December, 2011

There is Always an Iceberg

Valerie Lucus-McEwen, CEM, CBCP

Available at: https://works.bepress.com/vjlucus/34/
IAEM-USA 59th Annual Conference Draws More than 2,500 EM Professionals to Clark County, Nevada. The official count of attendees at the IAEM 59th Annual Conference & EMEX 2011 was 2,463 onsite, with 45 more attending via webcast, for a total of 2,508 participants.

EMEX grew 7% this year, with an increase in booth space from 292 10x10 booths with 189 vendors at EMEX 2010 to 314 10x10 booths with 200 vendors at EMEX 2011.

Hui-Shan Walker, CEM, Takes Office as IAEM-USA President. Hui-Shan Walker, MPA, CEM, VaPEM, has taken office as 2011-2012 IAEM-USA President. Outgoing IAEM-USA President Eddie Hicks, CEM, passed the gavel to Hui-Shan Walker, CEM, during the IAEM-USA Presidential Banquet. Also sworn in at the banquet were IAEM-USA Treasurer Col. N. Thomas Greenlee, USAF, MSC, CEM; IAEM-USA First Vice President Jeff Walker, CEM, MEP; and IAEM-USA Second Vice President Bruce Lockwood, CEM.

IAEM-Global CEM® Commission News. The Global CEM® Commission met for their first in-person meeting on Nov. 12, during the IAEM-USA Annual Conference. David B. Sullivan, CEM; Daryl Lee Spiewak, CEM, CFM; Nicholas L. Crossley, CEM; and Col. N. Thomas Greenlee, USAF, MSC, CEM, represented the USA CEM® Commission. Jane Rovins, Ph.D., CEM, represented the Oceania-Asia CEM® Commission at the meeting, with Martin Boyle, CEM, available via teleconference from Australia. A total 54 CEM® and AEMSM candidates sat for the exam in Las Vegas, and 21 candidates registered for the CEM®/AEMSM Examination Preparatory Course.

IAEM-USA Installs Council Officers. Left to right: Outgoing IAEM-USA President Eddie Hicks, CEM, IAEM-USA Second Vice President Bruce Lockwood, CEM, Incoming IAEM-USA President Hui-Shan Walker, CEM, IAEM-USA Treasurer Col. N. Thomas Greenlee, CEM, IAEM First Vice President Jeff Walker, CEM. [photo: Landon Densley]

IAEM-USA Annual Conference Opens with Greetings from Las Vegas Mayor. Left to right: Rick Cox, CEM, IAEM-Global Board Chair; Carolyn Goodman, Mayor of Las Vegas, Nevada; and IAEM-USA President (2010-2011) Eddie Hicks, CEM at the conference opening ceremonies.
Support and Encourage Emergency Management Students

By Nancy Harris, Outgoing IAEM Student Council President

The IAEM Student Council is more diverse than you may realize. In addition to students in the United States and Canada, IAEM emergency management student members can be found in Qatar, Iran, Bangladesh, Turkey, Albania, and 14 other countries. Pretty impressive. Within the five IAEM Councils, we have more than 1,600 student members. Also pretty impressive.

IAEM student members live in 20 different countries. Emergency management is global as is the interest in IAEM. The majority of these student members, however, belong to a single council – the USA Council. Canada boasts the second highest number of student members.

Challenges in Various Councils

Students in the Canada and USA Councils are lucky. We have one educational system, and we aspire to work in our respective local and national systems. During the recent IAEM-USA Annual Conference, I was fortunate enough to see and hear the support students enjoy, not only from the Canada and USA Council leadership, but in the case of the U.S. students, from the Deputy Administrator of the Federal Emergency Management Agency.

The other IAEM Councils are made up of multiple countries with multiple educational systems and multiple emergency management structures. The Council leadership must manage multiple concerns and challenges to the field as they work to represent emergency managers in their Councils. The challenges they face when supporting students may be greater.

Future Leaders in our Field

Student members are the future leaders in our field and the future leaders of our association. The support we receive from our Councils and the membership-at-large allows us to be better emergency managers, to be more involved in the development of the profession, and to better represent emergency management worldwide.

What Can You Do to Help?

How do we better support and encourage students globally? It starts with the members. Emergency management and emergency management education comes in many shapes and sizes around the world. As members, we know someone aspiring to the field, and we can encourage, mentor and support them. They may or may not be a student. They may or may not be a member of IAEM. Don’t let that stop you. Share your knowledge, experience and passion for our field. Encourage them to take advantage of the educational opportunities available, and encourage them to share the benefits of IAEM membership.

IAEM is made up of members located worldwide; student members with the interest and desire to pursue emergency management live and work in more than 20 countries. The IAEM Student Council is diverse, and with the encouragement and support of the members, the student council will soon reflect the diversity of the association at-large.
Organizational Change – 2011 Style

By Daryl Lee Spiewak, CEM, TEM, Past IAEM President

IAEM began changing from a USA-centric organization to an international one in 1997, after our members decided to implement a new vision – to be recognized as the premier international organization of emergency management professionals. This is an ongoing process as we work to transform IAEM from a USA-centric organization to a truly international one.

Exploring New Territory

Extensive research by various IAEM committees and work groups showed there were no viable models to follow as we sought to implement our vision; our internationalization process was new territory, and it still is. When we began this process, our leaders knew we didn’t have all the answers. They knew answers would come only with experience and were prepared to work through the growing pains that any significant change involves.

Our leaders knew the proposed structure as well as many of the new policies and procedures would require adjustments over time. Going international would require changes simply due to differences in language, term definitions, cultures, and legal/regulatory matters. Exactly what those changes would be and do was unknown, but it was important to implement them anyway, while doing no harm to the existing structures and membership.

Implementing Changes to Support the IAEM Vision

Our leadership has implemented many changes and improvements over the years to support our vision, and this year was no exception. Changes in 2011 included the following improvements to process, procedures and certification.

- The January 2011 revision of the IAEM-Global Administrative Policies and Procedures defined our Standards of Behavior regarding questions or claims of violation of the IAEM Professional Code of Conduct, IAEM Code of Ethics or Conflict of Interest Policy. Through practical application, we discovered some holes in the due process procedures because of unforeseen international issues (legal and procedural). As a result, we are revising those procedures with assistance from IAEM legal counsel and should have them approved by the IAEM-Global Board in early 2012.
- The IAEM-USA Board introduced several policies over the past few years consistent with best practices of excellent non-profit organizations, including: clear financial reporting at all levels of the association; requirements for trip reports to be filed by IAEM representatives engaged in activities external to the association; and monthly regional and liaison reports embedded in the Board of Directors Consent Agenda.
- The IAEM-Europa Council is working on the draft international standard for setting up and managing a Business Continuity Management System – ISO 22301, Preparedness and Continuity Standards. Once approved, elements of this new standard will be incorporated into the CEM® program.
- Our certification process has seen many improvements since January. CEM® and AEM® candidates now must submit “letters of reference” on official stationery rather than simply providing contact information. Any supporting letters in the exercise/experience and professional contributions section also must be on official letterhead stationery. These letters provide the documentary evidence necessary to quickly validate a candidate’s claim regardless of time zone. Another improvement made the recertification requirements for the AEM® the same as for the CEM®.
- The IAEM-Global Board granted an extension of the “experience substitution for a college degree” for non-U.S. candidates. This improvement more closely follows the extensions granted to USA candidates since the first CEM®s were approved in 1993. We can expect this extension will expire just as it did for the USA candidates.
- Professional contributions now can be a part of the CEM® candidate’s normal job functions, as cited in the job description. The only exceptions are for the “service role” and “leadership role.” This improvement makes it easier for many emergency management practitioners to validate a contribution even if the contribution was part of the candidate’s regular job functions.
- The Spain Chapter of the IAEM-Europa Council translated CEM® resource materials into Spanish. In the future, other Councils will be translating CEM® documents into host nation language.

(continued on page 16)
Are you interested in taking your professional development to the next level? Consider mentoring an aspiring CEM® or AEM® candidate, and help make an impact on the future of our profession.

Recently, I have been asked by several professionals about how they may get more involved in the International Association of Emergency Managers without pursuing a political position or leadership role. One of the best ways to get more involved in IAEM while continuing to professionally develop is to consider sharing your knowledge, skills and abilities through the IAEM CEM® mentoring program. This allows the professional an opportunity to pay forward his or her skill and good fortune to professional colleagues who might benefit from the knowledge and skills that the would-be mentor may possess.

Why Volunteer to Mentor?

- **Why should I help out someone else, when I don’t get paid for that?** A fair question; however, sharing your knowledge and skills with a colleague in an effort to develop that colleague will provide the mentor with a professional contribution toward his or her re-certification as a CEM®.

  Additionally, the mentor will be helping to further develop the individual aspiring CEM® or AEM® candidate practitioner, which helps further develop our overall emergency management profession. So in essence, you do receive a benefit for your time, and we all benefit from having a better educated and skilled profession.

- **How can I become a CEM® mentor?** The process is easy. As a mentor, you must have successfully navigated the CEM® application process and achieved your CEM® certification. Ideally, a candidate would have recertified at least once; however, the recertification is not mandatory. The candidate should access the IAEM website at www.iaem.com/certification/Representation-Mentoring.htm to download the CEM® mentoring application. E-mail or fax the completed application form to IAEM Headquarters in advance of the start of your mentoring assignment. Your application form will be reviewed, and you will be notified of approval or non-approval by e-mail.

  The mentor applicant should save e-mail correspondence with IAEM as partial proof of the mentoring assignment, which may later be taken as credit for one professional contribution when the CEM® mentor goes through the recertification process.

Clarification on Exercise Participation and References

Recently, the CEM® Commissioners have reviewed packets that have contained unacceptable content to meet the requirement for exercise participation. In order to successfully navigate the experiential section pertaining to exercise participation, the CEM® candidate must have participated in a substantive role in a full-scale exercise.

