

IAEM Bulletin

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IAEM Annual Conference Draws 1,460 Attendees to Grand Rapids, Michigan

The IAEM Annual Conference & EMEX, held Oct. 19-24, 2018, in Grand Rapids, Michigan, was a success, with 1,460 attendees and 119 companies who exhibited in EMEX.

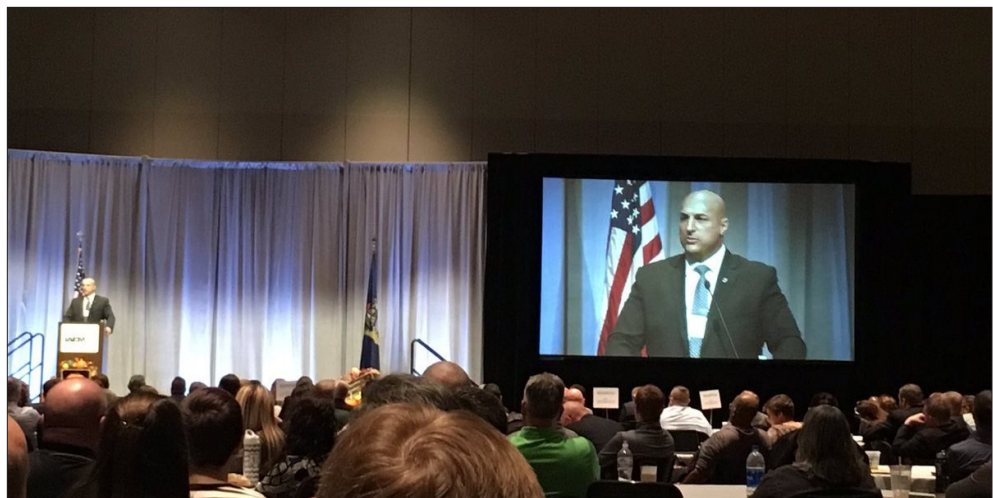
“Thank you to all of the EMEX participants,” said Clay Tyeryar, IAEM-USA Deputy Director and IAEM EMEX Manager. “We have received favorable feedback from EMEX exhibitors on the number and quality of conference

attendees.” Those who wish to reserve EMEX 2019 space now are invited to email ctyeryar@iaem.com.

Thirty-six candidates took the AEM®/CEM® exam at the conference, and 22 participants attended the AEM®/CEM® Preparatory Course. Twenty-two attendees registered for the AEM®/CEM® Overview Session. A total of 22 new AEM®s or CEM®s received their diplomas during the Presidential Banquet. ▲

Conference Photos, Certificates, and Speaker Presentations

- **Conference photos** will be available soon. An email will be sent to all attendees when the professional photographer’s photos are posted.
- Obtain **conference attendee certificates and receipts** [online](#).
- **Speaker presentations** from the IAEM 66th Annual Conference in Grand Rapids are available on the IAEM TO GO 2018 conference app or the web-based version of the app. Locate a session of interest, and click on the “Presentation” link in each individual session description. For information on how to download the app and web-based version of the app, [click here](#). ▲



Keynote Speaker LT COL Chris Kelenske, Michigan State Police, spoke at the Opening General Session about promoting resilience throughout the whole community, Oct. 22, 2018, IAEM Annual Conference, Grand Rapids, Michigan.

Many Thanks to IAEM 2018 Annual Conference Sponsors!

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From the IAEM-USA President

Ensuring the Long-Term Viability of IAEM

By Marty Shaub, CEM, IAEM-USA President

I am honored and humbled to serve IAEM-USA as president for 2018-2019. I want to thank our past presidents for the guidance they've provided – and if it isn't inappropriate to have a favorite, I especially wish to thank you, Jeff Walker, for starting IAEM-USA on the path that's focused our efforts on formalizing and professionalizing board operations. It's behind-the-scenes work, and it's important to our long-term viability as an association.

For as long as I can remember, I've been asking "why" of the people around me. Why is that a rule, why can't I do that, why can't I do this thing this way instead of that, why must I think that.

That's what I've been doing here for the past eight years, and I plan to continue to do that. I think it is vital to ensuring long-term viability of this association: making sure we are set up to manage the drivers and challenges ahead for emergency management. And there's a bunch: climate change, aging infrastruc-

ture, aging workforce, and economic uncertainty for many still.

Maintaining an Appropriate Balance

I think long-term viability requires an appropriate balance among affordability, access, and quality across the association, and engaging in continuous improvement practices across IAEM and all of our product lines.

Ensuring long-term viability most certainly will mean some changes to what things we do and how we do them. Change is hard, and it is essential. I promise to focus on maintaining relationships, not only respecting but soliciting differences of opinions, and hosting professional discussions. I ask the same of all of us.

Twenty years ago, membership organizations were a crucial aspect of a professional's career. They opened up opportunities for networking and professional development that simply weren't matched by other sources.

membership organization is questioned routinely. Even in today's super-connected global society, I still see benefits of this membership organization for emergency managers.

I'm preaching to the choir here just now, I know. It might be the most cynical of reasons to join, but there's no doubt that membership in a respected organization is seen as a plus by prospective employers, legislators, regulators and partners. Association with the IAEM brand sends the message that you are serious about your profession, and you are willing to put your money where your mouth is.

While writing articles and delivering presentations in themselves are admirable things to do, giving back in these ways is a win-win transaction as it raises your profile in this professional community. IAEM gives each of us an avenue to do that.

IAEM sponsors our industry's awards. These awards are important because they shine a light on outstanding work that should be showcased but might otherwise have remained undiscovered.

Despite these benefits and others, professionals under the age of 40 have been leaving membership organizations in record numbers. According to a 2015 study of professional associations by Buzz Marketing Group, respondents still value the idea of associations, but they think membership is too expensive, are concerned that the association community doesn't look like them, and believe the associations lack leading technology.

Why Membership in Professional Organizations Is Still Important

However, in this age of social media whereby a world of peers is only a tweet away, the benefits of joining a



Incoming IAEM-USA President Marty Shaub, CEM, addresses attendees at the President's Banquet, IAEM 2018 Annual Conference.

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CEM® News

IAEM Recertification Reminder

Current AEMs and CEMs who are scheduled to recertify in 2018 must submit their recertification application through the online certification portal by Dec. 31 at 11:59 pm EST (i.e., every five years beginning from their original certification year). Keep in mind that your recertification fee must be posted to your record before the blue “submit application” button becomes visible at the bottom of your dashboard, which will allow you to submit your recertification application and have it scheduled for review during the next review meeting.

Once your application has been submitted you will receive an automatically-generated email confirming that your application was submitted.

Payments made online are batched and posted on the next business day, so plan accordingly. If you are not sure of your recertification year, please refer to your original notification letter, review your last recertification letter or email reminder notices sent from

IAEM Headquarters beginning 18 months prior to the deadline, or call IAEM Headquarters. We suggest you do not wait until the last minute to submit your recertification application. [Visit the IAEM recertification web page to learn more.](#) ▲

Receiving Certification Diploma at IAEM 2019 Annual Conference

AEM®/CEM® candidates in the Class of 2019 who are interested in receiving their diploma at the IAEM Annual Conference during the awards ceremony on Wednesday, Nov. 20, 2019, in Savannah, Georgia, must have their initial AEM®/CEM® credential application approved no later than the September 2019 online review meeting (application submission deadline is August



31, 2019), and must take and return their completed exam to IAEM Headquarters by Oct. 21, 2019, as well as receive a passing grade. No supplemental reviews will occur prior to the scheduled November 2019 online review meeting. ▲

Currently Scheduled AEM®/CEM® Prep Courses and Exams

■ Feb. 11, 2019, AEM®/CEM® Exam, Reno, NV, Nevada Preparedness Summit. The proctor will be Valerie Lucus-McEwen, CEM.

The current list of courses and exams is always available [online](#). ▲



A Reason to Celebrate!

2018 marks the 25th anniversary of the IAEM Certification Program – and we’re celebrating all year long!

From the IAEM-USA President [continued from page 3](#)

Since social media has injected steroids into the sport of professional networking, I think we have to offer unique experiences to IAEM members and get much more local. We have to be able to answer what are the hottest topics in our immediate world, whether they be geographical or industry-specific. Which laws or regulations should we be mindful of? What do our peers get paid?

Additionally, today’s professionals expect his or her association to stay aware of the latest trends and be on the leading edge using emerging technologies.

I think it all boils down to return on investment, and I foresee the coming year for your board to be mostly about examining that about IAEM. We’ll need all of you and your networks to provide input. We will have no pre-determined outcomes, no judgments, no hurt feelings intended, and no name calling. We will be focusing on our long-term

viability, because what we do is important enough for us to be here a long time.

Congratulations to our new class of AEM®s and CEM®s, who were recognized at IAEM 2018 in Grand Rapids – you rock; welcome to the band.

Thank you, Past President Nick Crossley, CEM, and the IAEM-USA 2018 Board of Directors for your incredible service. Thank you, IAEM Headquarters, for your amazing facilitation. Here we go! ▲



CEM® Corner

Resubmissions: Emergency Management Essay, Part 1

By Daryl Lee Spiewak, CEM, TEM, MEP, Lead Trainer for the CEM® Commission, and Chair, IAEM-Global Communications Work Group

Last month we continued our discussion on resubmissions with a focus on the last five of the professional contributions requirements and the general errors that Commissioners encounter while reviewing certification applications. This month the discussion will focus on common errors Commissioners encounter when reviewing the emergency management essay.

The emergency management essay is cause for the majority of resubmission letters. The errors most often cited by the Commissioners are due to candidates failing to follow the instructions specified in the application. The next few CEM® Corner articles will describe the most common errors in essays that Commissioners encounter that result in resubmission letters. This first article covers all the general requirements of formatting, scenario, and written narrative. Follow-up articles will provide more detailed discussion of the essay's *Design Elements* and the *Knowledge, Skills, and Abilities* (KSAs) requirements and associated problems resulting in resubmission letters.

Formatting

The general requirements of formatting the emergency management essay are usually covered very well. Candidates usually format their essay with the proper margins all around and will use double-spacing and 12-point type. They also will include the required "Signed Independent Work Statement." Instructions state that the signature

may be "an actual scanned signature or an electronic signature in the format of '/name/'." For some candidates, however, the required statement will be included at the end of the emergency management essay, but they will forget to sign it, resulting in an automatic resubmission if the Commissioners cannot get a signed statement from the candidate before the review period is over.

A second requirement for formatting the essay is to "equate it to an *interview* when the candidate is asked to describe a problem and solution in disaster/emergency management." Instead, candidates will approach their essay as a teaching assignment and attempt to *teach emergency management principles* to the Commissioners hoping they gain enough points to pass.

During interviews, candidates answer questions and describe how they did or would solve a simulated problem. The essay should be viewed the same way – describe the problem and your solution to the problem, incorporating the six design elements and nine KSAs. Failure to do so often results in a resubmission letter.

Scenario

The certification application provides a scenario from which to construct the essay, and it is the same scenario for both the AEM® and the CEM®. Equating the scenario to an *interview question*, the candidate's response should be "a synthesis of all the knowledge, skills,

experience and other credentials demonstrated in the Credentials section" of the application and should answer the *interview question*. Failure to answer the question usually results in a resubmission letter.

The scenario states, "Your first task is to develop and present a written description of a specific problem and how you would solve it to enhance resiliency and provide for continuity." Candidates will forget to describe a specific problem. Instead they will offer multiple problems or very complicated ones requiring complicated analysis. Then the essay runs way over the suggested word count of 1,000 to 1,500 words. While exceeding the suggested word count will not, by itself, result in a resubmission letter, rambling usually will as it indicates to the Commissioners the candidate is unsure of the response and/or of the various emergency management KSAs and how to apply them.

When preparing their essay with multiple problems identified, the candidates often will lose focus and discuss and/or analyze many different topics. Losing focus causes the essay to wander all over and around emergency management topics instead of the ones specified in the application's instructions. Staying focused results in a strong and well-written narrative solving a specific problem. Staying focused also makes it much easier to tailor all nine KSAs to solving the specific problem.

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CEM® Corner

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The Commissioners expect the response to actually solve the self-identified problem or to read how the self-identified problem was solved by the candidate, not by someone else or some organization. Candidates may address the problem-solving requirement either way – how I *will* or how I *did* solve the problem. Failure to solve the self-identified problem usually results in a resubmission letter.

Written Narrative

Another problem area resulting in a resubmission letter is failure to submit a written *narrative response* to the designated problem scenario. Candidates will offer a bullet listing instead. While bullet lists and tables are not discouraged within the

essay, Commissioners expect a narrative essay “demonstrating knowledge and abilities in disaster/emergency management, written communication skills, and formatting of the response into the specified six *design elements*.”

