



Bulletin

INTERNATIONAL ASSOCIATION OF EMERGENCY MANAGERS

Special Focus Issue

Partners in Emergency Management: Working Together

When There Is No Cavalry

By Dr. Douglas Himberger, David Sulek, and Stephen J. Krill, Jr.,
Booz Allen and Hamilton, Inc.

When Hurricane Andrew slammed into the Florida coast in August 1992, it quickly overwhelmed local efforts and prompted pleas for federal assistance. But there were limits to what the federal authorities could do. After three days, Dade County Emergency Management Director Kate Hale lashed out on national television. “Where in the hell is the cavalry on this one?” she demanded. “They keep saying we’re going to get supplies. For God’s sake, where are they?”

If there was a cavalry to call, then it either never arrived or arrived too late to do much good. Andrew destroyed

126,000 homes, left 250,000 people homeless, and caused at least 40 deaths. Damage was estimated at \$26 billion, including \$16 billion in insured losses, which bankrupted 11 insurance companies.

“Florida learned a hard lesson about response and recovery after Andrew,” said Jeb Bush, who was the state’s governor from 1999 to 2007, in testimony before the U.S. House Committee on Homeland Security on October 19, 2005. “That catastrophic storm was a wake-up call for all Floridians.”

Following Andrew, Florida’s leaders acknowledged that no single agency
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Call for Articles
Special Focus Issue:
“Campus Safety”
Deadline: Jan. 10, 2008
– See Page 21 –

IAEM: Working for You

■ **IAEM Calls for Additional Work on the National Response Framework.** On Sept. 11, IAEM issued a news release urging the U.S. Dept. of Homeland Security to work with local and state emergency managers to fix the National Response Framework (NRF). “IAEM believes that the NRF should serve as the over-arching planning document that identifies the roles and responsibilities of all potential players and the methods by which resources are requested and delivered at all levels,” stated Robert C. Bohlmann, CEM, Chair of IAEM’s U.S. Governmental Affairs Committee. “It is not rocket science – and it does not have to be 800 pages long. The draft NRF that

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Robert C. Bohlmann, CEM, (right) represented IAEM at the Sept. 11 hearing of the U.S. House Subcommittee on Economic Development, Public Buildings and Emergency Management, Committee on Transportation and Infrastructure.



From the President

Take Advantage of IAEM 2007 Annual Conference Opportunities

By Michael D. Selves, CEM, IAEM President
Director, Johnson County Emergency Management, Olathe, Kansas

This issue of the *IAEM Bulletin* is based on the theme of our upcoming annual conference in Reno, Nevada – “Partners in Emergency Management: Working Together.” The officers and staff of IAEM are excited and eagerly anticipating this annual event, which culminates our association year.

Even more important, however, is the fantastic opportunity the IAEM Annual Conference presents to all our members for learning, sharing and networking. Additionally, this conference is poised to be a pivotal event in the history of our association. As the culmination of this conference, we hope to launch what we believe

will be the most significant restructuring of IAEM in its 55-year history.

By every objective standard, ours is a phenomenally successful organization. Each year during the recent past has seen our annual conference achieve gains in attendance records. Our EMEX exhibit continues to set new records as well. Even with all this success, I believe we have retained the feeling of unity, fellowship and mutual support, which I have been privileged to experience for nearly 13 years.

One of the reasons for this success is the continuing dedication to excellence exhibited by the volunteer members of the IAEM Conference Committee.

Once again, your conference committee has put together another stellar agenda. In addition to the high profile plenary presenters, there is the critical organization building work of the numerous committees of IAEM, all of whom are deeply involved in setting our organizational policy in virtually every aspect of emergency management.

There will be learning opportunities in abundance, workshops on exercise development, legislative advocacy for state associations, and FEMA/EMI course deliveries – as well as ample social and recreational events to facilitate networking with your peers.

As IAEM President, I look forward to the conference as the end of my tenure, as well as the beginning of the new and enthusiastic leadership of incoming IAEM President Larry Gispert. At the same time, I regret that the

year has passed so quickly, and so many things remain to be done.

At any rate, I am delighted to issue this heartfelt invitation to all of you to join us in Reno and make this year’s conference another record setter, not only in numbers but also in value to ourselves and our profession. Till next time...

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SUPPORT THE BOARD'S DECISION TO INTERNATIONALIZE IAEM: VOTE YES ON THE PROPOSED BYLAWS AMENDMENTS

Information and Procedures for 2007 IAEM Elections

Online voting for 2007-2008 IAEM officers and proposed bylaws amendments will begin at 8:00 a.m. Eastern time (U.S.) on Oct. 14, 2007, and will continue until 12:00 noon Pacific time (local time in Reno, Nevada, the location of our annual conference) on Nov. 14, 2007.

Voter Eligibility

All IAEM Individual, Affiliate and Lifetime members who have paid their 2007-2008 membership dues are eligible to vote. Online voting was established last year, to encourage greater participation by providing a convenient and efficient means for IAEM members to review pertinent information about officer candidates and bylaws amendments – and then cast their votes.

Information About Candidates and Bylaws Amendments

Go to the IAEM Home Page at www.iaem.com and **click on the red VOTE 2007 link** or go directly to the **voting informational area** at www.iaem.com/Vote2007.htm, where you can access:

- Complete voting instructions for the 2007 IAEM elections.
- A special Web page for each IAEM officer candidate, with a campaign article and photo.
- Final text of the proposed bylaws amendments. Two-thirds of the members must approve any changes to the IAEM bylaws.
- Companion section at www.iaem.com/membersonly/BylawsAmendment2007.htm (members only) that includes important details about the proposed bylaws amendments in regard to the internationalization of the IAEM organizational structure,

as endorsed by the IAEM Board of Directors.

Step-by-Step Procedures

Online voting is secure and private. Once you are ready to vote, beginning on Oct. 14, 2007, at 8:00 a.m. Eastern time, click on the **RED link** to the right in the voting informational area at www.iaem.com/Vote2007.htm called **VOTE NOW**.

- When you click on the **VOTE NOW** link, you will be asked for your IAEM User ID and Password.

- Enter that information, and you will be taken to the Member Surveys page.

- Click on the survey called “2007 Officers Election & Bylaws Amendments.” This is your online ballot.

- You will then be able to vote for Second Vice President and Treasurer – and you will be able to vote “yes” or “no” on the proposed bylaws amendments.

- When you have voted, click the “Post Survey Choices” button to cast your vote. (Once you click this button, you can’t go back and you can’t make changes - so be sure that your ballot is as you want it *before* you click the button.)

- You can only vote once. You cannot change your vote once it is placed. If you have any difficulties in placing your vote, contact IAEM Membership Director Sharon Kelly at info@iaem.com.

For Assistance

Please Note: If you sign in to the Member Surveys page, and you do not see the survey called

“2007 Officers Election & Bylaws Amendments” (your online ballot) or if you click on the survey link and get a message that says “You are not eligible to take this survey,” then our records show that you are not an eligible voter in the 2007 IAEM Officer Elections and Bylaws Amendments. In order to vote, you must be an Individual Member, Affiliate Member or Lifetime Member who has paid dues for 2007-2008. If you have any questions about your IAEM voter eligibility, please contact Sharon Kelly at info@iaem.com.

All eligible IAEM members are encouraged to cast their vote in this important election.

Proposed Bylaws Amendments

The IAEM Board at its June 13 meeting approved a revision to the bylaws to allow an international structure to become a reality. **This change requires the approval of two-thirds of the membership in an association-wide election.** The proposed bylaws revision will appear on the ballot. For complete details, go to:

www.iaem.com/membersonly/BylawsAmendment2007.htm

Materials include the complete draft proposal, presentation, fact sheet, bylaws text, and messages of support from IAEM leaders.

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No Cavalry

(continued from page 1)

could manage this type of catastrophe alone. The government and the private sector only had part of the resources or knowledge needed to address a wide-scale disaster – one that affected transportation, utilities, food supplies, law enforcement, medical services, communications and other critical services. So Florida moved toward a new approach, deliberately involving a variety of organizations – public sector, corporations, nongovernmental, and faith-based – in its emergency preparedness and response activities.

This meant changing both the planning process and the relationships among these various groups. For example, state officials took a hard look at construction practices and regulations, enforcing current codes and drafting new regulations to ensure that buildings could withstand hurricane winds. It also sponsored the Volunteer Florida Foundation, a community-based program that serves as a focal point for private, charitable and individual donations and volunteer activities related to disaster recovery.

Not Expecting the “Calvary” to Save the Day

The success of this approach soon became obvious. During the 2004 and 2005 hurricane seasons, several powerful hurricanes struck Florida. The state’s government and business and civil organizations quickly mobilized, working together – as they had planned and trained to do – to provide response and recovery.

Although Florida still requested assistance, the federal government was just one of many members of an integrated “megacommunity.” Consequently, when hurricanes or other disasters threaten Florida today, the state no longer expects the “cavalry” to gallop in and save the day.

Great Need for Multisector Involvement

Florida’s experience offers important lessons for anyone responsible for emergency management. The need for multisector involvement is especially great today, because many potential disasters – such as pandemic influenza, large-scale earthquake or terrorist attack – can produce such complex and far-reaching impacts that no single organization

civil organizations work together to address a compelling issue of mutual importance. Although organizations within a particular megacommunity may compete in other spheres, they act together in a sustained partnership to address a complex problem that none can solve on its own.