Some candidates have been submitting table-top exercises (TTXs) in place of the full-scale exercises. Table-top exercises are not appropriate to satisfy full-scale exercise requirements. Additionally, the candidate must have played a substantive role in the full-scale exercise. A substantive role often takes the form of planning, designing or evaluating the exercise or holding a considerable leadership role within the exercise. A member of a search and rescue team, police officer, fire fighter or technician level practitioner role does not meet the spirit of the intent of this requirement.

Types of documentation necessary to meet the requirement for this portion of the application include documents such as after-action reports (AARs), incident action plans, newspaper articles and photos, and letters from training sponsors that clearly identify and validate the candidate’s substantive role.

When completing the “references” section of the IAEM CEM® or AEM® application packet, the candidate must have three references (one of which must be from the candidate’s primary supervisor). All three references must be on official letterhead stationary.

Next CEM® and AEM® Application Packet Review

The next CEM® and AEM® portfolio review by the USA CEM® Commission will take place Jan. 23-26, 2012. All candidate portfolios must be received at IAEM Headquarters in Falls Church, Va., by Jan. 10, 2012, for consideration in the January portfolio review. There will be two additional portfolio reviews, one in early June 2012 and the last one around September 2012.
When Richard Serino, FEMA Deputy Administrator, visited Joplin, Mo., after the tornadoes there, he was asked by the media, “Can FEMA handle this disaster?” His response: “If we were doing this alone – no, we couldn’t.”

Serino delivered the opening keynote address at the IAEM-USA 59th Annual Conference & EMEX 2011, and his message was that responding to a disaster is a team effort and FEMA is only a small part of that team. While FEMA can provide a lot of stuff to a disaster response, as can other Federal agencies, local, state and tribal governments, faith-based communities and the private sector, the most important part of the team is the citizen and the community.

Serino went on to elaborate on the “Whole Community” approach that FEMA has been supporting. “We managed to get through disasters before FEMA was established in 1993,” Serino said, because survivors are basically resilient and do help each other during disasters. During the tornadoes in the Southeast U.S. earlier this year, there were 84 different volunteer groups, that served 134,000 meals, giving 275,000 hours of service with 41,000 volunteers. Who organized them? “Not FEMA,” Serino said. “Other volunteers organized the volunteers.”

He used an example from Joplin where the faith-based community stepped up. Southern Baptists brought tractor-trailers with kitchens that could feed 50,000 people. Those meals were taken by the Red Cross to a shelter set up by the Lutheran community and another shelter down the street set up by the Muslim community.

Serino, who was in Boston before he was appointed to his current position by President Obama, had always worked closely with the private sector. “The private sector is what gets the community back up and running. They put people back to work so they stay in the community,” he said. He noted that while the private sector can of course do big things to help, they can also do small things that make a big difference, like bringing in equipment so people can charge their cell phones.

During the first federal disaster after Serino was appointed – the earthquake in Haiti – he was in the NRC (National Response Center – the federal version of an EOC) and he asked where the private sector representatives were. They weren’t there. Serino set up a system that brought representatives from large private sector companies, like Verizon and Big Lots, into the NRC for three-month rotations.

Since 9/11, FEMA has given out $32.9 billion in grants. “Are we better prepared than we were 10 years ago?” Serino asked. “The short answer is yes, but when you go to Congress, you can’t just say yes. You have to prove it.”

For example, the primary problem identified after most events or exercises is communication. During the floods and tornadoes in Missouri and along the Missouri River earlier this year, most of those jurisdictions didn’t have major communication problems. Why? “Because FEMA and the local communities had invested a lot of money into their infrastructure to make sure it wasn’t a problem,” he said.

Another example: FEMA didn’t deploy any USARs or MRCs to those disasters. “We didn’t need to,” Serino said. FEMA and the local communities spent money to build local capacity for search and rescue and medical triage sites.

Serino said FEMA expected there would be 12 $1 billion disasters this year. Right now, there are 21 Joint Field Offices open supporting 36 major declarations. There are only three states that haven’t asked for a disaster declaration this year (West Virginia, Michigan and South Carolina).

Moving forward, FEMA wants to be more survivor-centric, not government-centric. To help work toward that goal, Serino set up a virtual think tank at www.fema.gov/thinktank, where anyone can submit ideas and concepts that would help push the “Whole Community” initiative forward. Serino will hold conference calls once a month to discuss the top four to five issues submitted through that forum. He encouraged all emergency managers and responders to take advantage of this opportunity to submit their ideas directly to FEMA.

IAEM-USA President Shares Her Vision for USA Council

Editor’s Note: For those who did not attend the IAEM-USA Annual Conference, the following are remarks by Hui-Shan Walker, CEM, on her installation as IAEM-USA Council President at the Presidential Banquet.

I am deeply honored to stand before you tonight as the Elected President of IAEM-USA. Two years ago, many of you put your faith in me, and for that I thank you. I have had the pleasure during the past two years as 2nd and 1st IAEM-USA Vice President to speak with many of you in various venues about how the association can better serve the needs of the membership.

IAEM will be celebrating its 60th anniversary next year, and the theme of the conference is “Resiliency: Building a Better Tomorrow.” Through the years as our association has grown, it has reached many milestones and worked through many crossroads to make it what it is today. We are an association of our members. We are all passionate about the emergency management profession and are all leaders within our respective organizations. The diversity in our backgrounds is what makes us truly unique and provides the strength, dedication and innovation that this association needs to continue its journey.

My vision for the association during this next year is that we continue to build the EM profession by leveraging the knowledge and experience of seasoned leaders, providing support to present elected leaders and developing future leaders.

Three areas that are keys to the successful growth and expansion of our association are the following:

- Communications between our members and our elected officers.
- Development of future leaders.
- Transparency of association business.

During this year, there will be increased dialogue between the leadership and the membership. We will be leveraging technology through various social media avenues to engage in this open dialogue in order to better serve our members. Our website will be revamped so that it truly reflects the premier EM organization that we are. Also, a series of surveys will be sent out so that the leadership will be able to make informed decisions on behalf of our membership.

Second, the development of future leaders is so important. There is so much talent in our association of 4,000 USA members. We need to do a better job of engaging, developing and promoting this talent. This is our association, and I want to challenge everyone to step up and volunteer in some way. I am taking strong first steps tomorrow when I submit my 2011-2012 Committee/Caucus appointments to the Board of Directors for ratification. There will be many new leaders within the association this year. However, we need to continue to provide opportunities to those who wish to serve, and I - along with the Board of Directors - am committed to this.

Third, as a non-profit organization and one driven by its members, transparency of association business is very important and vital to its success. The current Board of Directors, your elected regional presidents, national officers, and I are committed to ensuring that transparency within our association continues during this next year.

In summary, as organizations grow, there will always be growing pains and a crisis or two, but I ask you all to be flexible and have patience as we continue to grow the association. There will be many challenges throughout the year. You have elected a Board of Directors who are representing you. Please reach out to them with your ideas and thoughts.

Hui-Shan Walker, CEM, IAEM-USA President

I would like to take a moment and acknowledge that there are many members in tonight’s audience who have served the association for many years. I would like to thank them for their dedication and service during these past years. As with all organizations that have had exponential growth, so too must the leadership change in order to move forward.

This association is ours, and I challenge everyone this year to step up and serve. Out of 4,000 USA representatives, if everyone gives back to the association in some way, think of the synergy that would bring.

I want to end with a quote that was posted on Facebook today:

“In this volatile business of ours, we can ill afford to rest on our laurels, or even to pause in retrospect. Times and conditions change so rapidly that we must keep our aim constantly focused on the future.” — Walt Disney
University and College Emergency Managers Gather at IAEM-USA Annual Conference

On Nov. 12-13, 2011, emergency management practitioners from higher education institutions across the globe gathered for the 5th Annual University and Colleges Caucus (UCC) Pre-Conference Workshop, held just prior to the IAEM-USA Annual Conference. The workshop set a record this year with more than 100 registrants. The two-day event included panel discussions, presentations and group activities. Topics discussed at the workshop included social media, the “Occupy Movement,” Hurricane Irene and the Northeast Flooding, and planning for VIP events. The event culminated in a “University Upheaval” online exercise.

The workshop received rave reviews, with one attendee stating, “This was my second IAEM conference, and hands down, the most useful part was the UCC Caucus meetings.” Networking, lessons learned, information sharing and camaraderie were the focus of the event. The 6th Annual IAEM-USA UCC Workshop will be held prior to the IAEM-USA 60th Annual Conference & EMEX 2012 in Orlando, Fla.

— Marcia C. Nickle, CEM, UCC Vice Chair, Emergency Manager, Office of Campus & Public Safety, University of Delaware

IAEM-USA Board Actions Taken During the Annual Conference

At its meeting during the Annual Conference, the IAEM-USA Board of Directors took the following actions:

- The 2012 IAEM-USA Mid-Year Meeting will be held in conjunction with the FEMA Higher Education Conference at the Emergency Management Institute, Emmitsburg, Md.
- The Board approved the use of the IAEM logo in conjunction with the Collaborative Risk Assessment Tool Online (CRATO). A link will be provided from the IAEM website to this new tool after the beta test is complete.
- The IAEM-USA Emerging Technology Ad Hoc Committee was changed to a Caucus by unanimous vote of the Board.
- The Board approved the recommendation that a web presence needs analysis be conducted prior to design of a new IAEM-USA Council website.
- A work group was created to formulate IAEM-USA input to NFPA proposed project on mass emergency shelters.
- The Board congratulated IAEM-USA First Vice President Jeff Walker, CEM, for his recent appointment to the National Advisory Council, which advises the FEMA Administrator on all aspects of emergency management.

Order IAEM-USA Annual Conference Photos

The professional photographer at the IAEM-USA Annual Conference, Dave Cherakis, has posted all of his conference photos at www.dc foto.zenfolio.com, password: 2011IAEM (case sensitive). You can view all photos and order the ones that you wish to purchase. Conference photos in this issue were taken by Cherakis, unless noted otherwise. Photos will remain posted until Jan. 31, 2012.