Candidates who provide bullet lists of actions and activities instead of a narrative description of them will often receive a resubmission letter.

When you conduct your final review of your essay, use the same procedures the Commissioners use so you won’t be surprised with a resubmission letter. Also ensure that

the document is readable (MS Word or pdf). If we cannot read it or understand it, the essay will not earn enough points to pass!

Next Month

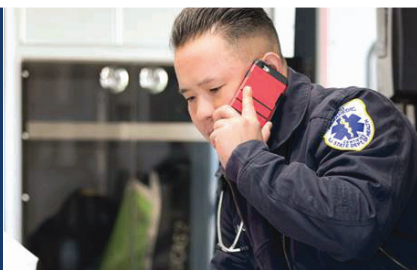
Next month I will describe continuing errors that the Commissioners encounters with the emergency management essay. As usual, please send any questions you have about the examination or the certification process to me at info@iaem.com, and I will address them in future articles. ▲

IAEM Certification Links

[AEM®/CEM® News](#) | [Get the FAQs](#)
[Explore the certification process.](#)

Questions? Email CEMinfo@iaem.com

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IAEM 2018 Annual Conference Photos



IAEM-USA President Nick Crossley, CEM, recognizes the outgoing IAEM-USA Board at the Opening General Session.



Left to right: IAEM-USA First VP Marty Shaub, CEM; IAEM-USA Second VP Teri Smith, CEM; IAEM-USA Secretary Carrie Speranza, CEM; Daniel Kaniewski, Ph.D., FEMA Deputy Administrator; and IAEM-USA President Nick Crossley, CEM, at the IAEM Annual Conference, Oct 22, 2018.



Dr. Louis W. Uccellini (left), director of the National Weather Service, with Nick Crossley, CEM, IAEM-USA President, during a discussion with IAEM-USA leaders, IAEM Annual Conference, Grand Rapids, MI, Oct. 23, 2018.

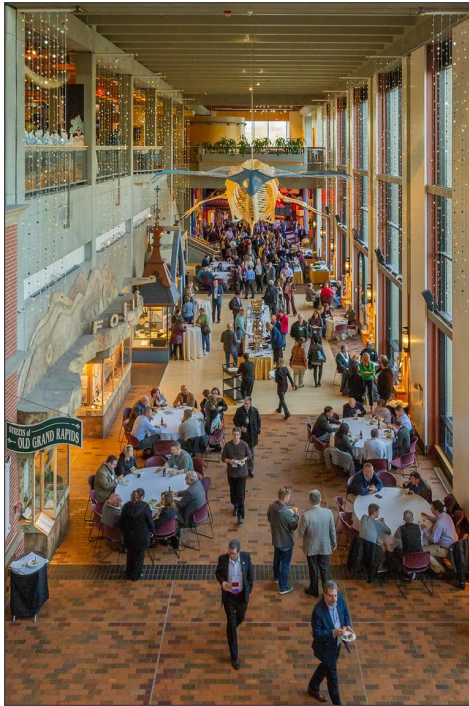


IAEM-USA leaders met with Dr. Louis W. Uccellini, director of the National Weather Service, during the IAEM Annual Conference, Grand Rapids, MI, Oct. 23, 2018.



Participants at the IAEM-USA Universities & Colleges (IAEM-UCC) Symposium.

IAEM 2018 Annual Conference Photos



IAEM conference attendees gather at the Welcome Party, set in the Grand Rapids Art Museum.



From left are IAEM Deputy Executive Director Clay Tyeryar, MAM, CAE, Global Director Robie Robinson, CEM, and H.E. Khaled Al Mansoori, IAEM-Middle East President, at the Welcome Party.



Members of the IAEM-USA Emerging Technology Caucus offer advice and answer questions at the EMEX Hall.



The IAEM Student Task Force met during the IAEM Annual Conference.



The new AEMs/CEMs who received their diplomas at the Presidential Banquet, IAEM Annual Conference.



IAEM 2018 President's Banquet at the Annual Conference



This year is the 25th anniversary of the IAEM Certification Program. Some of the original CEM®s were recognized at the Presidential Banquet.



Phyllis Little (right) received the 2018 Clayton R. Christopher Memorial Award. She is pictured here with IAEM CEO Beth Armstrong.



Marty Shaub, CEM, was sworn in as the new IAEM-USA President.



Keith Dowler, MA, CEM, CBCP (left), received the Bravo Zulu Award from the Certification Commission, presented by Nick Crossley, CEM.

Sworn in during the IAEM Presidential Banquet were new regional presidents along with the following officers: 2018-2019 IAEM-USA President Marty Shaub, CEM; IAEM-USA Secretary, Carrie Speranza, CEM; IAEM-USA First Vice President Teri Smith, CEM, CPM and IAEM-USA Second Vice President Judson Freed, MA, CEM. (Treasurer, Hugh Daniels, MBA, CEM, UCEM is mid-term.)



IAEM Selects Three Students for Scholarships

By Dawn M. Shiley, IAEM Scholarship Program Director

Scholarship and developing the future leaders in emergency management is one of the many roles of the International Association of Emergency Managers (IAEM).

Since 2002, the IAEM Scholarship Program has provided \$98,500 in scholarships through a competitive process to 56 deserving students working toward degrees in emergency management, disaster management or a closely related program of study. This year, the IAEM Scholarship Commission selected three additional students to receive scholarships bringing the total given to \$107,000.

IAEM-Canada Funds Scholarship

This year, IAEM-Canada has partnered with the IAEM Scholarship Program to fund the part-time graduate student scholarship. The scholarship is named after Samuel Henry Prince Scholarship, one of the earliest pioneers in disaster management in Canada.

On Dec. 6, 1917, two ships collided in Halifax, Nova Scotia. One, the *SS Mont-Blanc*, bore a cargo of munitions. A fire ignited them, and the resulting blast totally destroyed all structures in a radius of 800 metres. It killed 1,963 people and injured 9,000, amounting to 22% of the population of Halifax. It was the largest man-made explosion of pre-nuclear times.

Samuel Henry Prince (1886-1960) was a local Anglican priest who escaped injury in the blast and assisted survivors. He had a strong sense of ministry, an academic bent (with an MA in psychology) and maritime background. In May 1919, he began a doctorate at Columbia University, which he completed and

published and discussed the first 30 months of the aftermath of the disaster. In 1920, he wrote the book *Catastrophe and Social Change*.

IAEM-Canada plans to continue funding a scholarship annually named for Samuel Henry Prince. The Scholarship Commission gratefully acknowledges IAEM-Canada's members and leaders for this generous donation to the IAEM Scholarship Program.

Congratulations to 2017-2018 IAEM Scholarship Recipients

Savannah Baker

Savannah Baker, the second awardee of the Robert C. Bohlmann, CEM, Scholarship for Service in Emergency Management, is working on a B.S. degree in Emergency and Disaster Management at Northwest Missouri State University. She is planning to graduate in 2021.

Prior to beginning her academic career, she participated with the university department in a major regional emergency medical support mission in Saint Joseph, Missouri, for 20,000 eclipse viewers and volunteered to participate in a major active shooter exercise involving more than 150 student role players and five simulated casualties. In the exercise, she worked the Emergency Medical Triage, Treatment and Transport site.

She joined the university as a Presidential Scholar and distinguished herself during the university's high intensity, high fidelity Missouri Hope Disaster Field Training Exercise. In addition, her student team in the Planning and Preparedness class won first place for their risk assessment and mitigation project. Savannah was

awarded a \$4,000 IAEM Scholarship.

Paul Cull, CEM

Paul Cull, CEM, is working toward a Master of Emergency Management at Massey University in Canterbury, New Zealand. He plans to graduate in 2019. For more than 20 years, Paul has worked as a full-time volunteer with faith-based non-profit organizations in Brazil, with his financial support coming through contributions from friends, families and several churches in his home country of New Zealand.

In 1997, he founded the House of Hope Project in the impoverished hillside community of Cordoeira, in the city of Nova Friburgo, Rio de Janeiro. Then, in 2003, Paul began to implement with FEMA Emergency Management Institute's authorization, the Teen Community Emergency Response Team (CERT) program.

Following the major landslides and flooding in the mountainous region of Rio de Janeiro in January 2011, he was involved with coordinating the operation of a response team, and then assisted with the implementation of the CERT program with community groups and high schools. This led to the formation of the micro-business CERT Brazil to take the CERT program and training to interested groups, which Paul led until Feb. 2018, when he left to return to New Zealand.

Paul has participated with Crisis Response International, Iris Relief, American Red Cross and the New Zealand Red Cross. He has continued to deploy to disasters throughout the world, including Hurricanes Irene, Sandy and Harvey, landslides in Brazil and Freetown, and earth-

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2018-2019 IAEM Scholarships

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quake recovery in Christchurch, New Zealand. He earned the Certified Emergency Manager credential in 2017. He was awarded a \$3,000 IAEM Scholarship.

Lauren Opett, PEM, MEP

Lauren Opett, PEM, MEP, plans to complete her M.A. in Emergency and Disaster Management at American Military University in May 2019. She is the first awardee of the Samuel Henry Prince IAEM Scholarship funded by IAEM-Canada.

Lauren is a state exercise officer for the Virginia Department of Emergency Management. She is also an adjunct instructor and subject matter expert for the FEMA Emergency Management Institute, where she provides instruction for various emergency management training courses, including the Master Exercise Practitioner Program, and the Exercise Evalua-

tion and Improvement Planning courses. Lauren is a member of the DHS advisory panel for the review, revision, and implementation of existing independent study and resident courses. She holds the Virginia Emergency Management Association (VEMA) Professional Emergency Manager certificate and is a member of the VEMA Board of Directors.

In 2018, she was awarded the VEMA Addison E. Slayton Award and the Virginia National Guard Commendation Medal. Lauren received a \$1,500 IAEM Scholarship.

Support the IAEM Scholarship Program

The IAEM Scholarship Program is a 501(c)(3) public charity and donations are tax deductible as a charitable contribution to the extent permitted by law. You can easily [donate online](#).

Another way to help is to **shop online!** As you do your regular online shopping, you could be making automatic donations to

the **IAEM Scholarship Program**. When you shop at more than 800 participating online stores through iGive.com, a portion of each purchase comes back to the IAEM Scholarship Program in the form of a donation check. It's free for you, free for us, and you pay the same (or less!) than you would by going directly to the store. Shopping online means no wasted gas and no standing in long lines at the mall. And to all you smart shoppers: don't miss iGive's treasure-trove of coupons, sales, and free-shipping offers. Save money, save time, and send gifts that give twice. What could be better than that? See for yourself at www.iGive.com/iaemscholarship. **Just create your account and select IAEM Scholarship as your charity. Be sure to visit iGive before you shop and choose your online retailer through the iGive mall.**

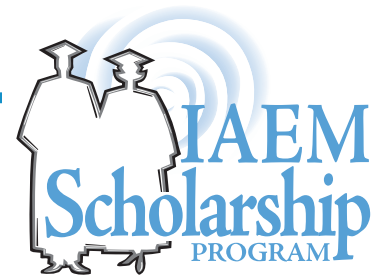
Information about the IAEM Scholarship Program is available at www.iaem.com/scholarships. ▲



Dr. Micheal Kemp, Capella University (left), receives a citation from Nick Crossley, CEM, IAEM-USA President, recognizing Capella University as a Gold Sponsor of the IAEM Annual Conference, Oct. 23, 2018.



IAEM staff at the Welcome Party.



IAEM Fundraising Efforts Net \$19,861 for IAEM Scholarship Program

By Dawn M. Shiley, IAEM Scholarship Program Director

IAEM is proud to announce that the money raised for scholarships at the IAEM 66th Annual Conference & EMEX totaled \$19,141. Thank you to all members and exhibitors who contributed to fundraising efforts for the IAEM Scholarship Program.

The IAEM Scholarship Live Auction provided an evening of entertainment and fun in the EMEX exhibit hall on Tuesday evening during the conference and raised \$6,945 for the fund.

During the Live Auction, the IAEM Scholarship Commission honored this year's scholarship recipients: Savannah Baker, Paul Cull, CEM, and Lauren Opett, PEM, MEP. IAEM-USA Region 4 made a special donation of \$2,500 during the auction.

Other fundraising activities included the Online Auction, Basket Bonanza and monetary donations. The Online Auction raised \$4,825, while the Basket Bonanza brought in \$5,285. A total of \$2,806 was raised in donations (including the regional donations). All donors received badge ribbons that indicated that they gave to the IAEM Scholarship Program.

