

**California State University, Long Beach**

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**From the Selected Works of Valerie Lucas-McEwen CEM CBCP**

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January, 2011

## Why 72 Hours?

Valerie Lucas-McEwen, CEM, CBCP



Available at: <https://works.bepress.com/vjlucus/37/>



# Bulletin

INTERNATIONAL ASSOCIATION OF EMERGENCY MANAGERS

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**Call for Articles:  
 Special Focus Issue  
 “The Stakes Are High for  
 Emergency Managers –  
 Food Safety”  
 Deadline: Jan. 10, 2010  
 – Details on Page 5 –**

## IAEM: Working for You

■ **EMEC Europa 2011 Event Website Opens with News of Keynote Speakers and Call for Papers.** Visit the new event website at [www.emec-europa.com](http://www.emec-europa.com) for the Call for Papers for the IAEM-Europa Emergency Management Conference & Expo, set for Oct. 11-13, 2011, Munich, Germany.

■ **IAEM Transitioning to Council-Based CEM® Commissions.** IAEM currently is transitioning from a single CEM® Commission to Council-based Commissions operating under a Global CEM® Commission. See Page 16 for details.

■ **Massey University Signs Onto Principles of Emergency Management.** Massey University, New Zealand, has signed a formal memorandum of recognition of the *Principles of Emergency Management*, and the university is now listed as a supporter of these principles at [www.iaem.com/EMPrinciples/index.htm](http://www.iaem.com/EMPrinciples/index.htm).

■ **Communications Work Group Announces Special Focus Issues for 2011.** See Page 5 for a full listing of all special focus issues of the IAEM Bulletin for the 2011 calendar year.

■ **IAEM-Canada Student Region Elects Officers.**

Members of the new IAEM-Canada Student Region have elected the region’s first officers:  
 Shannan Saunders, AEM, President; Avi Minkowitz, Vice President (East); Sharf Chowdhury Vice President (West); Amy Gagnon, Secretary; and Tali Spektor,

Treasurer. Visit the region’s web page at [www.iaem.com/Councils/Canada/StudentRegion/index.htm](http://www.iaem.com/Councils/Canada/StudentRegion/index.htm).

■ **Networking Session Held for EM Professionals in Pakistan.** See Page 3 for details about recent outreach efforts in Pakistan.

■ **IAEM Certification Ribbon Now Available.** IAEM has announced that the new IAEM Certification Recognition Ribbon is now available for sale online at the IAEM Store, [www.iaem.com/Store](http://www.iaem.com/Store). The ribbon represents the contributions of members of the uniformed services and other organizations who have received the CEM® or AEM credential; while their organizations do not authorize them to wear the IAEM-provided certification pins on their uniforms, they are authorized to wear an approved uniform-style ribbon. See Page 14 for an article with complete details.

■ **New National Representatives Appointed in IAEM-Europa.** The new National Representative for Poland is Maciej Pajak, [maciej.pajak@interia.pl](mailto:maciej.pajak@interia.pl).

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**IAEM-Asia President Nathaniel L. Forbes, MBCI, swears in the founding members of the IAEM Philippines Chapter on Nov. 15, 2010, Manila.** Left to right: Elsa Velasquez, Benjie Tamboong, Gigie Carranza, Robert Mendoza, Martin Aguda, Arnel Capili, Shane Townsend, Hutch Regencia, and Nathaniel Forbes.

## Global Newsboard

### IAEM-Asia Update

By Nathaniel L. Forbes, MBCI, IAEM-Asia Council President, Director, Forbes Calamity Prevention Pte Ltd

Now available online<sup>1</sup> are 150 photographs from AOR and the October IAEM Board meeting in Singapore. Attendee evaluations of the AOR Conference were genuinely glowing. Three things stood out: the variety of presentations on subjects all related to resilience, including emergency management; the quality of the presentations and presenters; and the professional networking opportunities. Videos were made of all the presentations. The staff at Forbes Calamity Prevention are (slowly) editing them to post them on the IAEM-Asia AOR website.<sup>2</sup> Certificates of attendance at AOR have been sent to every registered attendee. If you didn't get your certificate, please e-mail [chris.tan@iaem.com.sg](mailto:chris.tan@iaem.com.sg). The next AOR conference will be held in Christchurch, New Zealand in May 2012.

In reviewing and selecting 16 presenters for AOR, we think we learned something about what makes a great presenter. It turns out that the memorable ones are great storytellers. The single best book ever written about how to tell a story in a presentation is Nancy Duarte's<sup>3</sup> new book *Resonate: Present Visual Stories that Transform Audiences*<sup>4</sup>, published this year by John Wiley & Sons. Nancy is the founder of Duarte Design in California; she helped create the only Microsoft PowerPoint® presentation ever to win an Oscar for Al Gore's *Inconvenient Truth*. And the second-best book about making a presentation is Garr

Reynolds' simple, clear book, *Presentation Zen*<sup>5</sup> (<http://amzn.to/94BgsO>), published in 2008 by New Riders Press. Both are good reading for a cold winter evening.

#### Barely Legal: IAEM-Asia

IAEM-Asia Council is now an officially-registered organization with the Singapore Registry of Societies (RoS), with our own Singapore tax identification number. In 2011, IAEM-Asia will open a bank account to receive payments from members by wire transfer in Asian currencies. IAEM-Asia no longer has Bylaws or Administrative Policies & Procedures (APPs); they are not permitted under Singapore law. Instead, IAEM-Asia has a Constitution, approved by the RoS, that incorporates the rules that were contained in the Council's Bylaws and APPs. It will be circulated for a vote by Asia Council members in the first quarter of 2011.

#### IAEM Asia Officers Elected

Nathaniel Forbes was re-elected President and Arnel Capili was elected Secretary of the IAEM-Asia Council in October 2010. Arnel is in the Emergency Management Department of the Asia Development Bank<sup>6</sup> in Manila, Philippines, and was at the Philippines NDMA (now the Philippines National Disaster Risk Reduction & Management Council).<sup>7</sup> In 2011, the Council will elect a Vice President and a Treasurer. The IAEM-Asia Council Treasurer position has never been filled before, as the Council did not have a bank account, so electing a Treasurer will, at last, fill all the Council Board positions.

IAEM-Asia (Philippines) and the Central Bank of the Philippine

Islands co-sponsored a meeting of 100 business continuity and emergency managers in November.

#### Up High: Mountains, People and Disasters in Asia

"The physical and social nature of the Hindu Kush-Himalayas (HKH)<sup>8</sup> makes the region and its people very vulnerable to natural

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<sup>1</sup> <http://bit.ly/eJWdN5>

<sup>2</sup> <http://iaem.com.sg/Asia-Oceania-Resilience-2010.htm>

<sup>3</sup> <http://duarte.com/team/principals>

<sup>4</sup> <http://amzn.to/fAGiOx>

<sup>5</sup> <http://amzn.to/94BgsO>

<sup>6</sup> <http://adb.org>

<sup>7</sup> <http://ndcc.gov.ph>

<sup>8</sup> <http://icimod.org/?page=43>

## Global Newsboard

(continued from page 2)

hazards<sup>1</sup>,” explains the Mountain GeoPortal<sup>2</sup>, a site “for mountains and people.” The site is managed by the International Centre for Integrated Mountain Development (ICIMOD)<sup>3</sup>, a regional center for the eight member countries of the HKH – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal and Pakistan.

ICIMOD supplied fast, detailed geographic information system (GIS) images<sup>4</sup> of the July 2010 flooding in Pakistan<sup>5</sup>. ICIMOD’s “trademark” is the GIS images from its Mountain Environment & Natural Resources’ Information System<sup>6</sup> (MENRIS) Division, which integrates information to support sustainable development. Unsustainable development inevitably leads to disasters, and disasters lead to disaster risk reduction (DRR)<sup>7</sup> efforts that are more effective with facts and images from ICIMOD. The Mountain GeoPortal interactive map on the home page<sup>8</sup> marks other recent disaster events in HKH.

### Down Low: Rising Sea Levels

You can skip this if you live in Kathmandu, Nepal.<sup>9</sup> But if you live near a coastline, which homes or offices will be under water when sea levels rise? Flood maps<sup>10</sup> by U.K. programmer Alex Tingle<sup>11</sup> let you model inundation levels anywhere in the world, instantly, in Google Maps™ mapping service. Choose (upper left corner) a sea level up to 14 meters (53 feet) above current levels to see if you should consider swimming lessons. There are specific links for regions, including Asia. Some inland areas (think: Netherlands) show up being inundated even though they’re nowhere near a coast, because they’re below sea level. It’s a limitation Mr. Tingle acknowledges on his Firetree.net web site.

