EMAP Baseline Assessments Confirm Focus on Response

Valerie Lucus, CEM, CBCP, University of California, Davis

Available at: https://works.bepress.com/vjlucus/20/
EMAP Baseline Assessments
Confirm Focus on Response

By Valerie Lucus, CEM, CBCP, Emergency Preparedness
Program Manager, Lawrence Berkeley National Laboratory

If one of the most important functions of government is to protect the lives and property of its citizens, then the role of an effective and resilient emergency management program is the key to that achievement. As questions begin surfacing from the catastrophe created by Hurricane Katrina in New Orleans, it is clear that minimal standards were not met at any level of government.

Nationally recognized standards for emergency management programs are well defined in the NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs (www.nfpa.org/PDF/nfpa1600.pdf), recommended by the 9/11 Commission as the national preparedness standard for the private sector. Those standards are the basis for the Emergency Management Accreditation Program (EMAP) (www.emaponline.org), which is conducting baseline assessments of the 56 U.S. state emergency manage-

(continued on page 8)
W ow, what a year! At the IAEM Annual Conference last November, as my year as IAEM President approached, Daryl Spiewak and a several IAEM Past Presidents repeatedly approached me with well wishes, a little smile and a twinkle in their eye – as if to say, “I know something you don’t.” Little did I know.

As most IAEM Presidents before me, I established goals for myself and the association that were in concert with our mission, vision and strategic plan. They included improved member services, an improved Web site, expanded coalitions and partnerships, international membership development, enhanced recognition and credibility for our association and the emergency management profession, and others that space limitations won’t permit me to list.

The Year’s Achievements:
Increased Credibility And Collaboration

We have done much in these areas; however, as always, much remains to be done. Among the projects that I believe are at the core of our future success is the development of the strategic plan and the three-year work plan. These two documents will provide the direction needed for current and future officers of the association. They will also provide focus as we move forward.

The work involved in the international arena has been significant, and has culminated in our first non-U.S. charter in IAEM – Canada. I believe others will follow in the near future.

This year has also seen an increase in credibility and collaboration with our partner organizations. As a result, we have experienced a number of successes in our legislative efforts – successes that have had a direct effect on many of you. It is more critical than ever for these collaborative and cooperative efforts to continue. At the center of this effort are our Government Affairs Committee members and IAEM Policy Advisor Martha Braddock. Thank you all for your untiring efforts on our behalf.

Many Thanks for Your Support

I want to sincerely thank you, the members, for the privilege of serving as your president. It has been an honor to represent you and our profession. I must admit that at times I have felt overwhelmed and inadequate for the job. But as I look back at what we have accomplished, I believe it has been a productive and successful year. None of this would be possible without the hard work of our Regional Presidents, association officers and committees. I thank each of you for your work, support, wisdom – and most of all, your friendship.

To Beth Armstrong and the IAEM staff, my hat is off to each of you. I don’t think anyone can truly appreciate your value until they have served in a leadership role. Your work and support are the backbone of our association. To say a simple “thank you” seems very inadequate.

I would be remiss not to acknowledge the support of my office staff during the past 12 months. They often stepped up to the task at hand even in my absence. It has not gone unnoticed, and I sincerely thank you for your understanding and hard work.

Who could have foreseen the catastrophic events of the past 12 months? Events have thrust our
IAEM Region 13-Canada Elects Officers

IAEM Region 13-Canada was granted provisional regional status by the Board of Directors on Aug. 10. Members in the new region have elected regional officers and have ratified their regional bylaws. IAEM Canada has achieved full regional status and now has its own seat on the IAEM Board of Directors.

John Ash Is Canada’s First Regional President

Elected by the new region’s members as Region 13 President, John Ash is the Manager of the Office of Emergency Management (OEM) for the City of Ottawa, Canada’s national capital. In this current role and as an emergency services provider, Ash has gained planning, coordination and operational experience in events such as the G-8 and G-20 world summits, the 2004 U.S. presidential visit and the 2003 Blackout. The complexities of working in the nation’s capital also have provided Ash with the opportunity to speak to federal and provincial departments and officials on local emergency management issues promoting the value of all four pillars of emergency management.

Ash is also a visiting instructor for the Canadian Emergency Preparedness College and has had extensive involvement in multi-departmental training exercise development and delivery over the past nine years. Recently, Ash completed his Masters of Arts in Leadership and Training and is actively pursuing his CEM® designation.

IAEM Region 13-Canada Officers

President
John Ash
Manager, Emergency Management Unit
City of Ottawa
Phone: 613-580-2424
E-Mail: John.Ash@Ottawa.ca

Vice President
Robert Black
Director, Office of Emergency Preparedness
City of Edmonton
Phone: 780-496-3988
E-Mail: robert.black@edmonton.ca

Secretary/Treasurer
Paula-Marie Jannetta
Emergency Management Coordinator
Region of Niagara
Phone: 905-641-2218
E-Mail: paula-marie.jannetta@regional.niagara.on

Regional Bylaws Template
A template for new non-U.S. regions to use in development of regional bylaws is now available for download on the International Development Committee page at www.iaem.com.

IAEM 2005 Annual Conference & EMEX Exhibit

“Emergency Management: Local, Regional and Global Successes”

Nov. 11-16, 2005 Phoenix, Arizona
Register online at www.iaem.com
Emergency management is increasingly becoming a paper-shuffling job, especially since local governments discovered DHS and other grant programs to fund their homeland security activities. Emergency managers have been swamped with grant applications, evaluation forms, budget proposals and disaster relief applications to complete. In many offices, the manager is doing the paperwork with little or no clerical support.

Remember the days when the local emergency manager not only knew everyone in town, but also knew who to call if the resources weren’t available locally? Clearly, things have changed.

Can You Put the Face With the Name?

In my experience, knowing a person from a face-to-face meeting, conference or disaster response has enhanced my ability to function in an emergency. The best examples I can provide are meeting the National Weather Service meteorologist, the state director of emergency management, the FEMA director, the governor’s director of operations, the local FBI agent and director, the county executive, the city fire chief, the DMORT national commander, the university president, a law enforcement chaplain, and countless business executives whose companies are responsive to requests for disaster assistance. There are more on the list, but the point is that knowing these folks and being able to place a face with a name will serve us well in the throes of a disaster.

Certainly, we all have callout lists in our comprehensive emergency management plans. But those are just names and numbers. We all know the officials closest to us – the mayor, the highway superintendent, the EMS director, the fire coordinator, and so forth. They are the most important resources we have in an emergency. Unfortunately, the world has changed, and disasters are not just local anymore. We need to broaden our horizons, get out of the office, and meet the state, federal and international figures who are most closely related to our field.

How To Broaden Your Horizons

How do you do this? I can only speak from my experience.

When I was contacted by a local, highly respected, veteran insurance executive following an emergency situation at our company, he introduced me to the public safety training center at the community college. I did what I could to gain company support for the center, but then went there for critical incident management training and later to assist with the training as an adjunct instructor. Through that opportunity alone, I’ve met emergency management personnel from far and wide.

When I received poor reports on Red Cross response in a rural ice storm, I volunteered at the local chapter, became the disaster chairman, and trained as a public information officer. I responded with the disaster action team to city fires for more than a year to learn more about the Red Cross and to contribute rather than criticize.

I joined the state emergency manager’s association and IAEM as a business partner, and I became involved in Private and Public Businesses, Inc. (PPBI) to participate in building private/public partnerships.

When the opportunity presented itself, I attended the Disaster Recovery Journal International Conference and Exhibition several years running, and joined their editorial advisory board. I’ve done the same with the World Conference on Disaster Management, and joined the editorial advisory board of Emergency Management Canada. At these conferences, as at the IAEM Annual Conference & EMEX Exhibit, face-to-face networking opportunities abound.

When invited, I presented at Fire and Emergency Services Asia 2005, a conference held in Singapore. There I met other members of IAEM and emergency responders from London, Tokyo, Denver and Los Angeles. Meeting them face-to-face was a benefit.