The *megacommunity* is a relatively recent phenomenon made possible by the increasing complexity, interdependence and technological sophistication of modern society. It takes advantage of technologies that enable communications across national and organizational boundaries, sharing information and collaborating in ways not possible just 10 or 15 years ago.

But putting the megacommunity approach into practice is still difficult. After 9/11, the U.S. government invested in interoperability, information sharing and cross-agency collaboration. Billions of dollars went into planning activities, training, exercises and communications systems. But four years later, the nation was still not prepared for the scale and complexity of Hurricane Katrina. In the aftermath, various agencies were blamed for their lack of preparation and dismal response, with the Federal Emergency Management Agency (FEMA) singled out by some critics as the primary culprit. But FEMA did not fail, nor did individual states or local agencies. It was the megacommunity that failed, or more accurately, failed to exist.

An effective megacommunity achieves its goals through collaboration and embraces and empowers all actors as full partners with unique strengths to offer. It capitalizes on the very best ideas, ingenuity and innovation from across the public, private and civil sectors – to meet the urgent needs of a global citizenry that arguably faces more frequent and complex disasters than ever before, with less of a clear sense of which cavalry to call.



On Aug. 22, National Association of Nurses (NASN) representatives visited IAEM Headquarters to discuss disaster preparedness issues as part of an outreach effort to help school nurses and local emergency managers work more closely together.

L-R: IAEM Region 3 President Kathleen Henning, CEM; IAEM Staffer Kathy Robinson, RN; NASN Education Director Marian Smithey, RN, BSN, MS, NCSN; IAEM Executive Director Beth Armstrong; and NASN Executive Director Amy Garcia, RN, MSN.

The Starting Point for a Comprehensive Approach to EM

By Jason Jackson, Director of Emergency Management, Wal-Mart Stores, Inc.

Have you ever noticed that when a major disaster occurs in a community, the entire community often rallies together in response and recovery? It is the best of humanity. Neighbors help neighbors, non-profits and volunteers show up, churches open their doors, schools become shelters, businesses pitch in to provide commodities and services, and government agencies provide services and leadership. Unofficially, this is a comprehensive response to a local disaster.

As it pertains to regional or national disasters, the person who coined the phrase “all emergencies are local” was absolutely correct. A large-scale disaster is really just a series of local disasters caused by the same event (of course with greater complexity and resources).

The Million-Dollar Question

So here is the million-dollar question: “If we know that time and time again a comprehensive response to a disaster is going to occur, shouldn’t we work harder to coordinate, harness, improve upon, and make more efficient that comprehensive approach before the disaster ever occurs?”

The answer is pretty simple. However, the more complex follow-up question is: “Where do you start?”

Defining the Fundamental Concepts

In looking for a starting point for a “comprehensive” approach, my team sat down and discussed the real issues that we were experiencing during some of the most recent disasters. We felt that the starting point came down to some fundamental concepts: (1) awareness and understanding; (2) strengths and weaknesses; and (3) expectations. Each of these plays a key role in establishing how

independent organizations collectively work together to resolve a crisis. The important thing then is to act upon these concepts, which we did in immediately reaching out and discussing these with governmental and non-governmental partners.

Critical Keys to Success

■ **Awareness and Understanding.** Awareness and understanding of each other’s organizations is one of the first critical keys to success. This can be applied at a micro (community) or macro (national) level or anywhere in between. Governmental and non-governmental organizations must understand what all groups are, what they do, how they interface, and what they each need in order to succeed. If I understand what you want/need and know how to communicate with you, I can then try to give you those things, instead of wasting time and effort due to my own false assumptions.

■ **Strengths and Weaknesses.** Beyond just understanding what each other does and needs, it is important to openly discuss the strengths and weaknesses of the organizations. Now it is often easy for one to talk about what one does well, but people tend to shy away from what they don’t do well because no one wants to admit weakness. Unfortunately, if organizations don’t share what they are not as good at or what they can’t or shouldn’t do, it can often create an assumption that they can perform a task. This means that a gap is created, and this is exactly how plans fall apart. By sharing the gap (weakness), we can figure out collectively how to fill that gap or at least be aware of it.

■ **Expectations.** The third and final part is to discuss expectations: “What do you intend to do and expect of me?” As an example, I

was at a national exercise when a member of a government agency stated, “We will move our stock-piled commodities from our staging location to another location.” I immediately asked, “What commodities, and who is moving them?” They replied, “We assumed the private sector will provide and move them.”

I then responded, “Then don’t you think it would be good to talk with the private sector first, before you commit our resources and goods?” The response was met with silence and nods. Unfortunately, this is a standard reaction to these kinds of discussions, which is why it is important that they take place if we are going to achieve efficiency and success together.

Solid actionable plans cannot be developed if the plan makers don’t have honest facts and expectations to work from. Likewise, those leading the response cannot act efficiently if they don’t know what their partners are going to do. While we trust our governmental agencies to be the crisis leaders during a crisis, we all have to be playing from the same playbook that is based upon the same facts, assumptions and expectations.

Conclusion

These three concepts go a long way to dispel myths and assumptions, which will ultimately make our community and national responses stronger. Acting on these concepts is not all-inclusive by any means, but rather the beginning to developing “comprehensive emergency management” relationships, plans and actions for success.



IAEM Editorial Committee Announces New Member Resource: Online Collection of EM Practitioner Articles

The IAEM Editorial Committee announces the rollout of a new IAEM member resource – an online searchable compendium of emergency management practitioner articles in the Members Only area at www.iaem.com.

The search engine in the Members Only area has been upgraded and revised to allow for a separate search of EM Practitioner Articles only, and it is now in place. The new section of the Web site is located at www.iaem.com/membersonly/EMArticles/index.asp. A group of articles that were, for the most part, special PDF supplements to online editions of the *IAEM Bulletin* have been posted in this section as a beginning to the collection. They are available as an alphabetical listing by author's name or can be searched via key words and phrases using the search engine. The guidelines for submission also are included in the section.

Purpose of Collection

The "EM Practitioner Articles" collection is posted online in the Members Only area to collect and preserve information of value to

IAEM members – professionals who are in the field of emergency management, are interested in protecting lives and property through an all-hazards approach, are concerned with national security, and have an emergency management/civil defense assignment in government, the military, industry, or a non-governmental organization.

This collection of articles, available to IAEM members, was developed and will be maintained by the IAEM Editorial Committee. Volunteers from the Editorial Committee will make up the EM Practitioner Article Review Team.

Thanks to ASPEP

IAEM thanks members of the American Society of Professional Emergency Planners (1994-2004). This searchable compendium of EM practitioner articles was established in part through a bequest from ASPEP. When ASPEP disbanded, members donated their remaining funds to IAEM for the creation of future opportunities for publishing articles by EM practitioners, including academic research papers, lessons learned, and more. These opportunities have not been readily

available since the demise of the *ASPEP Journal*. This searchable online compendium is geared toward the longer types of EM practitioner articles that the *ASPEP Journal* spotlighted.

(Note: The [IAEM Store](http://www.iaem.com) offers the *ASPEP Farewell CD-ROM*, which includes *ASPEP Journals* 1994-2004.)

Guidelines and Review Process

■ **Types of Articles.** Articles that contribute to the advancement of knowledge and improvement in the practice of emergency management are welcome. Breadth of subject matter and depth of discussion are encouraged.

■ **Length of Articles.** Manuscript submissions should be a minimum of 1,750 words, with no maximum specified.

■ **Format of Articles.** Articles must be submitted in Microsoft Word format.

■ **Article Submission.** Submit articles via e-mail to Dean Larson, Ph.D., CEM, IAEM Editorial Committee Vice Chair, at drlarson@jorsm.com. Please include a brief statement in your e-mail about why your article would be a useful resource to IAEM members.

■ **Article Review.** Every article submission will be reviewed by one member of the EM Practitioner Article Review Team, made up of volunteer members from the IAEM Editorial Committee, as this is not a formal peer review. After the review, authors will be notified by e-mail about whether IAEM will publish their articles online.

■ **Review Guidelines.** The review team will not be editing the articles or reviewing for style. Articles will be reviewed in terms of their interest and value to the IAEM membership. Additional review guidelines will be developed over time as needed.

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www.iaem.com/Store

The IAEM Store offers a variety of fine products embellished with the distinctive IAEM logo. Explore our online catalog for items that will help you show your pride in our association. If you haven't visited the IAEM Store lately, you are invited to check out the current merchandise at www.iaem.com/Store.

■ **New Women's Shirts.** The new IAEM Women's Split Placket Sport Shirt is a high-quality Port Authority® shirt, embroidered with the official IAEM logo. It is available in light pink, hot pink and turquoise (sizes S-M-L-XL-XXL) for \$25 including shipping.

■ **CEM® Plaques.** Certified Emergency Managers® can now order an upgraded plaque version of their CEM® diploma with a walnut-toned finish and brass plate. Cost is \$72 including shipping.

IAEM Membership Renewals For 2007-2008

All IAEM members have received 2007-2008 IAEM dues notices via e-mail from IAEM Headquarters. If you have not received an invoice or renewed your membership online, please contact IAEM Membership Director Sharon Kelly at info@iaem.com. You must be a current IAEM member in order to vote in the 2007 officers election and bylaws amendments.