IAEM-Oceania member Greg Wilson<sup>12</sup>, CDEM Manager in New Zealand, explained in the September 2010 issue of the *IAEM Bulletin* that New Zealand’s Ministry of Civil Defence & Emergency Management<sup>13</sup> has published projections of tsunami inundation<sup>14</sup> from the Bay of Plenty along New Zealand’s North Island.<sup>15</sup> Color-coded maps are available for Mt. Maunganui<sup>16</sup> and Whakatane.<sup>17</sup>

<sup>1</sup> <http://icimod.org/?page=28>

<sup>2</sup> <http://geoportals.icimod.org/>

<sup>3</sup> <http://icimod.org/?page=abt>

<sup>4</sup> <http://geoportals.icimod.org/Applications/Detail.aspx?gid=210>

<sup>5</sup> <http://geoportals.icimod.org/Pakistanflood2010/mapviewer/>

<sup>6</sup> <http://menris.icimod.net/>

<sup>7</sup> <http://icimod.org/?page=28>

<sup>8</sup> <http://geoportals.icimod.org/>

<sup>9</sup> [http://picasaweb.google.com/lh/photo/zebXgqHhFISpZjO8ukwv\\_Q?feat=directlink](http://picasaweb.google.com/lh/photo/zebXgqHhFISpZjO8ukwv_Q?feat=directlink)

<sup>10</sup> <http://flood.firetree.net/>

<sup>11</sup> <http://www.firetree.net/calvino/alex/>

<sup>12</sup> <http://nz.linkedin.com/pub/greg-wilson/1a/85/394>

<sup>13</sup> <http://www.civildefence.govt.nz/>

<sup>14</sup> <http://www.bopcivildefence.govt.nz/Bay-of-Plenty-Hazards/Natural-Hazards/#Tsunami>

<sup>15</sup> <http://bit.ly/hwJ4fa>

<sup>16</sup> <http://bit.ly/gwNcFp>

<sup>17</sup> <http://bit.ly/fHmkFF>

## IAEM Pakistan Kick-Off Session Held Nov. 28, 2010

By Sohail Khimani, MBA, CBCP, MBCI, National Representative, IAEM Pakistan

IAEM Pakistan is officially off the ground! The kick-off session was held on Nov. 28, 2010, at premises voluntarily offered by Pakistan Red Crescent Society. The notion was to provide a cohesive platform for EM professionals in Pakistan through IAEM and inspire them to be part of the global IAEM family. Participants from diverse organizations attended the session, including areas such as banking, airlines, civil aviation, seaports, humanitarian support, consulting, pharmaceuticals, defense and space, leisure, tourism and members of the Fire Protection Association of Pakistan (FPAP).

The promising response from the participants has provoked us to work harder. With continuing encouragement from the IAEM-Asia Council, we look forward to taking on the challenge of promoting IAEM head-on!



Attendees at IAEM Pakistan networking meeting learned about the benefits of membership in IAEM.



The IAEM Asia (Philippines) Brain Trust at dinner, Nov. 14, 2010, in Manila. Left to right: Martin Aguda; Hutch Regencia; Nathaniel Forbes, IAEM-Asia President; Shane Townsend; and Arnel Capili, CEM, IAEM-Asia Secretary. Arnel is the IAEM National Representative in the Philippines.



## CEM® CORNER

### Professional Contributions, Part 1

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

**Editor's Note:** This is Part 1 in a three-part series about meeting the *Professional Contributions* requirement as part of the CEM®/AEM application process.

As a result of a recent IAEM survey, a number of members and non-members considering or in the process of completing their CEM® or AEM packets have asked for some additional ideas on professional contributions. Six different professional contribution categories must be validated in order for the candidate to successfully complete this requirement. The contributions may be part of a candidate's duties as identified in the job description, with the exception of "leadership" and "service role," which must not be part of a candidate's job description.

■ **Training Presentations.** A candidate must complete training or instructing a course of three hours of platform speaking time, which must be validated with a letter or letters from the sponsoring organization or a candidate's supervisor on official stationery. Technician-type training, such as CPR, PPE, fire service, HazMat or similar training, is not acceptable. Emergency management, disaster or incident command training would be examples of acceptable training to meet this requirement.

The validation letter or letters should identify dates, locations and subject matter, and should clearly identify the candidate's name as having performed this activity. Additional documentation may include pamphlets, brochures, newspaper or newsletter articles. Class outlines or payroll sheets can help to meet this requirement. The candidate may use more than one course of instruction; however, the total teaching time must equal or

exceed three hours of platform instruction.

■ **Course Development.** The candidate must design or make a significant revision to an emergency management course of at least three hours of instruction. A PowerPoint presentation with the candidate's name alone will not meet the requirement of course development. Acceptable documentation may include letters from a supervisor or sponsoring organization, course syllabus and lesson plan, which clearly shows a time commitment and candidate relationship to the development of the course, and that the course is clearly emergency management related.

■ **Emergency Management Article.** The candidate must write and have published a substantive article (content or word count), pertaining to disaster or emergency management. The article must have an independent editorial review and be published in a document that is beyond the control of the candidate. Examples of this are the *IAEM Bulletin*, the monthly newsletter published by the International Association of Emergency Managers (IAEM), the *Journal of Emergency Management*, or other similar professional publications that rise above the level of staff documents, internal reports or flyers. Documentation to validate this attestation would include a copy of the article or letter from a supervisor or sponsoring organization identifying publication date, independent editorial review process, candidate's participation (primary authorship or secondary) and circulation figures.

■ **Speaking Engagements.** The candidate must deliver three or more speaking engagements of a minimum of 20 minutes or more on topics related to emergency or

disaster management. Speaking about fire prevention, crime prevention or first aid does not meet the spirit of the requirement. Documentation to validate the activities include letters from a supervisor or sponsoring organization leader; the letter should clearly name the candidate as having completed the speaking activity, the duration, dates, locations, subject matter, outline, photos, videos or other modes showing that the candidate did perform the activity. The speaking engagements can be professional groups, church groups, public or professional.

A good example of this activity would be to have the candidate go to Ready.gov, research how to make a home emergency supply kit, family communications and emergency plan, and then do a presentation to a civic group about the purpose of the kits and plans, how to create the kits and plans, and then consider providing a sample kit and plan that the group could review.

■ **Legislative Contact.** The candidate contacts an elected representative at the national or state level (in writing), either by e-mail or letter, and discusses an emergency management related issue. Some subject examples might be Emergency Management Performance Grants (EMPG), Hazard Mitigation Grants, Homeland Security Grants related to emergency management activities or other issues, such as communications interoperability, warning coordination, evacuation planning, or special needs populations in emergencies or disasters. In order to qualify, the documentation must include both the candidate's letter or e-mail to the elected official and the response from the elected official.

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## IAEM Bulletin Special Focus Issues for 2011: “The Stakes Are High for Emergency Managers”

The *IAEM Bulletin* is published monthly as a benefit of membership in the association. At least four times a year, the IAEM-Global Communications Work Group publishes a longer Special Focus Issue of the *IAEM Bulletin* on a selected topic of interest to emergency managers.

For 2011, four special focus issues of the *IAEM Bulletin* will be based on an integrated theme built around the IAEM 59th Annual Conference & EMEX 2011 theme, “The Stakes Are High for Emergency Managers.”

### First Special Focus Issue Topic

**Feb. 2011 IAEM Bulletin: “Food Safety”**

Article Submission Deadline: **Jan. 10, 2011**

Food is critical to all emergency managers – consumption, supply and bio-security. This special focus issue is devoted to all things related to food safety.

#### Article suggestions:

- Quality assurance of food supplies for operations
- Sourcing food for isolated communities
- Disposal of contaminated food
- Meeting special dietary needs of populations, e.g. nursing homes in an emergency
- Keeping go kits stocked with unexpired supplies
- Food-linked events, e.g. mad cow disease, e. Coli, bird flu



IAEM BULLETIN  
SPECIAL FOCUS ISSUE

### Second Special Focus Issue Topic

**May 2011 IAEM Bulletin: “Exposure & Risk”**

Article Submission Deadline: **Apr. 10, 2011**

This special focus issue is devoted to all things related to exposure and risk.

#### Article suggestions:

- Risk management in all phases of emergency management
- Implementation of “ISO 31000 Risk management – Principles and guidelines”
- Quantitative versus qualitative risk decision-making
- Research on risk management issues related to the continuum from emergencies to catastrophes



IAEM BULLETIN  
SPECIAL FOCUS ISSUE

### Third Special Focus Issue Topic

**July 2011 IAEM Bulletin: “Financial”**

Article Submission Deadline: **June 10, 2011**

This special focus issue topic is devoted to all things related to financial impacts on emergency management.

#### Article suggestions:

- Best bangs for the bucks/euro’s
- Long-term economic impact of recovery choices (local response vs. big agency/vendor response and the economic impact on the community)
- What kind of tail is around the corner?
- The cost to maintain training after it is started
- The cost to maintain facilities and equipment after grant acquisitions
- Where is the money – where did it go? (coping with changing assets/budgets)
- Economic impacts on long-term EM strategies



IAEM BULLETIN  
SPECIAL FOCUS ISSUE

### Fourth Special Focus Issue Topic

**Oct. 2011 IAEM Bulletin:**

**“The Stakes Are High for Emergency Managers”**

Article Submission Deadline: **Sept. 10, 2011**

This issue is based on the general IAEM 2011 Annual Conference theme, “The Stakes Are High for Emergency Managers.”