As the year comes to a close, show your commitment to the future of emergency management by making your tax-deductible donation at www.iaem.com/scholarships.



Scenes from the IAEM Scholarship Live Auction



IAEM 2018 Awards Competition Winners

Congratulations to the winners of the 2018 IAEM Awards Competition!

IAEM-USA Public Awareness Award

U.S. Marine Corps Emergency Management Branch

In 2017, Ready Marine Corps created highly successful outreach materials for its Ready Marine Corps National Preparedness Month Campaign. High successful designs were created based on vintage Marine Corps recruiting imagery. These designs were used across digital and traditional platforms by installations across the United States and in Japan. [Learn more.](#)

This program was selected for the award due to its wide use across the nation and consistency of outreach appeal within the Marine community. Its design is easily replicated by others.

IAEM-USA Technology & Innovation Award Chatham County (GA) Emergency Management

Chatham County Emergency Management was recognized for its use of technology to develop a social vulnerability analysis to prioritize potential damage assessment areas.

This program was selected because of its creative use of technology to apply social vulnerability (using socioeconomic indicators, vulnerable residential indicators and vulnerable housing unit factors) to prioritize conducting damage assessments to target response resources effectively and efficiently.

IAEM-Oceania Public Awareness Award

Wellington Region Emergency Management Office (WREMO), New Zealand

WREMO was recognized for its creation of the Community Emergency Hub Program and Guide. [Learn about the project here.](#)

This program was selected by developing and implementing the concept of communities (or “hubs”) that can help each other after a major event, such as an earthquake, without being dependent on government resources.



Ian Carlton, IAEM New Zealand National Representative, accepted the award on behalf of WREMO.

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IAEM-Middle East President H.E. Khaled Al Mansoori (center) receives certificate commemorating “First Licensing Agreement” from IAEM-Global Board Chair Ellis M. Stanley Jr., and Board member Robie Robinson, CEM.



IAEM 2018 Awards Competition Winners

[continued from page 13](#)

IAEM-USA Partners in Preparedness Award Single Automated Business Exchange for Reporting (SABER)

SABER is a nonprofit organization created by the private sector to streamline information sharing with authorized government agencies and other entities for improved emergency management. [Learn more.](#)

This program was selected because of its method of providing technology that helps businesses transform individual resource/status information into national data standard formats in order to simplify and accelerate distribution. This saves participating companies time and money by uploading information to a single website rather than answering inquiries from a many federal, state and local agencies.

Clinton Naude, Director, Emergency Management, Bay of Plenty, New Zealand (left) and Shaneen Simpson-Almond (right) accepted the IAEM-Oceania and IAEM-Global Partners in Preparedness Award, which was presented by IAEM-USA President Nick Crossley.



IAEM-Oceania Partners in Preparedness Award IAEM-Global Partners in Preparedness Award Marae Emergency Preparedness Project and Implementation Programk

This award is for the partnership between the Bay of Plenty Civil Defense and Emergency Management Group and Te Puni Kokiri, the Ministry for Maori Development. [Learn more.](#)

The Marae Emergency Preparedness project and implementation program of New Zealand demonstrates the strong partnership between the Bay of Plenty Civil Defence and Emergency Management Group, and Te Puni Kokiri, the Ministry for Maori Development. The aim was to improve the way we connect with Marae

communities, give recognition for the important role they perform in emergencies, promote and educate on emergency preparedness and provide a way to move forward in the way we

integrate local Maori response structures into a Civil Defense Emergency response.



Kevin Sligh, CEM, announced the winners of the 2018 IAEM Awards at the Opening Session of the IAEM Annual Conference.



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IAEM 2018 Awards Competition Winners

[continued from page 14](#)

IAEM-USA Military Uniformed Services Emergency Manager of the Year Award LCDR Richard A. Mach, U.S. Coast Guard

LCDR Mach is recognized for enhancing the readiness of Sector Los Angeles – Long Beach (LA-LB) through the development of innovative contingency plans, facilitating exercises and leading responses to incidents. Most notably, he has gone above and beyond as the Contingency Planning and Force Readiness Chief by taking a leadership role in search and rescue program management, organizing and hosting interagency training that increased the proficiency of the Coast Guard’s port partners.



IAEM-USA Civilian Uniformed Services Emergency Manager of the Year Award Zachary H. Pickett, U.S. Coast Guard

Mr. Pickett’s planning, preparedness and emergency management expertise spans all hazards and contingencies, thereby directly improving Sector Corpus Christi’s response readiness. His 26 years of incident management experience is critical in developing support, building consensus and advancing preparedness initiatives for the unit, the port and our partners. Mr. Pickett epitomizes commitment, dedication and devotion to emergency management.



IAEM-USA Student of the Year Award Israel Estrada University of New Haven

Over the past year, Israel worked hard to establish a student council at the University of New Haven within their master’s degree program in Emergency Management. He gathered support from professors to allow him to advertise the student council and convinced the Director of the program to be the student advisor. He recruited his classmates to join by energized and creative outreach. Israel led the charge to establish the first and second election to appoint officers, served as the council’s first President, held council meetings, and worked on various initiatives to get students involved.



Israel Estrada accepts award for IAEM, Student of the Year from Nick Crossley, CEM, IAEM-USA President.

IAEM-USA Student Chapter of the Year Award IAEM Student Chapter, Millersville University, Millersville, Pennsylvania

Millersville University has had a very long track record for exemplary service and support of its IAEM Student Chapter, and was one of the first universities to establish one. In recent years, MU-IAEM has gone above and beyond to build and improve upon student and chapter success and networking with emergency management professionals in the public and private sector. Membership



Past and Present Millersville University Chapter Presidents accept the Student Chapter of the Year Award from IAEM-USA President Nick Crossley, CEM.

has jumped from a little over 20 students in the 2015-2016 year to over 90 members in the 2017-2018 year.

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IAEM 2018 Awards Competition Winners

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Dave Colvin Was Named as a 2018 IAEM-Canada Merit Award Winner



Dave Colvin was inspired to enter the field of emergency management when, as a young man, a natural gas-line explosion in his neighborhood

prompted the evacuation of more than 1,200 people. This event ignited his desire for involvement in volunteer opportunities with amateur radio, air search-and-rescue, and training in federal emergency preparedness. After nearly 20 years as the emergency response and preparedness coordinator at Western University in London, Ontario (ON), and another decade as the manager of emergency management for the city of London, Dave now serves as the emergency management coordinator for the County of Perth, headquartered in the office of Paramedic Services in Stratford, ON. In this role, Dave looks after the emergency management coordination for the county as well as four neighboring municipalities. He was recently awarded the IAEM-Canada Merit Award.

Dave was recognized for the work he has done with the adoption and implementation of the Municipal 511 system in Perth County. This is a map-based information-sharing platform which allows users to log in from any device at home or office to track information such as weather, radar, road conditions, and Google Traffic. This affordable program is available to municipal staff and emergency response organizations and is capable of layering specific information pertinent to the operations of the user, including crowd-sourced information in accidents, local hazards, and response resources. For emergency responders, Responder 511 can track information such as the locations of command posts and staging areas, or evacuation and reception centers. Notwithstanding his more than 30 years of dedication to the emergency management field, making him well

deserving of the award, he was specifically recognized by this award for his dedication to the work he has done to increase interoperability and overall response capabilities in Perth County. – *Interview and article by Carey Thiessen*

Nicolas Chebroux, CEM, Was Named as a 2018 IAEM-Canada Merit Award Winner

Nicolas Chebroux had his first glimpse of the field of emergency management as a child spending his summers on the beaches in the southwest of France. Thoroughly impressed by the water rescue and helicopter rescue efforts, he realized that he had a heart for people in difficult situations and that it would be an interesting career to help people in emergencies. He chose to become a lifeguard, and little by little became more involved in emergency response initiatives, finally deciding to specialize in emergency management in university. After completing his master's degree in 1999 in France and working in the EM field there, he came to Quebec in 2003 and worked with various organizations, both public and private, for many years.

Today, based in Calgary, Nicolas has served as an emergency management specialist for the Government of Canada with the National Energy Board for the past two-and-a-half years. He also has been deeply involved in volunteer efforts with the International Red Cross in France, and domestically with the Canadian Red Cross. However, it was his efforts in coordinating the federal humanitarian response for refugees at the Quebec border last year that got him recognized for the IAEM-Canada Merit Award. He was sent by the Canadian Red Cross to the Quebec border to implement, for the first time, a federal level international response – that included the Red Cross, other companies, and provincial partners – to welcome refugees to Canada. As a Certified Emergency Manager (CEM) with IAEM, Nicolas feels the honour of the award is shared with all of the people who first trusted him to do the work and with all who were involved in the project. – *Interview and article by Carey Thiessen*

The Annual IAEM Awards Competition

The purpose of the [IAEM Awards Competition](#) is to recognize and honor persons who have made special or significant contributions to the field of emergency management and have represented the profession well by their outstanding performance.

EMvision Talks

The **EMvision Talks** are modeled on the well-known TED™ Talk format and are a way to communicate thought leadership in emergency management. The Talks provide a forum for people to share a personal connection to an idea, experience or passion related to emergency management, leadership, communication, community engagement, or other related topics.

- [View the live recordings](#) of this dynamic session.
- [View the detailed program.](#)

The 2018 EMvision Talks Speakers

- Marc Burdiss, CEM, MEP, MA, Owner, Preparedness Solutions, Inc.
- Mark Keim, MD, MBA, CEO, DisasterDoc, LLC.
- Diane Logsdon, IPEM, President, The Logsdon Group.
- Donald “Doc” Lumpkins, JD, MPA, Chief Financial Officer, Maryland EMA.
- Andrew McGuire, Fire & Emer. Mgt. Consultant, RPA, a Jensen Hughes Co.
- Geoff McKeel, MBA, CSP, Environmental Health and Safety Mgr., Harris County Facilities Division.



The 2018 EMvision Talks Speakers at the IAEM 2018 Annual Conference.

- Jenny Novak, CEM, MEP, MA, Emer. Svcs. Coordinator, Cal OES.
- John Ogren, Chief Learning Officer, National Weather Service.
- Erin Sutton, CEM, MS, PMP, Director, Office of EM, City of Virginia Beach. ▲

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IAEM 2018 Poster Showcase Results

The following participants in the Competitive Division of the IAEM 2018 Poster Showcase received recognition.

GOLD

- Emily Craig, Graduate Student, California State University, Long Beach, California.
- Alexander Falcone, Emergency Management, City of Coral Springs, Florida.

SILVER

- Stephanie Brown, Graduate Student, Arizona State University.
- Keily Linger, Student, College of Emergency Preparedness, Homeland Security and Cybersecurity, University at Albany, State University of New York.
- Eric Marble, Emergency Management Doctoral Student, Jacksonville State University.
- Walter Topp, ARMADA Ltd. (formerly with the Cuyahoga County Office of Emergency Management).



Judges and attendees observe one of the poster presentations at the IAEM Annual Conference.

BRONZE

- Dr. Abdulmajeed (Majeed) M AlShowair, Head of Physician Affairs Family & Community Medicine Dept., Prince Sultan Military Medical City. ▲

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IAEM 2018 Twitter Contest Results

The winners of the IAEM 2018 Annual Conference Twitter Contest have been announced.

■ **Karla Black**, who received 1st Place, tweeted 150 times to #IAEM18 during the conference.

■ **Jennifer Lazo**, who received 2nd Place, tweeted 115 times to #IAEM18 during the conference.

Screenshots of a few tweets are shown at the right. Each of the winners received a \$50 Visa gift card. ▲



Memorial Service

IAEM-USA Chaplain Bob Goldhammer, CEM led a memorial service in recognition of the following emergency management leaders and supporters/family members. Bob asked the crowd to observe a moment of silence for those no longer with us.

- John Marmon**, Emergency Manager, University of Kansas (retired)
- Michael P. "Mike" McCaffree**, Operations Manager, Pierce County Dept. of Emergency Management (WA)
- Jeffrey M. McClaran**, Vice President, Enterprise Incident Management Group, Wells Fargo (IA)
- John H. Pickett, Jr., CEM**, IAEM Past President, Director, City of Dallas (TX) (retired)
- Terry L. Reekers**, EM Coordinator, Emmet County (IA)
- Roman John Reichensperger, Jr., CEM**, Emergency Management Director, City of Superior and County of Douglas (WI) (retired)
- John E. "Rusty" Russell**, IAEM Past President, Director, Madison County Emergency Management Agency (AL) (retired)
- James E. "Jamie" Turner, III**, Director, Delaware Emergency Management Agency (retired)
- William L. Walker**, Director, Erie County EMA (retired)
- Cecil Williams**, Former Emergency Management Director, Contra Costa County (CA)

See the IAEM ["In Memoriam" web page](#) for additional details. ▲



Scott Rinzel, Business Development Representative, Juvare (left), receives a citation from Nick Crossley, CEM, IAEM-USA President, recognizing Juvare as a Platinum Sponsor of the IAEM Annual Conference, Oct. 23, 2018.



