Officer, Civil Air Patrol, Willie Composite Squadron 304, AFRL, Mesa, Arizona

Technical Sergeant Marc Trujillo, CEM, is the lead emergency management instructor for Air National Guard’s (ANG) west coast regional training site. He is one of the ANG Emergency Management Representatives to FEMA Region IX, and provides training and orientation on both the Associate Emergency Manager (AEM) and Certified Emergency Manager® (CEM®) programs to increase awareness and participation by Air Force members.

He designs and implements NIMS and Standard Emergency Management Systems (SEMS) planning, training and exercises and is the training liaison/coordinator with the Homeland Security Regional Training program and multiple civilian jurisdictions. Agencies in the state use NIMS when working with each other and the federal organizations, but use SEMS when working within the state of California.

As a member of Riverside County, California’s Operational Area Planning Committee, Disaster Planning Committee, County Hazmat Operational Group, and Inland Empire Threat Working Group, Sergeant Trujillo keeps busy with these tasks and is available for his troops as an advisor and mentor.

Recently he responded to an inquiry about the process for upgrading from an AEM to a CEM®. IAEM staff provided this information, which we felt obliged to share with our fellow members:

“The process for upgrading from an AEM to a CEM® is to submit a letter in writing to IAEM Headquarters requesting the upgrade, along with completing the various sections within the CEM®/AEM Application Booklet that pertain to the CEM® requirements and providing the supporting documentation that has not already been approved by the CEM® Commission when the candidate obtained the AEM designation.

“If by chance the candidate submitted some of the CEM® requirement sections in their original submission and those sections were approved, the candidate also should provide a copy of the notification letter which they received from the CEM® Commission indicating the sections which were approved and not approved and the reasons why.”

(Sharon Kelley, IAEM Membership Director)

The Uniformed Services Caucus is here to help our fellow IAEM members and encourage them through the AEM and CEM® process. Please contact our representatives with questions and guidance for going through this process.

Upcoming IAEM Bulletin Special Focus Issues

The IAEM Bulletin is published monthly; however, at least four times a year, the IAEM Bulletin includes a “Special Focus” section on a selected topic of interest to emergency managers.

This issue of the IAEM Bulletin is a special focus issue on “The Many Faces of Emergency Management.” The upcoming special focus issues for the remainder of 2010 include:

- **May 2010 IAEM Bulletin**
  “Emergency Management Toolkits”
  Deadline for article submissions: Apr. 10, 2010
  Articles about free resources used by various organizations and how they benefited from using the resource(s); how to use a free EM tool, how it is used in EM, and what it can do for you; could include social networking tools, open source software, or other free tools.

- **July 2010 IAEM Bulletin**
  “Emergency Management: Then, Now, and in the Future”
  Deadline for article submissions: June 10, 2010
  Articles looking ahead 10 years and projecting what the EM profession may be like in 2020; how today’s challenges may be handled 10 years from now; or how EM and/or your job has changed since IAEM’s 50th Anniversary in 2002.

- **October 2010 IAEM Bulletin**
  “Talk the Talk - now, Walk the Walk”
  Deadline for article submissions: Sept. 10, 2010
  The “Conference Issue” of the IAEM Bulletin will be based on the theme of the IAEM 2010 Annual Conference.

Remember to read the IAEM Bulletin Author’s Guidelines at www.iaem.com/Bulletin before writing and submitting your article to Karen Thompson, Editor, at thompson@iaem.com. Articles that appear in the IAEM Bulletin can be counted toward the publication requirement for the CEM®.
Diversity Within Emergency Management

By David W. Kolb, MA, CEM, Emergency Management NCO, New York State Police, Loudonville, New York

While completing my undergraduate studies in emergency management, I came across the following quote from Michael J. Penner, an emergency manager from Olathe, Kansas: “Disasters demand near-instant assemblage of a large cast of players and steamer trunks full of props. Dragged along with this hastily assembled troupe are the burdensome baggage of Standard Operating Guidelines, Administrative Guidelines, and Emergency Operations Plans – each unique to the responding actors and usually not fully understood by any.” This quote hangs above my desk and is a constant reminder to me of the diversity that exists in today’s emergency management.

Diversity in Disciplines and in Individuals

Exactly where does this diversity exist? Within emergency management, there is diversity both in the disciplines that work in emergency management and with the individuals therein. In addition to the “traditional” first responders of law enforcement, fire service, emergency medical services (and to a degree our military), the private sector and non-governmental organizations (NGOs) are now members of the list of responders for both natural and manmade disasters. This is recognized in the National Response Framework (NRF).