It’s Worth the Money

How can you afford to travel to such networking meetings? I was fortunate. My boss believed in such contacts. He sent me out to meet emergency management personnel across the state, then to the national level – and yes, even international. When funding was no longer available through my employer, I invested my own funds. The benefits have been excellent.

Emergency management personnel are there for you when you need them. Knowing them, meeting them face-to-face, and working with them in a disaster response is a valuable and worthwhile experience. Getting to know them before the disaster is invaluable. Each of us needs to include networking activities in our bud-
Public Works: The Forgotten Resource

By Robert S. Nelson, CEM, EFO, CFO, MPA, Safety/Disaster Preparedness Officer,
City of Long Beach, California Public Works Department

No matter what it may be called – be it civil defense, disaster preparedness, emergency management or homeland security – all of these programs have usually been associated with fire departments, police agencies or a local government’s administrator’s office. However, behind the scenes, public works has always been there, in some form or another, supporting the incident operations, whether they involve an earthquake, riot, wildland fire, hazardous materials incident or terrorist event.

Service During Disasters

During disasters, public works provides a number of services, including: heavy equipment to assist in rescue operations, debris removal, sandbagging operations, street repairs, setting up barricades, re-opening of streets, removing of downed trees, repair of city-owned vehicles, engineering services, logistics/supplies, sheltering assistance, and manpower.

What Goes Around, Comes Around

Having spent more than 30 years in a fire service environment, my first exposure to the resources that public works could offer during a disaster came in the late 1980s when I was assigned to the position of disaster preparedness coordinator for the city I worked for in San Diego County. It is said that what goes around, comes around. So it was for me. When the public works department of that same city purchased a new water tank truck in 1989, I asked that a connection be placed on it, so it could be used to fill fire engines during disasters. More than 13 years later, in the early morning hours of the disastrous 2003 Cedar Fire on October 26, I came across this same truck filling one of the fire engines in that same small mountain top community where I was assigned, assisting in battling the fire.

Another city I worked for had a public works department with all kinds of confined space and trench-shoring equipment for sewer lines and street repair, but no training – and a fire department with all kinds of training/instructors, but no equipment at that time. The two became the best of partners. A short time later, they were jointly involved in the rescue of a child from a storm drain. This required a joint effort in digging up the street to reach the kid.

Know What Each Department Of Your Jurisdiction Does

When you manage the planning of disaster response, you must have a clear understanding of what each department or division of your city or county does, the resources they have, and how each can interrelate with the others to accomplish the goal of saving lives and property. In the late 1980s, when USAR teams were being developed, many agencies turned to their public works/engineers for advice and assistance, because of their valuable experience with trenching, heavy equipment, and dealing with large concrete structures.

A Valuable Resource, Ready To Be Used

Today, we see public works departments all over the United States involved in terrorist response training, hazardous materials incident mitigation, NIMS implementation and disaster preparedness planning. If an organization plans and trains together, it will be prepared when the real thing happens. We just need to remember that this resource is there, ready to be used.
Floodings and storm surge remain today the most pervasive disaster hazards in the United States, causing an estimated $6 billion in property damage each year. Last year, hurricanes caused $28 billion in insured losses in Florida alone. Any tool that can assist emergency managers in mitigating these natural disasters is urgently needed. An integrated network of ocean and coastal observations, products and services may be that tool.

Integration of Observation Systems Underway

As recommended in the President’s Ocean Action Plan, a multi-agency effort is underway to develop the Integrated Ocean Observing System. IOOS will integrate many ocean and coastal observation systems, including buoys, satellites, ships and underwater vehicles. The system will provide a seamless network of observations in an easily accessible, user-friendly way for better understanding and prediction of how changes will impact the nation’s oceans, estuaries and Great Lakes.

Potential Benefits

IOOS addresses a wide variety of societal benefits, including improvement of climate change and weather predictions, mitigation of the effects of natural hazards, and the reduction of public health risks. For the emergency manager, IOOS improves the capability to assess, predict, monitor and respond to natural disasters.

This includes improved forecasts and warnings, better storm tracking, more accurate storm surge predictions and evacuation routes, and better estimates of coastal winds, sediment transport and flooding.

Taken together, these advances in disaster preparedness have the potential of saving significant numbers of lives and reducing the cost of these disasters. For example, reducing the length of coastline under hurricane warnings can save $640,000 per coastal mile in evacuation costs.

Support for IOOS

IOOS was the topic of a June 2 briefing jointly sponsored by IAEM, NEMA and NOAA. There has been Congressional support for IOOS, with the U.S. Senate passing the Ocean and Coastal Observation System Act of 2005 (S.361). This act would authorize the planning, development and implementation of IOOS, with the National Oceanic and Atmospheric Administration (NOAA) as the lead federal agency. Also, the Senate Appropriations Committee has recommended that $109 million in FY 2006 funding be provided to NOAA for IOOS development.

Get Involved

To ensure that IOOS meets requirements and to maximize its benefits, it is pivotal that key user groups – such as emergency managers – be involved in the development of IOOS. For information on how to engage in this process, contact IAEM Executive Director Beth Armstrong. For more information on the Integrated Ocean Observing System, visit www.ocean.us, the interagency planning office.

Calls for Presentations/Articles

■ WCDM Issues Call for Presentations. The Canadian Centre for Emergency Preparedness (CCEP) is calling for presentations for the 16th World Conference on Disaster Management (WCDM). The conference will be held in Toronto, Canada, June 18-21, 2006. WCDM is an annual event that addresses issues common to all aspects of disaster/emergency management. The conference program includes speakers from many parts of the world and provides excellent opportunities for training and networking. It is expected to attract more than 1,500 delegates. The conference theme will be “The Changing Face of Emergency Management: A Global Perspective.” WCDM is looking for presentations that fall into the following categories: real events/lessons learned, emergency trends in EM, the human element in disaster management, technical issues/threats, disaster management principles and practices, and research and development. Presentation abstracts must be submitted by Dec. 3, 2005. You can access the Call for Papers at www.wcdm.org. Questions should be addressed to Adrian Gordon at agordon@ccep.ca.

■ Journal of Emergency Management Issues Call for Papers. The Journal of Emergency Management has issued a call for papers and op-eds. The journal comes out six times a year, and is peer-reviewed. Manuscripts may be e-mailed to Editor Christopher V. Rowland, Jr., M.D., at chris_rowland@pnpco.com as a Word attachment. The journal’s Web site at www.pnpco.com has advice for authors. The next deadline is Nov. 15, 2005.
Assessing Preparedness in the National Capital Region

EMAP Pilot Project Examines Regional Capabilities

By Chad Foster, Special Projects Coordinator,
Emergency Management Accreditation Program (EMAP), Lexington, Kentucky

Think regionally, act locally is not just an abstract concept in the National Capital Region (NCR). Rather, the NCR is taking innovative steps to meet strategic planning and coordination goals, and to assess its overall preparedness.

Especially in the aftermath of Hurricane Katrina, improving regional preparedness is a high national priority. However, “thinking regionally” is not a simple notion, and requires planning and coordination at the policy and practitioner levels to overcome cross-jurisdictional issues.

Highlighting many of these challenges, the U.S. Government Accountability Office identified a number of factors that support regional coordination in a 2004 report, including the need for regions to “apply standards to help identify gaps between the current status of performance and strategic goals.”

In response, the NCR decided in 2004 to use a nationally recognized standards and assessment program – the Emergency Management Accreditation Program – to look at the region’s preparedness and capabilities. This pilot regional assessment includes a comprehensive look at plans, procedures, hazards, communications and other issues, as well as the coordination of emergency management activities across the NCR.

The EMAP standards are scalable and apply to emergency management programs of any size; regions of varying sizes and makeup are no exception. This is especially noteworthy in light of the recent devastation caused by the hurricanes on the Gulf Coast, which required emergency management officials to think on a much larger scale about disaster response and recovery.