IAEM BULLETIN  
SPECIAL FOCUS ISSUE



*The Stakes are High*  
FOR EMERGENCY MANAGERS

NOVEMBER 12-17, 2011  
Las Vegas, NV, USA | Rio All-Suites Hotel  
[www.iaem.com](http://www.iaem.com)

Please read the author’s guidelines at [www.iaem.com/Bulletin](http://www.iaem.com/Bulletin) before submitting your articles (no more than 750 words) to IAEM Bulletin Editor Karen Thompson at [thompson@iaem.com](mailto:thompson@iaem.com). And remember, articles published in the IAEM Bulletin meet the *Publishing* requirement of the CEM® Program.

## An Emergency Management Handbook: What Every Elected Official Should Receive on Their First Day in Office

By Tom Russell, Jr., Consultant, Integrated Solutions Consulting, and Phillip Rodriguez, Planning Specialist, DuPage County Office of Homeland Security and Emergency Management

It is that time of year again, when eager citizens from varied backgrounds are elected into local, state and federal offices across the country. Since no jurisdiction is immune to hazards, it is critical to ensure that these elected officials are educated on the responsibilities of their emergency management agency and the individual roles they have during an emergency.

It is not uncommon for newly elected political leaders to take on various political and public agendas, often forgetting about emergency preparedness. However, their roles during an emergency are extremely vital in ensuring that their jurisdiction is taking the proper steps to address the situation. Knowing the legal and political ramifications an emergency can have on an ill-prepared jurisdiction, emergency managers should create an all-hazards elected official handbook to outline the specific tools needed for a political leader to be proactive when an emergency happens.

“When threatened by natural-, technological- or human-caused emergencies or disasters, people expect elected or appointed leaders to take immediate action to deal with the problems,” states the Comprehensive Preparedness Guide (CPG-101), published by the U.S. Federal Emergency Management Agency.<sup>1</sup> “They expect the government to marshal its resources, channel the efforts of voluntary organizations and private enterprises in the community, and solicit assistance from outside the jurisdiction if necessary. The elected leaders in each jurisdiction are legally responsible for ensuring that necessary and appropriate actions are taken to protect people

and property from the consequences of emergencies and disasters.”

Educating elected officials on their jurisdiction’s Emergency Operations Plan (EOP) can prove to be difficult if they do not have an emergency management background or the countless hours needed to read an EOP in its entirety. However, a brief emergency management handbook can help better prepare the elected leaders of the community.

### Recommended Contents of an Elected Official EM Handbook

Incorporating key elements of the EOP and other relevant planning doctrine into the handbook would limit the unnecessary redundancy and additional work for an agency. The handbook must explain to the elected official and the legislative body that represents the jurisdiction what their roles and responsibilities are during a disaster and what is at stake. The political handbook should describe the following:

- The risks the jurisdiction faces based on the hazard vulnerability assessment.
- The activities the emergency management agency (EMA) provides to the jurisdiction and the EMA’s strategic plan, including ensuring that the newly elected official understands how the agency fits within their vision.
- Activities the elected official can do to prevent or minimize the impact of a disaster, such as emphasizing the critical importance of the EOP and of getting department heads and legislative leaders involved in the planning process.
- Activation timeline during an emergency and when the elected

official will be alerted.

- What the elected body will have to do prior to, during and after a disaster, and how they should handle communications and the media.

- A communications plan developed by the EMA, elected body and the jurisdiction’s public information officer that emphasizes the importance of one consistent message.

- The declaration process at all levels of government and the legal documents that outline these powers of authority.

- What types of assistance may be available after a disaster occurs, and what stipulations officials should know to assist the community in receiving this assistance.

- Who should be contacted during certain stages of an emergency, including contact information for all emergency management and public information personnel.

### Conclusion

The importance of elected officials within a jurisdiction increasingly has become more important to ensure the lives and safety of residents, their homes and their businesses. An emergency management handbook would provide a reference for elected officials during an emergency. Additionally, it would guide officials to a proper understanding of how they can best serve their constituents. Planning is critical for emergency management efforts to be successful. For emergency management professionals, building a trusting relationship with newly elected officials is vital before the next emergency occurs.

<sup>1</sup> Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans, Version 2.0, Federal Emergency Management Agency, November 2010, [www.fema.gov/pdf/about/divisions/npd/CPG\\_101\\_V2.pdf](http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf).

## Engaging the Faith-Based Community

By David L. Maack, CEM, CPM, WCEM, Racine County Emergency Management

I had the privilege of being a plenary session keynote speaker at a “Faithful Readiness: Communities United to Prepare for, Respond to, and Recover from Disaster” conference sponsored by the U.S. Department of Homeland Security Center for Faith-Based and Community Initiatives. The purpose of the conference was to engage the faith-based community, looking at ways that they could participate in emergency preparedness and response efforts.

In my address to the group, I explained that I have received two types of calls from churches, queries asking how an event will impact them or asking how they can help the community. In most cases, both require the church or organization to spend some time preparing on the front end, either to limit their exposure to a particular threat/event or to assist them in reaching out in the aftermath of a threat/event.

### Challenges in Reaching the Faith-Based Community

While I have worked with a few church groups in my community, there are challenges to reaching the faith-based community.

■ First, it is a diverse group. Although there may be some denominations that have multiple churches within a community, there are many more that don’t. Generally, there is no one ministerial association to which all churches belong; while some pastors may belong to one or more, many don’t. Simply stated, there is no “one-stop shop” to reach the faith-based community. Instead it takes time, effort and desire to identify churches and to reach out to them.

■ The second challenge is that many churches already have a mission, and it does not include

emergency preparedness. Not that they are opposed to it, but in many cases, it is not on their radar screen. In addition, active churches have multiple programs and activities that compete for time and attention.

Dan Reiland, Executive Pastor at 12Stone Church in Lawrenceville, Ga., wrote, “I often say, ‘We’re not a Christian cruise ship.’ We’re not here to bring you all the great programming you can think of. If we did everything we were asked to do, we’d have dozens of programs from baseball leagues to classes in CPR. It’s all good and worthy stuff, but the church not only shouldn’t do all of it, it can’t. All these things and more exist in the surrounding communities. Encourage your people to go out and join in...”<sup>1</sup>

While I agree with Pastor Reiland that congregants can attend CPR classes out in the community, there are some churches within a community that have special relationships with certain populations, and sometimes the most viable way of reaching those populations is through these churches.

In addition, we are not asking them to add another program to their menu, although we would be willing to partner with them if they choose, but instead to take the steps necessary to be prepared when disaster strikes. Whether or not a church decides to host CPR training or a CERT class, the bottom line is that churches, as institutions that often have large facilities and often play an important part in the lives of their communities, need to be prepared for emergencies.

### Emergency Response Plans

In January 2008, a rare winter tornado slammed into our church, Prayerhouse Assembly of God in Kenosha, Wisc. The tornado

occurred late in the afternoon, and fortunately no one was in the building. Other churches have not been so lucky.

On Mar. 27, 1994 (Palm Sunday), an F4 tornado hit Goshen United Methodist Church in Goshen, Ala., at 11:39 a.m. Twenty people died in the church, while another 90 were injured. The people in the church never heard the warning.

Each church should have a plan on how to respond to the various emergencies that they could face on any given Sunday. These include severe weather, medical emergencies, fire, intruders/disruptive people, and bomb threats, to name a few.

As emergency managers, we should be willing to help them begin that process. Like any other business or household for that matter, if they can quickly recover and care for their own, our emergency responders can concentrate on more critical areas of need in the aftermath of an event.

### Church “Business” Recovery Plans

After the tornado hit Prayerhouse Assembly of God, the church had to relocate for about 10 months until the church building was rebuilt. As with businesses, we should be encouraging faith-based organizations, including churches, to have a church “business” recovery plan. That plan should include ensuring that the organization/church has enough insurance coverage, identifying an alternate location, and backing up important documents and computer files and storing them off-site, to name just a few components.

As I shared with the group gathered for the Faithful Readiness conference, natural and man-made events are not the only potential emergencies. The death of a pastor,

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<sup>1</sup> The Pastor’s Coach - November 2010, Issue 1 (e-newsletter)

## IAEM: Working for You

(continued from page 1)

Also appointed is a new National Representative for Denmark, Martin Thomsen, mth@brs.dk.

■ **New IAEM-USA National Homeland Security Consortium Representative Named.** IAEM-USA President Eddie Hicks, CEM, has been named as the new IAEM-USA representative to the National Homeland Security Consortium (NHSC). That position was previously filled by Larry Gispert, a Past President of IAEM. IAEM CEO Beth Armstrong, MAM, CAE, is IAEM's second representative on the NHSC.

■ **New IAEM Liaison Appointments Announced.** The following liaison appointments have been announced:

- *Disaster Resource Guide Advisory Board* – Beth Armstrong, MAM, CAE, IAEM CEO.
- *International Disaster & Emergency Resilience (IDER) Liaison* – Clay Tyeryar, MAM, CAE, IAEM Deputy Executive Director.
- *The International Emergency Management Society Liaison* – Clay Tyeryar, MAM, CAE, IAEM Deputy Executive Director.

## CEM® Corner

(continued from page 4)

In this article, we have looked at five different professional contributions to meet the requirement of six different contributions. In the next issue of the *IAEM Bulletin*, we will look at more professional contributions to meet the CEM®/AEM requirement.