Diversity Enriches the EM Profession

As a full-time emergency management sergeant with a law enforcement agency and in my duties as a volunteer fire chief, I work with numerous private sector organizations and NGOs that understand the importance of emergency management training and planning. All of these disciplines are now incorporating the four horsemen of emergency management – preparedness, response, recovery and mitigation – into their daily mission.

Diversity in emergency management enriches the profession, those who work in it, and the public that is served by it. One area where I constantly see diversity is in training. I teach all levels of Incident Command System (ICS) courses in my state, and the courses are filled with representatives from public health agencies, utility companies, highway departments and school districts. While it is acknowledged that the impetus behind many of these organizations now attending ICS courses was the adoption and implementation of the National Incident Management System (NIMS), several of the “new” students I talk to state they are happy there is a NIMS requirement to take the training.

Learning About Varying Personality Types

Within these different disciplines are people with varying personality types who all must work together to achieve a common goal. This can be tenuous at times. I recently retired from the Air National Guard; while I was serving, I had an opportunity to participate in temperament intelligence training. This program, called 4 Lenses™ (see www.shipleycommunication.com/training/4_lenses/), was developed by David Keirsey based in part on the Myers-Briggs Personality Type Indicator. This training helps people gain insight into their own personality preference, and shows them how to identify common and contrasting traits in others.

To quote Stephen R. Covey, “All of us think we see the world as it is; when in reality, we see the world as we are.” I was certified as a facilitator in the 4 Lenses™ training and have been able to present it to my fellow ICS instructors in our state. Since that time, we have discussed how the training has helped us to identify the diversity within the emergency management world, and many have stated it is an invaluable resource when it comes to the leadership and management of personnel.

Communication Is Key to Success in Working Together

While the diversity within emergency management is a good thing that enriches the career field, there are also many obstacles present that can hinder success. I’m sure each of you can reflect on a recent response or exercise you participated in – and come up with something that went wrong. If you peel back the layers of that issue, more than likely it had to do with communication, or the lack thereof.

Many communication issues can be prevented if people will get to know their emergency management partners before disaster strikes. Network with each other, plan together, and talk about department-specific or discipline-specific issues with others so that they understand your perspective. Lastly, ask questions so that you understand their perspective too.

If you look at the evolution of emergency management since its early days, you can see how much it has changed. A lot of this is due to the diversity that now exists within the career field. With many different disciplines now in the field – complete with their steamer trunks full of props, etc. – we have an obligation to the communities we serve to have a common operating picture so that when disaster does strike, we can return to a sense of normalcy as safely and quickly as possible.

1 The views expressed in this article are those of the author and not those of his agency.
As one of your New Year’s Resolutions to be better at your job, or to be more knowledgeable about current issues? If so, the IAEM Bookstore has titles in stock that can assist you in keeping this resolution! IAEM is offering books on EM topics that may benefit you at the prices listed below plus shipping. E-mail jackson@iaem.com to purchase any of these titles today.