“Every mayor, county manager and governor in the country should be looking at how prepared their community is and whether they have invested sufficiently in emergency preparedness and emergency management,” said Ellis M. Stanley, Sr., chairman of the EMAP Commission and general manager of the City of Los Angeles Emergency Preparedness Department. “They need to be able to assess where they are, and EMAP is a valuable tool for doing that.”

Applying Standards to a Region

The NCR assessment is a multi-layered process. First, EMAP recognizes that most emergency management capabilities are found and activities occur at the local jurisdictional level. Therefore, a review of local capabilities against a national standard is the foundation for this regional assessment. The District of Columbia and six county and five municipal jurisdictions from the state of Maryland and Commonwealth of Virginia are conducting a self-assessment using the EMAP online assessment tool.

Simultaneously, the region is gathering and reviewing all regional-level documents against the EMAP standards. Documents include a broad range of plans, agreements, statutes and reports, such as a regional emergency coordination plan, regional homeland security strategic plan, mutual aid operations plan, exercise after action reports and the Homeland Security Act of 2002.

In January 2006, an independent team of EMAP assessors will review documentation from all 12 jurisdictions separately and in aggregate to identify regional strengths and areas for improvement. The regional-level documents will also be assessed against the EMAP standards, with a special emphasis on planning and coordination.

Following the on-site assessment in January, a regional assessment report will be developed by the team of assessors and provided to the region for its future strategic planning and coordination use.

Gleaning Lessons and Ideas

As a result of this project, EMAP plans to identify and disseminate guidance for other regions looking to apply standards to assess their preparedness and to enhance planning and coordination activities.

First, a “hotwash” will be conducted at the end of the project to examine the methods used for assessing the region and application of the EMAP standards.

Lessons from other regional-level projects will also be gleaned to help improve future EMAP regional assessments. For example, the National Association of County and City Health Officials’ Project Public Health Ready has identified and is in the process of reviewing public health preparedness in four pilot regions, including sites in Georgia, Illinois, Massachusetts and New York.

Second, research and the sharing of innovative practices dealing with regional planning and coordination are lacking. For example, experiences from the NCR may help other states, regional-level groups and local jurisdictions improve their governance and planning processes, identify and share resources among multiple jurisdictions, and develop mutual aid agreements and operational capacities where (continued on page 8)
EMAP Baseline Assessments
(continued from page 1)
ment programs. Thirty-five states had completed their baseline assessment through December 2004. The EMAP Commission released those early statistics for research, most of which will be published later this year.

Confirming What We’ve Always Suspected

An analysis of the rates of compliance with each of the EMAP standards confirms what a lot of emergency managers have always suspected, and provides the foundation for research that might convince others – programs are inclined to focus more on response than they do recovery or mitigation because that tends to be where executive and financial support is concentrated.

Highlights of Analysis

Some highlights of the statistical analysis:
- The EMAP standards can be categorized into one of the four phases of emergency management – preparedness, response, recovery and mitigation.
- Twenty-five standards grouped into the preparedness phase had compliance rates ranging from 20% to 94%. The average was 49%.
- Sixteen standards grouped into the response phase, which had the strongest overall rates for compliance with the standards, ranged from 40% to 86%, averaging 66%.
- Six standards grouped into the recovery phase had compliance rates ranging from 14% to 54%, averaging 33%.
- Six standards grouped into the mitigation phase had compliance rates ranging from 20% to 54%, averaging 34%.
- The standard with the highest compliance rate was one requiring the program to have a designated program coordinator (94%), followed by the requirement to have financial and administrative procedures in place (89%).
- The standard with the lowest compliance rate was the one requiring a continuity of operations plan (14%), followed by the requirement to conduct a jurisdictional impact analysis (20%).
- The group of related standards with the highest compliance rates were those related to crisis communications and public information (71%-83%), and the ones related to communication and warning (66%-86%).
- The group of related standards with the lowest compliance rates were those related to conducting a hazard identification and impact analysis (20%-29%), and the eight standards related to planning (14%-54%).

Observations of Those Involved With EMAP

These statistics were shared with a group of emergency management professionals based on their involvement with the EMAP process, including state emergency management directors, members of the EMAP Commission, state accreditation managers, members of the NFPA1600 technical committee, and EMAP trained peer assessors. Their observations and comments were candid and pragmatic, and in agreement on those features that contribute to a successful emergency management program (e.g., one that can achieve accreditation). Those necessary features included: (a) having strong and consistent executive level support for the program; (b) having adequate and consistent financial resources; and (c) developing the ability to document institutional memory.

In general, emergency management programs have been encouraged by their governing bodies to prioritize their limited human and physical resources. Adoption of standards for emergency management programs through accreditation promises a more holistic approach toward both public policy in disaster and emergency management as a program element of that policy. This research should provide guidance for that process, and encourage adoption of standards that will alleviate suffering in future disasters.

For more information on this research, contact Valerie Lucus at v.j.lucus@hotmail.com.

Assessing Preparedness
(continued from page 7)

necessary. EMAP plans to pursue the development of regional planning and coordination tools based on its experience in the NCR and lessons from other regional efforts.

What Is EMAP?

EMAP is the voluntary assessment and accreditation process for state/territorial, tribal and local government emergency management programs in the United States. Collaboratively developed by state, local and federal emergency management practitioners, the EMAP standards cover 15 areas that describe a sound program for disaster prevention, mitigation, preparedness, response and recovery.

Forty states and territories have participated in an EMAP baseline assessment. Currently, the District of Columbia and three states – Arizona, Florida and North Dakota – have received EMAP accreditation. Six jurisdictions are conditionally accredited: East Baton Rouge Parish (La.), Jacksonville/Duval County (Fla.), Illinois, Montana, Pennsylvania and Virginia.

For more information about EMAP or the regional pilot project, please visit: www.emaponline.org.
Nine Strategies for Effective Counter-Terrorism Preparedness

By Gideon F. For-mukwai, CBCP, SEM, Chief Preparedness Officer, XtraMile Crisis Resilience, Singapore

“The significant problems we face in life cannot be solved at the same level of thinking we were at when we created them.” – Albert Einstein

If Einstein’s wisdom is anything to go by, it can be said with certainty that today’s counter-terrorism preparedness must be addressed using a different level of thinking from the time when terrorism initially took center stage. We need to consider new ways of engagement and employ a greater degree of understanding of the complexities of other cultures and terrorism.

Perhaps, it is time to deploy a mix of what some authors call “soft” and “hard” power to overcome terrorism. This calls for new alliances, procedures and mechanisms that can be as solid and yet as fluid as terrorist maneuvers have proven to be.

Based on observation, some of the strategies outlined here are already being used in some countries. What needs to be done is to further employ them while developing stronger partnerships.

Strategy 1: Engagement

In order to be more prepared to respond to and recover from the next terrorist incident, this strategy ensures that political leaders engage terrorists. However, engagement should not be limited to the terrorists. The private sector, small communities, non-governmental organizations (NGOs) and religious groups also can be engaged to cover ground as vigilantes where conventional forces cannot reach. When engagement takes place, this can break the deadlock impasse, thereby creating a bridge.

Strategy 2: Enticement

This strategy works best when implemented as part of the “carrot and stick” process of engagement of terrorist networks. Authorities can make offers, compromises, concessions and gifts to get terrorist factions to stop further attacks on soft targets.

Strategy 3: Enforcement

This strategy is already being widely used, but it needs to be enhanced to include the use of more technologies and human interface to enforce public safety areas that can be terrorist sanctuaries or soft targets. Examples are hotels, resorts, stadiums, subways, highways, schools, hospitals and critical utility sites. In Singapore, there has been increasing use of global positioning systems to monitor the movement of trucks carrying hazardous materials.