**Author's Note:** The author thanks Daryl Spiewak, CEM, TEM, TCFM, for contributing to this article.

**Source:** IAEM CEM® Application, [www.iaem.com/CEM](http://www.iaem.com/CEM), 2010.

## Engaging the Faith-Based Community

(continued from page 7)

key employee or parishioner, a serious reputational issue, or damaging press coverage of the church/organization all can adversely impact a church. Some churches are large enough to weather the storm (no pun intended), and others are not. But having a plan in place can lessen the overall impact.

A church, organization or business can either put time in on the front end, or else spend considerably more on the back end. In my case, I would rather invest some time on the front end than have to deal with a multitude of issues for the first time on the back end.

### Church Outreach Plans

After major events like Hurricane Katrina, the Haitian earthquake and even localized events, many people want to help. Too often than not, that means they want to donate food, clothes and stuff. Unfortunately, food, clothes and stuff are usually the last thing needed and can easily overwhelm relief efforts.

I have encouraged churches in my community to work with a sister church in the region or area affected and to ensure that they have already identified a legitimate need and are taking responsibility for those efforts. As I told the group, nobody needs a prom dress when they have just lost everything. But unfortunately, it seems that the prom dress is the first item donated.

Locally, churches and faith-based groups can help bridge gaps in the community. First, churches are in a good position to help meet the needs of their own congregants. Second, they can be a great help by reaching out to a recovering community. In addition to the spiritual care that churches may

offer, they also can assist in addressing the felt needs of the community.

Many churches have large buildings that sit empty during most of the week. Some could be used as shelters, while others could be reception or family assistance centers. Churches could provide day care or elder care, assist in making meals, and provide housing to outside volunteers. In addition, churches could organize volunteers to help survivors salvage personal property or clean up damaged property.

### Conclusion

What a church can do will depend on the church's size, mission and skill set. Some may do more than others, but every little bit helps. If a church even offers to reach out to its surrounding community, it contributes to that area's recovery effort.

By working together with the faith-based community, we can help our communities become truly united in preparing for, responding to, and recovering from disaster.

### SOME TOOLS

■ **Light Our Way:** A Guide for Spiritual Care in Times of Disaster for Disaster Response Volunteers, First Responders and Disaster Planners: [www.nvoad.org/articles/Light\\_Our\\_Way\\_LINKS.pdf](http://www.nvoad.org/articles/Light_Our_Way_LINKS.pdf)

■ **Open for Business:** [www.disastersafety.org](http://www.disastersafety.org)

■ **Be Ready Sunday:** [www.readyalabama.org/be\\_ready\\_sunday.html](http://www.readyalabama.org/be_ready_sunday.html)

### CEM®/AEM Prep Course Webinar On-Demand

Available to watch at your convenience, this four-hour on-demand webinar can be watched in multiple sittings. Instructor is Daryl Spiewak, CEM, IAEM-Global Professional Standards Director and CEM® Commissioner.

[www.iaem.com/certification/CEMPrepCourse.htm](http://www.iaem.com/certification/CEMPrepCourse.htm)

## Why 72 Hours?

By Valerie Lucas-McEwen, CEM, CBCP, Emergency & Continuity Management, UC-Davis

**Editor's Note:** The author gave permission to publish the following post from the IAEM Public E-mail Discussion List, as did those whose comments were cited. We offer this as just one example of the many interesting discussions that can arise when emergency managers get together online.

On Nov. 17, 2010, at 10:46 p.m., Valerie Lucas-McEwen wrote to the IAEM Discussion Group to provide the following summary that she had promised to share regarding her recent request for information.

I promised a few folks I would post a summary with the responses from my original post, which read:

"Here is a question I think I knew the answer to once, but can't remember. And I'm hoping someone else out there can! Where did the time frame (72 hours) for being able to care for yourself and your family after a disaster come from? My recollection is that it was a WAG that seemed to make sense and seemed doable for the public. And does anyone think it is still a good time frame to be recommending?"

### Common Responses

So, here are the two most common reasons expressed for "why 72 hours":

- It is the average amount of time to marshal state and federal resources to the stricken area.

- It is a reasonable amount of time to convince the public to work toward (being prepared) without becoming discouraged.

As to whether it is still realistic, nobody thought so. There were, though, concerns expressed about whether the public knew 72 hours was the same as three days *and* whether many in the public could afford to get enough resources for that long.

### Best Research Leads

However, the best research leads came from:

- Rocky Lopes, who said "72 hours is a throwback to the days of nuclear attack preparedness, when the recommendation began showing up in some printed civil defense literature," and

- John Hoyle, who said, "During the Cold War, the recommendation was 14 days for a shelter stay until the radioactive fallout could decay down to safer levels for short trips outside the shelter."

### Results of Follow-up Research

I did just a little research of my own and found in a couple editions of the *Bulletin of Atomic Scientists* articles from 1978 and 1979 that referred to: "... the Soviet claim to be able, in only 72 hours, to evacuate all those city dwellers who their blast-proof shelters can't accommodate."

And I did find a lot of old research on how well fallout shelters would be able to support a sizeable population for 14 days (nothing that related it to radioactive fallout decay, though).

And I did find this incredible document in the FEMA archives

from 1981. "Our Missing Shield: The U.S. Civil Defense Program in Historical Perspective" can be downloaded at <http://training.fema.gov/EMIWeb/edu/docs/Yoshpfe,%20Harry%20-%20Our%20Missing%20Shield-The%20US%20Civil%20Def%20Prog%20in%20Historical%20Perspective.pdf>.

### Favorite Response

My favorite response was from Art Botterell (with a little editing by me): That the number 72 happens to be so "round" (precisely three days) certainly suggests that its selection was somewhat arbitrary. Also, as much as it's an effort to encourage individual preparedness, I've always understood the 72 hour "speech" as an attempt to manage public and political expectations, and to inoculate responders against criticism that they were slow to respond to calls for service during a large event.

### Conclusion

That is kind of where I am taking all this: If we have to make recommendations, there might as well be a list of items, a list of actions, and some kind of time frame. Why *not* 72 hours?

### NGA Center Releases Governor's Guide to Homeland Security

To guide the large incoming class of newly elected governors, as well as incumbent governors, the National Governors Association Center for Best Practices has published *A Governor's Guide to Homeland Security*.

Download the report at [www.nga.org/Files/pdf/2011govguidehs.pdf](http://www.nga.org/Files/pdf/2011govguidehs.pdf). More information is available at [www.nga.org/center/hsp](http://www.nga.org/center/hsp).

### DHS Publishes Report on Its 2010 Major Accomplishments

The U.S. Dept. of Homeland Security has published a report highlighting its major accomplishments and reforms during 2010, with the top item being actions taken to prevent terrorism and enhance security.

The report can be downloaded at [www.dhs.gov/xlibrary/assets/departments-accomplishments-and-reforms-2010.pdf](http://www.dhs.gov/xlibrary/assets/departments-accomplishments-and-reforms-2010.pdf).

## New IAEM Affiliate Member

### Center for Rebuilding Sustainable Communities After Disasters

IAEM welcomes the Center for Rebuilding Sustainable Communities After Disasters (CRSCAD) as a new IAEM Affiliate Member.

The Center works in collaboration with practitioners, academics, policy makers and grassroots organizations globally in their search for the most appropriate and sustainable ways to rebuild communities after disasters. It offers professional development certificate and other training programs addressing the social, economic and environmental consequences of various forms of disaster that millions of people face every year, everywhere. It also engages in innovative research on topics that focus on vulnerable populations (disabled people, the elderly, children, women, etc.).

#### Contact Information:

**Center for Rebuilding Sustainable Communities after Disasters (CRSCAD)**

Contact: Professor Adenrele Awotona, Ph.D., Director

University of Massachusetts-Boston  
McCormack Hall, 3rd floor, Room 612

100 Morrissey Boulevard

Boston, MA 02125-3393

617-287-7116

crscad@umb.edu; Adenrele.Awotona@umb.edu

www.rebuilding.umb.edu



## Member News

■ **Gordon Deno Receives Statewide Award for Outstanding Achievement.** IAEM member and CEM® Commissioner Gordon Deno, CEM, Director of Wilson County (N.C.) Emergency Management was presented with the Colonel Phillip Nichlos Waters Award during the North Carolina Emergency Management Association (EMA) 2010 Annual Conference. This award is presented annually to the local EM coordinator or director who has demonstrated outstanding achievement in their local EM program and has contributed to the overall good. Additionally, Gordon was elected as the First Vice President of the N.C. EMA and will serve in that capacity through 2011, taking over as President in 2012.

■ **Bob Bohlmann Announces Impending Retirement.** IAEM member and Scholarship Commissioner Robert C. Bohlmann, CEM, Director of York County (Maine) Emergency Management Agency, recently posted a job listing for his replacement, representing his first step toward retirement from his position. He plans to stay until his replacement is hired and for another 30 days to assist with the transition. After that, he won't be retiring completely from the world of emergency management. He will continue to do some work with FEMA as a Disaster Assistance Employee, will complete his term as an IAEM Scholarship Commissioner, and will spend time traveling with his wife Laura. You can reach Bob online at [rbohlmann@earthlink.net](mailto:rbohlmann@earthlink.net).