If you are not yet an IAEM member, what better time than now to join the International Association of Emergency Managers? Learn about dues, membership benefits, and more at www.iaem.com.

Rick Cox, CEM, Announces Candidacy for IAEM Treasurer

Rick Cox, CEM, has announced that he is running for re-election as IAEM Treasurer.

Cox is Area Manager for the Kentucky Division of Emergency Management in Owensboro, Kentucky. He has been a Certified Emergency Manager® since 1995.

He is completing his second term as a CEM® Commissioner. His past IAEM participation includes Region 4 President and Co-Chair of the IAEM Training & Education Committee. Cox has served as IAEM Treasurer since 2001.



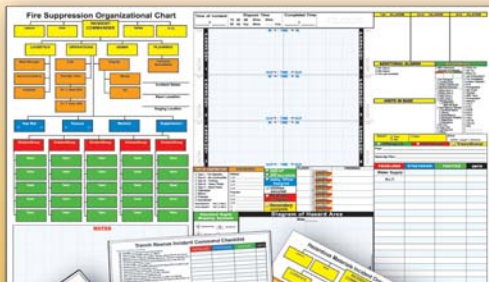
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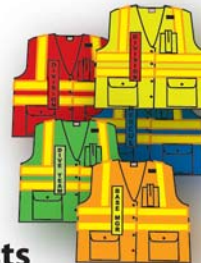
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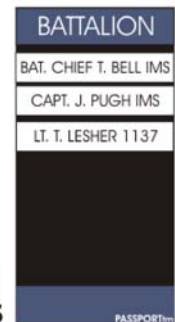
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Networks of Neighbors

EM Partnerships in Hampton Roads, Virginia

By Thomas E. Poulin, Adjunct Faculty, Old Dominion University

Hampton Roads, with a population exceeding 1.6 million, is comprised of 16 cities and counties in Southeastern Virginia. Home to one of the busiest East Coast ports, numerous military bases and a diverse economy, the region's localities vary greatly in area and population. One commonality that they all share is an inability to respond to disasters without external aid. The region has responded by developing a robust emergency management network, permitting local governments to expand response capacity without significant cost or service duplication. As expected, there is an intricate network of formal and informal mutual aid agreements between localities. Hampton Roads stands out because of its wealth in regional response teams.

Hampton Roads Planning District Commission

The Hampton Roads Planning District Commission, established decades ago to coordinate transportation planning, has delved into emergency management. They support a standing Emergency Management Committee, comprised of local emergency management coordinators from the member localities. This group facilitates coordinated planning and collaborative efforts, providing a united front for approaching state and federal legislators.

The commission hosts the Hampton Roads Metropolitan Medical Response System (MMRS), which supports a Metropolitan Medical Strike Team. A federally funded project, the MMRS focuses on preparing urban areas for CBRNE (Chemical, Biological, Radiological, Nuclear and Explosive) events. Much of their work revolves around joint planning and preparation among

health care providers, with the strike team providing an operational arm. The MMRS engages people from all local governments, state and federal agencies, and private health care systems.

Regional Hazardous Materials Teams

Many of the local fire departments have hazardous materials teams capable of handling routine incidents. Recognizing larger incidents will require greater capacity, the Virginia Department of Emergency Management (VDEM) sponsors two regional hazardous materials teams in Hampton Roads.

■ The Southside Hazardous Materials Regional Response Team is staffed by employees of agencies south of the James River.

■ The Peninsula Hazardous Materials Regional Response Team serves localities between the York and James rivers.

In a larger event, the teams can be combined, or joined with other VDEM-sponsored regional teams.

Technical Rescue Teams

Technical rescue incidents involving trenches, confined spaces or elevated locations are a rarity, although the potential exists in all localities. Most local governments in the region have significant capacity to handle smaller-scale events, but the numbers of personnel trained for more technical rescues are limited and the cost to fully equip a team for such rescues is prohibitive. To fill this gap, the Tidewater Emergency Medical Services (TEMS) Council supports the Tidewater Regional Technical Rescue Team, staffed by personnel from local governments, NGOs and private contractors.

The TEMS Council, and its counterpart on the Peninsula, the

PEMS Council, host Critical Incident Stress Management (CISM) Teams. These groups, comprised of mental health professionals and first responders from local, state and federal agencies, provide basic CISM training to first responders and serve as a support unit in disaster's aftermath. In a catastrophe, they stand ready to work collaboratively to meet increased service demand in the region.

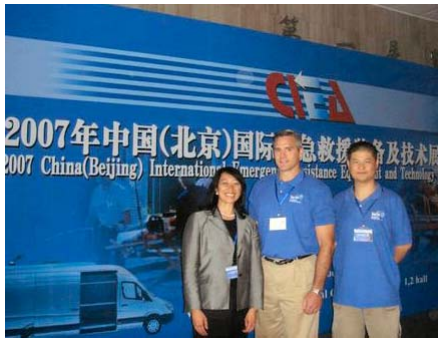
Maritime Response

Hampton Roads is a port community, hosting a substantial commercial marine industry in the adjacent Atlantic Ocean, Chesapeake Bay and adjoining waterways. This creates an immense potential for maritime emergencies. To meet this challenge, the Hampton Roads Maritime Incident Response Team (MIRT) was created. Sponsored by the Virginia Port Authority and comprised of various federal, state, local and private actors, the MIRT provides a pool of trained and experienced personnel, capable of providing expertise in planning, training and operations as needed.

Federal Assets

Aside from regional assets, there are also federal assets in the area. Virginia Urban Search and Rescue Task Force 2 is hosted by the City of Virginia Beach. Virginia Disaster Medical Assistance Team 2 is hosted by the City of Norfolk and York County. Though funded largely by federal funds, the teams are comprised of members from dozens of local agencies and private concerns. While the teams were developed as federal assets to be used in disasters across the nation, they provide additional

(continued on page 19)



L-R: Eva Lerner-Lam, American Society of Civil Engineers; Clay Tyeryar, IAEM Staff Executive; and Victor Bai, IAEM China Representative, at the CIEA Expo 2007 in Beijing.

At the invitation of the Shanghai Government, Kathee Henning and Clay Tyeryar attended the Shanghai CD International Symposium in July and presented an overview of IAEM programs and services to more than 150 attendees from around the world. IAEM Past President Ellis Stanley, CEM, was also in attendance.



L-R: Jose A. Vazquez, Director, First Responder Technologies, DHS Science & Technology Directorate; Victor Bai, IAEM China Representative; and Clay Tyeryar, IAEM Staff Executive, at the Aug. 30 CEM® meeting in Singapore.

Networks of Neighbors

(continued from page 8)

response capacity locally, concurrently providing an additional framework to develop interpersonal and interorganizational networks.

Modern emergency management is increasingly characterized by an emphasis on governance. Instead of creating monolithic entities to handle all potential emergencies within a locality, emergency managers are becoming adept at building networks to provide services. In many instances, these activities have spurred the development of regional teams, permitting local governments to expand their emergency response capacity at minimal expense.

These types of activities can be found across the United States. Hampton Roads is an excellent example of this trend and may serve as a model for developing networks of neighbors who stand ready to support one another in time of need.

IAEM in Asia

IAEM Pavilion at CIEA, Beijing

IAEM was the U.S. contact for those interested in exhibiting at the 2007 China International Emergency Assistance (CIEA) Expo & Forum, held Sept. 12-14, in Beijing, China. This was the first exclusive event in the field of emergency assistance supported by the government in China. Clay Tyeryar, IAEM Staff Executive, organized a U.S. Pavilion, offering a turnkey package that included a fully-fitted booth, interpreter services, translation assistance, and on-site support. In addition, IAEM assisted U.S. participants with show procedures, including obtaining visas and arranging for travel to Beijing.

The Chinese safety and security market has exceeded US\$10 billion, with expected growth as high as 20 percent per year. Industry experts estimate that by 2020 China's EM industry will reach US\$30 billion. As market demand continues to grow rapidly, China has expanded from its traditional base in the financial, customs, police and airport sectors to the construction, transportation and education fields.

CEM® Meeting in Singapore

On Aug. 30, current and future IAEM members in five countries learned how to earn the CEM® certification. Twenty people came to a dinner and meeting in Singapore, and members in India, Hong Kong, Indonesia and the Philippines watched and heard the presentation online. In his audio and Web conference, CEM® Commission Vice Chairman Nick Crossley provided an explanation of CEM® requirements.

IAEM members have started a list of courses and training in Asia that could meet the 200 hours of training required to obtain the CEM® credential. You may send suggestions to any of the IAEM in Asia national representatives; see listing at www.iaem.com/regions/11.



Participants at the Aug. 30 IAEM dinner and program on CEM®, Singapore Polytechnic Institute.

Engaging Our Old Partners in New Ways

By Kathleen G. Henning, MA, CEM, National Citizen Corps Council, IAEM Region 3 President

Across the United States, many emergency managers celebrated National Preparedness Month in September by “rounding up the usual suspects” among public safety partners for memorial services and community outreach events. These often included the fire and rescue services, law enforcement, public works, public schools, transportation services, utility companies, and traditional voluntary organizations such as the American Red Cross, National Voluntary Organizations Active in Disaster (NVOAD), and Citizen Corps. U.S. emergency managers are encouraged through the newly released National Response Framework (NRF) to form new partnerships, and these relationships will be discussed in the context of Citizen Corps and schools.