Landon Densley, CEM, Chair of the IAEM-USA Website Committee, also posted his conference photos for viewing and download. They are available at thepuravida.com/iaem11 until Jan. 31, 2012.

IAEM-USA Conference On-Demand Webcasts Are Available Now

Did you miss the IAEM-USA Annual Conference this year? By registering for the on-demand webcasts, you can earn 12.45 hours credit for the CEM®/AEM® under Training or for a Professional Contribution – Category B, Professional Conference Attendance (helps satisfy one of six required contributions). Learn more and register at www.knowledgefoundation.com/viewevents.php?event_id=272&act=evt or follow the on-demand webcast link at www.iaem.com/Conference (top right column). Included are the opening keynote address by FEMA Deputy Administrator Richard Serino, reports from IAEM partners, “Disaster Mythology” by Amanda Ripley, and selected breakout sessions that will challenge and inspire you. It’s cost-effective at $135 for IAEM members and $179 for non-members.

Mark Your Calendars

IAEM-USA 60th Annual Conference & EMEX 2012
“Resilience: Building a Better Tomorrow”
Rosen Centre Hotel & Orange County Convention Center
Orlando, Florida, USA

www.iaem.com/Conference

LEARN ABOUT THE BENEFITS OF IAEM MEMBERSHIP AND JOIN ONLINE AT WWW.IAEM.COM
The passing of the gavel from Eddie Hicks, CEM, to Hui-Shan Walker, CEM, IAEM-USA President.

Carolyn Harshman, CEM, receives recognition from Eddie Hicks, CEM, for her years of service as IAEM-USA Conference Committee Chair.

The IAEM-USA Board of Directors at the Presidential Banquet, IAEM-USA 59th Annual Conference & EMEX 2011.

Left to right: Clay Tyeryar, MAM, CAE, IAEM Deputy Executive Director and EMEX Exhibit Manager, with Ron Campbell, CEM, IAEM-USA Region 4 President.

Scene from the IAEM Scholarship Auction. See article, Page 10. [photo: Landon Densley]

Official opening of the 2012 EMEX Expo.
IAEM-USA 59th Annual Conference

More than 2,500 participants attended the IAEM-USA 59th Annual Conference & EMEX 2011.

IAEM-USA Council President Eddie Hicks, CEM, presents executive citation to IAEM International Council President Khaled Al Mansoori.


IAEM-USA President Eddie Hicks, CEM, presented Karen Blackwood the Uniformed Services Civilian Emergency Manager of the Year Award. [photo: Landon Densley]

IAEM-USA President Eddie Hicks, CEM, presented Michael Messina with the Uniformed Services Uniformed Emergency Manager of the Year Award. [photo: Landon Densley]

To view all IAEM-USA Annual Conference photos and order your selections, see the article on Page 7.

IAEM Student Council Award winners; see details on Page 11. [photo: Landon Densley]

IAEM-USA President Eddie Hicks, CEM, and the "Gen Y Guy" Jason Dorsey, a favorite speaker at the 2011 IAEM-USA Annual Conference.
IAEM Raises $28,782 for EM Scholarships

IAEM is proud to announce that the money raised for scholarships at the IAEM 59th Annual Conference & EMEX 2011 in Clark County, Nev., totaled $28,782.50. Many thanks to all members and exhibitors who contributed to fundraising efforts for the IAEM Scholarship Program.

The IAEM Scholarship Live Auction was sponsored by American Military University, and while raising $14,169.50 for the fund, it also provided a fun evening for everyone who participated. The Live Auction Reception was sponsored by Cassidian Communications. The Silent Auction raised $4,239, while the Basket Bonanza brought in $5,669. The Silent Auction was up $1,353 over the 2010 total. A total of $2,705 was received in the EMEX exhibitor flag donation program, and personal donations totaled $2,000.

Show your commitment to the future of emergency management by making your tax-deductible donation today at www.iaem.com/scholarships.

Special Thanks to Dedicated IAEM Scholarship Donors

The four IAEM scholarships given this year were provided through dedicated donations earmarked for scholarships to be given the year the donation was received. Special recognition and thanks are due to:

- **The Emergency Information Infrastructure Project** – $10,000
- **DRI International** – $2,500
- **ResponseForce 1** – $1,000

2011-2012 Scholarship Recipients

The IAEM Scholarship Commission awarded scholarships to four students in emergency management, disaster management and related programs for the 2011-2012 school year. Congratulations to this year’s scholarship recipients.

- **Amy LePore Crabill**, CEM, a recipient of a $5,000 EIIP Scholarship, is working toward a Ph.D. in disaster science management at the University of Delaware, with a planned graduation date of 2016. She has been with Cecil County (Md.) Department of Emergency Services for more than seven years and is now its deputy director, with responsibility for a department of 110 people. She has worked on state and federal committees, including the Federal Technology Transfer Working Group. Amy has directed the EOC during events and completed the FEMA reimbursement process for declarations. She was President of the Maryland Emergency Management Association (2007-2009) and was awarded a Maryland Governor’s Citation for her leadership during her term. Amy’s scholarship was provided through a dedicated donation provided by the Emergency Information Infrastructure Project (EIIP).

- **Hsien-Ho (Ray) Chang** is working toward a Ph.D. in disaster science and management at the University of Delaware, with a planned graduation date of May 2014. He also was a recipient of a $5,000 EIIP Scholarship, provided through a dedicated donation by EIIP. Ray has seven years experience in the American and Taiwanese fire service and reached the level of fire captain in Taiwan. He earned his Master’s Degree at Arizona State University. After two years studying in the United States, he returned to Taiwan and resumed his work in the fire department and was invited to join several international disaster management symposiums in the United Kingdom, China and the United States. He also served as a liaison for many foreign disaster managers when they visited Taiwan, prior to returning to the United States to resume his studies.

- **Duo Wang** is the 2011-2012 DRII Lacy Suiter Scholarship recipient, receiving $2,500 through a dedicated donation from DRI International. She completed her B.S. degree in emergency management and homeland security in December 2009, and is continuing her studies at Arkansas Tech University to earn an M.S. in emergency management by May 2012. As a student, she worked with James Lee Witt Associates, assisting in a time extension study on the public assistance program recovery from Hurricane Katrina for the State of Louisiana. She assisted the Arkansas Department of Information System in providing training to 246 Arkansas school districts on how to initiate business continuity of operations plans. She also is an active CERT member.

- **James Menke** is the fourth recipient of the $1,000 Command Sergeant Major L. Ken Fisher Emergency Management Scholarship, provided through a dedicated donation from ResponseForce 1.

(continued on page 13)
IAEM-USA Citations and Certificates of Appreciation

At each IAEM-USA Annual Conference, executive citations and certificates of appreciation are offered. This year’s IAEM-USA Presidential Citations were presented by IAEM-USA Council President Eddie Hicks, CEM, to:

**Rick Cox, CEM** – for his service as Treasurer of IAEM/IAEM-USA 2000-2011, and his outstanding leadership, attention to detail and dedication to the cause.

**Randy Duncan, CEM**, Chair, U.S. Government Affairs Committee – for his outstanding service to the IAEM-USA Council. The IAEM-USA Membership Award was presented to Thaddeus D. Hicks, CEM. IAEM-USA Certificates of Appreciation were presented to:

- **Victor Bai, CEM**, IAEM-Asia Council President – for his service and cooperation in support of disaster preparedness on a global scale.
- **Kristin Hoskin, CEM**, IAEM-Oceania Council President – for her service and cooperation in support of disaster preparedness on a global scale.
- **Khaled Al Mansoori**, IAEM International Council President – for his service and cooperation in support of disaster preparedness on a global scale.
- **Luc Rombout**, IAEM-Europa Council President, for his service and cooperation in support of disaster preparedness on a global scale.
- **John Saunders**, IAEM-Canada Council President, for his service and cooperation in support of disaster preparedness on a global scale.
- **Nancy Harris**, IAEM Student Council President – for her service and cooperation in support of disaster preparedness on a global scale.
- **United States Air Force Emergency Management** – in gratitude for its service to the United States as well as its collaboration with IAEM-USA to bring together civilian and military emergency managers.
- **David B. Epstein** – in gratitude for his service to the United States as well as his collaboration with IAEM-USA to bring together civilian and military emergency managers.
- **Megan Sjostrom** – in gratitude for her service to the United States as well as her collaboration with IAEM-USA to bring together civilian and military emergency managers.
- **Mike Connors** – in gratitude for his service to the United States as well as his collaboration with IAEM-USA to bring together civilian and military emergency managers.

**IAEM-USA Region 3 Citations**

IAEM-USA Region 3 presented IAEM-USA Executive Citations to:

  Their efforts ensured that emergency managers, fire and law enforcement officers, military and government officials, as well as college and university students, could benefit from this exceptional one-day program by providing speakers and underwriting the registration cost for the program.

**Twelve Northern Virginia jurisdictions**, including: Alexandria, Fairfax, Falls Church, Manassas and Manassas Park; the towns of Herndon and Vienna; and Arlington County, Fairfax County, Loudoun County, Prince William County and Stafford County for their efforts to partner to create online family and business emergency planning tools, including the www.ReadyNova.org website, resulting in enhanced multi-jurisdictional partnerships, creative thinking, and simplifying the family and business preparedness process for all users.

- **Kenneth Rudnicki, CEM**, Fairfax City Emergency Management, for his outstanding efforts in helping with the planning and logistics for the 2011 IAEM-USA Region 3 Workshop. His efforts contributed to securing the location and a private partnership to underwrite the costs for the overall program.

**Student Council Awards**

The following awards were presented by Nancy Harris, IAEM-USA Student Council President:

- **Student Council Chapter of the Year**: IAEM-SC North Dakota State University Chapter.
- **Student Council Chapter Advisor of the Year**: Dr. Robert Schwartz, IAEM-SC University of Akron Chapter.
- **Student Council Ally of the Year**: Tom Russell, Jr., IAEM-SC University of Chicago Chapter.

**Student Stipends**

The following IAEM student members received the student registration fee stipend:

- **Haunani Nagel (HI)** - University of Hawaii-West O’ahu.
- **Kimberly Cunningham (NY)** - John Jay School of Criminal Justice.