Ron Schoff (center) accepts citation from IAEM-USA President Nick Crossley, CEM, recognizing Phoenix Pure as a Gold Sponsor of the IAEM Annual Conference on Oct. 23, 2018. Also present is IAEM Certification Manager Kate McClimans.

Disaster Zone

Preppers: When and Who Activates the EOC?

by Eric E. Holdeman, Senior Fellow, Emergency Management Magazine,
blog at www.disaster-zone.com

One of the challenges of being an emergency manager is deciding when to activate the Emergency Operations Center (EOC). There are clear-cut choices that are no-brainers. A tornado has just impacted your community, or the ground just finished shaking. For the earthquake, the power went out and your office is a total mess, with cabinets tipped over, and the computer monitor was thrown against the wall – activate!

These extreme cases don't require much judgement on timing. However, every situation is not as clear. This is especially true with extreme weather events. It might be that thunderstorms are forecast, and/or a winter storm is headed your way. Do you activate for every such occurrence? Likely you don't pull the trigger on every snowflake that is forecast (unless you are in Washington, D.C., where the "hint of snow" shuts down government offices).

For weather events, your local National Weather Service (NWS) Office and their warnings are your best friend. With an active program and warning officer, teleconference calls can be arranged in advance of impending storms as they move from an advisory to a watch to warning status. This advanced warning gives you time to alert agencies and personnel who staff your EOC for emergencies and disasters.

Three Levels of Activation

I found that having three levels of activation is helpful.

■ **Level 1** requires that internal office of emergency management (OEM) staff will physically be present in the EOC and monitoring events from there. I recommend that at a minimum there be two personnel at this level just to allow for continuous staffing and appropriate breaks without leaving the EOC unstaffed.

■ **Level 2** includes OEM staff and select departments to your government and perhaps key outside agencies or companies. These core EOC members typically include law enforcement; fire department; public works; utilities, and Public Information Officer (PIO) staff.

■ **Level 3** means – everybody comes! You will need all departments and functions represented, to include policy level representation.

Having pre-established levels allows you to tailor your EOC staffing to the known threats that can be reasonably forecast. Here I must tip my hat to the NWS, which in my 31 years of emergency management experience has gotten much better at forecasting significant weather events.

For no-notice events, you will have to rely on your notification system to recall personnel to respond to the EOC. For the big events, I've found that it is not hard to get the required people to respond. If it's an "iffy event" that has not revealed itself yet, people will try to find excuses not to respond – basically, they want to be home and not sitting in an EOC. Their spouses also want them home, so there can be a tug and pull about needing to be physically present in an EOC. Even in my own family, for snow events

my wife would always ask me, "Why do you need to go into work?" My response: "It's my job, honey!"

Who Decides Whether to Activate

Besides the "when to activate," there can be the question of "who decides to activate" that can be an item of discussion if it is not made clear, practiced and implemented.

If you are the emergency management director, I highly recommend that you be the person to order an EOC activation. You are the one who is going to be held responsible for any outcome from the response to an emergency or disaster. You should therefore be the decision maker when it comes to activating the EOC. Write that responsibility into your comprehensive emergency management plan and into your EOC procedures so that you have that designated authority.

I know of two different instances where political pressure was brought to bear concerning activating the EOC. In both cases, it appeared that the senior political leaders, in one case a mayor and in another a county chief of staff, thought that activating the EOC was the wrong message to send to constituents. Rather than seeing the step as being proactive, they believed it meant that things had gotten out of control of first responders.

It's Never Too Early

My last piece of advice on activating the EOC is this: "You can

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If you missed the October 2018 issue of the IAEM Bulletin, we encourage you to download and read the special focus articles in the features section: “Opportunities & Innovations in Emergency Management, Part 1.”

The IAEM Bulletin is a benefit of membership in IAEM, completing its 35th year of providing news and resources for IAEM members.

The Bulletin Archives are available online for members only at www.iaem.com/Bulletin.

Disaster Zone
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only activate an EOC too late, never too early.” Once an incident has occurred and you did not respond quickly by activating your EOC, it is likely you may not ever catch-up to the incident. Things have a way of spiraling out of control. Once the genie is out of the bottle, you will have great difficulty in being able to gain good situational awareness and having all the appropriate agencies involved – before mistakes begin to be made.

Yes, there is a bit of art to activating the EOC, and you are the artist! ▲

Do you have an idea for a great article that you could write for the IAEM Bulletin? Share your knowledge or experience with IAEM members! Write an article during 2019 for your association newsletter.



IAEM-USA Region 4 President Chauncia Willis with Conor Baker, the recipient of the IAEM-USA Region 4 student registration fee stipend.

Stop Designing Hollywood Exercises

By Marc Burdiss, CEM, MEP, Owner, Preparedness Solutions, Inc.

Stop designing Hollywood exercises. I mean that. Hollywood disasters are fun to watch, but they have no place in an emergency management exercise program. Let me explain why.

Typical Die Hard-Type Exercise (DHTE) Issues

I don't work with John McClane, Bruce Willis' character from the movie *Die Hard*, and I'm going to bet you don't either – but too many exercises require a *Die Hard* hero-type response to be even modestly successful. Most DHTEs, regardless of exercise type, start big and are then fueled by one major update after another, often unrelated to the original scenario. These exercises continue on like this, terror attack followed by bridge collapse, followed by pandemic, etc., until someone mercifully calls an end to the exercise.

If you have participated in a DHTE, then the resulting hotwash is where we learned that there were communication problems, improper applications of the Incident Command System, and some misunderstandings with what was being simulated. I'm not psychic, and I wasn't spying on your last exercise. These are *the* common themes of almost every over-ambitious exercise.

I have participated in

- a U.S. Postal Service exercise that involved crop dusters and pregnant suicide bombers;
- a cyberattack exercise concerning medical records that involved a laboratory animal release; and
- my favorite, a train derailment that caused a school bus roll-over

wreck a mile away that eventually ended with a hostage standoff.

How are all these exercises related to their latter developments? They're *not*, and that is the problem.

Define Your Objectives and Scope

When thinking of conducting an exercise, there is a tendency to “go big and get everyone involved.” After all, how often do we get everyone together to exercise? The lead designer begins by asking everyone what they would like to see, and it gets added to the mix.

Someone may remark, “That is a good inject. It'll be exciting to see how they respond to a twist like that.” I liken this exercise design approach to a 12-year-old kid at a fast food soda machine who is mixing all the flavors together. The possibility of achieving a great tasting drink exists; however, the probability is highly unlikely.

When the scope of an exercise is undefined, anyone with a “good idea” will cause the scenario to expand and grow – like a tumor. Tumors are not good, so how can you stop this? Begin the design process with selecting the capabilities you hope to test, or the questions you would like to answer. Then and only then, choose a *single* scenario that makes sense now that you have a goal in mind. The selected scenario – a train derailment, a stadium collapse, or a cyber breach – will in almost every case, be great practice for the average responder. From this point on, every inject must align with your scenario. When designing a train derailment full-scale, you can bet that an objective about keeping medical

records secure is almost always not a good fit. This prevents the loss of focus and prevents everyone from bringing their pet projects/disasters to the design phase.

Just Say No

If a human resources department wants to play in the train derailment exercise, they get to find out what they would really be doing in this scenario (likely not much). Explain their role in advance and let them come and observe, but do *not* add a cyber breach component just to make it interesting for them. People need to learn that some disasters are boring for their skill set and others are not.

I know what you are saying: “It is possible that a cyber breach could happen during a train derailment.” Yes, it is possible, but for the purpose of a full-scale exercise, insist that you are only going to focus on one scenario and selected objectives.

Just Say No. Tell the human resources representative that you can always add a cyber breach exercise to your training and exercise plan, to be conducted in the future.

Dodging Obstacles

Once you have finalized your scenario, the objectives, and a date and time, you need to steel yourself from the onslaught of other people's priorities. Other partners in the whole community have exercise requirements, and they will leverage these requirements to piggyback onto your exercise. Beware of this slippery slope. If included, their role should align with the selected scenario and objectives. If it does not, they should know the extent of their participation – whatever that

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Stop Designing Hollywood Exercises

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is. Failure to do this will dilute the exercise's effectiveness and risk wasting everyone's time.

There is Always Next Time

I have always exercised more than others – 10-minute exercises, drills at odd hours, tabletops on breaking news, functionals, full scales, and experimentals. I love designing exercises, and if you spend much time around me, you will be exercising at some point soon.

If this is not you and you don't conduct regular exercises, then maybe you should be. It seems that the main culprit of most DHTE is the *lack* of exercising overall. If your jurisdiction only does the bare minimum annual or biannual required exercise, it is only natural that everyone wants to get some good practice in, when and if they can. My question is, "Should you only be exercising to the minimum?"

I know emergency managers are understaffed, underfunded, and over-committed, but good exercises are not complicated, and many do not require much preparation or documentation. When I know a department or agency wants to exercise more, but they are not on the current Training and Exercise Plan, I look for breaking news stories that would have impacted them.

During their next regularly scheduled staff meeting, I ask for 15-30 minutes to conduct a "what if" exercise. The news is full of creative exercises that routinely only impact one or two stakeholders. The news is a good source of great scenarios. Here are a few examples:

- a fire at a public works building during snow plow season;
- a flood caused by a broken water pipe in the records department; or
- a foodborne illness at a long-term care facility.

Thirty minutes of ad hoc exercising at one of these facilities with a "real" scenario is exponentially more effective than having them observe four hours at a train derailment where they have no role. As long as your partners know they can exercise – and will be exercised in smaller, bite-sized, more appropriate pieces – the more they are likely to let your other exercises exist unchanged.

Break the Rules and Have Fun

I understand as public safety officials, we have a serious job, and people's lives can sometimes be at stake. However, that doesn't mean that all exercises have to be gloom-and-doom, with people.

I give you permission to break the rules I just gave you. This may sound like a contradiction to my above prohibitions, but when was the last time you started out to actually exercise a movie? The *Die*

Hard exercise examples from above were exercises where responders were expected to act as if it were not crazy, unrealistic, and over the top. They are often presented as normal routines with highly improbable, wild, and unwinnable scenario and injects. The players usually become disgruntled about mid-exercise in these situations.

My challenge to you is to conduct an exercise where the players know in advance that the scenario is based on an actual movie, and they will be exercising only objectives that do not depend on a successful resolution of the event. If you live near the coast, exercise the scenario from *Jaws*, focusing on population protective actions, public information, and coordination and collaboration issues. Choose any scene from the movie *Twister*, *Iron Man*, or *The Transformers*, and start exercising the recovery/infrastructure impact they present. The movie *Contagion* is perfect for discussing many functions of a public health response.

Your only limitation is your imagination and movie-watching habits. It has been my experience that if participants know the scenario is a Hollywood movie coming into the exercise, they relax, have fun, and practice teamwork and problem solving. I would love to hear about what movies others are exercising. ▲

Connect through the IAEM Jobs Board!

The IAEM Jobs Board is the place for emergency management job seekers and employers to connect. And it's absolutely free to the public, courtesy of IAEM!

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True Public-Private Relationships

By Anthony Hurley, MPP, CPP, PCI, Managing Director – Utility Practice,
Specializing in Emergency Management and Security Management, Witt O'Brien's

Prior to Hurricane Sandy, I worked in the electric utility industry for more than 30 years, with management assignments throughout Ohio and Pennsylvania. I worked for a corporation that operated seven electric utility companies in three states – Ohio, Pennsylvania and New Jersey.

Besides traveling throughout our corporation's footprint to provide mutual aid to our sister companies, I also responded to countless weather-related emergencies throughout the country. Outside of our footprint, I had an opportunity to respond with utility restoration and damage assessment crews to locations like Florida for Hurricanes Francis and Ivan, Texas for Hurricane Rita, Michigan for their many ice storms, and Kentucky for the flooding that occurs along the Ohio River each spring.

These catastrophic weather events afforded me the opportunity to work with many municipal, county and state operations centers, as our crews provided field information and received assignments to assist in the restoration of power. Over the years, I have observed operations where strong public-private partnerships existed, as well as other operations where such partnerships were obviously just a buzz word used in meetings. You could always tell within minutes of walking into an operations center which one existed.