National Collaboration Efforts

At the national level, efforts have continued throughout the past year among various organizations and associations to form new partnerships and collaborate with IAEM and other affiliates and partners on the National Citizen Corps Council. Unfortunately, these efforts have not always translated into new partnerships at the state and local level, where the planning efforts and collaboration need to take place.

The NRF specifically encourages partnerships with private sector businesses and non-governmental organizations (NGOs) “in all facets of emergencies and disasters.” Issued on Sept. 10, the draft noted that “partnership begins at the grassroots level, depending on the local and state resources that are in place, to provide the backbone for disaster management,” and that private sector business partners should have a “direct link to key local emergency managers.” Citizen Corps Councils

can assist local emergency managers by identifying key business partners and bringing their resources and expertise into the planning process. Emergency managers need to continue and even expand their involvement with Citizen Corps Councils to coordinate the planning process and serve as the direct link between the private sector and governmental officials.

In June, IAEM partnered with the National Emergency Management Association through a cooperative agreement with the U.S. Dept. of Homeland Security to host the first National Conference on Community Preparedness. The conference was rated a huge success among participants. One of the lessons repeated in several tracks from the conference was that, despite efforts at the national and regional level, many private sector businesses, service organizations, NGOs and associations at the local level still have little understanding of the role of emergency managers. They have not been included in local, state and regional planning processes. It is time for emergency managers to become more proactive in identifying new partners in their local communities, educating others on the role of emergency management, and engaging old partners in new ways.

Partnerships With Educational Institutions

New and expanding partnerships should be encouraged with educational institutions. Traditional relationships often exist with public elementary and high school districts, but private educational institutions, charter schools, colleges and universities are often overlooked in the planning process. If relationships are not established in advance, private institutions may not receive timely notifications or

emergency preparedness information, and coordination with their safety officers/emergency managers may be overlooked.

The problems of violence on campus, natural hazard damage, and/or evacuations of colleges and universities present unique challenges. The shootings at Virginia Tech and other campuses and the evacuation from Hurricanes Katrina/Rita have raised U.S. awareness about the need to include schools in all aspects of community preparedness efforts.

According to the U.S. Dept. of Education, there were 36,000 chemical exposures in schools in 2003. Local Emergency Planning Committees should be reviewing these events and coordinating planning with local emergency managers as needed.

Although the base rate of incidents is low, there is a very high community impact from incidents at schools that involve intruders, weapons/guns, assaults and homicides. Planning efforts at the local level, however, are not always inclusive of the broad range of educational institutions and an all-hazards approach. A collaborative approach is needed with a larger range of community partners to deal with these events.

Academic Continuity Experts Look to Emergency Managers

In June 2007, IAEM participated in the University of Maryland’s Academic Continuity and Emergency Management Workshop. Recommendations from that effort have been circulated to the IAEM Universities and Colleges Committee for further consideration. Institutions such as Tulane in New Orleans are exploring ways in which to integrate their academic continuity and continuity of operations planning with local emergency management

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A New Learning Opportunity in China

By Denis Onieal, Ed.D., Superintendent, U.S. National Fire Academy, and Dean Larson, Ph.D., CEM, Purdue University Calumet

The 2007 China-U.S. Conference on Disaster Management was held Aug. 7-9 in Beijing. The first of its kind, this conference was conceived during a chance discussion in Beijing in 2005. The U.S. Steering Committee, composed of Kay C. Goss, CEM, Senior Principal, SRA International, Inc.; Jerrie Ueberle, President and CEO, Global Interactions, Inc.; Lloyd W. Bokman, MA, Ohio Emergency Management Agency; Gary Tokle, Assistant Vice President, NFPA International; Anthony Brown, Ph.D., Professor, Oklahoma State; and Dean Larson, Ph.D., CEM, Purdue University Calumet, was assembled that fall to start the planning process.

Planning Challenges

One of the first challenges was to determine the appropriate agency within the government of the People's Republic of China (PRC) to be the focus for disaster management planning. The committee quickly learned that the Chinese government structure for emergency management and response is very different from the United States, but performs many of the same functions.

Conference planning continued through Spring 2007, as U.S. conference presentations were finalized. The representatives from the PRC then "matched" the presentations from the United States to provide a balanced and professional learning opportunity for the delegation.

Participants and Program

Twenty-eight people traveling as an invited U.S. delegation represented academia, U.S. government, state of Indiana, fire service, graduate students, and a commercial emergency operations center

support software developer. Some participants were enrolled in the graduate program at Oklahoma State University and participated in the conference as delegates.

Keynote speeches were presented by Dr. Denis Onieal, Superintendent, U.S. National Fire Academy; Dr. Ye Yongnian, China Earthquake Research Institute; Dr. Brown; and Dr. Li Zonghao, an authority on emergency medical response in the PRC. Dr. Larson and Dr. Brown served as track chairs during the conference.

The conference was two days in length, with alternating technical presentations from the PRC and the United States, with one presentation from the Samchoek Project in the Republic of Korea. The presentations ranged from earthquake research to academic programs to naturally fire-resistant trees planted as a firebreak in China. John McKay, former Superintendent, National Emergency Training Center; Dr. Maryann Rollins, Arkansas Tech University; and George Thompson, Indiana Dept. of Homeland Security, were among the presenters providing a look at various aspects of disaster management within the United States. The presenters from the PRC provided a fascinating perspective on the professional research and development supporting disaster management in their country. A total of 15 PRC and 14 U.S. presentations composed the conference program. The mix of presentation topics was professionally enriching and stimulating. A total of 55 people attended the conference.

The third day of the conference was devoted to site visits to the PRC

Meteorological Association, the central weather forecasting agency, and the Water Resources Research Institute, devoted to drought and flood research throughout the country. Yuan Jing Liu, Country Coordinator-China for the National Fire Protection Association (NFPA), arranged visits to the various fire department facilities in Beijing.

The conference sponsors were the China Association for Disaster Prevention, the China International Conference Center for Science and Technology in the People's Republic, and Global Interactions, Inc. (United States).

Other Highlights

The trip lasted 11 days and included visits to Pudong, Wuhan and Yichang, besides traditional visits to the Forbidden City and Tiananmen Square in Beijing. The delegation traveled by plane and bus, allowing the opportunity to experience the PRC countryside. The delegation was exposed to Chinese history and culture as well as modern engineering marvels like the Great Wall and the Three

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L-R: Mike Sturzenbecker, Jeff Howell, Scott Somers, Denis Onieal, Eric Montellano, Brian Onieal and Tom Hughes. These are all firefighters standing with co-author Denis Onieal, a retired fire chief, in front of a firefighting water container in the Forbidden City.

Nevada Statewide Evacuation, Mass Care and Sheltering in Place Initiative: A Project in Cooperative Partnering

By Dee Grimm, RN, JD, Project Manager, Nevada Statewide Evacuation, Mass Care, and Sheltering in Place Project, and CEO, Emergency Management Professionals

In September 2007, Washoe County Emergency Manager Aaron Kenneston was named as the Project Director for the Nevada Department of Homeland Security grant to develop and implement a Nevada Statewide Evacuation, Mass Care and Sheltering in Place Plan. Daunting in its potential scope, the plan would require the cooperative efforts of all 17 counties within the state in order to produce a meaningful, realistic plan.

We knew that trying to dissect a project this big was going to be a tall order. Where do you start? How do you get everyone on the same page? In Nevada we are faced with unique geographic challenges due to our rural makeup and rugged “wide open spaces” terrain. In many counties, our local emergency managers are responsible for large desert areas and people who live in remote locations. They also face the realities of rural emergency management; they are usually employed in several other jobs, such as county sheriff, coroner or EMS coordinator. Rural communities also have the added burden of limited resources in personnel, materials and funds.

Project Task Force

We felt that networking and mutual assistance would work best in our state for this project. It is something our rural communities do well. Starting with a project task force, we brought in stakeholders from throughout the state who would be vested in the outcome of a statewide plan. At our first statewide conference, we explored the issues involved in the project. Not surprisingly, the vast majority of the attendees felt a large issue with evacuation and mass care was not necessarily the

exodus of Nevadans from a given area, but an influx of evacuees from California in the event of a catastrophic disaster in that state. Ah, another opportunity to develop those all-important interstate mutual aid and MOU agreements. We added it to the list.

With the assistance of the task force, we reached out to rural partners and began to explore ways to develop plans that were standardized for federal requirements but, at the same time, unique to each county’s needs. We produced a series of workshops that we “took on the road” throughout the state to engage stakeholders in community-wide evacuation planning, animals in disasters and special needs populations in disasters. We had an enthusiastic response, and the attendees appreciated the opportunity to network with other agencies to better determine resource allocation and mutual aid issues.

Due to the multitude of considerations, and in an effort to include as many stakeholders as possible in the planning process, we needed to break down the responsibilities within the task force, so subcommittees were formed. Based loosely on Emergency Support Functions, these subcommittees could coordinate those specific issues relevant to their area of concern. This allowed a “manageable span of control” for the task force, and enabled those individuals with specialized knowledge in these areas an opportunity to assist us with the collection of data and development of the processes essential to the plan.