Strategy 4: Intelligence

In order to ensure sound decision-making and a better understanding of the root causes (the depth of the hatred, anger and frustrations of the terrorists), it will be imperative to continue to use intelligence gathering as one of the foundations of decision-making. However, more intelligence also requires more refinement to enhance decision-making.

Strategy 5: Integration

The strategy of integration requires that all resources, ideas, goodwill, tools and techniques of multiple agencies be pooled to enhance counter-terrorism preparedness – or they will not be able to work together. With integration, operations can be streamlined. A common dissemination of official information of action plans, strategies and responsibilities can be achieved. Integration enables blind spots to be covered and duplications to be avoided.

Strategy 6: Impounding of Assets

When goods, finances or other resources are found and proven to belong to terrorist groups or cells, these goods should be impounded. Such achievements should be communicated to the public to dissuade potential converts and recruits from joining terrorist ranks.

Strategy 7: Communication

This strategy ensures that all those who are directly or indirectly affected by the activities of combating terrorism are duly informed. This will encourage those affected to buy in to new legislation, new procedures, and potential invasions of privacy or loss of personal freedom due to the actions that are being taken in their country to ensure their safety. When this is well-communicated, it tends to breed stronger communi-
Counter-Terrorism Preparedness
(continued from page 9)

ties that can be more resilient in times of terrorist crisis.

Strategy 8: Collaboration Across Countries and Cultures

Consultation as a strategy should be the defining pillar of counter-terrorism preparedness. This strategy builds the bonds of friendship through cultural understanding between countries, cultures and continents that could potentially serve as new terrorist havens. The strategy should basically build goodwill and is necessary for all other strategies to succeed.

Strategy 9: Counseling

This strategy has great potential to produce results, although it tends to be despised. Singapore has seen some success in the use of this strategy by counseling some terrorists who were caught prior to unleashing evil.

It is evident that current strategies need to be revisited to curb the prevalence of terrorism. In order to achieve this, stronger partnerships are needed in addition to the hard and soft strategies outlined above.

NOD Announces New Task Force Of Disability and EM Leaders

At an Oct. 5 Capitol Hill briefing to release the findings of their Hurricane Katrina rapid assessment teams, the National Organization on Disability’s Emergency Preparedness Initiative announced the formation of a new task force of disability and emergency management leaders. “We are hopeful that this task force will be able to help the emergency management community take a hard look at their plans as they relate to the disability and special needs communities,” said Hilary Styron, Director of the Emergency Preparedness Initiative.

Statistics from the recent special needs assessment of the Gulf Coast region indicate that only 36 percent of the surveyed shelters had a special needs expert or person designated to help the special needs population on site. At least 87.5 percent of local, community-based organizations that serve people in the impacted areas did not know how to link to their emergency management system or who those officials were.

Key Recommendations

Key recommendations of the report include:

■ Create a permanent liaison position with the Principal Federal Officer (PFO) to address special needs issues.

■ Emergency information needs to be available in accessible formats throughout all phases of a disaster, including evacuation/pre-event and into the long-term recovery phases.

■ The daily living and medical needs of people with disabilities need to be coordinated with providers of these services at all levels of government.

■ Emergency managers and disability organizations must cross-train with each other to understand the special needs and requirements each entity has during emergencies.

■ Facilitate immediate collaboration between disability design experts and housing contractors to increase the construction of temporary and permanent accessible housing.

“Emergency managers must realize that any emergency planning must include people with disabilities and special needs at every level of government. Without this kind of forward thinking, we are doomed to repeat the mistakes of the past,” said Styron. “When does a lesson learned become a lesson that you take action with, and how much longer will this community have to wait until their needs are effectively addressed in emergency preparedness? We, as a nation, can do more to improve the outcomes for people with disabilities and the aging population the next time disaster strikes – and there will be a next time.”

EPI contracted with Elizabeth Davis of EAD & Associates, LLC, to lead this effort. Steve Kuhr of Strategic Emergency Group, LLC, provided logistic and operational support. NOD’s EPI is currently providing outreach, awareness and education via a grant with the U.S. Department of Education Rehabilitation Services Administration. The approved grant includes a component for tracking special needs in disasters. The full report of the Special Needs for Katrina Evacuees (SNAKE) Project is available at www.nod.org.
A cooperative program between government agencies of the People’s Republic of China and Purdue University Calumet (PUC) provided the opportunity to teach emergency management, safety management, and other management subjects to groups of government managers in Tianjing, China during June and July 2005, and recently on the PUC campus during the month of September. These opportunities created some interesting teaching challenges that are experienced only when teaching these subjects to Chinese managers.

Advance Preparation

A group of four teaching faculty from PUC prepared for the unique experience of teaching in China by reading two different books. To understand the differences between Asian and Western thought processes and orientations, the group read The Geography of Thought: How Asians and Westerners Think Differently... and Why by Richard Nisbett and China, Inc.: How the Rise of the Next Superpower Challenges America and the World by Ted C. Fishman. From these readings, the group gathered insight into a strategy for teaching in this unique environment.

Differences in Teaching Methods

In addition, we relied on advice from an experienced Northwestern University faculty member on the differences between teaching in Chinese and American classrooms. We were informed that Chinese learners do not usually ask questions when in a classroom. For teachers who rely on the Socratic Method, an adjustment in teaching style was necessary to communicate effectively. We needed to communicate all of the information during prepared lectures, rather than relying on students to ask questions that lead to teaching points. The biggest single adjustment in teaching style required that all faculty present relevant cases with the theoretical information. The best ratio seemed to be approximately 50 percent theory and 50 percent cases.

Teaching Through Interpreters

Teaching through interpreters presented another challenge. We experimented with speaking phrases and waiting for translation. Then we tried speaking in complete sentences before pausing. But we learned that it was best to communicate a whole “paragraph” – that is, a complete thought – before pausing for translation.

More importantly, translators should have a working knowledge and a background in the subject matter, provided through experience or through a thorough review of the lesson materials. We found very quickly that an interpreter with an English literature degree was not the right person for conveying the meaning of our technical subjects.

In addition, reviewing the lesson material with the translator before the presentation provided the needed rapport necessary for smooth delivery. The need to pause to explain a term to an interpreter sends a signal to the audience that the subject matter is not well planned and possibly even confusing to the lecturers.

Defining Case Studies

As previously mentioned, we provided case studies and solutions for each of the examples used. These studies were usually rather simple examples of problem situations of various lengths. The best length of a case seemed to be about one full paragraph in length, with a fully explained solution given after adequate background information was provided. Internet research provided the majority of the cases used in our classes given in the People’s Republic.

The same research provides examples of mitigation strategies being employed to lessen the impact in the areas of emergency management and safety management. The examples found in China were intermingled with those from the United States to develop the case studies. The quest for answers to problems is apparently an important part of China’s long-range strategic plan to strengthen itself as a nation. A more immediate concern is to look good to the visitors coming to China for the 2008 Olympics.

Impact of Recent Events

The day before one of the presentations in Tianjing, the terrorist attack on the London subway and bus set the stage for the presentation on emergency management. Later, there was no problem getting the attention of the Chinese government managers attending the class at Purdue Calumet 10 days after devastation wrought by Katrina and a few days before Rita made landfall.

EM Should Be Part of Global Exchange of Knowledge

While teaching people of another culture and language presents huge challenges, it is apparent that the desire to properly manage the effects of disasters on people – and to share the experience gained for setting up protective measures – should be part of our global exchange of knowledge.
Protection From the Ultimate WMD: Attack With Nuclear or Radiological Weapons

By Kirk Paradise, Huntsville-Madison County Emergency Management Agency, Huntsville, Alabama

Today’s need for fallout shelters is not a repeat of the “Cold War,” but is an adaptation to the threat of global terrorism and the spread of nuclear weapons to terrorist groups and nations who will use them without regard to any “rational” (to Western eyes) strategy. It is not necessary to prepare for a massive exchange of hundreds (or thousands) of megaton-size warheads. Today’s threat involves the detonation of perhaps a few dozen weapons in the kiloton size range or the release of radioisotopes from a Radiological Dispersion Device (RDD). Osama bin Laden has promised an “American Hiroshima” with simultaneous attacks with nuclear weapons on New York, Miami, Los Angeles, Philadelphia, Chicago, San Francisco, Las Vegas, Boston and Washington, D.C. A fallout shelter program, tailored to today’s threat, is not just needed but attainable.