- Blink, Malcolm Gladwell, $16.00
- Crucibles of Hazard: Mega-cities and Disasters in Transition, James K. Mitchell (Ed), $34.00
- Disaster Response and Recovery, David A. McEntire, $57.00
- Disaster: Hurricane Katrina and the Failure of Homeland Security, Robert Block and Christopher Cooper, $16.00
- Emergency Management & Tactical Response Operations, $59.00
- Emergency Management: Concepts and Strategies for Effective Programs, Lucien Canton, $84.00
- Emergency Operations, EOC Design, Michael J. Fagel, PhD., CEM, $85.00
- Emergency Planning, Ronald Perry and Michael Lindell, $57.00
- Everything in its Path, Kai T. Erikson, $50.00
- Facing Adversity with Audacity, Gideon Formukwai, $20.00
- Guns, Germs and Steele, Jared Diamond, $17.00
- Hazard Mitigation and Preparedness, Anna Schwab et. al., $57.00
- How to Soar like an Eagle in a World Full of Turkeys, Robert Stevenson, $23.00
- Fifty-two Essential Habits for Success, $23.00
- Hurricanes and the Middle Atlantic States, $25.00
- Introduction to Emergency Management, Michael Lindell et al., $57.00
- Introduction to Homeland Security: Understanding Terrorism with an Emergency Management Perspective, David A. McEntire, $57.00
- Sway, Ori Brafman, $14.00
- Mega Communities: How Leaders of Government, Business and Non-Profits can Tackle todays Global Challenges Together, by Mark Gerencser (provided by Booz Allen Hamilton), $27.00
- Mission Improbable: Using Fantasy Documents to Tame Disasters, James R. Chiles, $30.00
- Plan B 3.0, Lester R. Brown, $16.00
- Survival: How a Culture of Preparedness Can Save You and Your Family from Disasters, Russel Honore, $25.00
- Technology and Emergency Management, John Pine, $60.00
- The Human Side of Disaster, Thomas E. Drabek, $59.00
- The Masters of Success, Janine Driver, $25.00
- The Starfish and the Spider, Ori Brafman, $15.00
- The Unthinkable: Who Survives When Disaster Strikes - and Why, Amanda Ripley, $24.00
- Threats to Homeland Security, Richard Kilroy, $57.00
- Unconventional Crises, Unconventional Responses, Erwan Lagadec (Johns Hopkins Press), $19.00
- Understanding the Economic and Financial Impacts of Natural Disaster, Charlotte Benson, $15.00
- Swine Flu, A.M. Dumar, $8.00
- Swine Flu Affair: Decision-Making on a Slippery Disease, Richard E. Neustadt, Harvey V. Fineberg, $28.00
- The Great Influenza: The Story of the Deadliest Pandemic in History, John M. Barry, $17.00
- Protecting Your Business in a Pandemic: Plans, Tools, and Advice for Maintaining Business Continuity, Geary W. Sikich, $45.00

I WANT TO BECOME A MEMBER OF IAEM.

Individual Members: $170 IAEM-USA, $100 IAEM-Canada, $83 IAEM-Oceania, $80 IAEM-Europa, $80 IAEM-Asia, $50 other non-U.S.   Student Members: $30   Affiliate Members: $795   Join online today at www.iaem.com

Or...mail this completed form with your check to: IAEM, 201 Park Washington Court, Falls Church, VA 22046

Name______________________________Title______________________________Recruited by______________________________
Organization______________________________Mailing Address______________________________
City/state/zip______________________________Phone/fax______________________________E-mail (if available)______________________________

☐ I can’t join now, but I would like to receive more information on the benefits of IAEM membership.
For more information on purchasing a sponsorship, please visit www.iaem.com.sg or, contact IAEM by email

In Asia, contact Chris Tan at chris.tan@iaem.com.sg
In Oceania, contact Kristin Hoskin, CEM at kh@kestrel.co.nz or Mark Scanlan at mbscans@yahoo.com.au
IAEM’s Asia-Oceania Resilience conference brings together, for the first time in Asia, security, emergency management, crisis management, business continuity management, risk management, disaster recovery and disaster relief professionals from 29 countries eager to learn about products and services that support all aspects of corporate and community resilience.

Conference Location
The Asia-Oceania Resilience 2010 conference (AOR) will be held at the Parkroyal Hotel on Kitchener Road located in Singapore’s vibrant Little India ethnic quarter.

Parkroyal Hotel
181 Kitchener Road, Singapore 208533
Phone: +65 6428 3000
E-mail: enquiry@kr.parkroyalhotels.com
IAEM Group Code: IAE0410A

Conference Attendee Profile
The conference is limited to 250 public- and private-sector professionals in security, emergency management, crisis management, business continuity management, risk management and disaster relief.

Sponsorship Opportunities
This year’s sponsorship program consists of three (3) sponsorship tiers — Emerald, Jade and Opal — as well as two high-visibility options to label the conference delegate bags and credentials. Emerald, Jade and Opal sponsors may exhibit at tabletop displays in the conference venue, with direct access to all conference participants.

Join IAEM AOR 2010 in Singapore!
In Asia, contact Chris Tan at chris.tan@iaem.com.sg, +65 6324-3091 (Singapore) • In Oceania, contact Kristin Hoskin, CEM at kh@kestrel.co.nz, +64-3-3436169 (New Zealand) or Mark Scanlan at mbscans@yahoo.com.au (Australia) • FAX +65 6324-3093
Sponsorship Packages

All sponsorship packages include these standard benefits:

- Sponsor listing in on-site and conference materials
- Printed promotional material, provided by sponsor, in delegate bags
- Complimentary advertisement in IAEM Asia and Oceania newsletters