Over the year, our plan writers worked with county emergency managers to obtain data needed for the plan. Seventeen individual annexes to the state plan will be prepared for the 17 counties.

Citizen brochures are being compiled with relevant evacuation, sheltering and emergency preparedness information unique to each county.

Looking Ahead at Mass Care and Sheltering Issues

But that is just the first year. As stated in the beginning, dissecting a project of this size required prioritization of issues and allocation of our resources. In the upcoming grant cycle, we will be looking at mass care and sheltering issues. We hope to once again go out to communities and deliver programs in sheltering in place and mass care management, as well as continue to develop opportunities for cooperative networking.

The other part of the upcoming year will involve looking at partnering with our neighboring states to discuss issues of population movement from one state to another and to get down to the heart of how to care for and shelter potentially overwhelming numbers of evacuees. For that, we met with the very obliging state of Texas, viewed by many as the pro in dealing with large-scale sheltering issues. They assisted us with a wealth of information, and we hope to continue to work with them. We look forward in the coming year to meeting with our neighbor states and beginning the interstate dialogue for the plan.

It has been an exciting year working with people who genuinely believe in the preparedness process and who are dedicated to seeing that Nevada is better prepared for catastrophic events. As a result of the collective efforts of these individuals and agencies, the citizens of this state will be at less risk in the event of a disaster.

Creating Partnerships That Work for Everyone

A Snapshot on Higher Education

By George Nuñez, Principal Emergency Management Associate, and
John N. Petrie, Assistant Vice President for Public Safety & Emergency Management,
Office of Public Safety and Emergency Management, The George Washington University

*“Say, Tom, let me
whitewash a little.”*

Mark Twain’s character Tom Sawyer offers a classic example of dubious collaboration. While the fence gets painted, someone else gets shortchanged. Clearly, Tom’s trickery is not a sustainable model for encouraging partnership, and in a field where partnerships are critical, there must be a better way.

Partnerships in emergency management, especially with higher education institutions, need to be rooted in moral and legal obligation, emphasize an understanding of partners’ mutual value, and aim to derive benefit from long-term coordination rather than short-term gain. Dependable partnerships ensure that communication is effective, resources are not wasted, and goals will be achieved.

Emergency management in higher education can only be successful through the partnerships established both on campus within the university community and beyond the campus gates with the wider community. It would be far too expensive – and the corporate knowledge too difficult to develop – to try to accomplish the job through any single organization.

Three Key Elements to Successful Partnerships

Successful partnerships involving institutions of higher education require three key elements:

- Recognition of the moral and legal responsibilities of the institution to its students, faculty and staff.
- An understanding of the role of the institution in and the value of the institution to the community.
- Coordination of the institution’s emergency manage-

ment plans with the plans of the community, and vice versa.

In loco parentis et al (In the place of a parent)

Traditionally, educational institutions are considered to exercise this provision, to some degree, through their relationship with students. Even when not legally binding, the expectation for care and concern – especially during times of emergency – make the relationship inescapable. Similarly, the protection of faculty and staff is more than a mere expectation. In an emergency, it escalates from collegiality to an obligation for institutional survival. If the institution is a public entity, this obligation also extends to the community and the support of its emergency response agencies.

The University as a Member of the Community

Not surprisingly, some authorities fail to realize the scope and magnitude by which colleges and universities are connected to and impact their local communities. During a recent exercise, a seasoned emergency manager asked why a local university was participating. The immediate urge was to reply with the number “315.” Nationwide, higher education is a \$315 billion sector. Institutions of higher education provide critical health and medical care, contribute to national research and development, serve as employment mainstays and, in some cases, drive local economies. In many communities, a university is a community lifeline because of the scale of the institution’s direct and indirect influence on local demographics, culture and economic well-being.

Integrated Partnerships

Successful “town and gown” emergency management partnerships must exist between institutions of higher education and their communities. In recent years, multiple tragedies have highlighted the need for universities and local officials to collaborate more than ever before. Simply stated, a university’s level of preparedness determines the extent to which its segment of the community becomes either a burden or benefit to public sector emergency services during an incident.

Consequently, communities and universities need to prepare and be prepared together. This can be achieved through cooperative planning, training and exercising, information sharing, established memoranda of understanding, formal university presence in emergency operation centers, and transparent ongoing dialogue.

Conclusion

Institutions of higher education are integral members of communities throughout the country. Creating a local emergency management partnership is important; sustaining the relationship is crucial for all involved. The partnership needs to be based upon a foundation of greater understanding, increased communication and continued collaboration. Local emergency managers and university officials must be ready to work to proactively and effectively pursue community preparedness *together*.



Two Communities in One

By Jeff Williams, Deputy Director, Office of Emergency Management, Town of Groton, Connecticut

Creating an all-hazards plan for a town the size of Groton, Connecticut (approximately 40,000 people living in 33 square miles) is no easy task. The town includes industry, railroads, schools and businesses. In that sense, Groton isn't much different from any other community and has the same emergency management planning issues as most other towns.

Community Within Community

However, within the town limits exists another community – a U.S. Navy submarine base, complete with submarines, weapons, industrial operations, and approximately 5,000 people working on the base. The base literally represents a community within a community that presents its own unique challenges, and the Groton Office of Emergency Management had to take those into consideration when developing the town's plan.

The thought process was simple: find out what procedures are in place within the base fence line, and incorporate references within Groton's plan. In reality, the task was more complex than anticipated.

Understandably in today's world environment, military operations and plans are not as easily accessible as perhaps they once were. It wasn't long before a base closure turned one of the main roads in and out of town into a parking lot. The need for mutual cooperation with the base commander became readily evident.

Fortunately for Groton, the EM staff on the base felt the same way, and bridge-building began. In the months that followed, a series of meetings were set up, and discussions concerning mutual aid and communications made their way into planning.

Today, the submarine base has incorporated the town services and

assets into its plan, and the town of Groton has done the same. Groton representatives attend regular meetings and participate in drills on the base, and vice versa. The question I get asked most often is how Groton leaders got base leaders to share information.

To answer the question, the assumption that the U.S. military has no interest in working with their host communities is false. On the contrary, base commanders are very aware that the majority of their population lives in the community, and the community is responsible for their safety. This not only includes the civilian employees of the base, but also the military personnel and their dependents who live in off-base housing.

Tips on Opening Dialogues With Military Installation Staff

Below are a few tips on how to open dialogues with military installation leaders:

- Identify the base emergency management officer.

- Set up a meeting with him/her, and offer the community's assistance should the base find itself involved in a disaster.

- Explain what kind of help or equipment the community can bring to the table.

- Find out if there are any specific needs the base may ask for from the community.

- Offer to provide a copy of the community's plan to the base to keep with their emergency plans, and request a copy of theirs (noting that it may be scrubbed of any sensitive information).

- Discuss ways to incorporate services or personnel into each plan. Military bases are very good sources of volunteer manpower by personnel not considered essential to base operations.

- Once a line of communication has been established, keep it open by inviting base commanders and

EM personnel to attend community meetings and participate in exercises. The invitation soon will be reciprocated.

Summary

These are just a few steps the town of Groton took to bring the base into the community all-hazards plan. After explaining that the community's goal is to protect the family members of the men and women who serve, and that they are considered to be an important part of the community, it became apparent that military base commanders can bring a lot to the table in the way of incident planning (the military has been doing it for centuries), manpower, and a genuine wish for mutual cooperation with the communities that host them.

China Conference

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Gorges Dam on the Yangtze River, the largest project of its kind in the world. The mix of visits and conference participation provided an experience that the U.S. delegation found to be enlightening and beneficial.

By all reports, the conference was very successful, and representatives from the PRC have expressed an interest in a continuing series of conferences on disaster management. U.S. participants experienced an outstanding learning experience about the PRC, both from the conference and the personal interactions during the visit. Each member of the U.S. delegation returned with a new sense of respect for their fellow professionals in the PRC.

For additional details, please visit www.globalinteractions.org/2007-programs-events/disaster-management.aspx.

Evolution of Severe Weather Notification Systems

New Alert Platforms Help Protect Students and Staff at Broward County Schools

By Jim Anderson, Director of Business Development, WeatherBug, Germantown, Maryland

Thunderstorms, lightning and tornadoes are some of nature's most violent storms. On an average year in the United States, lightning and tornadoes each result in approximately 80 deaths. Lightning strikes and tornados often occur without warning, and the earliest possible local detection is vital in alerting those within the path of the storm to move to safety. As in most emergency situations, the chances of staying safe during severe weather are greater when a plan is in place and early warning is available.

Since the 1950s, most emergency alerts have been distributed through the emergency broadcast system. Through this distribution method, National Weather Service (NWS) alerts and warnings are distributed to the general public via radio and television broadcasts.

Problems with the alert content being delivered and the means of delivery make this system too limited to meet today's public safety needs.

For instance, traditional weather alerts and warnings are typically issued at the county level. In most instances, counties encompass a geographic area of 100 square miles or more, and in some cases thousands of square miles. Most weather events and associated impacts are much more localized than this. In many instances, alert recipients will never face severe weather when they receive an alert. Also, alerts are frequently active for several hours or more.