Response to Hurricane Sandy

While working as a director for our northeast Ohio utility, I was asked to travel to New Jersey in response to Hurricane Sandy. My role was to report to the State of

New Jersey Regional Operations and Intelligence Center (ROIC) to represent New Jersey's operating company's interests. I will never forget walking in and seeing that huge room full of people – some in uniforms, some without, all walking at a brisk pace to one of the dozens of desks, along row after row of work stations, where mission-specific emergency operations were being coordinated.

For the 18 days that I was there, I met and interfaced with representatives from various electric companies; other utilities; and branches of military, federal, state and local agencies. The expertise of the individuals in that center was incredible. There was but one mission assignment, the safe and timely restoration of New Jersey's infrastructure, so that the communities impacted by this devastating storm could recover. It was one of the most memorable experiences of my career.

After power was restored and my ROIC assignment during Sandy was complete, I returned to my job and home in northwest Ohio, with life eventually getting back to normal.

Post-Sandy After Action Report Findings

Not long after that, I was asked to get involved with the post-Sandy After-Action Report (AAR) findings associated with our electric utility in New Jersey. That AAR, which was sanctioned by the state's utility regulatory agency, included a requirement to implement 92 emergency management recommendations into our utility's existing emergency operations plans.

Eventually, I was tasked with the implementation of most of the new requirements and was then asked to accept a senior leadership position at our New Jersey utility, which I accepted. As I relocated to my new position in New Jersey, and from my Hurricane Sandy observations, I knew that we would need to drive towards establishing a robust public-private partnership with all associated agencies if we were to be successful with handling with future storms.

At the onset of our journey to implement the new emergency management requirements, we reached out to the many agencies, commissions, and organizations within the state, to hear what areas they felt that we needed to improve upon. Although it was tough to listen to some of their feedback, we kept hearing that our company needed to improve our working relationship with others. In other words, we needed to establish and embrace public-private partnerships.

Super Bowl Planning Process

During the same time that I took over my new position, Super Bowl XLVIII was being planned for the following year, which would be played in the Meadowlands of New Jersey. As an area electric utility, we were part of the Super Bowl planning process. It was here that I again witnessed a robust example and the expected benefits of true public-private partnerships.

During the Super Bowl planning process, we realized that, besides our new emergency management processes being associated with weather events, our new processes

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True Public-Private Relationships

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also needed to consider security-related incidents. More specifically, we needed to ensure that we also knew how to respond to terrorism-related incidents. This was critical, since our service area was positioned between New York City and Washington, D.C., with a close proximity to New York City.

Our team thoroughly reviewed all the new emergency requirements, which included a series of exercises to practice our new processes, and embraced their implementation. We worked with the state's regulatory agency, making sure that we fully understood their requirements, and looked for ways to go farther than many of the mandates required.

After we set into motion the implementation and training of the Incident Command System (ICS), new damage assessment technologies, web-based outage mapping, and mutual aid protocols, we then began to focus on the development of the much-needed public-private partnerships.

Developing Partnerships

■ Originally, we met with the New Jersey Board of Public Utilities (BPU) and their Reliability and Safety Division to understand what they required of us during a storm or terrorist incident, and in what format they needed that information. It was not enough to *think* we knew what they needed. We needed

to know exactly, so that we could perform the task as required. During a major storm or terrorist incident, they needed us to have an operations representative at the ROIC.

■ We met with other state agencies as well, including the New Jersey Office of Homeland Security and Preparedness (OHS&P). Besides being a great resource for training, we discovered and became involved with their Infrastructure Advisory Council. Quarterly, the Advisory Council had representatives from every critical infrastructure (CI) sector sitting at the table together, discussing intelligence and interdependencies. What we learned through this partnership enabled us to update our internal emergency plans and better meet the needs of the other critical infrastructure sectors.

■ We met with county agencies and developed processes that benefited both of us. This was achieved by developing and supporting a two-way flow of information that could be used by both our operations.

■ Understanding the needs of our state and county partners, we then began to work with our federal partners. We met with representatives from the U.S. Department of Homeland Security and representatives from the Protective Security Advisor (PSA) program. This was an eye-opening experience. They offered their expertise in the protection of critical assets, and we discovered that they could assist our organization during weather events with prioritizing the restoration of critical infrastructure.

■ We were advised to meet with representatives from the Newark office of the Federal Bureau of Investigations (FBI). We learned that, as private critical infrastructure owners, we were able to attend specific security briefings along with other area critical infrastructure owners. Again, the knowledge gained by listening to other critical infrastructure owners provided us insight into the true impact of sector interdependencies, allowing us to alter our plans to meet their needs.

Every partnership interface mentioned above was truly beneficial for both parties. We were given access to training and briefing opportunities, and these agencies knew who to contact for information specific to our utility. As these relationships developed, they led to many occasions to jointly conduct exercises.

Conclusion

Throughout my career, I've had numerous opportunities to talk about the positive impact of *true* public-private partnerships. A true partnership is like any other relationship. There must be mutual interests, mutual respect, and a mutual desire to work hard to keep the relationship (partnership) intact. Even though I retired from the utility service in 2017 after 37 years, I stay in touch with many of the partners I worked with previously and continue to build relationships. I use the knowledge gained in my new role as the managing director of utilities at Witt O'Brien's, a leader in crisis and emergency management. ▲

If you're not involved in an IAEM committee, you're missing out!

Go online to see a complete list of [IAEM-USA Committees and Caucuses](#) and [IAEM-Canada Committees](#) with links to each committee's web page. Peruse committee pages to find your area(s) of interest. Then contact the chair, and volunteer to participate.

The Fog of War

By Daniel Downs

Emergency management is a discipline that structures the response to a broad range of emergency circumstances and events. The discipline can be packaged into different combinations of people, resources, and structures. However different the emergency and however different the emergency management structure, the effective management of chaotic and often unpredictable situations requires common approaches.

After experience in the United States Army, federal emergency management and corporate emergency management, it became clear that the basic lessons that I learned as a junior Army officer have been essential when managing within the chaos created by an emergency event.

A Military Combat Concept

One military combat concept is the *fog of war*. The term describes an environment that is chaotic, hostile, stressful, rapidly changing, unpredictable, and lacking important information. These characteristics are also common in an emergency event. A constant challenge to the emergency manager is to operate effectively inside the *fog of war*, so that key decision makers can make and carry out the most informed possible decisions.

The term *fog of war* evolved from a statement by Carl von Clausewitz, a Prussian general and military analyst in the early 19th century. Clausewitz stated in his book, *On War*:

“... the great uncertainty of all data in War is a peculiar

difficulty, because all action must, to a certain extent, be planned in a mere twilight, which in addition not unfrequently – like the effect of a fog or moonshine – gives to things exaggerated dimensions and an unnatural appearance.”¹

Clausewitz’s comparison to fog later morphed in to the phrase the *fog of war*. War and other emergency events can be vast in scope, quickly developing and rapidly changing, and demanding real time decisions. This environment creates a shroud, a metaphorical fog, settling over and obscuring a thorough and integrated understanding of the emergency. The manager operating in this environment may not know:

- the extent, impact or exact boundaries of the event;
- the number of individuals injured or at risk;
- the root causes and probability of immediate recurrence;
- the secondary effects on supplies, equipment, and utilities;
- the Chemical Biological Radiological Nuclear and Environmental aspects; and
- a myriad of other items.

Regardless, the leader must manage through the chaos and make the best possible decisions, even when lacking important information, in order to manage the situation and mitigate its affects.

The Army uses a term, “situational awareness,” to describe the overall understanding of any situation. Situational awareness is the sun that illuminates important factors and issues and cuts through

some of the fog obscuring complete understanding. A manager’s situational awareness is pivotal in making decisions during emergencies. A better understanding of the scope, scale and impact of an emergency leads to more educated and appropriate decisions being made and reaching a better outcome. While perfect understanding in an emergency is very unlikely, any reduction of the *fog of war* enables the manager to improve decisions and results.

Situational Awareness: A Conceptual Tool for the Emergency Manager

If situational awareness is a conceptual tool used to reduce the *fog of war*, how can it be developed and applied by an emergency manager? The points below might be considered by an emergency manager. They can be expanded, formalized, adapted or otherwise modified to lift at least part of the unclear and muddled *fog of war*:

■ **Communication.** “Communication” can be a cliché, but it is the bedrock of situational awareness. To understand an emergency, information must be generated, transmitted, received, and presented. Communication can be verbal, written, or by automated images/maps/graphics/reports. Creating standardized reporting guidelines and highlighting critical information requirements should create and expand situational awareness.

Ask: “What information do I need about this event? Is it being communicated to me in a manner that quickly incorporates it into an overall

¹ Von Clausewitz, Carl. *On War*. Digireads.com, 2012.

The Fog of War

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operational picture, and does it lay the foundation for improved decision-making?

■ **Technology.** Technology does not stand on its own nor is it an end unto itself. It can be considered a sub-category of communication. Technology provides a capacity for communication. Technology sources, such as drones, IP cameras, radar, infrared images, various sensors and others, can generate and provide information independent of understaffed offices and overwhelmed people.

Ask: Can technology provide information I cannot otherwise obtain? Can technology help communicate information in a way that allows quick incorporation into an overall operational picture and to improved decision-making?

■ **Partners.** An emergency manager cannot do it alone. Other organizations involved, directly or indirectly, in an emergency might have readily available and transmittable information that could immediately enhance situational awareness. They also can have people with specialized skills who are already generating, processing,

and analyzing valuable information. Information sharing across organizations can significantly multiply the situational awareness of all involved – with minimal additional cost or demands for any.

Establishing and participating in the activity of a Joint Operation Center (JOC), Multi-Agency Coordination Center (MACC), and additional liaison relationships can expand situational awareness and reduce the time for dissemination of important information – lifting the fog of war. Partners can be located and partnerships established, even during less structured and resource limited emergency management. Examples are weather stations, media, local neighbors and communities, and others.

Ask: Who else may have information I need? Who can help me understand the information I have available?

■ **Command and Control.** Somebody or some organization must be in charge. An emergency manager must be the decision maker or know who the decision maker is. The decision maker could be an Incident Commander (IC), who will need a team (an Emergency Operations Center, JOC, MACC, among others) to capture all relevant and available information, update and track it, and establish its levels of importance.

The team creates the basis for situational awareness. It can range from a formally organized and trained staff with associated equipment, communications, and facilities to a couple of people in a car with cell phones. The emergency management team can have as much impact upon addressing an emergency as those who are in the field dealing directly with the emergency.

Ask: Do I have people who have a clear understanding of how to track, understand, and organize information during a chaotic and changing event?

Conclusion

Any emergency manager, especially one in a decision-making role, would like have a complete and nuanced understanding of the situation and the impact of their decisions upon it. That is unlikely. In a real time, quickly developing emergency, fog will settle over the picture that the manager is developing and decisions will be made with partial and outdated information. Using communication, technology, partners, and a control structure should provide the best possible situational awareness. These factors can lift some of the *fog of war*. ▲



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D4H to Save Lives in New Zealand – The Furry Kind

By Steve Glassey, CEM, Chair, Animal Evac New Zealand Trust

When Hurricane Katrina struck the Gulf states in 2005, more than 100,000 companion animals were left behind to fend for themselves. The majority of these died, and only a small minority were ever to be reunited with their owners. The United States was swift to put into place federal law (PETS Act of 2006) mandating companion animal emergency plans and resources, recognising that pets are part of the family.

Twelve years on, the small township of Edgecumbe, New Zealand, was struck by flooding caused by a stop bank failure. The entire population of approximately 1,600 people were rapidly evacuated, leaving behind more than 1,000 animals. Volunteers from various animal and technical rescue organisations responded to the largest animal rescue in the country's history and bravely saved most of these animals. However, the event was hampered by a lack of

information management with coordinators managing the response with impromptu spreadsheets, printed maps and post-it notes. There was a significant lack of records and logs being kept for post-event reflection. It was identified as one of 90 recommendations in one after action report, that a system that all agencies involved in animal emergency management be developed. A year on, there was still no progress on this important lesson.

New Charitable Trust to Address Gap in Animal Emergency Response Capability

That is when a new charitable trust, [Animal Evac New Zealand](#), was formed, by Steve Glassey, CEM, former Wellington SPCA chief executive, to tackle the significant gap in animal emergency response capability. The Trust would recruit volunteers from all over the country to create a national surge capacity of trained animal disaster responders. The challenge was not finding

volunteers, but managing them both administratively and operationally. That is where the D4H suite of products came in.