Three-Phased Preparedness

The Department of Homeland Security (DHS), under the Metropolitan Medical Response System (MMRS), established a three-phased preparedness program against attack with biological and chemical agents and nuclear/radiological attack. Preparations for biological and chemical attack are well underway. To meet the threat of nuclear or radiological attack requires a much greater – but attainable – capability. DHS postulates small-yield (10 KT) weapons, and/or RDDs that produce:

- Up to 25,000 immediate deaths.
- Up to 100,000 contaminated victims (who need life-saving medical care and shelter).
- Up to 300,000 displaced persons (who need only shelter).

Having and using fallout shelters would minimize casualties outside of the zone devastated by the blast and could save the lives of the great majority of persons at risk from lethal radiation exposure. Most of the people at risk will be members of the general public. A much smaller number – but a very important number – of persons at risk (in MMRS terms) are in critical facilities (fire and law enforcement; hospitals; 911 and communications centers; and EOCs) that must continue to operate.

Two Options: Evacuation Or Shelter in Place

Two options exist for response to a nuclear detonation or RDD: evacuation or shelter in place. Evacuation is feasible only if it can be completed before fallout/contamination arrives. The area evacuated would have to be small, and the time available is adequate. Evacuation is probably not feasible for critical facilities like hospitals, because patients, staffs and medical equipment cannot just be picked up and moved. Critical facilities will have to continue to operate in fallout shelter mode. Also, detonation effects (blast/thermal/EMP) may impede evacuation, and evacuees may be exposed and/or contaminated and require shelter and medical treatment.

The shelter in place or fallout shelter option would protect those in critical facilities who cannot be evacuated as well as the public. Shelters are necessary, especially in densely populated urban areas, if fallout/contamination will arrive before evacuation can be completed. Fallout shelters, buildings which absorb 90 percent or more of entering radiation, protect people against lethal levels of radiation. The shelter in place option for an RDD may use buildings other than fallout shelters as the radiation from an RDD is expected to be relatively low. Decontamination from radioisotopes may be a larger concern than exposure to radiation itself. The sheltered population may have to stay for a day or two, or up to two weeks, during which time authorities outside affected areas can organize rescue/evacuation efforts.

Where To Start

Is this task overwhelming? You might ask: Where do I start? How much time would it take to create a minimal fallout shelter system? How would it operate? How do I identify buildings as fallout shelters? How would people in shelters get food, water or medical care?

The questions are many and the task daunting, but the threat is real and the effort needed. Our nation has overcome similar challenges before and can do so again. Even a minimal fallout shelter system would save most of the lives that otherwise would be lost.

The Huntsville-Madison County Emergency Management Agency has begun a fallout shelter program and has developed two tools to help other jurisdictions start the process, both of which are available on request. A Fallout Shelter Management Guide to be used to organize a shelter staff – and the occupants for group survival – has been prepared, along with a Fallout Shelter Management Course in PowerPoint format to train shelter managers. Help with selecting buildings as fallout shelters is also available by contacting Kirk Paradise at kirk.paradise@hsvcity.com.
Conducting Productive Meetings

By James A. Lancy, MA, CEM, Emergency Management Coordinator, City of Arvada, Colorado

Mo Siegal, the founder of Celestial Seasonings, is quoted as saying, “When I die I won’t go to heaven, I’ll just go to another meeting.” Sound like anyone you and I know? Meetings are an essential part of the life of an emergency manager. Meetings are where relationships are built, planning takes place, and decisions are made. Or anyway, that’s what we hope for when asked to attend another meeting.

The meetings you convene don’t have to be the low point of everyone’s day. With a few simple steps, you can ensure that your meetings are productive and worthwhile.

Three Components of a Successful Meeting

There are three components to conducting a successful meeting that should always be in place to assure that all involved are not just wasting time. First of all, there must be a specific and clearly defined purpose for convening a meeting. What is the goal to be achieved by spending our valuable and often very scarce time in a meeting? Is this get-together an ongoing activity, or are we meeting to accomplish a specific task, i.e. to design an exercise?

The second important piece to conducting productive meetings is to have an agenda that precisely states what will be discussed. The agenda should be specific, clear to everyone involved, and distributed prior to the scheduled meeting. This gives everyone an opportunity to prepare for the meeting. Preparation prevents the group from starting at square one each time you meet, and the agenda sets the framework for the business to be conducted. The agenda should lead the group toward achieving the goal of why you are meeting.

The agenda should clearly state the time, date and place of the meeting to be held. It should list the items to be discussed in an outline or bulleted format for clarity. Although when to hold the next meeting shouldn’t be the purpose of the meeting, this should be decided while all parties are together.

The third – and I believe, a critical component – of every meeting should be to end the meeting with a decision or decisions. Something must be accomplished at each meeting besides deciding when to hold the next meeting. The decision step keeps the purpose for the meeting proceeding toward the ultimate goal. Each decision should be accompanied with discussion of who is going to do what and by when. Tasking members at the meeting to accomplish specific things in a certain time period prevents action items from dangling without resolution. A key component of decision-making is follow-up. Revisiting progress made and tasks accomplished allows the group to recognize what progress is being made. They are then able to make adjustments as needed.

Don’t Waste Our Time

Emergency managers could spend all of their time doing nothing but attending meetings. Some meetings are well-conducted, task-oriented and achieve the stated purpose, while others wander toward ill-defined goals and are often a waste of time. The times we live in are too scary, our resources are too limited, and our time is too precious to be wasted attending poorly managed meetings. With a little effort, the meetings you conduct can be a little slice of heaven-on-earth (yeah, right). Well, at least they won’t be a waste of everyone’s time.

GAO Issues Report on Katrina Response

Hurricane Katrina will have an enormous impact on the people and the economy of the United States. The hurricane affected over a half million people located in Louisiana, Mississippi and Alabama, and has resulted in one of the largest natural disaster relief and recovery operations in U.S. history. Public health advisories have warned about the spread of disease in the affected areas. Hurricane Katrina also resulted in environmental challenges, such as water and sediment contamination from toxic materials released into the floodwaters.

In addition, the U.S. energy infrastructure was hard hit; it affected 21 refineries. In terms of telecommunications, Hurricane Katrina knocked out radio and television stations, more than 3 million customer phone lines, and more than 1,000 cell phone sites.

The Government Accountability Office (GAO) has issued the testimony that it provided before the Subcommittee on Oversight and Investigations, Committee on Energy and Commerce, House of Representatives. This report, “Hurricane Katrina: Providing Oversight of the Nation’s Preparedness, Response and Recovery Activities,” can be downloaded at http://www.gao.gov/new.items/d051053t.pdf. This testimony was prepared to highlight past work on government programs related to Katrina and other disasters, and to provide information on plans and coordination among the accountability community.
CEM® Briefing in Singapore. On Sept. 14, IAEM member Gideon Formukwai, CBCP, SEM, held a briefing on the Certified Emergency Manager® Program for more than 20 emergency planners from Singapore’s Ministry of Transport. Senior officers from the ministry’s land, maritime and air transport divisions attended.

IAEM Annual Conference Sessions

Here are a few of the General Sessions we have planned for the IAEM 2005 Annual Conference & EMEX Exhibit:

- **Keynote Presentation**: Response to Hurricanes Katrina and Rita: Lessons Learned, Recommendations. (Also, multiple program sessions are being added on this topic.)
- Hurricane Recovery in Florida.
- The Failure To Learn From History.
- Managing Emergencies: No End in Sight.
- Briefing and Lessons Learned: Air France Flight 358 Crash at Toronto Airport.