Delivery of alerts through radio and television also poses significant problems. These methods can be too slow and are not sufficiently geo-targeted. Precise geo-targeting is necessary to ensure that

users receive only the alerts that are relevant for them. A television station's broadcast area can encompass several counties, as can radio transmissions. Also, the amount of time needed to generate, transmit, receive and distribute the alerts can be too long. In fact, there are many accounts of instances when severe weather struck before an alert was generated or distributed.

New Alert Platforms and Technology Developments

Over the past several years, a variety of technologies have been developed that have the potential to enable much more actionable alerts.

■ Intelligent systems can automatically monitor multiple layers of weather data and flag

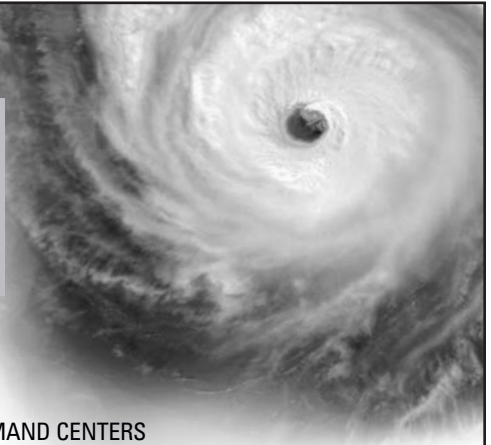
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Notification Systems

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alert areas. Emerging now, new systems using GIS technology will be much more powerful. They can interpolate and correlate real-time weather content and automatically generate alerts when thresholds are exceeded.

■ Location-based services allow alerting systems to monitor the location of subscribers and deliver location-specific alerts to them.

■ Multi-model, two-way mass notification systems – both telephone and IP-based systems – allow for much wider, more geo-targeted and more rapid dissemination of alerts.

■ GIS systems can track alert delivery and receipt in real time, allowing for immediate analysis and response to alerting efficacy statistics.

Combined, these technologies enable a set of new alerting systems that better meet public needs and provide more precise and actionable alerts. Convergence of new technologies enables new

alerting platforms that can meet future needs and greatly enhance public safety.

Case in Point: Broward County, Florida

The threat of severe weather incidents is common in Florida, with lightning being the Number One weather killer and proportionately more tornadoes occurring here than in any other region outside Tornado Alley. This point hit home in 2005, when one football player died and two other students were injured after lightning struck during an afternoon football game in Florida's Broward County School District.

After this incident, Broward School Board members decided a new plan was necessary. They knew they needed a reliable system that would provide early warning when severe weather was imminent. Additionally, they needed a mobile system that allowed staff to take it with them on field trips and to school games. Using the system to establish two-way communication between various staff across an entire school district also would be beneficial.

Soon after deploying a new mobile solution that receives alerts from the NWS and a proprietary network of live, local weather tracking stations and sensors from WeatherBug on GPS-enabled handheld phones, they were able to prove its value not only to students and staff but to the community as a whole. On Feb. 28, 2007, a fast-moving and powerful storm began to intensify as schools throughout Broward County were preparing for dismissal. The school district's new mobile alerting system immediately began disseminating severe weather alerts for the approaching lightning strikes, wind and rainfall.

Meteorologists at WeatherBug identified characteristics and features indicative of severe growth potential, with possible tornadic development. As a result, they began calling key clients,

including school administrators in Broward County, to inform them of the impending weather and to advise them to curtail outdoor operations and bring their students, staff and personnel to safety. This caught clients by surprise because, at the time, the weather was calm and there were no NWS watches, warnings or advisories in effect.

School administrators used their two-way handheld devices to alert schools and ensure that messages were received. As a result, the staff immediately initiated their tornado warning procedures by moving students to protected areas and delaying bus dismissals.

At 1:42 p.m., nearly 30 minutes later, the NWS issued an official tornado warning based on tornadic signatures detected by radar.

Thirteen minutes following the warning, at 1:55 p.m., a tornado was reported within an area that includes several Broward County schools. As a result of the early warning system, no injuries were reported.

During this event, early warning and severe weather reporting was a critical element in keeping Broward County students, staff and residents safe. The Broward County Public School District was able to carry out its severe weather plan because they were notified early due to implementation of a mobile severe weather emergency management solution.

Summary

Emerging technologies, such as location-based mobile, IP and GIS applications, provide more detailed, up-to-the-second weather information and precise targeting of severe weather events. These new technologies will enable the evolution of traditional alert systems. New developments in early warning systems allow emergency managers to better meet the public's needs – and ultimately, to better protect residents at school, home and on the go.

Series of Events: Broward Co., Florida, Feb. 28, 2007

1:00 p.m. – Early warning system begins disseminating alerts of approaching lightning through phones to Broward County schools.

1:11 p.m. – Early warning system issues lightning strike alerts through phones.

1:35 p.m. – MetDesk forecasters identify potential tornadic activity and proactively contact clients to advise of extreme weather and possible tornadoes.

1:38 p.m. – Official NWS severe thunderstorm warning.

1:42 p.m. – Official NWS tornado warning.

1:45 p.m. – Schools equipped with the early warning system phones move students to secure areas and delay dismissal until 2:30 p.m.

1:55 p.m. – Tornado touchdown reported in Tamarac, Broward County, which rips through a golf course community.

IAEM Partnership with ASCE:

Addressing Critical Infrastructure Resilience and Interdependence

By Daniel Martin, CEM, CFM, SMASCE, ASCE National Infrastructure Champion, Integrated Solutions Consulting, and Marla Dalton, P.E., CAE, ASCE Director of Critical Infrastructure

Over the past 50 years, the United States has witnessed exponential growth and technological advances. This growth is largely dependent on the expansion of critical infrastructure networks and systems. Today, it is hard for Americans to imagine a society without modern day conveniences such as our highways; stormwater, water and wastewater systems; communication systems; information technologies; and the numerous other engineered systems and structures on which we have come to depend. The recent Minneapolis I-35W bridge collapse has reminded us of the devastation that can result from the failure of our critical infrastructure as well as how vital it is to our daily lives.

In the past two-and-a-half decades, the United States has witnessed an unprecedented increase in the number and direct cost of disasters. Our country is only beginning to grasp the profound impact associated with the destruction and disruption of these critical infrastructure networks.

These vulnerabilities are further exacerbated by the fact that many U.S. infrastructure systems have aged beyond their useful life and have become overburdened with excessive use. The American Society of Civil Engineers (ASCE) estimates that it will cost \$1.6 trillion to improve and mitigate the failing U.S. infrastructure so that it can meet the demands of a growing society and increase its resilience.

IAEM-ASCE Relationship

For this reason, IAEM has formalized a working relationship with ASCE – and in particular, its Committee on Critical Infrastructure. The ASCE Committee on Critical Infrastructure (CCI)

provides vision, guidance and direction to more than 140,000 ASCE members on activities related to homeland security and multi-hazard protection of critical infrastructure. In addition to ensuring that ASCE maintains its proactive leadership role in these key national issues, CCI provides guidance to build coalitions that undertake activities to secure U.S. critical infrastructure from all hazards.

Accomplishments Related to Infrastructure and EM

Some of ASCE's most recent accomplishments as they relate to critical infrastructure and emergency management include:

- The Infrastructure Champions (IC) program was created to raise awareness of critical infrastructure needs as well as provide leadership opportunities and training tools for the engineering profession at the grassroots level. The IC program works to establish working partnerships with emergency management and other related professionals. For more information on this program, contact Daniel Martin at dan.martin@i-s-consulting.com.

- The ASCE Disaster Assistance Volunteer Directory was created in response to ASCE member interest in lending support to disaster response and recovery efforts. The directory is available upon request to qualified parties, including local, state and federal agencies as well as private consulting firms seeking professional engineering expertise.

- ASCE developed a strategy to address liability and legal issues regarding disaster response and recovery issues, including support of the national Good Samaritan legislation recently introduced in the 110th Congress.

- ASCE participated in The Infrastructure Security Partnership (TISP) Regional Disaster Resilience Committee and Action Plan Guide implementation.

- ASCE launched a monthly electronic news bulletin, *The CRIB Sheet* (<http://ciasce.asce.org/MonthlyBulletin.html>), covering valuable resources and timely developments in critical infrastructure.

- ASCE established a Critical Infrastructure Blog dedicated to U.S. issues at www.ascecriticalinfrastructure.org.

- ASCE co-sponsored with the Georgia Institute of Technology and served on the core planning team for the forum on "Rebuilding of the New Orleans Region: Infrastructure Systems and Technology Innovation," held in September 2006 in New Orleans.

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Engaging Old Partners in New Ways

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planning, working more closely with emergency managers.

School Nurses

IAEM also has opened a dialogue with the National Association of School Nurses (NASN). IAEM Executive Director Beth Armstrong, IAEM Staffer Kathy Robinson, and IAEM Region 3 President Kathleen Henning, CEM, met with representatives from the NASN in August to discuss future opportunities for collaboration. NASN will be pushing for its 25,000 members across the United States to become more involved

with local emergency managers in areas such as pandemic flu planning, community response to violence on school property, and participation of school nurses in emergency management exercises along with public health and public safety agencies.