Need for a Real-Time Incident Management System

Firstly, Animal Evac NZ needed a system that was capable of engaging and tracking more than 300 volunteers. with built-in qualification management and SMS communications portal, D4H's Team Manager was an easy choice. Secondly, the game changer for Animal Evac New Zealand was to introduce [D4H Incident Manager](#) to have a real-time incident management system. By tracking animals, people, tasks, logistics, incidents, situation reports, action plans, briefings, and more, it would ensure compliance with the national incident management system known as CIMS. Animal Evac NZ became the second organisation in the country to adopt this groundbreaking technology. It will be made available to partner organisations to provide a "neutral" database, where all affected animals and related issues can be coordinated and channelled through during an event.

The Author's Opinion of D4H Incident Manager

The system can track and record next to anything. Even during a response, you can add new forms and data collection. As the incident forces you to adapt, you also can adapt the system just as quickly. The good thing about it is that it is very intuitive. I remember using a SharePoint system for response – and got confused just looking at the dashboard! You don't need to be a high-end computer user to start

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IAEM Affiliate Member Profile

Welcome OnSolve as a New IAEM Affiliate Member

Please extend a welcome to **OnSolve**, a new Affiliate member of IAEM.

With more than 60 years of combined experience in the mass notification industry, **CodeRED™** from **OnSolve** is the leading provider of mass alerting solutions used by municipalities and emergency responders to notify the public when crisis strikes. The company's cloud-based solutions enable agencies to send fast, reliable alerts to residents and other stakeholders across multiple devices simultaneously.

With advanced mapping capabilities, users are also able to pinpoint notification recipients in the exact area of impact and provide relevant information. **OnSolve** solutions are designed and proven to save lives, protect assets, and reduce costs. More information can be found at www.onsolve.com.



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D4H to Save Lives in New Zealand - The Furry Kind

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using it which makes it so good for volunteers who may only use it a few times a year. In fact, within two days from getting the log-in, I had a fully customised and functional emergency management information system.

With the support of an ESRI non-profit ArcGIS license, the Trust's GIS capabilities are further extended beyond the base GIS functionality on D4H IMS, which already provides powerful mapping outputs. Though hosted in the cloud, tablets, smartphones and computers effortlessly change to off-line mode when Internet connection is lost, and it resynchronises when back online, providing plenty of redundancy.

There was no animal emergency registration database, only complicated forms. No one knew where the forms would go or what was to be done with them. Now we have D4H IMS, we simply create a new form and data is collected real-time, to make real-time decisions. We can enter a search-and-rescue request for animals left behind for whatever reason, and this also displays on our GIS mapping. We can provide stakeholders a live link to view situation reports in real time as well. This is a game changer, and it means other agencies can use it, so

we have a fully integrated approach to benefit not just the animals, but also the people who own them.

Conclusion

As information management continues to be a challenge for emergency managers, remember it is not just people who are affected, it is animals too. In saving and protecting animals, we will save more people because of the intrinsic bond between humans and animals. With improved information management for disaster-affected animals, we can improve reunification rates and improve public confidence. We also can show that we are simply doing the right thing. ▲



Priority Makes the Difference – FirstNet in Action

By Tracey Murdoch, FirstNet Senior Public Safety Advisor

Imagine a mountain town of 7,000 residents welcoming 500,000 guests. That is the scenario that Sturgis, South Dakota, faces every summer in August. For 78 years, this Black Hills community has hosted the country's largest motorcycle rally, and every year is a little different. In 2018, FirstNet debuted in the Black Hills of north-west South Dakota, and public safety experienced the difference of communicating over the FirstNet network.

FirstNet is a new nationwide broadband network dedicated to first responders. Designed with the advice of public safety professionals, FirstNet aims to give first responders 21st-century communications tools to help save lives, solve crimes, and keep communities and emergency responders safe.

Background of FirstNet

The story of FirstNet traces back to the tragic events of 9/11, when first responders could not communicate over existing networks. Following 9/11, public safety leaders lobbied Congress for a reliable, interoperable communications network dedicated to emergency communications.

In response, Congress created the [First Responder Network Authority](#) – an independent authority within the U.S. Department of Commerce – to establish, operate, and maintain a broadband network for public safety. In March 2017, following a highly competitive process, FirstNet entered into a 25-year contract and public-private partnership with AT&T to build the network. For the first time, public safety communications will be based on commercial standards, resulting



Richmond (VA) Police Department using FirstNet.

in lower costs and the rapid evolution of advanced communication capabilities.

These capabilities are necessary for police, fire, and emergency medical services personnel, who increasingly rely on mobile devices, like cell phones and tablets, to keep the public safe and secure. These kinds of devices require reliable broadband coverage and capacity – two elements that can often be a challenge at large-scale events, especially in rural areas like Sturgis.

Making a Difference in South Dakota

“This year was different,” says Jeff Pierce, Technical Administrator for the South Dakota Bureau of Information and Telecommunications and Statewide Interoperability Coordinator for South Dakota. “First responders had no problem with service to their mobile devices on the FirstNet network. Troopers were able to work from their vehicles and put less congestion on the radio network. It was more convenient, and they had faster access to critical data used in the field.”

With FirstNet, Sturgis responders had access to always-on priority and

preemption for both voice and data, which allowed them to stay connected even when operating on a highly congested network. This was particularly impressive considering that attendance at the 2018 Rally grew nearly 8% from 2017.

“Normally, we experience a 2-4% busy signal on the land mobile radio system,” recalls Pierce. “This year it was 0.6%.” Pierce attributes this improvement to greater use of mobile devices on FirstNet by law enforcement and other public safety officials. “Nothing else changed. We used the same applications and the same computer-aided dispatch systems. Having priority service during times of high congestion makes a difference.”

Public safety leaders across the country are also experiencing the benefits of FirstNet, echoing those in Sturgis.

Advantages Realized by the City of Richmond, Virginia

In Virginia, FirstNet has enabled the City of Richmond's mobile command center to serve as a mobile office for anyone that shows

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Priority Makes the Difference – FirstNet in Action

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up with a FirstNet device. Officers experienced the advantages of FirstNet’s advanced speeds and improved interoperability, which enabled them to receive live camera and weather feeds for monitoring, pull up suspect information, and tie computer-aided dispatch interfaces to 911 call centers. FirstNet proved it could handle everything from day-to-day operations, to emergencies, to large-scale events.

“We heavily use mobile data in order to be more efficient in delivering information to responders and to retrieve information independently from the communications center,” says Stephen M. Willoughby, director and chief of the Department of Emergency Communications in the City of Richmond. “FirstNet allows us to have that priority and preemption so that it is available to us all the time.”

Charlotte-Mecklenburg EM Has Critical Priority

In North Carolina, the Emergency Management Coordinator for the Charlotte-Mecklenburg Emergency Management Office, Michael Tobin explains how critical priority and preemption are during large, planned events, like NFL games. “Coverage is great until kick-off of a Carolina Panther game when hundreds of fans are on the network.” Once a game is underway and fans start sending video or texts of the game to friends and family, first responders’ experienced slow or dropped connectivity. Scenarios like this are typical on “game days” across the country. While inconvenient for the average fan,

delayed or weak signal can have dire consequences for first responders requiring reliable communications during an emergency.

With FirstNet available in North Carolina and across the United States, the robust and reliable network can help close these communication gaps for public safety. “Having priority and not competing with the general public is a very viable option for us,” said Tobin.

Beyond priority and preemption, first responders are experiencing the benefits of increased coverage and capacity that come with FirstNet. Since March 2018, AT&T has been working to build out Band 14 – high-quality spectrum that is dedicated to FirstNet – rapidly expanding FirstNet across the nation. With more than 1,000 new Band 14 sites planned, FirstNet will not only improve existing coverage, but also expand it into rural areas where coverage gaps have long existed.

In addition to Band 14 sites, FirstNet offers deployable network assets dedicated specifically to public safety users, such as Satellite Cell on Light Trucks (SatCOLTs). First responders in Chino, California, recently experienced the power of FirstNet’s deployables during the city’s annual Fourth of July Freedom Festival. With crowds approaching 15,000 spectators, local law enforcement had an opportunity to trial FirstNet’s dedicated SatCOLT with Band 14 to bolster emergency communications in and around the event. As a result, responders reported a reduction in latency for their drone video feed.

With FirstNet now available, countless first responders are gaining access to the most advanced emergency communications solution available today. For more information on products and services, visit FirstNet.com. To learn how your agency can participate in the First Responder Network Authority’s public safety programs,

email us at info@firstnet.gov or visit our webpage for more information: www.firstnet.gov. Also, thanks for speaking with us in person at the [International Association of Emergency Managers 2018 Annual Conference](#), where our staff were present and hosted a panel. ▲



Charlotte (NC) Fire Department using FirstNet.

Better Together: Improving Outcomes when Data Pairs with Mapping

By Matt Cronin, Product Manager, Juvare¹

Trouble comes at us faster and more unpredictably than ever before, and time is never on our side during a disaster. If the wind changes during a wildfire, the whole scenario changes in an instant. Higher population densities make preparedness, response and recovery even more challenging. Old processes and antiquated ways of performing tasks add complexity to any event, and modern challenges demand strategically collaborative approaches.

“Better Together” is the result of a partnership designed to address these challenges. Formed between industry leaders, Juvare and Esri, the partnership combines the WebEOC and ArcGIS platforms to help mutual clients respond more quickly and effectively in any emergency. Delivering data in the visual context of geospatial maps gives organizations the opportunity to make more informed decisions and elevate information sharing among stakeholder organizations as well as the public. Independently, each solution only tells part of the story, but together, the visualization of incident data makes it possible to know where, when, and how to act. Emergency managers and public safety professionals depend upon a comprehensive picture of every situation. Without it, decision-making can be flawed and often can impact the safety of individuals.

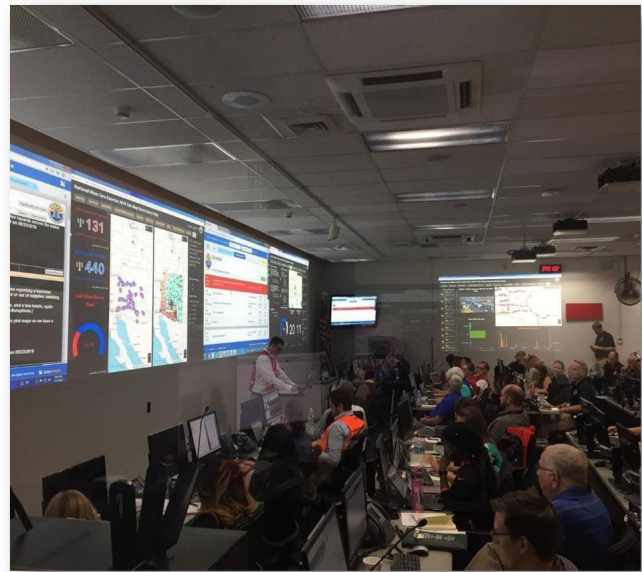
Mutual Aid Decision-Making Requires Data in Context

Disasters test public safety agencies at all levels, and they almost always require mutual aid. But mutual aid requires the visualization of data to be effective.

Responders and rescuers need more than a table of available resources. They need to know how close resources are and how fast they can get them. And they need effective ways to filter their data, so they can make precise decisions without distraction.

One such means for mutual aid will be the National Mutual Aid System (NMAS), assisting fire agencies with resource cataloging and sharing. Once agencies register with the International Association of Fire Chiefs (IAFC), they enter their inventory into a system that standardizes types of equipment and processes nationwide to assist with mutual aid planning and fulfillment. With this system, fire agencies can visually see where resources are available.

“We can no longer swim in a sea of data. The data I need to make a decision right now will be completely different than the data I will need in another minute to make another new decision even faster,” says Jeff Dulin of IAFC. He adds another important point, “Emergency managers and public safety professionals need to see data beyond borders. They can’t be limited to what they have, and they may need to bring in pre-existing or historical data and use it in a new context to make the right decisions.” Leveraging work that has already been



Arizona command center and dashboards.

done, and being able to visually see data in a new light, can and will significantly increase the ability to make good decisions faster and save lives.

Data Plus Mapping Needed for Effective Briefings

Arizona Governor Doug Ducey wanted better access to emergency information in his state. During flooding incidents, he was getting information from all over the place and responding to ceaseless questions from countless people. He lacked true situational awareness, and it was interfering with operations. He knew there had to be a better way to communicate the whole story to stakeholders. And there was. With “Better Together,” the Department of Emergency and Military Affairs has been able to capture every activity in their emergency operations center (EOC) in one visual application.