In addition, there are many breakout sessions, valuable pre-conference sessions and workshops, and more. Download the conference brochure for details at [www.iaem.com](http://www.iaem.com).

Radio Interoperability without the “BS”…
(bells, whistles, computers and high cost)

The ICRI Generation III was released in 2003 and has been field tested and deployed by hundreds of agencies—large, small and in-between. We can offer references as long as your arm...and longer.

If your agency is not one of them—then before you spend one more dollar on someone’s say so about what works, let C-AT send an ICRI to your agency for your own field test.

We won’t send a Tech with the equipment because he won’t be around when you have a real emergency and need the equipment to be operational. You will have the ICRI fully operational in the first 15 minutes and the 2nd time it will probably be operational in less than 5 minutes...providing the critical communications interoperability that your commanders and tactical personnel need.

An ICRI does not cost $20K or $50K; a very complete “agency defined” system costs less than $10,000.

[www.radiointeroperability.com](http://www.radiointeroperability.com) or call 800-229-3925

COMMUNICATIONS-APPLIED TECHNOLOGY

Support the future of emergency management through your donations to the IAEM Scholarship Fund, which awards scholarships to EM students each year. Learn more at [www.iaem.com](http://www.iaem.com).
E.M. Calendar


2006
Mar. 1-2,  GOVSEC Asia, Asia Law Enforcement & Asia Ready, Hong Kong, www.infoexws.com. This conference is endorsed by IAEM and will assemble leaders in government security, law enforcement and EM to focus on solutions to current issues crucial to national security.

9/11 Public Discourse Project

The 10 members of the National Commission on Terrorist Attacks Upon the United States (known as the 9/11 Commission) have initiated a nationwide public education campaign for the purpose of making America safer and more secure. Following the July 22, 2004, release of its official 567-page report, the 9/11 Commission, in accordance with its founding statute, disbanded as a government entity on Aug. 21, 2004. All 10 commissioners believe, however, that it is critical to educate the public on the issue of terrorism and what can be done to make the country safer. They would like to do so by reaching out, in bipartisan pairs, to communities around the country, encouraging a national conversation on these critical issues. In the absence of such an effort, they are concerned that there will be insufficient public examination of how the lessons learned from the terrorist attacks can be used to shape public policy.

The commissioners formed a 501(c)(3) organization – the 9/11 Public Discourse Project – aimed at fulfilling the 9/11 Commission’s original mandate of guarding against future terrorist attacks, while adhering strictly to the same bipartisan and independent principles that guided the commission. This organization consists of the same leadership of the 9/11 Commission, including its commissioners, who now serve as the Board of Directors of the 9/11 Public Discourse Project. The organization’s Web site at www.9-11pdp.org is intended to, in part, serve as an information clearing house responding to public and media inquiries regarding the work of the 9/11 Commission. Their Sept. 14 Report on the Status of 9/11 Commission Recommendations can be downloaded at www.9-11pdp.org/press/2005-09-14_report.pdf.

IAEM Bulletin Online


Advertise Your Products in the Bulletin

Sell your products and services by targeting our readers through an ad in the IAEM Bulletin. Check out the IAEM Bulletin Advertising Guidelines and great rates on our Web site at www.iaem.com, or e-mail IAEM Bulletin Editor Karen Thompson for more info at thompson@iaem.com.

Extra material in the online version includes:

- “Utah Sheriff’s Office Soars Through Air Show With Real-Time Solution,” by John Garrett, Product Manager, Crisis Management, ESS.
- “Facility Vulnerability Assessment,” by Lars White, Fire Chief & Emergency Management Director, City of Oviedo, Florida.
- IAEM New Member Listing, Sept. 16-Oct. 15, 2005.
NIMS Update

NIMS Compliance Letter Sent to Governors. On Oct. 4, Dept. of Homeland Security Secretary Michael Chertoff sent a letter to U.S. governors providing updated information on the National Incident Management System (NIMS) Fiscal Year 2006 implementation requirements. “Hurricane Katrina was a stark reminder of how critical it is for our nation to approach incident management in a coordinated, consistent and efficient manner,” said Chertoff. “We must be able to come together, at all levels of government, to prevent, prepare for, respond to, and recover from any emergency or disaster.”

Chertoff asserted that full implementation of NIMS among all jurisdictions and all levels of government must be achieved as quickly as possible. Jurisdictions will be required to meet the FY 2006 NIMS implementation requirements as a condition of receiving federal preparedness funding assistance in FY 2007.

However, NIMS implementation will not end in FY 2006. “The NIMS is a dynamic system, and the doctrine as well as the implementation requirements will continue to evolve as our ... capabilities improve and our homeland security landscape changes,” Chertoff noted. “Further, new personnel will continue to need NIMS training, and NIMS processes will have to be exercised in future years.”

Information about NIMS implementation and resources for achieving compliance are available through the NIMS Integration Center Web site at www.fema.gov/nims.

Plain Language Is a Matter of Public Safety. The NIMS Integration Center states that the use of “plain language” in emergency response situations is a matter of public safety, especially the safety of first responders and those affected by the incident. All responders are urged to know and utilize commonly established operational structures, terminology, policies and procedures – to achieve interoperability across jurisdictions and disciplines. The NIMS plain language requirement is about the ability to communicate clearly and effectively coordinate response activities, no matter what the size, scope or complexity of the incident. The goal is that good faith efforts are underway at all levels nationwide to “move to plain English for all emergency operations.”

IAEM Membership Benefits You: Join Today at www.iaem.com

- Access to the largest network of top emergency management experts who can offer solutions, guidance and assistance.
- Certification program in the only internationally recognized program for emergency managers. The Certified Emergency Manager® program can enhance your career and salary, raise and maintain professional standards, and certify achievements of emergency management professionals.
- Representation on federal level working groups addressing vital issues such as terrorism preparedness, emergency management, program standards, communications, disaster assistance delivery, and others.
- A unified voice at the federal, state and local levels to educate decision makers about the impact of policies and legislation on emergency management services.
- The IAEM Bulletin, a monthly newsletter that is the definitive source for emergency management news and information.
- Conferences and workshops to enhance networking and inform members about legislative issues. Our Annual Conference and EMEX Exhibit offers networking and information on current emergency management issues. Our Mid-Year Workshop, held in the Washington, D.C., area, focuses on committee work and federal legislative issues. Regional conferences give members the chance to exchange information with colleagues closer to home.
- WWW.IAEM.COM is the portal to the world of emergency management. The IAEM Web site offers discussion groups and a wealth of other professional tools, including the popular career center.
- Alliances with a network of related associations and organizations to further the profession and its members.
- Professional recognition of individuals through an annual awards program.
- Scholarship opportunities and funds for students enrolled in emergency management courses of study.
- Professional development through in-person meetings, networking and training opportunities.
- Discounts on certification program fees, selected publications, conference registration, and more.
New Members: Sept. 16-Oct. 15, 2005

A monthly listing of new IAEM members appears in each IAEM Bulletin. Please take this opportunity to contact new members with a phone call or e-mail, and say “Welcome to IAEM!”