Emerald Sponsorship – $5,000 SGD

*Includes two (2) conference registrations, plus:*

- All three (3) standard sponsorship benefits
- On site promotion at event through banners and signage
- Name logo on event stage
- Sponsor recognition from podium — brief product or service overview before or after one General Session
- Exhibitor table
- Access to the attendee list and IAEM Asia and Oceania member lists
- 1 year IAEM affiliate membership Asia or Oceania

Jade Sponsors – $2,500 SGD

*Includes one (1) conference registration, plus:*

- All three (3) standard sponsorship benefits
- Name and logo on event stage
- Exhibitor table
- Access to IAEM Asia and Oceania member lists pre-conference and post conference
- 1 year IAEM affiliate membership Asia or Oceania

Opal Sponsors – $1,500 SGD

*Includes one (1) conference registration, plus:*

- All three (3) standard sponsorship benefits
- Name and logo on event stage
- Exhibitor table

Other Sponsorship Opportunities

Literature Only – $500 SGD

Promotional materials, provided by sponsor, will be included in all delegate bags. Inserting your piece of literature in the conference registration bags gets details about your product or service into the hands of every attendee.

Cotton Delegate Bags – $1,500 SGD

*Limited to one sponsor*

Each conference attendee receives an official, conference tote printed with the IAEM AOR 2010 logo on one side and your organization’s logo on the other. These cotton canvas bags are washable and reusable. This sponsorship delivers exposure well beyond the event.

Lanyards – $500 SGD

*Limited to one sponsor*

Lanyards made from biodegradable bamboo with your organization’s logo printed on it will be provided to all attendees. This is an excellent way to maximize your company’s visibility during the conference.

Details & Important Dates

Exhibitor Table

Each exhibitor table includes a top-up table, two chairs, aisle cleaning, general security and listing in the official show publication. Limited space available.

Purchasing a Sponsorship

If your company would like to purchase a sponsorship, please contact us. In Asia, contact Chris Tan at chris.tan@iaem.com.sg, +65 6324-3091 (Singapore, GMT + 8 hours). In Oceania, contact Kristin Hoskin, CEM at kh@kestrel.com.nz, +64-3-3436179 (New Zealand) or Mark Scanlan at mbscans@yahoo.com.au (Australia). *All sponsorship payments are due in full by 20 August 2010.*

Cancellations

All cancellations must be submitted in writing to chris.tan@iaem.com.sg (Asia) or kh@kestrel.co.nz or Mark Scanlan at mbscans@yahoo.com.au (Oceania). *There will be no refunds for cancellations received after 20 August 2010.*

Join IAEM AOR 2010 in Singapore!

In Asia, contact Chris Tan at chris.tan@iaem.com.sg, +65 6324-3091 (Singapore) • In Oceania, contact Kristin Hoskin, CEM at kh@kestrel.co.nz, +64-3-3436169 (New Zealand) or Mark Scanlan at mbscans@yahoo.com.au (Australia) • FAX +65 6324-3093
Maximize Your Company’s Exposure!

Special Sponsorship Opportunities
Maximize your conference participation and on-site awareness. Flexible sponsorship options are available. In Asia, contact Chris Tan at chris.tan@iaem.com.sg, +65 6324-3091 (Singapore) or in Oceania contact Kristin Hoskin, CEM at kh@kestrel.com.nz, +64-3-3436179 (New Zealand) or Mark Scanlan at mbscans@yahoo.com.au (Australia) for more information.

Exhibitor Tabletops
Increase your visibility during the conference with your table top exhibit while helping to promote resilience.

Company Literature
Put information on your organization in the hands of every attendee!

Your Company Needs to be Here!
AOR 2010 will convene purchasers in fields related to resilience, security and disaster preparedness. Suppliers encouraged to exhibit include:
- Communication systems
- Damage restoration firms
- Detection devices
- Resilience/emergency management consulting
- Resilience/emergency management software
- Emergency vehicles
- Ems medical equipment
- Exercise and training products
- Geographic information systems
- Portable morgues
- Notification systems
- Preparedness equipment
- Protective clothing
- Risk management
- Satellite technologies
- Shelter supplies
- Warning systems
- Weather meteorological services
- And much more...

Join IAEM AOR 2010 in Singapore!
In Asia, contact Chris Tan at chris.tan@iaem.com.sg, +65 6324-3091 (Singapore) • In Oceania, contact Kristin Hoskin, CEM at kh@kestrel.com.nz, +64-3-3436179 (New Zealand) or Mark Scanlan at mbscans@yahoo.com.au (Australia) • FAX +65 6324-3093