“With WebEOC data and ArcGIS mapping, we now had a

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¹ Former Administrator and Finance Manager at Palm Beach County Division of EM.

Better Together
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consolidated dashboard right in our command center, and we could see everything that was going on,” says Eric Shreve, Arizona Department of Emergency and Military Affairs. “This took the burden off of the GIS unit, as personnel were no longer bombarded with questions about locations. Having a shelter status dashboard allowed us to add additional data sets into one application, such as feeding sites, food banks and donation centers.”

The governor then had all the information he needed. He could better communicate with citizens. They knew where and when to evacuate, which, in turn, helped save lives and property. And, importantly, emergency management could focus on the emergency at hand. A win-win for Arizona.

Citizens in Miami-Dade Benefit from Real-Time Updates

In Miami-Dade County, Florida, the public gets real-time relevant information in the palm of their hands during any emergency or incident. Using the same data-plus-mapping strategy as in Arizona, Miami-Dade repackages its emergency management data for public and stakeholder consumption.

By combining data and mapping, “We have the ability to ease the point of suffering in an emergency,” says Soheila Ajabshir, Miami-Dade Office of Emergency Management.

As an outcome of Hurricane Irma, Miami-Dade first put mapping and incident data capabilities in their mobile app. They’re sharing 18 WebEOC boards with ArcGIS, ranging from local mitigation project tracking to grocery and pharmacy openings, hospital availability, bridge status, road closures, debris management and more.

Now that maps and data are combined and made available to the public, local residents can look online to get a better picture of when and where resources are available to them. “When a shelter or evacuation center opens, people know which one is open,” says Ajabshir. “They know if it is a pet friendly shelter, the current occupancy and capacity, location, direction and more.” Every minute, WebEOC and ArcGIS Online data is synchronized for emergency management applications and the same data is downloaded to the County’s internal database every 15 minutes for redundancy and internal Miami-Dade apps.

Suitable for All Stakeholders

What Miami-Dade response agencies need to see and what the public needs to see is vastly different, so flexibility in handling diverse audience needs is important. “We can choose, filter and synchronize data and expose it to different stakeholders,” says Soheila. “This is also an easy-to-implement tool. We simply build out the feature services from WebEOC boards. We also ensure redundancy by bringing

external data for all jurisdictions into our internal database.”

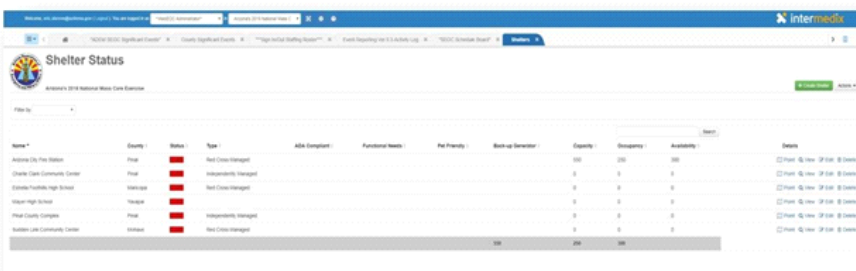
1.7 million hits prove it’s working. Soheila knows what they are doing is working. “Our app got 1.7 million hits, so we know people are seeing the information in real time. The most important thing is the real time accurate data, and I’m using the system to its fullest potential.” When people get what they need, the likelihood of them calling 311 for information is reduced. This frees up time for critical response activities.

Improving Outcomes

Together, the “Better Together” partnership enables organizations to:

- Reduce response times.
- Provide resources quickly when they are most needed.
- Make the most of available resources to have the greatest impact.
- Increase mobile device workflows and ease of use.
- Inform the public in real time with live access to information.
- Ensure elected public officials are satisfied with high-level briefing information.
- Enable emergency managers to stay on task as questions are addressed before they arise.
- Save lives and property.
- Understand the full potential impact on situation by seeing all areas that could be impacted by a disaster.
- Eliminate work by breaking down silos and solving problems together that cannot be solved in isolation.

“Visualization without data in context is just a pretty picture,” says Jeff Dulin. “When ‘where’ and ‘what’ match up, we have a process that enables people to solve problems.” People are visual, and seeing is knowing. Data and mapping are simply better together. ▲



Shelter status dashboard.

Surprise Outcomes from the City of Los Angeles Active Shooter Exercise

By Constant Associates, Inc., in collaboration with Mona Curry, Emergency Manager, City of Los Angeles Emergency Management Department

The City of Los Angeles recognizes the importance of having individuals prepared to act during those first critical moments of an active shooter event, and has been working on building a cadre of trainers throughout the region who can deliver sessions of its Active Shooter Training Program. The premise of the training program is to teach key survival options that individuals throughout the community can use to protect themselves if an active shooter incident strikes their workplace, school, place of worship, or any other space.

As part of an initiative to increase public awareness of the growing Active Shooter Training Program, the City of Los Angeles Emergency Management Department (EMD) and the Los Angeles Police Department (LAPD) organized the development and delivery of a

full-day event titled *Operation Movie Screening* that was held at a Los Angeles movie studio on June 12, 2018. The event included LAPD officers providing a training seminar that covered topics including the *Run, Hide, Fight* approach to responding to an active shooter incident, lessons learned from past incidents, potential red-flag behavioral indicators, and *Stop the Bleed* first aid basics.

As a complement to the training, the movie studio staff also had the opportunity to participate in two short iterations of full-scale exercise (FSE) play, which allowed them to immediately put the lessons they learned in the training to work. This structure had players react to a shooter entering and moving through the scene in two slightly different positions/patterns, so that players were able to choose a different response option during

each iteration of play and had the opportunity to employ lessons learned from one iteration to the next. Across both iterations, each set around a movie premiere at the studio theatre, simulated victims were “moulaged,” displaying mock injuries and behaving in accordance with actor cards that offered additional details about their disposition. Among the simulated victims and participants were individuals with actual disabilities and/or access and functional Needs. More than 120 individuals participated in this event.

Objectives of Training and FSE

Across both the training and FSE, there were five objectives:

- To provide exposure for the City of Los Angeles Active Shooter Training Program through media coverage associated with this event.
- To provide feedback on the Active Shooter Training Program.
- To provide a forum for the movie studio staff to receive Active Shooter Training.
- Movie studio employees were able to practice implementing *Run and Hide* options in response to an active shooter on the movie studio campus.
- Movie studio employees rehearsed crisis communications activities in response to the simulated active shooter.

In the first iteration of play, responding to simulated active shooter entering the exercise scene from a red carpet area outside of the movie studio’s main entrance, players employed *Running and*



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Surprise Outcomes from LA Active Shooter Exercise

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Hiding tactics (fighting was omitted for safety reasons), moving into the theatre building to barricade themselves inside rooms and hiding within the rows of theater seats. After this first iteration, exercise staff conducted small debriefs and a full-group hot wash to offer comments on players' performance, including tips that they might employ in the second round of play.

The second iteration commenced with another active shooter incident, this time with a simulated active shooter entering the exercise scene from a side door in the theatre atrium. Again, players responded by running, hiding, and barricading themselves. However, for this iteration, players were also provided with first aid supplies, including tourniquets that allowed them to practice *Stop the Bleed* techniques on simulated survivors, as well as a phone number to call to simulate dialing 911 to report the incident.

Feedback on the Experience

Overwhelmingly, players reported that the training experience coupled with multiple iterations of exercise play was an extremely

valuable experience. An important piece of any exercise is uncovering areas that should be sustained or improved with future planning, organizational shifts, equipment enhancements, training, and exercises. Across the training and FSE events at movie studios, numerous strengths and opportunities for future growth and improvement were uncovered.

Strengths

■ Players repeatedly expressed their **satisfaction with the overall format of the day**, which offered two opportunities for them to practice implementing what they learned in the *Run, Hide, Fight* training seminar, as well as feedback sessions between the two iterations, in which *Run, Hide, Fight* trainers offered constructive comments on their performance. Calling multiple iterations a "great idea," players stated that they liked having the opportunity to learn from their "rookie mistakes" in the first iteration of FSE play, and to learn from the efforts and mistakes of others. Players clearly took the trainers' feedback to heart, modifying their performance across the two iterations to make changes such as reducing the time it took for them to lock down the rooms in which they were hiding and increasing their teamwork efforts.

■ Once they were safely hidden, **players made use of a simulated 911 phone number to call to report the incident**. Understanding that their first priority was to escape the shooter, which limited their ability to take in incident information, players offered as many details as they could about the location and number of shooters, plus attempted to provide physical descriptions.

■ Support for people with disabilities and others with access and functional needs populations is an ongoing and overarching agency commitment from the City of Los Angeles Emergency Management Department. Victim simulators with a variety of visible and non-visible disabilities and access and functional needs were incorporated into the FSE. Across both iterations of the FSE, **players were observed assisting people with disabilities and access and functional needs** as they moved toward safety. For example, players assisted a visually impaired individual in reaching a hiding space in a bathroom.

Lessons Learned

■ Understanding the need to include some artificiality to help maintain a safe exercise environment, players were intrigued by the notion of fighting as a last resort

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Scene from Los Angeles Active Shooter Training.

Surprise Outcomes from LA Active Shooter Exercise

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when faced with an active shooter. Members of LAPD provided a demonstration of three fighting techniques during the final hot wash of the FSE, but many players expressed an interest in receiving additional training on this topic. Some suggested that there could be an increased focus on fighting as an option during the *Run, Hide, Fight* training seminar, and such that it would offer players “food for thought” to better consider that option while they are hiding. For instance, even without introducing actual fighting, players with some additional insight on tactics could have spent some time evaluating how they might transition from hiding to fighting should an active shooter break through a barricaded doorway. Additional props placed in

hiding spaces could further stimulate this line of thinking. These suggestions may be addressed through offering separate self-defense training that includes an active shooter scenario.

■ During the FSE, players had some delay in getting to and locking down their hiding spaces. They were initially slower to react to the shooter situation (in the first iteration), became concerned with assisting wounded individuals, and letting “just one more” person in to hide. This changed across iterations, with players running immediately upon hearing shots fires in the second round of play and making the difficult life-or-death choice to more quickly begin entering and barricading their hiding positions more readily in the second round of play.

■ During the FSE, not all players immediately prioritized silencing themselves and their mobile devices once they were hidden, though they

did demonstrate some improvement in doing so across iterations, including in quietly aiding victim simulators. Talking could be heard from outside the hiding rooms, though this did quiet down when players detected that the shooter was nearby. In at least one case, a victim simulator was being deliberately loud, but players had a difficult time quieting the individual. In other cases – as was planned as part of the exercise to emphasize this point – victim simulators’ mobile phones went off while they were hidden with the players.

Conclusion

Overwhelmingly, players reported that the training experience coupled with multiple iterations of exercise play was an extremely valuable experience. For more information about *Operation Movie Screening*, please contact Mona Curry at mona.curry@lacity.org. ▲

IAEM-USA Government Affairs Committee Met at IAEM 2018



Photos from the U.S. Government Affairs Committee meeting that took place during the 2018 IAEM Annual Conference. See [page 22](#) for instructions on how to subscribe to the U.S. Government Affairs Update.



From Left: IAEM-USA Region 5 President Brad Gilbert, CEM; IAEM-USA Government Affairs Committee Chair Doug Bryson, CEM, and IAEM-USA Director of Government Affairs Thad Huguley.

EM Calendar

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

- Dec. 4-5 Alberta Emergency Management Agency (AEMA) Stakeholder Summit, Edmonton, Alberta, Canada.
- Dec. 5-7 RES/Con New Orleans: Global Resilience Summit, New Orleans, LA.
- Dec. 7 IAEM-USA Region 3 Fifth Annual Holiday Celebration**, The Mansion and O Street Museum, Washington, DC.
- Dec. 14 The New England Higher Education EM Symposium, offered by the IAEM-USA Universities & Colleges Caucus** and the Boston Consortium for Higher Education, Babson Executive Conference Center, Wellesley, MA.

2019

- Jan. 17 1:00-2:00 p.m. EDT, IAEM Thursday Learning Webinar, "Budgeting for Disasters: Challenges and Innovative Practices in Times of Uncertainty."**
- Feb. 4-6 2019 CatIQ Connect, Canada's Castastrophe Conference, Metro Toronto Convention Center, ON, Canada.
- Feb. 21 1:00-2:00 p.m. EDT, IAEM Thursday Learning Webinar, "It's 2018 – Why Is Protecting Children in Disasters Still Innovative?"**
- June 4-7 IAEM-Canada Annual Conference, Calgary, AB, Canada.
- Nov. 15-20 IAEM Annual Conference, Savannah, GA.