**Bravo Zulu Award**

The recipient of the 2011 Vikki Stempkowski Memorial Bravo Zulu Award was Brian Bovyn, CEM.

**Region 4 Clayton R. Christopher Award**

The recipient of Region 4’s 2011 Clayton R. Christopher Award is Jeff Walker, CEM.

Co-presented by Mollie Melbourne from the Association of Community Health Centers and CDR Patrick Denis of the U.S. Public Health Service, this session offered a collaborative model for reaching medically underserved community members during a disaster response. The mission of the Medical Reserve Corps is to engage volunteers to strengthen public health, emergency response and community resiliency. Although a relatively young organization (created in 2002), the Medical Reserve Corps (MRC) now consists of some 200,000 medical and public health volunteers committed to improving the health and safety of their communities. A longer existing entity, the nation’s network of Community Health Centers has a 40-year history and has grown to more than 8,000 sites where medically underserved populations can access healthcare services. The session provided examples of the two organizations successfully partnering to serve the people who are often the most difficult to reach during times of disasters.

The speakers emphasized the importance of building relationships between the local community health center (CHC) and MRC prior to an emergency. Unfortunately, community health centers are not traditionally sitting at the table when preparedness plans are being developed. Successful partnerships begin with a champion in one or both organizations. The Greater Fall River (Massachusetts) Medical Reserve Corps had a champion at the Community Health Center, who helped create a successful model of collaboration. These two like-minded groups teamed up to support seasonal flu vaccination campaigns (including the H1N1 effort), to strengthen the continuity of operations plan (COOP) and emergency management at the community health center, to bring partners to the community health clinic, and to establish and staff shelters during Tropical Storm Irene in August 2011.

Another successful model is the Bruno-Smithfield (Alabama) Community Health Center which is integrated with the MRC Unit. They partner in cholesterol and blood pressure checks, as well as obesity prevention efforts. MRC members ascertain that community preparedness plans are in place at the Community Health Center. Similarly, the Harris County (Texas) Gateway to Care MRC collaborates with the local CHC on an ongoing basis to tackle chronic disease, health education, flu and immunization clinics, health fair staffing and preparedness training for CHC staff. In times of disaster, the two organizations team up to staff shelters and clinics as well as strengthen surge capacity.

With federal budget cuts on the horizon, the community health centers offer an alternative for medical support in times of crisis. While there are not many formal relationships currently in existence, this model is an option that should not be overlooked in the future. The timing of this message could not be more opportune as preparedness planners face dwindling resources in these austere times.

Performance Measurement and Process Improvement in EM

By Mary Hedges, IAEM Conference Staff

The Balanced Scorecard (BSC) Model is comprised of four quadrants for measuring an organization’s performance: (1) customer service, (2) financial management, (3) internal business; and (4) learning and growth. It is intended to be dynamic and must be reviewed and reported out on an ongoing basis; otherwise, it will die. The BSC concept includes lead measures (looking ahead) as well as lag measures (such as customer or employee surveys). As a top down model, the Balanced Scorecard must be a vision embraced by an organization’s leadership and pushed downward to ensure a chance at success.

The Lean Process (as its name implies) is a systematic approach to identifying and eliminating waste. It involves everyone in an organization, including staff, customers, partners and suppliers. Unlike BSC, it is a

(continued on page 13)
There Is Always an Iceberg

By Valerie Lucas-McEwen, CEM

One of the best conference speakers I’ve ever listened to is Gordon Graham. Fortunately for me, he was the Nov. 14 keynote speaker at the IAEM-USA Annual Conference. In his normal, passionate, eccentric and engaging style, he managed to captivate the audience, while talking about something that would normally put everyone to sleep—or paying more attention to their smartphones.

He talked about risk management. He did so with more expressive theatrics and graphic sound effects than I recall. I especially enjoyed how he channeled Leonardo DiCaprio’s character in “Titanic,” undulating his body to Celine Dion’s title song, “My Heart Will Go On.” Hard to explain, you really had to be there.

He was using the story of the Titanic as an example of the difference between “proximate” cause and “root” cause. “If you ask 100 people what caused the Titanic to sink, 99 of them will say the iceberg,” he said.

Certainly, the iceberg was the proximate cause that sunk the Titanic. What was the root cause? “When it was designed, it was fatally flawed!” he thundered. Fingering the iceberg as the reason the Titanic sank is akin to treating the symptom and not the cause, Graham noted. It doesn’t matter how many iceberg-detecting devices you build, a poor design trumps mother nature—or human stupidity—every time.

There is a reason tragedies (like the Titanic) happen over and over again. Identifying the most obvious cause and developing control measures to mitigate the most obvious cause overlooks what Adam Weiner, in his great book Don’t Try This At Home calls, “a little pride and a lot of bad engineering.” This is what he says:

“The Titanic was designed so the hull’s 16 separate buoyant compartments, divided by watertight doors, would stay afloat even if four of its compartments were breached. The iceberg punctured six compartments. The bulkheads dividing the compartments came up to 10 feet above the waterline, beyond which water would flood adjacent sections even if not breached. “If the compartments had been completely watertight, that is, if water could not spill over the tops of the bulkheads, the Titanic would not have sunk,” he said.

You know, I’m sure that I recently read something similar about a different tragedy. Oh, yeah. It was how the defenses at the Fukushima Dai-Ichi nuclear power plant in Japan were built to withstand the largest expected tsunami waves—5.7 meters. The largest waves were 14 meters. The IAEA report says that “although tsunami hazards were considered both in the site evaluation and the design of the Fukushima Dai-Ichi NPP as described during the meetings and the expected tsunami height was increased to 5.7 m (without changing the licensing documents) after 2002, the tsunami hazard was underestimated.”

The point being: There is always an iceberg. The real challenge is looking behind it.


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2011-2012 IAEM Scholarships
(continued from page 10)

He is working towards a B.S. in emergency management at North Dakota State University with a planned graduation date of December 2011. He is a student officer of the NDSU IAEM Student Chapter and a member of the NDSU Ready Campus Initiative (RCI) team. The RCI team is comprised of an elite group of students that works to facilitate comprehensive emergency management planning across the campus as part of a Dept. of Education grant. James is one of only two undergraduates who have ever been on the team.

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Performance Measurement
(continued from page 12)

bottom up approach. Implementing the Lean Process can be self-rewarding; it tends to move at a relatively fast rate. Even the die-hard opponents of “process improvement” can get caught up in the rewards of showing where the waste is and how to get rid of it. According to some Lean users, it can be exhilarating just knowing that you are making a difference. Lean concepts include: (1) Problems are welcome (having “no problems” can be a sure sign of a problem); (2) Trust facts and data; (3) Focus on process, not people; (4) Develop people and teams; and (5) Learn by doing.

Both the Balanced Scorecard and the Lean Process are a culture, the speaker emphasized. Users are never done with either approach if they are successfully implemented. Charvat welcomed interested parties to view his department’s experience with these tools on the University of Washington’s website.

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www.iaem.com/Scholarships
The First Nationwide Test of the U.S. Emergency Alert System Is Complete – Now What?

By Antwane Johnson, Director of the Integrated Public Alert and Warning System Program Management Office, Federal Emergency Management Agency

For the past two years, Federal Emergency Management Agency (FEMA) officials, in cooperation with the Federal Communications Commission (FCC) and National Oceanic and Atmospheric Administration (NOAA), worked to make a nationwide test of the Emergency Alert System (EAS) a reality.

The EAS, which leverages the communication support of radio, television, cable and satellite providers (EAS Participants) across the United States, ensures the ability of the President to communicate to the public during a national emergency. While this was the first time the nationwide presidential EAS was activated, NOAA, state and local alerting authorities use the system on a daily basis to provide area alerts and warnings.

At 2:00 p.m. Eastern time, Nov. 9, 2011, the test began with a single live-code alert, called an Emergency Action Notification (EAN), being initiated and sent simultaneously to Primary Entry Point (PEP) stations across the country. PEP stations relayed the EAN to the public and EAS participants in their coverage area. EAS participants then relayed the EAN to the public and other EAS participants and in range of a PEP station, testing the EAS nationwide for the first time.

It is important to remember that the Nov. 9 test was not a pass or fail event. Rather, it is considered a success because it created an accurate picture of the current state of the system, and FEMA and the FCC are now able to identify and make improvements necessary for a more reliable and resilient EAS.

After the test, we received information indicating that while the test was received by thousands of test participants across the country, there were some instances in which the test apparently was not received by some participants and/or not re-broadcast to the public. In addition, we received feedback regarding audio quality. We take these shortcomings seriously and are working closely with all participants to assess the nature of problems and how best to address them effectively.

The Integrated Public Alert and Warning System (IPAWS)

A resilient EAS is an integral component of the Integrated Public Alert and Warning System (IPAWS), which FEMA is building to ensure that under all conditions the President of the United States can alert and warn the American people. In addition, local emergency managers may choose to use the IPAWS alert services to send warnings within their jurisdiction. IPAWS leverages multiple communication pathways, including the EAS, the Commercial Mobile Alert System (CMAS) – which sends text-like alerts to cell phones and other mobile devices, National Weather Radio (NWR), and other public alerting systems from a single interface. The multiple pathways give public safety officials an effective way to alert and warn the public about imminent threats, hazards, and AMBER Alerts.

CMAS, in particular, may be of interest for emergency managers who wish to send geographically targeted alerts directly to their constituents. Through a partnership between the FCC, FEMA and commercial mobile service providers, alerting authorities will be able to send CMAS alerts, even when cellular networks are overloaded and no longer support person-to-person calls, texts or e-mails.

Commercial mobile service providers will sell CMAS capable phones with the service already opted-in so that the public does not need to sign up to receive the alerts. CMAS alerts do not trigger charges for the alerting authority sending the message or the individual receiving it.