REGION 1

David A. Lee
Manager, Emergency Preparedness
USPS MA District OEP
74 Main St.
North Reading, MA 01889
978-664-7629
david.a.lee@usps.gov

Roland Lussier
President/CEO
COMLABS, INC.
305 East Dr., Suite L
Melbourne, FL 32904
321-409-9898
roland@comlabs.com

Raymond Parent
Fire Chief
Sanford Fire Dept.
972 Main St.
Sanford, ME 04073
207-324-9161
rmparent@sanfordmaine.org

Shukri Rabadi
Graduate Student
Anna Maria College
94 Upton St. #6
Grafton, MA 01519
508-612-3123
shukrirabadi@msn.com

REGION 2

Raul Cardenal
U.S. Navy
119 W. 72 St. #240
New York, NY 10023
212-203-6611
raul194557@aol.com

Kenneth Gagliano
Student, MCNY
85 East 5th St.
Deer Park, NY 11729
212-712-5270
kengagliano@verizon.net

REGION 3

John C. Fannin, III
President/CEO
SafePlace Corporation
2106 Silverside Rd.
Wilmington, DE 19810
302-479-9000
jcfannin@safeplace.com

Victoria G. Goodrich
Emergency Manager
SafePlace Corporation
1010 N. Delaware St.
Wilmington, DE 19801
302-656-7270
vgoodrich@safeplace.com

Benjamin Strong
Chief, Amver Maritime Relations
1 South St.
New York, NY 10004
212-669-7762
bmstrong@batterny.uscg.mil

Meg Taranta
Emergency Manager/BCP CNA
31 Portage Dr.
Freehold, NJ 07728
732-625-7925
meg.taranta@aol.com

Joan M. Thomas
111 West 11th St. 1FW
New York, NY 10011
212-726-1063
thomasjm@mindspring.com

Christopher Zak
Program Manager
Buffalo Computer Graphics
3741 Lake Shore Rd.
Blasdell, NY 14219
716-822-8668
czak@buffalocomputergraphics.com

Todd J. Jasper
Emergency Management Assistant, The George Washington University
2121 Eye St. NW, Suite 701
Washington, DC 20052
202-373-2942
jwstein@adaconsults.com

Alfredo Lagos
Disaster Response Researcher, The George Washington University
2121 Eye St. NW Suite 701
Washington, DC 20052
202-994-9676
gware@verizon.net

Royal K. Stacey, II
Business Continuity/COOP PM
301-538-2302
rkendall2@yahoo.com

Jeffrey Stern
Deputy Coordinator
Arlington Co. Office of Emergency Management
1400 N. Uhle St., Suite 300
Arlington, VA 22201
703-228-7935
jsfannin@safeplace.com

Jason Volk
CEO, ALERTUS
10400 Gainsborough Rd.
Potomac, MD 20854
202-725-5420
info@alertus.org

Please join us in welcoming these new IAEM members!
New IAEM Members
(continued from page 17)

Timothy Williams
5107 Plata St.
Clintontown, MD 20735
301-399-9076
tswilla02@hotmail.com

REGION 4
Chester M. Bolton
Fire Captain, Dania Beach
Fire Department
219 SE 9th St.
Dania Beach, FL 33004
954-925-7673
chestboll@yahoo.com

Colleen Dalton
Corporate Safety Director
Roy Jorgensen Associates
5731 Venetian Blvd. NE
St. Petersburg, FL 33703
727-525-6496
colleen_dalton@
royjorgensen.com

William Ferroli
President, Compliance
Associates, Inc.
157 SE 19th Terrace
Cape Coral, FL 33990
239-242-8417
databoats@aol.com
Sponsor: Rick Cox, CEM

Bill Gentry
Director, UNC-Chapel Hill
CPDM Prog.
Campus Box 7411
Chapel Hill, NC 27599
919-966-4228
wgentry@email.unc.edu

Daniel Hahn
614 Spring Branch Dr.
Sanford, NC 27330
919-777-6071
dsh24@earthlink.net

Ray Jones
Safety Officer, Owensboro
Medical Health System
811 East Parrish Ave.
Owensboro, KY 42303
270-688-2710
rjones@omhs.org

Thomas W. McKibbin
Captain & Instructor
Hillsborough County Fire
Rescue
7274 Eleanor Circle, #203
Sarasota, FL 34243
813-545-9962
t_mckibbin@yahoo.com

Michael F. Murray
Police Major/Emergency
Manager, Sanibel Police
Department
800 Dunlop Rd.
Sanibel, FL 33957
239-472-3111
michael.murray@
mysanibel.com

Ed Ward
Emergency Coordination
Officer, Florida Dept. of
Transportation
Alachua, FL 32616
386-961-7581
ed.ward@dot.state.fl.us

Greg Brown
Director, Scott Co.
Emergency Management
Agency
85 E. Wardell
Scottsburg, IN 47170
812-752-8440
scottema@scottsburg.com

Stephen M. Potter
President, Patriot Services
Corporation
283 Gladwin Ave.
Clawson, MI 48017
248-232-3588
spotter@patriot-
services.com

Joseph Warren
2528 Franks Dr.
Madison, IN 47250
812-701-1350
jwarren6@myvu.vinu.edu

REGION 5
Lyndall Hamilton
EAM Student, IEMSA
746 Horne Cemetery Rd.
Subiaco, AR 72865
479-938-7771
stu1343@atu.edu

William R. Jenkins
Assistant Fire Chief/EMC
City of Cleburne
114 W. Wardville St.
Cleburne, TX 76033
817-645-0966
rjenkins@cleburne.net

Eric Johnson
Planner
Marron and Associates
1125 Morocco Rd. NE
Albuquerque, NM 87111
505-898-8848
eric@marroninc.com

Jamie Jones
Student, IEMSA
Arkansas Tech University
1129 Ridgeview Lane
Russellville, AR 72802
479-518-8009
stu10491@atu.edu

REGION 6
Thomas Mitchell
Chief of Civil Engineer
Readiness, HQ Air
Education & Training
Command
2461 James Agee Dr.
Schertz, TX 78154
210-725-9650
tmitchjr@hotmail.com

Kristy Anderson
Emerg. Admin. & Planning
Undergraduate, UNT
1815 Chestnut Court
Flower Mound, TX 75028
214-228-8329
kristy_anderson@comcast.net

Teresa Borcik
Regional Liaison Officer
Governors Div. of Emerg.
Mgmt.
109 Chiggers Trail
Abilene, TX 79602
972-937-6508
teresa.borcik@
dxps.state.tx.us

Sponsor: Billy Zwerschke,
CEM

Want To Join IAEM?
We make it easy to join online at www.iaem.com!
New IAEM Members
(continued from page 18)

John A. Yevick II
Emergency Exercise Planner/Evaluator
USAF
6933 Border Brook #313
San Antonio, TX 78238
210-320-7760
mustang1211@grandecom.net

REGION 7

David Fulton
524 South 160th St.
Omaha, NE 68118
402-319-2066
fultond@bvsg.com

REGION 8

Richard Fleetwood
CERT Team Member
CWC Box 137
2660 Peck Ave.
Riverton, WY 82501
307-856-5101

Alex P. Gisoldi
Coordinator
Park County Office
Homeland Security
1131 11th St.
Cody, WY 82414
307-527-1861
agisoldi@parkcounty.us

Brandon Hodges
President
THOMAS EMS
P.O. Box 651305
Salt Lake City, UT 84165
801-262-6503
brandon@thomasems.com

Timothy M. Johnson
Emergency Management Coordinator, Douglas County Colorado
4000 Justice Way
Castle Rock, CO 80104
719-660-7589
tjohnso@dcssheriff.net
Sponsor: Jamie Moore, CEM

REGION 9

Rebecca J. Martinez
Exercise & Training Officer
City & County of Denver
1437 Bannock St.
Denver, CO 80202
720-865-7603
rebecca.martinez@ci.denver.co.us

Pamela Buol
Section Leader
Arizona Public Service
2121 W. Cheryl Dr.
Phoenix, AZ 85021
602-371-6916
pamela.buol@aps.com

Brook A. Doty
Senior Security Specialist
Tetra Tech
1230 Columbia St.
Suite 1000
San Diego, CA 92101
619-850-8346
brook.doty@ttemi.com

Wendy Farmer
P.O. Box 703
Blue Jay, CA 92317
951-313-1221
jomama519@aol.com

Leah Farr
Apollo Group, Inc.
1717 N. Pennington Dr.
Chandler, AZ 85224
602-738-8775
leah@resilienceplanning.com