Save the Date for the 2019 IAEM Annual Conference!



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Need more info about staff?

Visit the [IAEM Staff web page](#).

September 2018 Certification Approvals

These lists may not be inclusive of all current Associate/Certified Emergency Managers. In order to comply with the General Data Protection Regulation (GDPR) enacted by the European Union on May 25, 2018, IAEM has suppressed the names of those who have not given permission to release such information.

2018 Certified Emergency Managers

Ian Alexander, CEM – Rockville, MD
 Michael T. Bilder, CEM – Arlington, VA
 David L. Bradley, IV, CEM – Cheshire, CT
 Curtis C. Brown, CEM – Williamsburg, VA
 Eileen Connors, CEM – Van Nuys, CEM
 Paul Damico, CEM – New Bern, NC
 Mark Diedrich, CEM – Saint Louis, MO
 Kate Dorrity, CEM - Lafayette, IN
 Thomas E. Dunn, CEM – Bluffton, SC
 Jamaal Folsom, CEM – Portland, OR
 David Hopper, CEM – Bloomington, IL
 Erica Houghton, CEM – Pueblo, CO
 Evangeline T. Inniss-Springer, CEM – St. Peter, Tortola, BVI
 Marie Irvine, CEM – Brooklyn, NY
 Elizabeth A. King, CEM – Seattle, WA
 Rick Larkin, CEM – Bloomington, MN
 Aoife Longmore, CEM – Austin, TX
 Roberto Macchiavello, CEM – Santiago, PC, Chile
 Timothy D. Marshall, CEM – Bath, NY
 Justin T. McGinley, CEM – Arlington, VA
 Andrew D. McGuire, CEM – New Milford, CT
 Bradley Nuding, CEM – Bangor, ME
 Matthew T. Peloso, CEM – White Plains, NY
 Mary F. Pratt, CEM – Chicago, IL
 Enrique Quinones, CEM – Washington, DC
 Stephen Ramsey, CEM – Macon, GA
 Eileen Robichaud, CEM – Washington, DC
 Julie A. Symopoulos, CEM – Goodyear, AZ
 Cynthia M. Tangney, CEM – Rocky Hill, CT
 Lann A. Wilder, CEM – San Francisco, CA
 David A. Zarnick, Jr., CEM – Butler, PA

2018 Associate Emergency Managers

Kenneth J. Freeman, AEM – Terry, MS
 David W. Haas, AEM – Kailua, HI
 Michael N. Krant, AEM – Saint Robert, MO
 Marc G. Melissas, AEM – Harbor City, CA
 Alvin J. Miguez, AEM – Dallas, TX
 Luke R.G. Palmer, AEM – Lethbridge, AB, Canada
 Janisha S. Sergeant, AEM – Tortola, BVI

Certified Emergency Managers (Upgraded from Associate Emergency Manager)

Guy DeMarco, CEM – Las Vegas, NV
 Eraina Perrin, CEM – Aubrey, TX

2017 Recertification Class

Amanda Phan, CEM – Colorado Spring, CO

2018 Recertification Class

Paul J. Benyeda, CEM – Gettysburg, PA
 Richard J. Bochenek, CEM – Acton, ON, Canada
 Brenda V. Bramwell, CEM – Sandpoint, WA
 Mark W. Burdiss, CEM – Sidney, OH
 Amelia J. Drexel, AEM – Lake George, NY
 Randall C. Duncan, CEM – Wichita, KS
 Joy Dvornicich, CEM – West Chester, PA
 David Edwards, CEM – Cheyenne, WY
 Jamie Gravelle, CEM – Mountlake Terrace, WA
 Eric Griffin, CEM – Wilmington, NC
 David J. Hubeny, CEM – Binghamton, NY
 Allen B. King, III, CEM – Stafford, VA
 Elton Lewis, CEM – Knightdale, NC
 Joshua A. Margulies, CEM – Somerville, MA
 Matt L. Marietta, CEM – Milton, GA
 Thomas Mauro, Jr., CEM – Staten Island, NY
 Erin Meyer, CEM – College Park, MD
 Sangwhun Nam, CEM – Cheonan, Choongnam, Republic of Korea
 Laura W. Relph, CEM – Rancho Cucamonga, CA
 Kevin Smith, CEM – Land O Lakes, FL
 Steven A. Smith, CEM – Atlanta, GA
 Marianne C. Souders, CEM – Gaithersburg, MD
 Kevin T. Starbuck, CEM – Amarillo, TX
 Erin E. Sutton, CEM – Virginia Beach, VA
 Mark A. Terry, CEM – Lakewood, WA
 Lori A. Upton, CEM – Houston, TX

2019 Recertification Class

Christopher Crabtree, CEM – Waipahu, H
 Robert J. Kagel, CEM – West Chester, PA
 William S. Steadman, CEM – Webster Groves, MO
 Kenton A. Towner, CEM – Richmond, VA
 Ryan W. Zollicoffer, CEM – Menlo Park, CA

2020 Recertification Class

Steven C. Oda, CEM – Rosemead, CA

2021 Recertification Class

Bettina R. Coleman, CEM – Washington, DC

New IAEM Members: Sept. 16-Oct. 15, 2018

IAEM-ASIA

Jonathan Garcia
Manila, Philippines

IAEM-CANADA

Sheldon L. Barker
Abbotsford, BC

Frances MacTaggart
Ajax, ON

Kirsten Marples
Hamilton, ON

Jeff B. Narraway
Ottawa, ON

Mohamed Farouk
Nova Scotia

IAEM-EUROPA

Dr. Landry Ndriko
Mayigane
Geneva, Switzerland

Rui Jorge Igreja Reis
Fão, Esposende, Portugal

IAEM-INTERNATIONAL

Dr. Osama F. Al Kurdi
Doha, Qatar

Ahmed Gamal Ibrahim
United Arab Emirates

Lt Col Ibrahim M. Ismaila
Abrokuya, Nigeria

IAEM-LATIN AMERICA & CARIBBEAN

Noel A. Martin Jr.
Paget, Bermuda

IAEM-OCEANIA

Josh L. Hayes
Wigram, New Zealand

Christopher M. Hollis
Wellington, New Zealand

Rebekah S. Ten Hoopen
Geelong, Australia

Rowan J. Wallace
New Zealand

IAEM-USA

IAEM-USA Region 1

Leo Ambrosi
Bourne, MA

Douglas S. Babcock
Colchester, VT

Jeff Campbell
Waitsfield, VT

Marianne Cooley
Wellesley, MA

Paul Goldberg
Windsor, CT

Kelly A. Nee
Boston, MA

Christopher J. Orr
Portland, ME

Scott J. Pelletier
Oxford, CT

IAEM-USA Region 2

Brad R. Austin
Livonia, NY

Ariel A. Bethea
Rochester, NY

Alston B. Cotray
Bronx, NY

Robert J. DeMarzio Jr.,
NJCEM
Mt. Royal, NJ

Kevin T. Dugan
Astoria, NY

Daniel B. Gough
Hamilton, NY

McKenna C. Heffner
Painted Post, NY

Charles J. Holder
Fredonia, NY

McKenzie A. Munro
Scotia, NY

Hayley Peterson
E Greenbush, NY

Margery Shane
Staten Island, NY

Erik Smisloff
Rochester, NY

Katelyn L. Tisch
Locust Valley, NY

IAEM-USA Region 3

Jen Averill
Blacksburg, VA

Elias Banks
Rockville, MD

Austin Barlow
Alexandria, VA

Ronald A. Culmer III
Washington, DC

Emily Finsterbusch
Ridley Park, PA

Kimberly A. Fisher
Elkridge, MD

Dr. Kathryn H. Floyd
Alexandria, VA

Alex J. Gall
Gibsonia, PA

Michielle L. Henderson
Stafford, VA

CDR Jason D. Ingram, CEM
Virginia Beach, VA

Graydon C. Lord
Herndon, VA

Kenneth E. Maloney
Milford, DE

Aaron E. McClellan
Alexandria, VA

Eugene Mellin
Columbia, MD

Nicole C. Neal
Pittsburgh, PA

Kimberly L. Ord
Mount Union, PA

Darrin R. Proehl
Lynchburg, VA

Heriberto Rivera Jr.
Pasadena, MD

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Please welcome these new IAEM members!

New Memberscontinued from page 39

	Florencio D. Soliz III Jackson, MS	Bryan P. Hosea New Straitsville, OH	Curtis J. McDonald Temple, TX
Adam C. Stern Elkton, MD	Elizabeth Turick Ormond Beach, FL	Corey Kubik Jackson, MI	Michael D. Mitchell Helotes, TX
IAEM-USA Region 4	Jefferson Varner III Meridianville, AL	Dennis O'Hara Youngstown, OH	Colleen T. O'Neal Lubbock, TX
Suzanne L. Boisvert Clearwater, FL	IAEM-USA Region 5	Damon M. Obiden Muskegon, MI	Dr. Sandy M. Smith Russellville, AR
David B. Emigh Weaver, AL	Michelle Barkley Evansville, WI	Elizabeth Reimink Ludington, MI	Joseph M. Sookov Sr. Rio Rancho, NM
Patricia A. Fugate, BSN, MEP, NHDP-BC Canton, NC	Lynne A. Bratka, CEM Columbus, OH	Hailey Rossiter Caldwell, OH	Kayla Stull Arabi, LA
Elaina A. Gregg Miami, FL	Cody Brookover Ravenna, OH	Jonathan D. Scibiur Circleville, OH	IAEM-USA Region 7
Billie C. Gwyn Little Mountain, SC	Jeffrey R. Brown Rockford, IL	Kenneth J. Selander Jackson, MI	Bernard W. Botson Jr. Falun, KS
Jordan L. Howard Nashville, TN	Liam A. Carroll Monroe, MI	Ryan T. Shackelford Ravenna, OH	Keri M. Korthals Augusta, KS
Darell W. Ignelzi Aragon, GA	Kenneth M. Coleman Chaska, MN	Timothy A. Spence Clinton Township, MI	Mary J. Meyer Norfolk, NE
Todd J. Jones Knoxville, TN	Patricia A. Corley Ravenna, OH	Jason R. Stevens, PEM Grand Ledge, MI	IAEM-USA Region 8
Amanda N. Knight Mount Pleasant, SC	Marco J. DeVito Naperville, IL	Shaddy N. Swade Cleveland, OH	Zeina M. Abouelazm ND
Jeffrey S. Manning Marathon, FL	Leonard Earl Round Lake, IL	Jack D. Workman Milwaukee, WI	Dalton J. Hamm Fargo, ND
Michael A. Nelson Carrollton, GA	Logan Dean Fickiesen Findlay, OH	IAEM-USA Region 6	Sawyer B. Heller Fargo, ND
Peter Robinson Pensacola, FL	Angelique R. Gonzalez Akron, OH	Thomas R. Anciso Amarillo, TX	Lonnie Inzer Colorado Springs, CO
Spencer Shaw Largo, FL	Donald Gossel New Straitsville, OH	Destiny K. Craft Denton, TX	Christyn Knudtson Fargo, ND
Marisa Shivers Lake Placid, FL	Julie Grey Chicago, IL	Daniel K. Gleaves Amarillo, TX	Carter C. Oster Fargo, ND

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Please welcome these new IAEM members!

New Members
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IAEM-USA Region 9

Zackary B. Buchanan
Las Vegas, NV

Raul E. Cannon-Perez
Las Vegas, NV

Tiffany Chiaravalloti
Prescott, AZ

Carl H. Gregory Jr.
Coronado, CA

Sherri Helton
Window Rock, AZ

Timothy S. Hill
Sparks, NV

Ryan J. Hirae
Honolulu, HI

Anne C. Hutton, RN
Los Angeles, CA

Joshua Allen Jensen
Las Vegas, NV

Ray N. Kessler
Las Vegas, NV

Elizabeth Knoebel
Kailua, HI

Bryan D. Land
Las Vegas, NV

Theresa D. Langdon
Dublin, CA

John A. Lombard
North Las Vegas, NV

Gregory E. Mayes
Diamond Bar, CA

Dennis Phalen
Fallbrook, CA

Matthew Sollars
San Francisco, CA

Michael L. Southerly
Mesa, AZ

IAEM-USA Region 10

Edward T. Gierok
Newberg, OR

Vicente Harrison
Portland, OR

Michael Hurt
Everett, WA

Frankie L. Knobloch
Marysville, WA

Allison K. Kunerth
Springfield, OR

Samuel F. Sells
Eagle River, AK

Dianna C. Skelly
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Jennifer J. Tomlinson
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Robert Waddell II
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