How to Access IPAWS and CMAS

FEMA authenticates all alerting authorities who use IPAWS to ensure proper use of the system. To become authenticated, emergency managers must acquire IPAWS-compatible alert authoring software and complete the EMI Independent Study “Effective Alert and Warning Messaging.” In addition, they must secure a Memorandum of Agreement (MOA) with FEMA to establish an IPAWS Collaborative Operating Group (COG) account and complete a public alerting application. The COG administers individual member accounts through its software system and may be established at the state, territorial, regional or local level. A brief application to begin the MOA process can be downloaded from the IPAWS website: www.fema.gov/emergency/ipaws/alertingAuthorities.shtm#2.

IPAWS allows alerting authorities to simultaneously send alerts and warnings through a variety of dissemination services so they can quickly get the information out, saving time when time matters. As technology develops so too will capabilities, ensuring that emergency alerts and warnings reach the American people to save lives and protect property. For more information on IPAWS, CMAS or the Nationwide EAS Test, please visit the IPAWS website at www.fema.gov/emergency/ipaws.
Nationally, there is a long standing need for experts in disaster preparedness and emergency management (DPEM). It is difficult to find a profession in which employers would not prefer this expertise. Increasingly, governmental and facility accreditation standards require expertise in DPEM. Some emergency managers are required to have a degree in addition to certifications or on-the-job training. Most hold certificates of completion and/or diplomas for various trainings; however, these certificates do not lead to degree completion. A national scramble to provide “just in time” training,” all-hazards education, tabletop and functional exercises, and full scale drills are now staples in DPEM. This has culminated in a proliferation of both certificate training programs and various degrees in DPEM. However, availability of these degrees is often limited because of few academically qualified faculty. All the certificates in the world held by a great subject matter expert (SME) are insufficient for academic appointment unless that person also possesses advanced degrees. This begs the question as to whether practice and academia can meet to accomplish the greater good in educating and training our DPEM workforce.

As we carve our niche as a profession, characteristics from both practice and academia must be included. Practice brings that “boots on the ground” experience to the situation. Too long academia has not valued this experience and relegated experienced responders to beginner status. On the other hand, the rigor of academia has been disdained by some as “ivory tower” mentality with head knowledge and no real practical experience or ability to actually “do” the job. So how do these two complementary but diverse camps join together as one cohesive profession? First, we must assess our development as a profession, and second, we must value and respect what each brings to the table.

Development as a Profession

Traditionally, occupations become a profession when they meet the following criteria:

- It’s possible to have a full-time job;
- Training schools transition to university degrees;
- National associations are established;
- Codes of professional conduct are adopted; and
- Licensing and regulatory statutes are in place.

Another hallmark of a profession is theory development and research. After all, it is the science that drives practice and policy. Given these characteristics, and if we want to be respected and accepted as a profession, practice and academia no longer have the luxury of debating the pros and cons of certificates versus academic degrees. The question becomes, how do we transition from a certificated DPEM workforce to one of degreed professionals? An initial step is for academia and practice to partner with each other.

In 2005, Arkansas State University (ASU) became the only Regional Center for Disaster Preparedness Education in the state certified to offer courses in basic and advanced disaster life support. These courses are nationally standardized, multidisciplinary, and developed by an education consortium including all disciplines in disaster response. Community professionals completing these courses include allied health, nursing, medicine and public safety, as well as local and university officials. In 2006, the Regional Center again responded to community, regional and state needs by offering a multidisciplinary minor in DPEM. Since that time, the field of DPEM has continued to develop. However, degree programs across the country lack uniformity. Thus, the Regional Center is once again stepping forward to meet a need for academic preparation by proposing an Associate of Applied Science (AAS), Bachelor of Professional Studies (BPS), and Master of Science (MS) in DPEM. A Graduate Certificate in Disaster Health has also been proposed.

Importance of Collaboration

The process of course and degree development included collaboration with local, state and federal training facilities as well as SMEs in the field. The degrees were leveled by using the national training program (NTP) goals and objectives. Within the NTP, the AAS mirrors entry level, the BPS a practitioner level, and the MS advanced mastery. The program will offer both on campus and online classes. Credit for prior learning is available, and students participate in practicum experiences in the field. Prospective students submit a portfolio of all training or academic work already completed, along with a resume of related work experience. An example would be courses completed at the Federal Emergency Management Institute or the Center for Domestic Preparedness. A student may receive up to 15 credit hours of academic work for prior learning.

Finally, we are providing scholarships to reduce the student debt load. We are also investing in the campus career management center to assist with career development strategies.
Book Review
Social Media, Crisis Communication and Emergency Management: Leveraging Web 2.0 Technologies
By Dean Larson, Ph.D., CEM, USA CEM Commission Chair, Larson Performance Consulting LLC

The author of Social Media, Crisis Communication, and Emergency Management: Leveraging Web 2.0 Technologies, Connie M. White (CRC Press/Taylor and Francis Group), makes a disclaimer in the Preface that her book “is in no way a comprehensive attempt to cover everything one can do with social media and Web 2.0 technologies.” That being said, Connie Whites comes close to a “comprehensive attempt” for emergency management and crisis communication.

Using Social Media to Accomplish the Mission

The book can be divided into two parts, with the first part being Chapter 1, “Why Social Media.” This chapter should be given to the leadership of every EM organization considering the use of social media to accomplish the mission of preparing for, responding to, and recovering from disruptive events, while maintaining continuity of critical functions.

The second part is the rest of the book for those who are charged with implementation and management of social media tools.

Organizational Change
(continued from page 3)

languages to account for the differences in terms as well as language nuances, making the CEM® more relevant to those nations and more acceptable to their elected leaders.

This year has seen many improvements and growth in the internationalization of our association. There will be more in the years to come as we continue to expand and grow worldwide. Help us improve our association by offering improvement recommendations to your Council and Global leaders. Seek to serve in the leadership positions IAEM offers. Serve on various work groups, and write articles for the IAEM Bulletin. Participate in and present at Council and Global conferences. Finally, obtain your CEM® or AEMSM, and advise others to obtain their certification. Together, we will ensure the continuous improvement of our association and the emergency management profession.

There are gems throughout the book. For example, the “Six Safety Tips to Follow When Using Social Network Sites” in Chapter 1 should be read by everyone who uses or could potentially use a social network site. The exercises at the end of each chapter are valuable if this book is used as a text (strong recommendation from the experience of several courses in EM and homeland security) in a course on crisis communication or emergency management or by an agency as a self-assessment of implementation.

Starting and Maintaining a Social Network Presence for Emergency Management

The chapters provide a variety of very useful information for starting and maintaining a social network presence for emergency management and crisis communication. These include:

- Chapter 3, “Social Sites for Group Support: Facebook.”
- Chapter 4, “Twitter and Microblogging: The Basics.”
- Chapter 6, “Collaboration and Document Management.”
- Chapter 7, “Visual, Mapping and Disaster Management Systems.”
- Chapter 8, “Free and Open Source Software: The Building Blocks of Customization.”

Hopefully, reading these chapter titles will further encourage you to read this book.

Chapter 9, “Testing the System; Knowing When to Use and Not Use Social Media,” provides excellent insight into developing policies and procedures for the use of social media. The chapter includes an online social media exercise in emergency response as another teaching and testing tool for your social media program.

Input from Field Practitioners

One of the strongest parts of this book is the input from field practitioners. We know what FEMA Administrator Craig Fugate tells us and how he personally models the use of social media every day. But I appreciate hearing from the field experts like Greg Cartlar of Kirbyville, Mo., and Robby Westbrook of Cherokee County, Ga., about this rapidly expanding field, which provides many opportunities for low-cost (if managed properly) answers to interoperability during disruptive incidents.

I offer to you a book to be read and not to become another bookshelf dust target, because the author does achieve the stated purpose of describing “...how social media...can be leveraged together to create a synergistic effect that can help provide people the right information at the right time in order to make the best decisions possible.”
USGSA Committee Meets at IAEM-USA Annual Conference

At its meeting during the IAEM-USA 59th Annual Conference, the IAEM-USA Government Affairs (USGSA) Committee heard updates from and discussed issues with FEMA management, key Congressional staff, and partners (NEMA and NACo). The topics discussed included grants, disaster response and recovery, Presidential Policy Directive-8, the Emergency Management Institute, mitigation, radiological emergency preparedness, and pending appropriations and authorization legislation. The complete meeting agenda is at www.iaem.com/Committees/GovernmentAffairs. Eighty-three people attended the four-hour Nov. 13 session.

In addition, the USGSA Committee organized two sessions that provided an unprecedented level of access to FEMA management, including a Nov. 14 two-hour breakout discussion and a Nov. 15 workshop with FEMA Regional Administrators.

Breakout Panel Discussion. The Monday breakout panel included the Honorable Richard Serino, Deputy Administrator; the Honorable Elizabeth Harman, Assistant Administrator, Grant Programs Directorate; Elizabeth Zimmerman, Deputy Associate Administrator, Office of Response and Recovery; Dave Miller, Assistant Administrator, Federal Insurance and Mitigation; and Donald “Doc” Lumpkins Executive Director, Presidential Policy Directive 8 Executive Office.

Workshop with FEMA Regional Administrators. FEMA Region III Administrator MaryAnne Tierney organized the Regional Director panel, which included: Tierney; Lynn Canton, Region II; Major Phil May, Region IV; Andrew Valasquez III, Region V; Tony Russell, Region VI; Beth Freeman, Region VII; and Doug Gore, Deputy Administrator, Region VIII. Conference attendees had the opportunity to direct questions and receive answers in an open forum.

Feedback. Among the evaluation comments on the Regional Administrators panel were the following:

“Great opportunity for those doing the work to talk to those making the decisions.”

“The ability for locals to dialogue with FEMA Regional Administrators is invaluable.”

“What a great opportunity – bring them back next year.”

“Awesome group of panelists.”

“Great perspective across multiple geographic regions.”

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AMU is proud of our graduates’ success. A retired Sr. Chief Petty Officer, ShannonMarquez combines education with 28 years of experience to help lead emergency operations at Naval Medical Center Portsmouth. Like 40% of our graduates, ShannonMarquez chose AMU to pursue his master’s based on academic quality and the caliber of its faculty.