Patrick Lynch
Emergency Preparedness Coordinator, St. Joseph Hospital
2950 Cedar Lane
Eureka, CA 95503
707-445-8211
pallynch@tidepool.com

REGION 10

Dan Papp
Emergency Preparedness Coordinator, City of Carlsbad
2560 Orin Way
Carlsbad, CA 92008
760-931-2137
dpapp@ci.carlsbad.ca.us

Kimberly Randall
Ground Safety Manager
152 Airlift Wing
1776 National Guard Way
Reno, NV 89502
775-788-4707
kimberly.randall@nvreno.ang.af.mil

Ed Rutherford
President, American Emergency Notification
6A Liberty St., Suite 200
Aliso Viego, CA 92656
800-560-1124
erutherford@genutec.com

Robert Steinberg
Assistant Chief Radio Officer
San Jose RACES/OES
102 Biddleford Court
San Jose, CA 95139
United States
408-363-0445
k6rps@comcast.net

REGION 11

Steve Davis
P.O. Box 120
Christchurch, New Zealand
steve@zi2ucx.gen.nz
Sponsor: Kristin Hoskin

Mario Jose Macedo
Commander, Setubal Fire & Rescue Service
Rua Quinta do Conde, 40 - 1 Esq
2855-083 Corroios, Portugal
mjmacedo@consulsafety.com

Alex Robertson
2 Wimmera St.
Belmont 3216
Victoria, Australia
acrobertson@optusnet.com.au

Dovev Viess
EMEA EM & BC Manager
Intel EMEA
Tashach 46, Zichron Yaakov, Israel
dovev.viess@intel.com

REGION 13

Don Brennan
Director of Emergency Operations, Manitoba Emergency Measures Organization
1525-405 Broadway
Winnipeg, Manitoba R3C 3L6 Canada
204-945-5952
dbrennan@gov.mb.ca

New IAEM Partners and Affiliate Members
New IAEM Partners and Affiliate Members are entitled to a profile in the IAEM Bulletin. Contact Editor Karen Thompson at thompson@iaem.com for details.

(continued on page 21)
Utah Sheriff’s Office Soars Through Air Show With Real-Time Emergency Response Solution

By John Garrett, Product Manager, Crisis Management, ESS

When more than 200,000 people converged on Hill Air Force Base (AFB) June 12-13, 2004, for an annual air show, officials from the Davis County Sheriff’s Office in Utah were prepared to help military and emergency medical technicians (EMTs) respond to any number of incidents that might occur.

With an influx that would nearly double the population of this Salt Lake City suburb for two days, authorities developed an on-site mobile command post, staffed by personnel from the sheriff’s office. The staff used a crisis management information system to help streamline the command post’s coordination of medical emergencies.

Responding Effectively Through Coordinated Efforts

During the course of the show, the system enabled workers to respond efficiently and effectively to several incidents involving people who suffered from medical emergencies such as dehydration and heat exhaustion. As a result of the hard work of the staff, coupled with the response reduction capabilities of the information management system, there were no serious incidents.

Sheriff’s office personnel logged emergency medical call information into the incident management system from the command post, which kept a running tab of who was being treated for what, along with which organization (civilian or military) had responded. The information was shared between the sheriff’s command post, doctors and nurses in the tents, and EMTs responding in the crowd to medical emergencies. Patients who required assistance were housed in first aid tents set up in designated areas. New details about the status of each person treated were logged into the system as they became available.

Browser-Based System

The command post used a browser-based information management solution designed to help users manage and share information through incident logs, e-mail messages, asset and personnel management, operating procedures and plans, and predictive models. The software also includes a portal that brings to the desktop analytical tools, exhaustive maps and data sources, near-real-time event data, and daily features from around the world to assist in responding to and managing an array of potential incidents.

Sheriff’s office authorities researched a number of different software solutions when they decided to upgrade their information management capabilities last year. They chose the browser-based solution because it enables them to comprehensively address a wide variety of scenarios, explained Brian Law, emergency services coordinator for the sheriff’s office.

For example, the office was ready to power up the system when flooding threatened the county in the spring. Fortunately, the flood threat subsided before counter measures had to be taken. “With (this software), we can track a lot of different resources and communications at once,” said Law. “It was the only software I could find that met our requirements for both planning and real-time response.”

Law has spearheaded a training program at the EOC so that personnel will be well acquainted with the software when incidents do occur. During one of the sessions, he created a scenario involving the release of a biological agent at Hill AFB. The scenario mostly impacted the sheriff’s office and the health department, but it was designed to affect other county functions and departments as well.

“I had some of those who were trained in using the software to assist the rookies as they used the program,” Law said. “Everyone was able to easily enter personnel data related to their departments, and a considerable amount of messaging was done.”

Disaster Resource Guide Released

The Disaster Resource Guide has announced the release of its 10th annual print edition and the 100th weekly Continuity e-Guide. Both guides are available without charge to businesses and government agencies worldwide. The Disaster Resource Guide is a source for information, articles, products and services for business continuity, disaster mitigation, recovery and emergency management. “Our mission for 10 years has been to provide critical and hard-to-find information for disaster preparedness,” said Kathy Rainey, publisher. “The Guide has grown dramatically as companies and government agencies have focused on the critical areas of continuity and preparedness in light of the events of 9/11, information and security breaches of private financial information, and natural disasters such as Hurricanes Katrina and Rita.” Both guides can be requested at www.disaster-resource.com/cgi-bin/freeguide.cgi.
The 2004 hurricane season reminded all of us just how vulnerable we are to the threat of hurricanes, which remain our greatest likelihood for a natural disaster. These powerful storms can cripple the ability to provide our normal public safety services to an ever demanding public. Although the 2004 season is categorized as somewhat unusual, with four powerful hurricanes making landfall within a relatively short period, experts agree that we remain in a potentially active cycle for some time to come.

The lessons learned from various public safety officials throughout the state demonstrate our improvements made since the once famous Hurricane Andrew. Without question, we are far better prepared to respond to these types of events, due largely to a genuine commitment from many governmental agencies making improvements to building codes and mitigation, response and recovery plans.

The Florida Fire Chiefs Association Statewide Disaster Response Plan once again provided the infrastructure to effectively disperse resources to the hardest hit areas for some much needed relief. Without question, Florida remains one of the best prepared states for response to natural disasters. We would also be remiss if credit was not extended to our governor and our state emergency management office for their continual commitment to disaster management.

It’s Our Responsibility

With the 2004 season behind us, and the forecast from Dr. Gray now in hand, how many of us have completed a vulnerability assessment of our critical facilities? Perhaps this task is the responsibility of some other department or individual within your government. Nevertheless, it remains our individual responsibility to make sure such an assessment is performed on our fire stations and other buildings of concern.

Why Facility Assessment Is Important

Why is this important? Many fire stations throughout the state are quite old and likely have not been hardened to today’s building code standards to sustain the damaging effects of high winds from hurricanes. The loss of any such facility can cripple the ability to continue normal public safety services to a given area. Needless to say, the better capable we are of sustaining ourselves, the better we can proceed through the response and recovery phase.

Components of Facility Vulnerability Assessment

The components of a facility vulnerability assessment include:
- Determining the wind speed capabilities of the roof and trusses.
- Evaluating windows and doors.
- Evaluating apparatus bay doors.
- Evaluating flooding potential.
- Evaluating existing construction materials.
- Evaluating utility capabilities, such as water, sewer, gas and emergency backup power — or the lack thereof.
- Evaluating nearby exposures that may ill affect your facilities.

This assessment is not overly difficult to complete, but often requires revisiting the construction plans and possibly consulting with the architect and engineer. Your local building officials will also provide guidance and often participate in the assessment.

Tool To Make Improvements

Upon completion of this assessment, you now have a tool to make improvements to your critical facilities. Certainly budget restrictions may hamper some of these efforts, but at the very least you will have determined your weaknesses in order to make contingency plans for the worst case scenario.

New IAEM Members

(continued from page 19)