Preparedness Beyond the Month of September

September marks the month when U.S. schools are opening and National Preparedness Month community events occur. But planning with school partners is a year-long project. Include school nurses, safety officers, campus security and teachers in the planning process. Find new ways to collaborate with our old partners.

Member News

■ **Col. Ditch Named 2007 EMS Instructor of the Year.** Colonel Bob Ditch, USAF (Ret.), CEM® Commissioner and Chair of the IAEM Uniformed Services Committee, recently was honored as the 2007 EMS Instructor of the Year for the Eastern Virginia EMS Council and has been nominated for the 2007 Governor of Virginia's EMS Instructor of the Year Award. In 2004, Col. Ditch also was awarded the Governor of Virginia's Fire Service Instructor of the Year. He is a homeland security/emergency management instructor supporting multiple federal, state and local response agencies and serves on three regional and federal emergency response teams.

■ **Williams Named Deputy Director of Groton EM.** IAEM member Jeffrey S. Williams has been named Deputy Director of Emergency Management for the Town of Groton, Conn. He recently retired from the U.S. Navy as a Chief Petty Officer after 22 years of active service.

■ **Jarolimek Accepts New Position.** After nearly five years of service as an Emergency Management Specialist with the University of Washington Office of Emergency Management, Elenka Jarolimek, CEM, has accepted a new position with the City of Seattle, Wash. She will be the first EM Coordinator for the city's Fleets & Facilities Department.

■ **Col. Smith Accepts New Position.** Colonel Edward H. Smith (Ret.) has accepted a position as Federal Coordinating Officer in Region 3, U.S. Federal Emergency Management Agency (FEMA). He previously was Homeland Security Advisor for the Delaware Department of Safety & Homeland Security.

■ **Member News Is Welcome.** The IAEM Bulletin publishes member news from time-to-time as space permits. E-mail news of promotions, job changes, awards, retirements and more to *Bulletin* Editor Karen Thompson at thompson@iaem.com.



IAEM
Europa
Unveils

New Member Web

IAEM Europa has published a new Web site for members in that area. Visit www.iaem-europa.eu for news and events of interest.

IAEM-ASCE

(continued from page 9)

■ ASCE conducted numerous workshops, seminars and training programs that advocate lifelong learning for engineers as related to critical infrastructure and the roles of engineers during disaster response and recovery.

As our communities grow and technologies advance, national and global infrastructures become interconnected, increasingly complex, and critical to our functioning society. Emergency management professionals need to understand the interdependencies of critical infrastructure systems, just as engineers, planners and other related professionals need to have a stronger knowledge of emergency management. An integrated and complementary approach to ensure the resiliency of U.S. critical infrastructure systems is essential in developing efficient emergency response and recovery following a large disastrous event. The partnership between IAEM and ASCE is a first step to address the emerging vulnerabilities of U.S. infrastructure networks. A resilient future requires the bridging of the professional gaps between emergency management and engineering.

For more information on the American Society of Civil Engineers (ASCE) and its role in critical infrastructure resilience, visit <http://ciasce.asce.org>.

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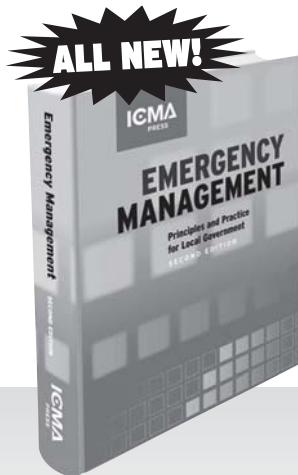


IAEM Region 3 President Kathleen Henning, CEM, and IAEM Region 7 President Randy Duncan, CEM, met with DHS Disability Coordinator Cindy Daniels (center) in Clark Co., Nevada, while reviewing a pilot Special Needs Planning Consideration Course.

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If you would like information about becoming an IAEM 2007 Annual Conference sponsor or media partner, please contact Melissa Trumbull, IAEM Program Director, at 703-538-1795, ext. 5, or trumbull@iaem.com.



Emergency Management: Principles and Practice for Local Government, Second edition
 Publication Date: November 2007
 Item No. 43482

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E.M. News

■ **DHS Releases National Preparedness Guidelines.** The U.S. Dept. of Homeland Security (DHS) announced on Sept. 13 the publication of two important tools to organize and synchronize national efforts to strengthen preparedness: (1) the National Preparedness Guidelines, which establish a vision for national preparedness and provide a systematic approach for prioritizing preparedness efforts across the nation; and (2) the Target Capabilities List, which describes the collective national capabilities required to prevent, protect against, respond to and recover from terrorist attacks, major disasters and other emergencies. See www.dhs.gov/xnews/releases/pr_1189720458491.shtm.

■ **WCDM 2008 Issues Call for Presentations.** The Canadian Centre for Emergency Preparedness (CCEP) is calling for presen-

tations for the 18th World Conference on Disaster Management (WCDM) set for June 15-18, 2008 in Toronto. The conference theme will be “Resiliency – Individual, Community, Business.” Deadline for abstracts is Dec. 2, 2007; see www.wcdm.org for details.

■ **Naval Postgraduate School Center for Homeland Defense and Security Announces First Annual Essay Competition.** This competition strives to stimulate original thought on issues in homeland security and homeland defense. According to the National Strategy for Homeland Security, the objectives of homeland security are to prevent terrorist attacks within the United States; reduce America’s vulnerability to terrorism; and minimize the damage and recover from attacks that do occur. The purpose of this competition is to promote innovative thinking that addresses these

objectives. Essays may be written from the perspective of any agency or discipline related to homeland security and speak to current practices, policies, theory, research or conventions. This year’s essay question is: “What single aspect of homeland security has been most successful, and what single aspect will be most critical to homeland security success?” Deadline is Jan. 2, 2008; see <http://www.chds.us/?contests/essay> for details.

■ **TIEMS 2008 Issues Call for Presentations.** TIEMS 2008, held by The International Emergency Management Society, is set for June 17-19, 2008, in Prague, Czech Republic. The 2008 theme is “Global Cooperation in Emergency Management.” Deadline for abstracts is Nov. 9, 2007; see www.tiems.org for details.

E.M. Resources

■ **HRSA Issues Health Center EM Guidance.** The U.S. Health Resources and Services Administration (HRSA) issued new guidance on EM expectations for health centers that are funded under the federal Health Center Program. The notice provides guidance on developing and maintaining effective strategies, including development and implementation of EM plans. See <ftp://ftp.hrsa.gov/bphc/docs/2007pins/pin200715.pdf>.

■ **FEMA Releases New Guide on Accommodating Individuals with Disabilities in Disasters.** The U.S. Dept. of Homeland Security’s Federal Emergency Management Agency (FEMA) has released a new reference guide that outlines existing legal requirements and standards relating to access for people with disabilities. *A Reference Guide for Accommodating*

Individuals with Disabilities in the Provision of Disaster Mass Care, Housing and Human Services is the first of a series of disability-related guidelines to be produced by FEMA for disaster preparedness and response planners and service providers at all levels.

The *Guide* summarizes equal access requirements for people with disabilities within disaster mass care, housing and human services functions. It explains how applicable federal laws relate to government entities and non-government, private sector and religious organizations. A full copy of the *Guide* may be accessed at www.fema.gov/oer/reference.

■ **CDC Issues Draft Guidelines for Population Monitoring During Radiation Emergencies.** The Centers for Disease Control and Prevention (CDC) has released a draft planning guide for

state and local public health planners regarding population monitoring in radiation emergencies. The CDC welcomes comments and suggestions. To read the draft guidelines and information about submitting comments and suggestions, visit www.bt.cdc.gov/radiation/pdf/population-monitoring-guide.pdf.

■ **GAO Releases Report on Influenza Pandemic Preparedness.** The U.S. Government Accountability Office (GAO) has released *Influenza Pandemic: Further Efforts Are Needed to Ensure Clearer Federal Leadership Roles and an Effective National Strategy*. Download the full report at www.gao.gov/cgi-bin/getrpt?GAO-07-781.



IAEM Call for Articles: “Campus Safety”

The IAEM Editorial Committee is looking for articles for the next special focus issue of the IAEM Bulletin on **Campus Safety**. The committee is interested in articles about campus safety programs: what works, what doesn't, lessons learned, funding issues, and more. Articles could be from the perspective of university/college emergency managers or from a student's perspective.

Please keep your articles under 750 words, and e-mail articles to *Bulletin* Editor Karen Thompson at thompson@iaem.com no later than **Jan. 10, 2008**. Please read the author's guidelines on our Web site before submitting your article.

■ **Advertise in the IAEM Bulletin.** Take advantage of our great ad rates to reach IAEM members with your products and services. More than 4,000 emergency managers read the *IAEM Bulletin* each month.

Read the IAEM Bulletin Online Edition at www.iaem.com

The extended online edition of the October 2007 *IAEM Bulletin* includes additional material beginning on Page 25. Download your copy in Members Only at www.iaem.com.

■ New IAEM Member Listing.
■ *The Stafford Act: Facts & Myths*, Thomas Hitchings, CPP, PSP.

■ *A Public/Private Partnership: EOC and BOC Working Together*, Charlie Craig, CEM, FPEM, Operations Coordinator, Volusia County Emergency Management Division, Daytona Beach, Fla.

■ *Partnerships: Embracing the Dark Side*, Arthur Rabjohn, President IAEM Europa and Director Steelhenge Consulting Ltd.