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The Faculty of the Emergency Management Academy wants to recognize the following participants upon completion of the Disaster Science Fellowship Program.

These named participants are hereby awarded the designation:

**Fellows of Academy of Emergency Management (FAcEM)**

After completion of a rigorous, year-long program focusing on mastery of the 36 books of the *Emergency Management Body of Knowledge*, the most important books in disaster science.

Please join us in congratulating them on their accomplishment!

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Jason Chenault, BS, MS, PhD, FAcEM, CEM. Director of Regional Operations and Development for Hamot Medical Center, Erie, PA, USA.

Noel Kepler, BA, MA, MPA, FAcEM, PMP. Emergency Management Consultant, Brooklyn, NY, USA

Christopher Neuwirth, BA, MA, FAcEM. New Jersey Office of Homeland Security, Trenton, NJ

Shannan Saunders, BA, MA(c), FAcEM. Paramedic, AEM. Ministry of the Attorney General, Toronto, ON, Canada

Edward Turkaly, BA, FAcEM, CISSP, SAIC in support of the U.S. Department of Homeland Security, Denver, CO.

Stephen Wagner, BS, MS, PhD, FAcEM, Professor of Healthcare Administration, Seton Hall University, South Orange, NJ.

The next North American, Europe/Africa & Oceania/Asia Fellowships begin in January 2012. See EmergencyManagementAcademy.org for more information and a special Kindle reader offer.
EM Calendar

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

Dec. 5-9 6th Caribbean Conference on Comprehensive Disaster Management, Trinidad and Tobago.

2012
Jan. 17-19 International Disaster Conference & Expo (IDCE), New Orleans, LA.
Feb. 8-9 2012 Evolution Counter Terrorism Conference, Asan, South Korea.
Feb. 20-24 IWCE Conference, Las Vegas Convention Center, NV.
Apr. 16-18 Australian & New Zealand Disaster and Emergency Management Conference, Brisbane, Australia.
May 5-8 Fire-Rescue Med, Las Vegas, NV.

Suggest Events for the IAEM Website Calendar

Suggest additions to the IAEM website event calendar by emailing the event details to IAEM Bulletin Editor Karen Thompson at thompson@iaem.com. Please include the event name, date, host, website, and a brief description. See www.iaem.com/Calendar for the current calendar of events.
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- 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 EM issues. Visit our Annual Conference Web page at www.iaem.com/Conference for the latest information. Council and 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.

IAEM Bulletin Extended Online Edition

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

  Neville, ABCP, Coordinator, South Central Pennsylvania Regional Business Preparedness Campaign.
- Conference Breakout Report: “This Isn’t the Same CERT that Got Started in the 1980s,” by Valerie Lucus-McEwen.
- Conference Breakout Report: “Putting It All Together,” by Frank J. Giotis, CEM, Emergency Response Specialist, Department of Defense, Baltimore, Maryland, Adjunct Associate Professor, University of Maryland University College.
- Conference Breakout Report: “Five Things Every Emergency Management Student Should Know That You Didn’t Learn In School,” by Luis Tapia, MPA, EM Coordinator, University of North Texas; Ph.D. Student, Oklahoma State University; and Adjunct Faculty, University of Maryland University College.

Contribute to the IAEM Bulletin

The IAEM-Global Editorial Work Group invites all IAEM members to consider sharing their emergency management expertise with their fellow members by writing a feature article or news item for the IAEM Bulletin. Members outside the United States are encouraged to help with international content so that the IAEM Bulletin can offer more value to non-U.S. readers. Please refer to the Author’s Guidelines at www.iaem.com/Bulletin, and contact IAEM Bulletin Editor Karen Thompson at Thompson@iaem.com with any questions.
Non-Traditional First Responders and Volunteers: Protecting a Valuable Resource

By Mary Hedges, IAEM Conference Staff

Emergency managers and behavioral health practitioners are becoming increasingly aware of the impact of disasters on non-traditional first responders and volunteers. The Hurricane Katrina experience was quite revealing in this regard, where people responded and then faded back into their communities, often bringing the impact of the trauma with them.

Who Is a Non-Traditional First Responder?

Mary Schoenfeldt, Public Education Coordinator for the Everett Office of Emergency Management, provided a good overview of the issue and how to help prevent long-term consequences for these volunteers. She opened her presentation by posing the question to audience members, “Who is a non-traditional first responder?” Answers ranged from “someone who shows up without training” to “survivors of an incident.”

All were correct – a non-traditional first responder is a person who just happens to be at the scene following an incident. One of the central messages communicated during this interactive session was that the non-traditional responders must not be forgotten afterward. They are subject to the possibility of post-traumatic stress issues similar to their better prepared and trained counterparts.

Proactive Volunteers and Reactive Volunteers

There are proactive volunteers who have researched, planned and undergone training. There are also reactive volunteers, who are spontaneous, and generally without any preparation or training. Many of the reactive volunteers bring emotional baggage with them and can be there for a variety of reasons. They include helpers, returners (to the scene), the anxious (looking for family/friends), the curious, fans/supporters and, unfortunately, exploiters. Regardless of the type of volunteer, they need to be cared for afterward, as they will be candidates for “compassion fatigue.”

Practical Advice on Supporting First Responders/Volunteers

The session provided good insight and practical advice on how to support non-traditional first responders and volunteers. A few tips for caring for proactive volunteers include:
- instructing them not to self-deploy;
- assuring they are trained beforehand;
- insuring they do not try to do something beyond their skills; and
- ensuring their team leader sets the tone for taking breaks.

For reactive volunteers, it is important to have a volunteer reception center, particularly in a large event of some duration. This will assist helpers in connecting with others immediately, as well as enable pre-screening and registration on scene. It also facilitates a procedure for demobilization and linking folks with resources after the event.

Post Action Staff Support (PASS), a mechanism for connecting the volunteers with a broader organization when they return home, should be built into every disaster plan. One important reason people volunteer in disaster situations is because it can help individuals move from the victim mode to a feeling of empowerment. We need to ensure that their feelings of empowerment do not become despair once the event has ended.
Most of us have been involved in – or at least are familiar with – CERT (Community Emergency Response Teams). The IAEM-USA 59th Annual Conference & EMEX 2011 in Las Vegas gave us an opportunity to hear Rachel Jacky, Director of the FEMA Citizen Corps CERT Program, talk about how the program has evolved into something much different than many of us remember.

“This ain’t the same CERT that got started in the 1980s,” she said. “It has expanded and grown while keeping its original purpose.”

What Hasn’t Changed

What hasn’t changed is the fundamental concept of CERT (the first responders to any incident are the people who are already there) or its basic rationale (training helps keep them safe). The core skills that CERT teaches haven’t changed, although they have been updated and overhauled. The most important thing that hasn’t changed is the ownership. CERTs are still primarily owned on a local basis. “FEMA can provide a lot,” Jacky said. “They can’t know what is the smartest and best way to involve volunteer responders in a community’s best interests.”

What Has Changed

What has changed is that CERT has been around long enough to have a solid track record. This gives it the freedom to adapt, so that it is more valuable to an ever-changing emergency management program.

Much of that is because there is now an agency (FEMA’s Citizen Corps) to keep records. Citizen Corps is the umbrella for other groups (like the MRC – Medical Reserve Corps) and is affiliated with others (the VFW, ARRL, CAP and – my personal favorite – Girl Scouts), but CERT can certainly be considered one of the more resilient.

The CERT web page is impressive (www.citizencorp.gov/CERT). There are links to find CERTs in your community; stories of CERTs in actions; training and video materials; and – most impressive – a place to register your local CERT so it doesn’t get lost or forgotten.

Jacky said there are almost 1,850 local CERT programs registered. In 2010, there were almost 430,000 individuals trained who provided 1.3 million volunteer hours.

“What better to deliver that kind of information?” Jacky said. “The best messenger for preparedness is a neighbor who is already prepared.”

CERT’s Goals for the Future

The CERT program has some lofty goals for the next couple of years. These include continued growth, of course, but also an increased emphasis on training effective CERT trainers. There are two courses taught at FEMA’s Emergency Management Institute: E428 Train the Trainer and E427 Program Manager.

Jacky said another goal is to train CERT members for their expanded functions by developing training modules to expand their skills in areas like animal response, crowd management, leadership or communications.
Promoting Preparedness in the Private Sector

By Troy Neville, ABCP, Coordinator, South Central Pennsylvania Regional Business Preparedness Campaign

Various surveys and reports paint a sobering picture of the ability of small- to medium-sized businesses to survive a disaster. One year after the devastating 2010 floods in Nashville, Tenn., the Nashville Area Chamber of Commerce estimated that more than 15% of affected businesses remain closed, with a loss of more than 1,500 jobs. The businesses that did reopen are operating at two-thirds of their pre-flood levels. Total losses suffered by area businesses exceeded $300 million.

Community Recovery Affected by Business Resiliency

While regulations such as HIPPA and Sarbanes-Oxley require some businesses to develop business continuity (BC) plans, most businesses have no such requirement. In fact, the majority of businesses have no plan at all. Yet the ability of a community to recover from a disaster is based, in part, on the resiliency of the area businesses. After the Nashville flood, many businesses reported that developing BC plans were at the top of their to-do list, but that is too late for the hundreds of businesses that were not able to reopen. Therefore, educating businesses on the need for continuity planning should be an important part of emergency management (EM) preparedness activities.

Developing Regional Business Preparedness Campaign

In 2011, the Business, Industry and Infrastructure Subcommittee of the South Central Pennsylvania Task Force joined with Millersville University’s Center for Disaster Research and Education to develop a Regional Business Preparedness Campaign. The goal of the campaign is to increase preparedness activities for businesses in the task force’s eight-county area.

First Phase. For the first phase of the campaign, five newsletters were developed with contributions by subject-matter experts from within the region. The goal was to increase awareness within the business community of the need for BC planning. The newsletter topics included: the need for BC planning; information system vulnerabilities; situational awareness for businesses; BC plan development basics; and real world examples of businesses responding to disasters. Four of the five newsletters were distributed in September, which was National Preparedness Month.