### Four Florida Counties Team Up for the Ready South Florida Initiative

Emergency managers from Palm Beach, Broward, Miami-Dade and Monroe counties are working together to promote a regional disaster preparedness message through their Ready South Florida Initiative. Learn all about it at [www.ReadySouthFlorida.org](http://www.ReadySouthFlorida.org).

■ **Joseph F. Myers Honored for Distinguished Services to Emergency Management.** Joseph F. Myers has been named by the National Emergency Management Association (NEMA) as the 2010 recipient of the Lacy E. Suiter Distinguished Service Award. This is the top honor presented annually by NEMA to an individual who has made outstanding contributions to emergency management and whose accomplishments over a career are of unusual merit. Having served 30 years in emergency management at the state and local levels, Myers is the only individual to be named state director in two states (North Carolina and Florida) and to serve twice as NEMA President. He was responsible for revamping the Florida EM system. During his N.C. tenure, he presided over more than 29 presidentially-declared disasters and hundreds of state-declared disasters and emergencies.

■ **Valerie Lucus-McEwen to Pursue a New EM Career Path.** IAEM member Valerie Lucus-McEwen, CEM, CBCP, Emergency & Business Continuity Manager, University of California, Davis, is another IAEM member who recently posted the job listing for her own replacement. Valerie decided to try something new after doing some teaching in the CSULB online MS program and loving it, as well as writing the "Disaster Academia Blog," [www.emergencymgmt.com/emergency-blogs/campus](http://www.emergencymgmt.com/emergency-blogs/campus). "I love my job," Valerie said. "But in the past few years, my interests have evolved from being a full-time practitioner to contributing to this profession in different ways. I am also passionately interested in educating the next generation of emergency managers – the ones who can take my place and move this profession forward. I'm leaving to have more time to teach and write – I'm not planning to disappear!"

## IAEM Partner News

■ **ICOR Offers 10% Training Discount on All Training Courses to IAEM Members.** As an IAEM Partner, The International Consortium for Organizational Resilience (ICOR) offers a 10% discount to IAEM members on all ICOR training. Visit [www.theicor.org](http://www.theicor.org) to see the variety of available courses.

“We will be adding a new series on Continuity of Government Operations (how to build a COOP plan/program) in February for our latest online training addition,” said Lynnda Nelson, ICOR President. “We wrote it for Norwich University’s Masters of Business Continuity degree as an alternate course for those coming from the public/government sector.”

When registering online, IAEM members should use the Special Discount Code IAEM-09010 in order to obtain the 10% discount.

■ **Emergency Management Academy Offers 10% Tuition Discount and Grants to IAEM Members.** As a new partner of IAEM, the Emergency Management Academy is offering an ongoing 10% tuition discount, as well as a special \$500 tuition grant off the regular tuition of \$5,000, for IAEM members who enroll in the New York City (NYC), Toronto and Sydney Fellowship Programs between now and March 2011. This covers the NYC Fellowship beginning in January 2011, the Toronto Fellowship beginning in January 2011, and the Sydney Fellowship beginning in March 2011. In addition, IAEM-USA members can apply for one full tuition scholarship for the Fellowship Program annually.

The Emergency Management Academy is a non-degree one-year fellowship program focused on

helping participants master the theory of crisis management through its one-year intensive program where participants read and discuss the Emergency Management Graduate Body of Knowledge, books representing the core knowledge of crisis management, as selected by hundreds of emergency management professors from around the world at the FEMA Higher Education Conference.

The Academy can be contacted at [ContactUs@EmergencyManagementAcademy.org](mailto:ContactUs@EmergencyManagementAcademy.org) or at (212) 300-6293. See details about discount and grants for IAEM members, as well as the fellowship program, at [www.EmergencyManagementAcademy.org](http://www.EmergencyManagementAcademy.org).

### Call for Speakers

EMEC 2011 Europa  
Oct. 12-13, 2011  
Munich, Germany

[www.emec-europa.com](http://www.emec-europa.com)



IAEM-Europa is looking to deliver a highly informative and thought-provoking emergency management conference. Speakers of the highest calibre are therefore being scheduled within the two day programme.

**Conference Theme:** “Civil Protection is Emergency Management – a new profession”

#### Breakout Session Themes:

- ◆ Transport (T)
- ◆ Environment & Infrastructure (EI)
- ◆ Emergency Management – a profession (EM)

Each session is scheduled for 60 minutes. There are nine sessions to be filled, and three presenters will be asked to repeat their presentations in a second session.

If you believe you can contribute to EMEC 2011 Europa in Munich on Oct. 12 or 13, 2011, please complete the online form at [www.emec-europa.com/speaker-submissions](http://www.emec-europa.com/speaker-submissions).

## PLANNING SEMINAR

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## Book Review

### Homeland Security: Best Practices for Local Government (2nd Ed.)

By Dean R. Larson, Ph.D., CEM, Chair,  
IAEM-Global Communications Work Group

*Homeland Security: Best Practices for Local Government* (Second Edition), Roger L. Kemp, Editor, International City/Council Management Association, 2010, is an excellent collection of articles first published in homeland security and related journals focused on “city and county managers, department managers, and first responders” [quote from the dedication]. The editor has compiled the information in a useful, readable format that well serves busy public sector professionals. The book serves as a research resource for homeland security and emergency management students, with the end notes included in several chapters.

This book should be added to the bookshelf of U.S. emergency management and homeland security professionals. However, IAEM members and Certified Emergency Managers® will note two omissions, which the reviewer has recommended that the publisher consider for future editions:

- There is no mention of IAEM, a proven networking resource to the public, private and not-for-profit sectors, in the networking chapter.

- The Certified Emergency Manager® program is the national, as well as international, standard for personal certification among emergency managers and homeland security professionals. This important subject should have a chapter of its own.

## IAEM Bulletin Online Edition

The online edition of this issue includes additional material beginning on Page 17, available for members at [www.iaem.com](http://www.iaem.com).

- IAEM New Member Listing, Nov. 16-Dec. 15, 2010.

- “Central U.S. to Observe the 1811/1812 New Madrid Earthquakes,” by Alisa Nave, Public Outreach Coordinator, Central U.S. Earthquake Consortium.

- “Critical Events Management Model Uses Multi-Hazard Approach,” by Carlotta Lalla, Researcher and Project Assistant, GLEN, Global Law Enforcement Institute.

- “The Sandbox Community,” by Ricky L. Shellenbarger, CEM, Planner, Sedgwick County Emergency Management, Wichita, Kan.

- “CERT Promotes Resilience in Rural Communities,” by Stephen Hagberg, Snohomish County Department of Emergency Management, Everett, Wash.

- “Operation Sudden School Storm: A Tornado Response Exercise,” by Robby Powers, FPEM, City of Tallahassee EM Coordinator, Tallahassee, Fla.

## ARES® Celebrates 75 Years of Volunteer Emergency Service

By Allen Pitts, WIAGP, Media & PR Manager,  
National Association for Amateur Radio™

The Amateur Radio Emergency Service® (ARES®) is celebrating its 75<sup>th</sup> anniversary. This program of the ARRL™ – the National Association for Amateur Radio™ – provides the “ham radio” emergency communications for agencies such as the American Red Cross, the Salvation Army, countless emergency operations centers, the National Weather Service, and other organizations. Each year their thousands of specially trained radio communications volunteers provide services for responding organizations as well as community service events.

Over the years, their equipment has changed along with technological advances, but their mission remains the same. The modern communications networks that today’s ARES® units quickly create – without the need for other infrastructure – remain critical in emergency planning and response. In the first hours of a major event, amateur radio is often the primary source of information.

The first mention of creating an organized amateur radio emergency response organization appeared in the September 1935 issue of *QST Magazine*. Some of the major responses needing ARES® radio operators in recent years included: the Haiti earthquake; Hurricane Ike; Hurricanes Katrina, Wilma and Rita; the Shuttle Columbia recovery effort; and the World Trade Center, Pentagon and Western Pennsylvania terrorist attacks of 2001.

### 75 and Still Growing

Amateur radio in the United States is enjoying its largest growth spurt ever. Far from fading away, more than 30,000 new people became “hams” in 2009, and there are now more than 680,000 FCC-licensed amateur radio operators in the United States. Many of the new hams are earning their FCC licenses specifically because of amateur radio’s emergency capabilities.

With more people involved than ever before, today’s radio amateurs are expanding their voice and digital networks, using satellites and TV, developing hybrid applications of radio-internet and GPS location systems, long-range WiFi types of systems and more.

To learn more about ARES® and amateur radio, go to:

[www.arrl.org/ares-anniversary](http://www.arrl.org/ares-anniversary)



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Scholarships](http://www.iaem.com/Scholarships)

## EM News

■ **National Homeland Security Consortium Updates White Paper on Protecting Americans in the 21st Century.** The National Homeland Security Consortium (NHSC), of which IAEM-USA is a member, has updated its white paper, *Protecting Americans in the 21st Century*, a document that offers specific recommendations to enhance national homeland security efforts. Download the white paper and fact sheet at [www.iaem.com/publications/news/news.htm#NHSC28Dec2010](http://www.iaem.com/publications/news/news.htm#NHSC28Dec2010).