Distribution of the newsletters was achieved by partnering with the six major Chambers of Commerce in the region. This provided the campaign with access to more than 8,000 member businesses. The Chambers posted the newsletters on their websites or distributed the newsletters by e-mail. As a result, there was no cost to develop or distribute the newsletters. The campaign was able to reach a significant number of businesses in the region, and the Chambers were able to provide a value-added service to their members: a win-win.

Second Phase. For the second phase of the campaign, a one-day business continuity conference was developed. The goal of the conference was to build upon the awareness phase and begin to assist businesses with starting the BC planning process. The conference was geared mainly toward businesses new to BC planning.

Ten separate sessions were developed, including: BC plan development and testing; recovery insurance; crisis communications; cyber security; data backups; and emergency response planning. The presenters for each session were recruited from subject-matter experts within the region, and each offered their services at no charge.

Several vendors were also invited to attend the conference, with the goal of matching business BC needs with available resources. The employer of each presenter was also given the option to attend as a vendor. The costs for the conference were limited to meeting space rental, handout duplication, and lunch. There was no cost for businesses to attend the conference this year.

More than 100 business leaders, representing small, medium and large companies from the region, attended the conference in November. As a result of the extremely positive feedback, the campaign will continue as an annual feature, with three newsletters each year and an annual BC conference with a variety of topics.

Conclusion

Ensuring the continued operation of a business after a disaster requires more than just business insurance; it requires BC planning before a disaster strikes. While most EM preparedness activities focus on residents, business needs cannot be overlooked. The basic format presented here serves as a template that EM planners in other communities can implement. Improving the ability of businesses to survive a disaster allows businesses to play an important role in the recovery of the community as a whole.
Each emergency presents a fresh, diverse set of challenges. Our past experiences shape how we respond to these challenges, and our successes and failures shape how we respond to future situations.

Following Hurricane Irene, the extensive flooding throughout many states, including the focus of our work in northern New Jersey, highlighted several needs within the emergency response community. None is more prevalent than the value of utilizing local, spontaneous volunteers to provide relief services.

When homes sit under several feet of floodwater, community members are most aptly positioned to help. A trained, local volunteer force can provide residents with immediate relief while response organizations mobilize, thereby alleviating the suffering of those who have borne the brunt of the storm.

Potential Contributions of Spontaneous Volunteers

World Cares Center (WCC) was founded upon the principle that spontaneous volunteers, if properly managed, can make potentially limitless contributions to disaster relief efforts. Initially created by volunteers who came out of their homes and places of business to support individuals and families affected by 9/11 in New York City, WCC has 10 years of experience organizing and managing volunteers and volunteer groups during large-scale recovery efforts, including the Gulf Coast Hurricanes, the 2010 Haitian Earthquake, and the 2011 Japanese Tsunami.

Most recently, the utilization of volunteer groups has allowed WCC to help disadvantaged residents – namely the uninsured, the elderly, and those with disabilities – reclaim homes that were rendered uninhabitable by the storm. Volunteers continue to play a vital role in WCC’s long-term recovery efforts as they muck out homes, rebuild property, and engage other volunteers to make similar contributions.

Major Roles Played by Volunteers in Disaster Relief

Everyday citizens have historically acted upon the urge to help their neighbors in times of crisis. Volunteers have played major roles in all the disaster relief efforts of the past 10 years, and it is up to emergency managers and organizations to tap into their vast potential safely and efficiently.

While each disaster is unique, the lessons we learn from each improve our response to those in the future. World Cares Center has utilized an almost exclusive volunteer workforce to provide help to Hurricane Irene victims without the means to clean up and rebuild their homes themselves, and the connections made throughout the process will prove invaluable to response efforts, both within New Jersey and beyond.

Preparedness Training

Unfortunately, most people and non disaster response agencies wait until a disaster has struck to address their emergency response needs. WCC provides preparedness training to leaders and citizens alike to ensure that when disasters occur, local communities are ready to respond without having to wait for outside groups to mobilize. Throughout Volunteer Reception Center drills, the creation of contingency plans that include spontaneous volunteers, and preparative volunteer training, WCC is securing the volunteer’s contribution in every community it enters. With the increasingly severe weather patterns that are resulting from global climate change, the emergency response community cannot afford to neglect this important participant in response efforts for the safe and effective services they provide.

The damage wrought by Hurricane Irene has left communities throughout multiple states, including a vast number of homes in Northern New Jersey, vulnerable to future disasters. An unseasonable Oct. 29 snowstorm created week-long power outages in some areas as the physical and emotional strains of the recent months took their toll on individuals and families.

As a result, communities are recognizing the value of preemptive training to guard against disasters, and WCC has received numerous requests for workshops that train leaders to develop response teams from local groups interested in contributing to existing and future weather-related emergencies. While no one can predict what difficulties will arise when severe weather sets in, it is our duty as emergency responders to utilize every resource at our disposal.

A neighborhood of 1,000 residents contains 1,000 potential responders, and Irene has demonstrated both the immediate and long-term benefits of local citizens undertaking their own emergency response to create resilient, empowered communities. In an effort to ensure that anyone can benefit from World Cares Center’s lessons learned and curriculum, CRC Press has published its field guide “Managing Spontaneous Community Volunteers in Disaster Response.”
Putting It All Together

By Frank J. Giotis, CEM, Emergency Response Specialist, Department of Defense, Baltimore, Md., Adjunct Associate Professor, University of Maryland University College

Pieces. That’s right, pieces. That is what we have been giving out in emergency management. Too many of us tend to become specialists in pieces of emergency management, and we give out what we have learned in pieces. We have specific knowledge in such areas as writing a plan, vulnerability identification, hazard recognition, continuity of operations, continuity of government, and exercise planning. We also have the bureaucratic knowledge of NIMS, NRF, HSEEP, NFPA 1600, and FCD 1 and 2. Some of us can even cite sections of these documents from memory. But having acquired all of this knowledge, are you ready to put it all together?

Avoid Becoming a Specialist

As emergency managers, we should resolve that we will not be tempted into becoming only specialists. Specialists have titles such as COOP manager, plans writer, evacuation planner, GIS specialist or exercise trainer. As an emergency manager, we must have knowledge of all of these related specialties, but we must be prepared to put all of them together in real world events.

Similarities Between Fire Chief and Emergency Manager

The emergency manager’s job is very comparable to the fire chief’s job. During an emergency, the fire chief must stand back from an incident far enough to see the whole picture. From this position, he/she can develop a comprehensive strategy. This means the “whole picture” can be viewed in order to recognize the needs and ensure that they are prioritized and that the actions of responding units are properly coordinated. If the chief doesn’t do this, he/she risks an unrecognized action that can cause a disruption to the overall effort. Sometimes these disruptions can turn catastrophic and cause injury or even death to responders or those who were dispatched to help. Just read through an investigation of a fire incident that has gone wrong, and you’ll probably read that it was the unrecognized actions that could have or should have been seen that caused the situation to deteriorate with catastrophic result.

The primary reason the chief is dispatched is to perform oversight, coordinate activities, and to take actions to fill in when there are deficiencies in the response. The emergency manager’s job during an emergency is quite similar. Just like the fire chief, the emergency manager has to know what resources are available and ensure that they are brought to the incident. The emergency manager should be prepared to bring the pieces together. To accomplish this, planning is of the utmost necessity. Most would agree with that.

Differences Between Fire Chief and Emergency Manager

However, unlike the fire chief, who has the advantage of having uniformly trained resources dedicated to respond quickly under his/her direction, the emergency manager doesn’t. Emergency management resources are not sitting and waiting to respond from dedicated areas, and usually they don’t have comparable training levels. They also have not routinely responded together under the Incident Command System like the fire chief and his/her resources. Nor are they necessarily under the emergency manager’s direction.

The emergency manager has a lot of challenges that the fire chief doesn’t have to worry about. In order to see the whole picture clearly, the emergency manager should step back before an emergency occurs and visualize the organization that will come to life during an emergency.

What would commonly be seen is that the evacuation team, security personnel, facilities personnel, building management, safety personnel, and building occupants may all become involved in an emergency incident. Are all of these groups included in your planning, training and exercises? If they are not, you stand the risk of uncoordinated action on the part of these groups which will add confusion during real world events.

The military has a saying that you should train like you fight, and I think that also should apply to emergency management.

Keep the Bigger Picture in Mind

As an emergency manager, be mindful that it is easy to see the pieces of emergency management, but strive to look at the bigger picture. Looking at the bigger picture will help you realize what resources and actions will be needed. Recognizing real world incident demands ahead of time will allow you to truly focus on the important needs and plan for them.

During a real emergency at your workplace, many will be looking to you for guidance. Your career and credibility may be at stake. Be in a position to give out more than pieces. Prepare your organization’s teams to recognize that they must work together with the bigger picture in mind.
A recent U.S. Census Bureau report highlights 46.2 million Americans living below the official poverty line. A little geographical analogy might help to convey this statistic. If the 46 million people lived on the U.S. East Coast, it would match the combined population of New York, Pennsylvania, Delaware, Maryland, District of Columbia, and most of Virginia.

The current joblessness rate coupled with the frightening stats above evidently indicate disaster mitigation measures will only take backstage in household and community preparedness. Planning for emergencies such as Hurricane Irene and seeking to create disaster resilient communities ultimately becomes a daunting task with limited resources and capabilities.

Impact of Disaster Events on Communities

The impact of disaster events on a community always reflects a pre-existing relationship between available resource and socio-economic inequalities, which underlie human vulnerability and recovery capacity. The intricate web interlinking poverty, unemployment, lack of socio-physical attributes and resource slack has often been captured under the heading of “special needs population.”

Confusing at best, such coinage has been extremely difficult to define, and has morphed consistently over the years to include large swaths of disenfranchised sections. As it is, FEMA might have to expand the definition of “special needs” to accommodate the fast eroding growth engine of the economy – the middle class. The ambiguity of the “special needs population” is thus the first challenge to creating resilient communities.

It is obvious that other variables, such as income inequality and economic resources, language barriers, physical disabilities, and lack of social capital, enhance disaster vulnerability. Research shows that demographic groups impacted by such variables have have less access to mitigation tools, such as insurance, adequate information channels, financial incentives, and access to other resources of support required for emergency planning and disaster resiliency. Budgetary resources (either governmental or private), squashed between the coalescence of lack of adequate funding and the demands of other problems perceived to be more pressing, has stifled appropriate mitigation measures.

The Road Ahead

The notion of “one-size-fits-all” emergency preparedness needs to be revisited and reviewed. State and community policies must match appropriate social support service, educational initiatives, and mitigation programs to the specific local community. Emergency managers will need to strengthen communal planning and decision-making mechanisms by promoting integration of local interests and expertise.

Insurance companies can work alongside local or state agencies to provide incentives for local and small-scale businesses that have contingency plans, while reaching out to those that do not. FEMA’s public-private partnership initiative goal of building local partnership and community resilience will be strengthened by promoting incentives such as these.

Focus of Emergency Managers

Emergency managers must continue to promote policies that aggressively identify and mobilize the more marginalized and less visible segments of the society. An integrated society that acknowledges that most working class folks are one paycheck away from being homeless will promote support of local businesses.

Furthermore, emergency managers must assist government in prioritizing policies that enhance personal, household or community resiliency. For example, a community of 100,000 people might prefer a long-term technology subsidy to building roads and repairing schools. Urban planners must work in tandem with emergency managers in reviewing vulnerability, hazards and risks associated with projects earmarked for communities.

Conclusion

Inequalities in resources, which lead to inequalities in protection from disasters, cannot be in the maximal interest of the least-advantaged. Government mitigation programs and policies must ensure that the least-advantaged are not unfairly burdened with high levels of exposure to such disasters. A moral obligation? Absolutely.
I recently spoke to a group of emergency managers, and the first point I made was that they could no longer afford to hide in a bunker and wait for disaster to strike. Instead, they needed to be visible in their communities – networking, building partnerships, and educating the public about emergency preparedness.

**Outreach: Not an Option**

While I recognize that most emergency management offices have limited budgets and are understaffed, while juggling a myriad of tasks and responsibilities including planning, training, disaster exercise facilitation and response, outreach is not an option. It should be at the forefront of what you do.

And outreach is not just limited to the public, but also includes elected officials, other department heads, public safety agencies, businesses and schools, to name a few. All are stakeholders in what we do, and all have an essential role to play prior to and during the response and recovery to a disaster situation. The more informed they are, the less likely they will panic. If they have a plan in place and understand their role, they can help rather than hinder in a response.

**Importance of Building Relationships**

So how do you develop an outreach campaign on a shoestring budget? Fortunately, it has become easier over the years. Desktop publishing is available to most anyone with a computer, as is video and audio production. In addition, FEMA has been putting out some great materials that can be utilized at the local level. Outreach, however, is much more than just handing out brochures or developing public service announcements. It involves building relationships.

- **Emergency managers should be active in their communities.** Over the years, I have served on a number of boards and commissions. I have tried to be smart about the areas in which I choose to get involved. I look at who the other board members are, and I ask myself two questions:
  1. What can I give to this organization in the way of time and talents?
  2. What can I get out of serving this group – not from a selfish position, but strategically thinking, are there connections I can make that could be used in years to come?

  For example, I served on a working board that put on a cultural event as a fundraiser. Board members included the marketing director from a local newspaper and executives from banks, corporations and utilities. When I planned a large Project Impact event, I was able to secure sponsorships through some of the contacts I had made.

  Other groups to get involved with are Kiwanis, Rotary and Optimist Clubs. They are always seeking new members, and these groups are community-minded, often assisting with community projects. Emerging groups, like community-based leadership programs and young professional organizations, are excellent ways of meeting new people and learning more about your community.

  In fact, I once had a conversation with a leading candidate for the FEMA Administrator position, who told me that every time he moves to a new community, he participates in the local leadership program, not because he needs to learn leadership skills – he could probably teach the sessions – but because of the networking that takes place.

If people see you visible in the community and you are working alongside of them in the trenches (sometimes literally depending on what you are doing), they are more likely to say yes when you need their help.

- **Emergency managers should develop relationships with those in the media.** How many times have we heard that we should visit the newsroom and get to know the reporters? And how many times have we heard our colleagues say that they have no use for the media, especially during emergencies? Yet we need to get away from the “us and them” mindset and instead develop relationships with the local media.

  If the media is doing a story on preparedness, I want to be the first person they call, not the last. That cannot happen if you are not the voice of emergency preparedness in your community. Depending on the size of your community, it may be fairly easy, or you may have to work a little harder.

  I live in a county of about 200,000 people, and the county seat is in the City of Racine, population 80,000. We have one daily newspaper, several rural weekly newspapers, two “sister” radio stations, a Racine-based television station (ME TV), and several shoppers. In my case, it is fairly easy to build relationships with these media outlets. The news director for the radio stations has served on our Local Emergency Planning Committee for almost 25 years, and I serve on boards and committees with some newspaper reporters and executives.

  In addition, I have given local reporters story ideas, both related to and unrelated to emergency management. Knowing what they are assigned to helps. For example, one reporter was a history buff.

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Raising Your Visibility
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Instead of giving him the standard tornado awareness message, I suggested that he dig into the newspaper archives and build the story around a tornado that hit the City of Racine in 1883. This served two points, as it was interesting and it dispelled the myth that tornadoes don’t strike in Racine because of Lake Michigan. I was also able to work with a reporter assigned to the health and medical beat on a story regarding pandemic flu and with a business reporter on business recovery planning. For each story idea, I thought outside the box and found a Racine “angle” that I thought might bring an interesting twist to the story.

- Emergency managers should tap into community resources. Are there groups, schools or businesses that you can tap into for assistance? Service clubs often raise money for community projects; if you are creative, you may be able to tap into them for some limited funding. They are also in need of a weekly speaker, and who better than you? Not only do you get a free breakfast or lunch, but you also have the opportunity to share the preparedness message with a group of people interested in learning more about what you do.

- Schools, colleges and universities are often looking for tangible projects for their students. Think outside the box. Is there a journalism student who can assist with press releases; can the computer programmer update your website or develop an app for the iPad or DROID; or is there a multimedia program that can assist you with public service announcements, YouTube videos and other multimedia projects?

- Sometimes local businesses will take on small projects. One example involved a small, one-person marketing firm owner who chose to work with two community groups – our local volunteer center and my office. For three years, she laid out our monthly public awareness campaign. Currently, our local newspaper develops monthly safety posters for our Traffic Safety Commission.

Conclusion

Good outreach comes to down to two things, networking and being creative. You need to be visible. You need to be active in your community. And you need to be spreading the message of personal preparedness.
Five Things Every Emergency Management Student Should Know that You Didn’t Learn in School

By Luis Tapia, MPA, EM Coordinator, University of North Texas; Ph.D. Student, Oklahoma State University; and Adjunct Faculty, University of Maryland University College

One of the most important aspects of any emergency management student’s education is applying the knowledge gained in a practical fashion. Unfortunately, many characteristics that provide students a competitive edge are not addressed in most emergency management academic programs. As more emergency management students graduate and enter the job market, it is now more important that every student should know the following.

Marketing. As emergency managers continue to be faced with doing more with less, it is now more important than ever to be able to “sell” emergency management. Seasoned practitioners have experienced many times the need to persuade in order to get the desired outcome. Marketing activities may include promoting emergency preparedness to stakeholders, communicating the benefits of emergency management, growing a disaster volunteer cadre, and justifying further financial investment through internal or external funding. Students should not only understand how to market themselves, but also apply ingenuity in how to solve identity, branding, and “what is emergency management” problems the profession continues to experience.

How To Be Brief. Many emergency managers find themselves in situations where they must explain something in 30 seconds or less. This may be in an elevator, during an incident, or even when communicating by e-mail to a supervisor. Establishing a set structure on how you communicate information is essential. Whether you are asked to provide a one-page executive summary, called into an office to explain a concept, writing a grant, or leaving a voicemail (you should slowly leave your phone number once at the beginning and once again at the end), you must get to the point without leaving your audience in a “so what?” state of mind.

Project Management. On any given day, an emergency management specialist may be working on more than one project at a time. In order to successfully manage a project with a deadline attached, one must be able to plan out the execution of a project by identifying measurable goals and strategically mapping out a series of associated tasks needed to complete the deliverable.

Balancing the scope, time and cost of a project, while maintaining a high level of quality, rarely comes easily. In order to maximize time and resources, students must grasp how to develop and manage a process that leads to accomplishing a goal. Understanding project management principles will help you plan, organize, and reach your emergency management objectives.

E-mail Etiquette. The delicate nature of internal and external electronic communication requires a thorough understanding of when it is or isn’t appropriate to send e-mails. E-mail should not replace the face-to-face relationship building that emergency managers must continue to engage in.

The convenience of this form of communication also contributes to many of its shortcomings. The “tone” of an email isn’t always heard. Sarcasm can be difficult to decipher at times, and can lead to the recipient having to determine how a message should be taken.

Other considerations include knowing when to blind-copy or carbon-copy recipients, when to reply to all, and understanding that e-mail is not a form of private communication.

Office Politics. Emergency managers must identify pitfalls and navigate through the world of office politics. Office environments may be filled with those attempting to assert their influence in order to achieve a desired outcome that may not be consistent with your goals. This may include pushing an initiative forward, jockeying for advancement, or manipulating a situation. Knowing how to talk to executives is also key. Making your boss look good can be a beneficial strategy that further strengthens the partnership between you and your supervisor.

Conclusion

Despite not being included in emergency management academic programs, these five considerations will have a tremendous influence on your ability to properly do your job. Your advancement in your emergency management career will be tied to and influenced by these five points. Being professional, accountable, and a master of your domain will give you a competitive edge that leads to a promising future.
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