The NHSC has identified six priority issues for near term policy and strategic action by the nation's leaders:

- Wisely sustain homeland security investments and efforts while creating incentives for innovative and creative solutions;
- Allocate the 700 MHz D block radio spectrum to public safety in order to enhance communications through new technology;
- Address immigration reform by moving from debate and conversation to action;
- Develop a methodology to measure homeland security performance in ways that recognize the constantly evolving threat;
- Make cyber security a priority policy issue for government and the private sector; and
- Develop a more comprehensive and coordinated approach in the rebuilding of communities struck by major disasters.

■ **United States and New Zealand Sign Memorandum to Strengthen Emergency Management Collaboration.** U.S. Secretary of Homeland Security Janet Napolitano and New Zealand Ambassador to the United States Mike Moore on Dec. 10, 2010, signed a Memorandum of Cooperation (MOC) strengthening EM cooperation between the United States and New Zealand – enhancing disaster response and recovery capabilities in both nations through improved information sharing and collaboration. The MOC between the U.S. Department of Homeland Security (DHS) and New Zealand's Ministry of Civil Defence and Emergency Management establishes a framework for information sharing and emergency management cooperation – including the exchange of lessons learned from previous disasters and exercises as well as best practices regarding education and training, public awareness efforts, community and organizational resilience, and risk assessment. Download the MOC at [www.dhs.gov/xlibrary/assets/us-nz-emergency-management-moc.pdf](http://www.dhs.gov/xlibrary/assets/us-nz-emergency-management-moc.pdf). Earlier, in January 2010, the United States and New Zealand had signed an agreement to enhance cooperation in science and technology research to improve the shared capabilities of both nations to protect against terrorism and other threats; information on that agreement is available at [www.dhs.gov/ynews/releases/pr\\_1262987857215.shtm](http://www.dhs.gov/ynews/releases/pr_1262987857215.shtm).



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*APUS' International Association of Emergency Managers Student Association (IEMSA).*



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## IAEM Certification Recognition Ribbon Now Available

By Col. Robert L. Ditch, USAF (Ret.), CEM, CEM® Commissioner,  
and President, Synaptic Emergency Educational Services

It is with a great deal of excitement that IAEM announces the arrival of the IAEM Certification Recognition Ribbon. The ribbon represents the attributions and contributions of members of the uniformed services and other organizations who have achieved the pinnacle of professional development in emergency management and have received the IAEM Certified Emergency Manager® (CEM®) or Associate Emergency Manager (AEM) credential.

### Recognized Need for Approved Uniform-Style Ribbons

The genesis of this project was the desire of many uniformed services and public safety members to display their hard-earned credential on their uniforms. Unfortu-

nately, many of their organizations do not authorize them to wear the IAEM-provided certification pins on their uniforms, but do authorize them to wear an approved uniform-style ribbon. Acknowledging this need, the IAEM CEM® Commission authorized the design, heraldry, production, and now sale of these ribbons. Vanguard® Industries, which produces ribbons for the uniformed services, was chosen to develop and produce the ribbon for IAEM.

As the former Chair of the IAEM-USA Uniformed Services Caucus and a CEM® Commissioner, I initiated and managed the project. Michael James Kelley, Jr., AEM, First Vice President, IAEM-USA Student Region came up with the design and heraldry.



violating these rules, we separated the colors.

Two devices denote the different levels of certification; a bronze letter “A” device added to the ribbon designates the AEM, while a bronze letter “C” device designates the CEM®. Additionally, past and present members of the CEM® Commission may add a gold frame to the ribbon to recognize their service and achievement. One of several bronze devices (e.g. star, cluster, propeller), dependent on the recipient’s organization’s preference, represent recertification of the AEM/CEM®. Members may wear up to four bronze devices, with a silver device worn in lieu of five stars.

### Ribbon Description

The colors of the ribbon bands are blue, gold and white. The blue band traditionally represents truth, loyalty, perseverance and vigilance, both to others in the field of emergency management and to those whom we protect. The blue also derives from the civil defense logo, keeping in mind our roots. The gold band represents elevation of the mind and honor. The white band comes from the IAEM logo and represents sincerity. It too harkens back to the original civil defense logo. The rules of heraldry state that you cannot have color on color, or metal on metal. Therefore, to avoid

### How to Purchase Online

Certified individuals may purchase the ribbon online through the IAEM Store at [www.iaem.com/Store](http://www.iaem.com/Store). Devices may be purchased through Vanguard Industries at [www.vanguardmil.com?main\\_page=index&cPath=9\\_523\\_2291](http://www.vanguardmil.com?main_page=index&cPath=9_523_2291). Each ribbon costs \$5.00. Devices and gold frames from Vanguard run from \$1.40 to \$2.60 each.

### IAEM Recognizes Excellence

Both the IAEM-USA Uniformed Services Caucus and CEM® Commission collaborated to make this happen. However, it is still the responsibility of the individual’s organization to authorize the wearing of this ribbon and to provide instructions on how to display the ribbon on the uniform.

The ribbon and devices are one more way that IAEM recognizes individuals who have demonstrated excellence through certification in emergency management.



**Plans Are Underway for IAEM 2011 Annual Conference in Las Vegas.** On Nov. 30, 2010, Gunnar J. Kuepper, IAEM-USA Region 9 President, met with Irene Navis, Director of Homeland Security & Emergency Management, Clark County, Nev. (center), and Carolyn Levering, Emergency Manager, City of Las Vegas, Nev. (right). Navis chairs the Host Committee for the IAEM 2011 Annual Conference at the Rio Suites in Clark County. The trio discussed opportunities for local area agencies to participate and showcase their EM capabilities. Clark County, which includes all areas known as Las Vegas, has a population of 2 million and accommodates nearly 40 million visitors annually.

## EM Calendar

Visit [www.iaem.com/calendar](http://www.iaem.com/calendar) for details on these and other events.

- Feb. 22-23 10th Annual Emergency Management Conference, Wellington, New Zealand, **supported by IAEM-Oceania.**
- Mar. 7-11 International Wireless Communications Expo (IWCE), Las Vegas, NV, **supported by IAEM.**
- Apr. 13-14 IDER 2011, Florence, Italy, **supported by IAEM.**
- Apr. 19-20 Counter Terror Expo 2011, London, England, **supported by IAEM-Europa.**
- Apr. 26-27 Partners in Emergency Preparedness Conference, Tacoma, WA, [www.piepc.org](http://www.piepc.org).
- May 8-11 ISCRAM 2011 Conference, Lisbon, Portugal, **supported by IAEM.**
- May 9-12 Hydrologic Warning for a Changing World, San Diego, CA.
- May 15-20 25th Annual Governor's Hurricane Conference, Fort Lauderdale, FL.
- June 7-10 TIEMS 18th Annual Conference 2011, Bucharest, Romania, **supported by IAEM.**
- June 9-11 **IAEM-USA 2011 Mid-Year Meeting**, EMI, National Emergency Training Center, Emmitsburg, MD.
- June 19-22 World Conference on Disaster Management (WCMD 2011), "Innovative Solutions to the Increasingly Complex World of Disaster Management," Toronto, Canada, **supported by IAEM.**
- Oct. 11-14 **EMEC – IAEM-Europa 2011 Annual Conference**, "Civil Protection is Emergency Management – a new profession," Munich Trade Fair Centre, Germany. This event will take place in conjunction with InterAirport Europe. Event website: [www.emec-europa.com](http://www.emec-europa.com)
- Nov. 12-17 **IAEM 59th Annual Conference & EMEX 2011**, "The Stakes Are High for Emergency Managers," Las Vegas, NV.

### Save the Date!

**IAEM 59th Annual Conference & EMEX 2011**  
**Nov. 12-17, 2010 ~ Las Vegas, Nevada**

#### *Make conference headquarters hotel reservations now*

IAEM Headquarters staff has had so many requests for conference hotel information already that we are providing it very early this year.

By staying within the official IAEM housing block at the Rio All-Suites Hotel, you are helping IAEM to keep overall registration fees lower than they otherwise would be. Our partners at the Rio are extending a \$95 USD plus tax room rate over the official conference dates. Take advantage of the convenience, attendee camaraderie, and fun by staying within the conference headquarters hotel block.

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- **Dates:** Nov. 11-17, 2011
- **Rate:** \$95/single or double (\$30 per person for 3rd or 4th person)
- **Deadline:** This room rate will be honored until **Oct. 11, 2011**, or until the IAEM room block is sold out.
- **Call:** 1-888-746-6955 for reservations.

## Reach IAEM Members Through Bulletin Advertising

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

As your company plans its 2011 marketing strategy, you'll want to consider that the specialists who read the *IAEM Bulletin* frequently play a key role in selecting, purchasing and using emergency equipment, supplies, products and services. Your *Bulletin* ad will help you to reach out to these specialists. Check out our great ad rates at [www.iaem.com/Bulletin](http://www.iaem.com/Bulletin). And remember – IAEM Affiliate Members receive valuable discounts on *IAEM Bulletin* advertising, along with discounts on EMEX booth space.

Also, be sure to read about the Special Focus Issues of the *IAEM Bulletin* that we have planned for 2011 on Page 5. If your company has a product or service related to the theme of one of the special focus issues, you may wish to target your advertising to appear in one or more of these issues.

If you would like to know more about advertising in the *IAEM Bulletin*, e-mail Karen Thompson at [thompson@iaem.com](mailto:thompson@iaem.com) for details.

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## CEM® News

■ **IAEM Transitioning to Council-Based CEM® Commissions.** IAEM currently is transitioning from a single CEM® Commission to Council-based Commissions operating under a Global Commission. A description of the Global Commission's structure will be published in the next issue of the *IAEM Bulletin*. The new Global Commission will organize to address policy matters and begin operation in addition to the USA Commission and the Oceania-Asia Commission. Information about 2011 credential review dates has been posted at [www.iaem.com/certification/GeneralInfo/CredentialReviewDates.htm](http://www.iaem.com/certification/GeneralInfo/CredentialReviewDates.htm).

■ **IAEM-Global Board Announces Changes to the CEM® Application Requirements.** Two significant changes in the CEM® application process have taken place. Letters of reference are required in the references section and must be on official letterhead stationary. Supporting letters in the exercise/experience and professional contributions section also must be on official letterhead stationary. Professional contributions will be accepted if the contribution is part of the candidate's normal job functions cited in the job description, except for the *service role* and *leadership role*. This change will help many EM practitioners who previously were unable to validate many of their professional contributions if the contributions were part of their regular job functions.

## Central United States to Observe the 1811/1812 New Madrid Earthquakes

By Alisa Nave, Public Outreach Coordinator, Central U.S. Earthquake Consortium

As several countries around the world continue to live in the aftermath of devastating earthquakes, little is known about how prepared the citizens of these countries were to handle a natural disaster of this magnitude. It has been estimated that infrastructure damage has reached into the billions, and thousands of lives have been lost as a result of earthquakes with a magnitude of 6.0 and higher in 2010. With this in mind, eight states in middle and southern America that share a unique natural hazard are making earthquake awareness and preparedness a priority.

The Central U.S. Earthquake Consortium (CUSEC), its member states, academia, the private sector and other organizations will observe the 200th anniversary of the great New Madrid earthquakes — known as the New Madrid Bicentennial (NMB)— with participation in events hosted throughout the central United States.

The goal of this observance is to increase awareness about the earthquake hazard in the central United States, and to promote greater preparedness efforts among the region's residents. Organizations participating in the planning of this year-long event include: the Central U.S. Earthquake Consortium (CUSEC), the Federal Emergency Management Agency (FEMA), the National Institute of Standards and Technology (NIST), the U.S. Geological Survey (USGS), the Center for Earthquake Research and Information (CERI), the Mid-America Earthquake Center (MAE Center), the eight CUSEC member state emergency management agencies, the eight CUSEC member state geological surveys, the Delta Regional Authority, the Earthquake Engineering Research Institute, and businesses from the corporate sector. Organizers have outlined

activities that will span across the year of 2011/2012. CUSEC member states will host a variety of activities that will include earthquake townhall meetings to preparedness safety fairs to discuss with the region's residents the central U.S. earthquake hazard, and how government is addressing this issue. Training workshops focused on structural and non-structural mitigation, and public health and medical courses also are being planned.

### Bicentennial Events

Several main anchoring activities to be held during the bicentennial include:

■ **Bicentennial Kickoff:** St. Louis, Mo., Feb. 11, 2011.

■ **Earthquake Awareness Month:** throughout the Central United States, February 2011.

■ **Seismological Society of America Meeting:** Memphis, Tenn., April 2011.

■ **Great Central U.S. ShakeOut:** throughout the Central United States, April 2011.

■ **National Level Exercise (NLE 2011):** throughout the Central United States, May 16-20, 2011.

■ **Earthquake Awareness Month:** throughout the Central United States, February 2012.

■ **National Earthquake Conference:** Memphis, Tenn., April 2012.

■ **EERI Annual Conference -** Memphis, Tenn., April 2012.

■ **St. Jude Dream Home Partnership:** Memphis, Tenn., April 2012.

Brigadier General John W. Heltzel, CUSEC Board of Directors Chairman and State Director of the Kentucky Division of Emergency Management, urges all in emergency management to pay close attention to the year-long events of

this commemoration.

“Observing the bicentennial of the New Madrid earthquakes helps us to better understand the threat and allows us to better prepare for the future. We owe it to ourselves and our children to plan and prepare for, educate and mitigate against, the risks of earthquakes – in part because we cannot say when it will happen, we only know that it will happen!”

According to the U.S. Geological Survey, several of the largest historical earthquakes to strike the continental United States occurred in the winter of 1811/1812 along the New Madrid Seismic Zone (NMSZ). This seismic zone stretches from just west of Memphis, Tennessee, into southern Illinois. The great New Madrid earthquakes produced at least three temblors between magnitude 7-8, hundreds of aftershocks, and changed the midwestern landscape forever – one of those landscape changes being the creation of Reelfoot Lake in Tennessee. More information about the New Madrid Bicentennial can be obtained at [www.newmadrid2011.org](http://www.newmadrid2011.org), or you can call the Central U.S. Earthquake Consortium at 800-824-5817.

Established in 1983 with funding support from the Federal Emergency Management Agency (FEMA), the Central U.S. Earthquake Consortium (CUSEC) is an incorporated non-profit organization in partnership with the federal government and the eight states most affected by the New Madrid Seismic Zone. Those states are Alabama, Arkansas, Illinois, Indiana, Kentucky, Mississippi, Missouri and Tennessee. For more information about the Central U.S. Earthquake Consortium, visit [www.cusec.org](http://www.cusec.org) or call 800-824-5817.



## Critical Events Management Model Uses Multi-Hazard Approach

By Carlotta Lalla, Researcher and Project Assistant, GLEN, Global Law Enforcement Institute

**F**ORMIT Foundation<sup>1</sup> and GLEN Institute<sup>2</sup> collaborated on a common project aiming at the implementation of a Critical Events Management Model (CEMM). The model aims at providing a useful knowledge instrument for the enhancement of European Union (EU) member states' reaction to emergency situations and crisis.

The CEMM project was co-funded by the European Commission (DG Justice, Freedom and Security) within the framework of the Programme "Prevention, Preparedness and Consequence Management of Terrorism and Other Security Risks." The programme contributes to the development of the European Programme for Critical Infrastructure Protection (EPCIP) as well as policy measures aiming at guaranteeing security and public order during a crisis situation.

### Development of Guidelines

Considering this framework, the CEMM project developed a series of guidelines for more efficient prevention and management of emergencies, critical situations and related risks. This objective has been achieved through the identification of best practices implemented in several past critical events occurring in urban areas and involving large masses of people.

The definition and implementation of the management of emergency plans, shared by the actors involved in the critical events, requires the identification of an effective approach to assess and manage organizational and operational aspects of the management. In other words, it is necessary to

establish a common *modus operandi* through a conceptual model. Through the CEMM project, a common European model has been designed for the management of mass events and crisis situations related to acts of terrorism or natural and industrial disasters, proposing strategies of action meant to improve the capacity of emergency operations on both the national and European levels.

### Focus of the CEMM Study

The CEMM study focused on the moment of response, in order to analyze how critical events are managed, but it also took into consideration the broader cycle of mitigation, planning, response and recovery.

The three most relevant moments of the emergency management have been identified as:

- **Pre-event:** taxonomy of events and risks, risk assessment, mitigation activities, planning, and intervention organization.

- **Event:** management of field activities.

- **Post-event:** planning of mid- and long-term recovery activities, lessons learned, and plans update based on newly-acquired knowledge.

The research activities of the CEMM project have been focused on the second moment, in order to analyze the management of critical events. The goal was that of understanding which are the best practices and operational activities to be implemented by the emergency responders, in order to develop the broadest possible vision, comprehensive of planning activities and to obtain control over all emergency operations.

The central part of the study was geared towards identifying the strategic objectives and priorities actions which, starting from the formulation of the plans of action, must be implemented in concrete terms when the event occurs. At the same time, other phases have to be taken into consideration, in particular the planning activities, an essential part of the management of the event.

The study has been developed by analyzing a series of critical events that occurred in Europe during the last 10 years. Four categories of events have been identified: terrorism events, natural events, industrial and technological events, and socio-cultural mass events.

The CEMM project has been carried out and developed through the analysis of case studies, interviews of experts and professionals and the evaluation of best practices already implemented in several emergency situations. All of these aspects have led to the elaboration of the CEMM, created on a multi-hazard approach allowing replicability and adaptability to different critical events. The model also takes into consideration the provision of relevant partnerships with the public and private sectors, and satisfies the necessity of prevention, protection and recovery pertaining to every emergency situation.

All the principles and activities expressed in the CEMM Project are structured to be used as a starting point for future implementation of European procedures for the management of critical events. As a matter of fact, the relevance of the possible effects of critical events on people and infrastructures requires a common strategy at the European level, based on a shared approach and knowledge base for the general management of critical events.

<sup>1</sup> FORMIT – Fondazione per la Ricerca sulla Migrazione e sulla Integrazione delle Tecnologie – is a not-for-profit Foundation. FORMIT focuses its activities on consultancy, study, scientific and economic research on technologies. For further information, please visit [www.formit.org](http://www.formit.org).

<sup>2</sup> GLEN Institute, Global Law Enforcement, aims at creating a European network of researchers and experts in the field of Justice Administration, serving as a collector of knowledge, principles and best practices. For further information, please visit [www.gleninstitute.com](http://www.gleninstitute.com).

## The Sandbox Community

By Ricky L. Shellenbarger, CEM, Planner, Sedgwick County Emergency Management, Wichita, Kansas

If you were like me growing up, there was a sandbox the kids played in. Depending on the sandbox, there may have been a dump truck, fire engine, a doll, cars, someone building a house, and others who watched or complained. In essence, you had the making of public works, emergency services, health services, residents, a manager, and maybe politicians. You had a combination of working together and independent thoughts for others, to include complaining – probably a typical community, looking at it today.

### Community Defined

Merriam-Webster identifies a community as “an interacting population of various kinds of individuals (as species) in a common location.” This fits well with the concept that there can be a myriad of differences that can be compared to human anatomy when viewed by functionality and cohesiveness. Just like the critical infrastructure sectors identified in the National Infrastructure Protection Plan (NIPP), there are a number of vital areas that need to be identified before seeing that functionality and cohesiveness. Specifics about those areas vary widely depending on human resources available to perform surveys and gather information. Mapping plays a very important role in comparing the locations and information to functionality and proximity of resources. What is usually left out of the equation is the character or soul of the community, which is the sociological consistency. Learning how a community functions helps determine the best course of action and mitigate areas of concern.

### Hazard Identification

Identifying hazards in a community can be called by many names, some of which are hazards analysis,

hazard vulnerability analysis, or risk and vulnerability analysis. Regardless of the name, knowing the hazards and the threats from each one is vital for creating emergency and mitigation plans.

The NIPP covers critical infrastructure and key resources (CI/KR) that helps identify major areas of concern, and is where hazard identification starts. Each of the sector-specific areas ties directly into the National Response Framework’s emergency support functions of the emergency operations plan, as well as the mitigation plan for minimizing or eliminating the hazard. Cohesiveness of plans is paramount to ensure that no area is overlooked and that the plan remains dynamic in usage. Utilizing and interfacing with other existing plans, such as community development plans, will provide a shared understanding to people in the community and more informed decisions on projects.

An example of planning cohesiveness is transportation. Traffic count, proximity to risk and vulnerable areas, construction areas, type of roads, and bridge restrictions help identify problems and potential delays as well as traffic density and restrictions in evacuations. Natural hazards, such as flooding, earthquake faults and subsidence, also can impede travel. Emergency response to alleviate congestion and rerouting are needed in planning in case the hazards are realized. Development planning can identify future projects needed to help minimize or eliminate these hazards. Only when all of the developed information is shared with all of the stakeholders will a hazards/risk analysis and vulnerability plan be correctly applied.

### Cohesive Awareness

In addition to planning, there are committees, commissions and councils that meet to look at

specific areas of concern and address them. Usually, the cohesiveness of combining these areas does not occur, and a better understanding of community awareness results in missed opportunities. An example of cohesiveness would be drainage and flooding issues, where a project may affect more than one given area, but the shared cost of similar projects would add to the benefit versus cost ratio.

### Social Science

Planning for poverty, crime, disabilities, income, housing, linguistics, age, education and other sociological areas also needs to be addressed to get a complete understanding of a community. Each of these can be red flags that hamper CI/KR as well as each of the phases of emergency management.

Knowing where people live in relation to services helps identify gaps or shortfalls in planning and response. Lack of transportation, inability to understand or comprehend situations, inferior housing construction, special services needed by individuals and potential threats all factor into the sociological realm. For these areas, the National Preparedness Goals’ Target Capabilities List helps identify specific areas to consider and test, which helps “tweak” standard operating guidelines and operating procedures contained in the emergency operations plan. Dealing with situations can be hazards within themselves and is also part of the community development planning issues.

So the next time you see kids playing in a sandbox, remember that it is like looking at a miniaturized version of your own community. Remind yourself how vital it is to understand what is going on within and outside your community, in order to make it a safer place.

## CERT Promotes Resilience in Rural Communities

By Stephen Hagberg, Snohomish County Department of Emergency Management, Everett, Washington

The Community Emergency Response Team (CERT) concept is being embraced increasingly in more rural communities, and is proving to be an excellent addition to the resilience of communities.

Sultan, Wash., is a community of 4,200 people nestled in the foothills of the Cascade Mountains. Long known for its excellent recreational opportunities and a less hurried pace of life, Sultan has recognized risks to the community from earthquake, fire, flood, storms and the remote possibility of a dam failure. Being relatively remote, there is an increased risk of the community being cut off from normal mobility and supply. Being a prime transportation corridor in Washington State, where 30,000 vehicles pass on a daily basis, the community recognizes that a disaster may include non-residents trapped with them.

### Increasing Resiliency Through CERT Training

The civic and public safety leadership of the city are highly capable and well-versed in promoting the welfare of the community and responding to emergent events, but identified an opportunity to increase the resiliency of the community through CERT training.

A class of 32 participants went through the seven-week course

focused on the elements of community-based emergency response, culminating in a practical exercise held at the fire department facility in Sultan. Participants were challenged to safely resolve a situation resulting from an apparent explosion outdoors, which resulted in 16 victims in various states of distress. The participants organized a command structure, formed functional teams, developed a plan of action, and executed the plan to provide rescue, triage, basic medical treatment, and preparation for transportation to advanced medical care facilities.

Somewhat unique in the program for Sultan was a unified effort among police, fire and city council to provide support for and participation in the program. Moreover, by virtue of the geography and common challenges, the scope of the effort is developing into a valley-wide unified effort to support other communities facing the same challenges. These unique aspects are creating more encouragement and support, and will result in a program with more continuity. Rather than more common approaches to CERT, Sultan is engaging community-oriented people with a unified effort among different agencies to develop partners who are known and will be able to integrate into response and recovery plans in the future.

### Continuity Planning Relies on Three Aspects

Planning for continuity relies upon three distinct aspects;

- **Engagement** – Quarterly training, community involvement, and instructor development.

- **Presence** – Being seen, being active, and being identifiable.

- **Enhancement** – Developing and implementing the vision of what the program will bring to the community.

In this, an age where tax bases are declining and needs are becoming bigger – along with a perceived increase in natural disasters as being a threat to the community – the City of Sultan has embraced the program in a manner that adds depth to existing resources in the community.

In no way is the program being used to supplant the local professional public safety officials or to expect volunteers to perform above the scope of their training. The city is providing an opportunity to increase depth and lower the workload on the professionals when the reality of being cut off occurs.

### Partnering with EM at Minimal Cost to Community

Through partnering with the Snohomish County Department of Emergency Management, the CERT training and follow-on training has been provided with minimal cost to the locale. Materials, supplies, instructors and basic personal protective equipment were supplied at no charge to participants, making the training cost-effective and attractive to citizens. Stephen Hagberg, Training and Exercise Manager for the department, said, “We are glad to bring the training to local communities and make it easier for citizens and governments to achieve the training

(continued on page 21)



CERT training exercise in Snohomish County, Washington.

# Operation Sudden School Storm: A Tornado Response Exercise

By Robby Powers, FPED, City of Tallahassee EM Coordinator, Tallahassee, Florida

On Oct. 12, 2010, the Leon County School District facilitated a unique exercise designed to assess the capability of each of the district's 52 schools to take protective actions from an approaching tornado and then initiate response activities in the aftermath of a tornado striking their school.

What made this exercise unique was that school crisis response teams were able to participate simultaneously in a single exercise at their school.

"By utilizing the ONX System (an on-line exercise application), our school crisis response teams were able to participate in the real world environment of their school," said Chief of Safety and Security John Hunkiar.

During the exercise, school crisis response teams worked together

from their normal base of operations, using the Internet to participate in the exercise. As the region came under a tornado watch, schools began to take protective actions as outlined in their plans. As a tornado warning was issued, each school was able to view images, videos and maps of the tornado approaching their location. By individualizing the scenario for each school, crisis response teams were given the opportunity to conceptualize an actual tornado heading directly for their school.

As the tornado approached each school, crisis response teams began to fully implement their protective action plans and respond to various exercise injects directed to assess their protective action capabilities.

In the aftermath of the tornado striking the school, participants were able to view the track of the storm as well as floor plans of their own school. This provided school crisis response teams with the visuals they needed to initiate appropriate response activities based on their school's plan.

"This happens in real life – and for us, to be prepared for it and actually see what things we did well, what things we may need to work on before an actual event occurs, is absolutely just the thing to do," says Associate Superintendent Dr. Martin Henderson. "You really need to be prepared, and our number one priority is safety."



Using the Internet to design, facilitate and evaluate the exercise allowed the school district to:

- Save money and time by having crisis response teams participate from their schools.
- Capture all of the inject responses from each crisis response team in a single document, which allowed the district to analyze each school's response capabilities.
- Allow for the real world environment of crisis response teams participating in an exercise from the location where they would normally coordinate protective actions and response activities.

### To Learn More

Additional information regarding the Operation Sudden School Storm exercise can be found online at [www.drc-group.com/project/ss.html](http://www.drc-group.com/project/ss.html).

## CERT Promotes Resilience

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and realize the benefits at the least cost to the participating communities."

Going forward, the program will be enhanced through development of the local group, quarterly training opportunities, and further relationship development between the professionals and the citizens.

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