■ *Risk Communications, Part 3*, Brendan P. Gill, Support Specialist, Disaster Operations Directorate, U.S. Federal Emergency Management Agency.

■ *Emergency Management System Assessment*, by Karen Scott-Martinet, ABCP, IS Sector Contingency Planner.

■ *Exercising Together: Public/Private Partnerships*, David Henry, Emergency Management Coordinator, Wal-Mart Stores, Inc.

■ *Defense Institute for Medical Operations (DIMO): At It Again!* Major Sharief Fahmy, U.S. Central Command.

■ *Learning from Katrina – A Blueprint for Future Disasters*, Sam Parker, MSW, Vice President, United Way of Greater Greensboro, and Ron Campbell, CEM, Coordinator, Guilford County Emergency Management.

■ *Communication, Trust and Compromise Will Form Strong Partnerships*, Garth C. Phoebus, CHS-III, EM Planner, Frederick Co. Department of Emergency Preparedness, Frederick, Md.



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IAEM: Working for You

(continued from page 1)

we have reviewed appears to be more like a public relations document rather than a response plan or framework.” Bohlmann, who is Emergency Management & Homeland Security Director for York County, Maine, testified on Sept. 11 before the Subcommittee on Economic Development, Public Buildings and Emergency Management, Committee on Transportation and Infrastructure, U.S. House of Representatives, on “Readiness in the Post Katrina and Post 9/11 World: An Evaluation of the New National Response Framework.”

Other witnesses included William L. Waugh, Jr., Ph.D., Professor of Public Administration, Andrew Young School of Policy Studies, Georgia State University; Tim Manning, Chairman, Response and Recovery Committee, National Emergency Management Association, and Director, New Mexico Dept. of Homeland Security & Emergency Management; and Paul N. Stockton, Senior Research Scholar, Center for International Security and Cooperation, Freeman Spogli Institute for International Studies, Stanford University. Read IAEM’s news release, and download all witness testimony at www.iaem.com/committees/governmentaffairs.

■ **IAEM Past President Ellis Stanley, CEM, Named to Homeland Security Advisory Council.** IAEM Past President Ellis M. Stanley, Sr., CEM, General Manager of the City of Los Angeles Emergency Preparedness Department, has been appointed to the Homeland Security Advisory Council’s Emergency Response Senior Advisory Committee. This appointment was among several announced by the U.S. Dept. of Homeland Security (DHS). “I value the independent and innovative advice I receive from these trusted counselors,” said Homeland Security Secretary Michael

Chertoff. “These appointments will increase the knowledge and experience of our membership and provide me with critical and diverse perspective as we work together to keep America safe.” The Homeland Security Advisory Council is the Secretary’s primary advisory body and is comprised of experts from state and local governments, terrorism prevention and response communities, academia and the private sector. The council provides advice to Secretary Chertoff and the department’s leadership on homeland security issues. See Page 10 of the August 2007 *IAEM Bulletin* for a listing of other IAEM members appointed to the Homeland Security Advisory Council.

■ **Bohlmann Speaks at Senate Preparedness Fair.** IAEM U.S. Government Affairs Committee Chair Robert C. Bohlmann, CEM, spoke at the Senate Preparedness Fair held for U.S. Senate staff on Sept. 11. IAEM had a table at the event, hosted by Bohlmann; Kathleen Henning, CEM, IAEM Region 3 President; Melissa Trumbull, IAEM Program Manager; and Martha Braddock, IAEM Policy Advisor.

■ **IAEM President Interviewed on Texas Radio Show.** IAEM President Mike Selves, CEM, appeared as a guest on the Sept. 18 edition of *Homeland Security Inside & Out*, a weekly one-hour radio program devoted to homeland security issues. Selves discussed the changing relationship between the federal government and emergency managers with co-hosts Dave McIntyre and Randy Larsen. The program aired live



Congresswoman Eleanor Holmes Norton (D-DC), Chair of the U.S. House Subcommittee on Economic Development, Public Buildings and Emergency Management, Committee on Transportation and Infrastructure, is pictured with Robert C. Bohlmann, CEM, at the Sept. 11 hearing on “Readiness in the Post Katrina and Post 9/11 World: An Evaluation of the New National Response Framework.”

over KAMU 90.9 FM in College Station, home of Texas A&M University. The audio file of the program can be downloaded at <http://homestation.typepad.com/hlsinsideandout/>.

■ **IAEM Represented at NIMS Working Group.** Billy Zwerschke, CEM, IAEM Past President, and Steve Detwiler represented IAEM at the meeting of the NIMS Information Sharing Standards Working Group on Aug. 14-15, Washington, D.C. Among other activities, the group assists in identifying information sharing standards across NIMS components for further consideration; evaluates standards for their relevancy to NIMS components; and recommends information sharing standards.

■ **IAEM-MCNY Student Chapter Publishes Web Site.** The IAEM-MCNY student chapter has gone live with its own Web site at www.iemsa-mcny.org with current news of interest to chapter members. The chapter also publishes a monthly newsletter, *The Presser*. To subscribe, send an e-mail to iemsa.mcny@gmail.com with the word “NEWS-LETTER” in the subject line and your name in the body of the e-mail.

E.M. Calendar

- Oct. 8-10 **IAEM Europa Event: IDER 2007** (International Disaster & Emergency Resilience, London, UK, www.iderweb.org, supported by IAEM.
- Oct. 9-13 **EMS EXPO 2007**, co-located with NAEMT Annual Meeting, Orange Co. Convention Center, Orlando, FL, supported by IAEM. Visit IAEM Booth #1775. **EMS EXPO 2007** offers the largest exhibit hall of EMS products, services and equipment around, plus expanded conference sessions for 2007.
- Oct. 11-13 **Second Annual National Emergency Preparedness Conference**, Sacramento, CA, Sacramento Region Citizen Corps, www.srccc.org.
- Oct. 18 **Mid-Atlantic Disaster Recovery Association Meeting**, College Park, MD, contact Leon Roberson, CBCP, VP, MADRA, at leon_roberson@freddiemac.com for details.
- Oct. 22 **IAEM Region 1 Annual Conference**, Lake Morey Resort, Fairlee, VT, www.iaem.com/regions/1.
- Nov. 4-9 **Sport in Post-Disaster Intervention**, International Council of Sport Science & Physical Education, Rheinsberg, Germany, www.icsspe.org/portal/index.php?z=22.
- Nov. 6-8 **4th Annual CRHNet Symposium**, Vancouver, British Columbia, Canada, www.jibc.ca/crhnet.
- Nov. 7-8 **Fire Service College Annual Conference on Fire Related Research & Developments**, Moreton-in-Marsh, Gloucestershire, England, www.fireservicecollege.ac.uk.
- Nov. 11-14 **IAEM 55th Annual Conference & EMEX 2007, "Partners in Emergency Management: Working Together,"** Silver Legacy, Reno, NV, www.iaem.com, www.emex.org.
- Nov. 22-23 **2nd Civil Protection Forum, European Civil Protection: Together in the Face of Disaster**, Brussels, Belgium, <http://ec.europa.eu/environment/civil/forum2007/agenda.htm>, supported by IAEM Europa.
- Nov. 27-28 **Maritime Security Expo 2007: 6th Annual Expo & Conference**, Jacob Javits Conference Center, New York, NY, www.maritimesecurityexpo.com.
- Nov. 28-29 **Emergency Services Show 2007**, Coventry, England, www.theemergencyservicesshow2007.com, supported by IAEM Europa.

For additional EM events of interest, please visit:
www.iaem.com/events/calendar/events.htm.



L-R: Melissa Trumbull, IAEM Program Manager; Bob Bohlmann, CEM, IAEM U.S. Government Affairs Committee Chair; Kathleen Henning, CEM, IAEM Region 3 President; and Martha Braddock, IAEM Policy Advisor, are pictured at the U.S. Senate Preparedness Fair, Sept. 11.

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- The *IAEM Bulletin*, a monthly newsletter that is the definitive source for emergency management news and information.

- Conferences and workshops to enhance networking and inform members about legislative issues.

Our Annual Conference and EMEX Exhibit offers networking and information on current EM issues. Our Mid-Year Meeting, held in the Washington, D.C., area, focuses on committee work and federal legislative issues. Regional conferences give members the chance to exchange information with colleagues closer to home.

- WWW.IAEM.COM is the portal to the world of emergency management. The IAEM Web site offers discussion groups and a wealth of other professional tools, including the popular career center.

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- Professional development through in-person meetings, networking and training opportunities.

- Discounts on certification program fees, selected publications, conference registration and more.

The Stafford Act: Facts and Myths

By Thomas Hitchings, CPP-PSP, Counter-Terrorism & Preparedness Division,
AMTI, An Operation of SAIC, Virginia Beach, Virginia

History

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law PL 100-707), signed into law on Nov. 23, 1988, amended the Disaster Relief Act of 1974, (PL 93-288). This act constitutes the statutory authority for most federal disaster response activities, especially as they pertain to the Federal Emergency Management Agency (FEMA) and its programs.

During the period from 1803 to 1950, Congress passed 128 separate laws dealing with disaster relief. Congress had to pass separate laws to provide funds for disaster relief for each specific disaster.

In 1950, Congress passed the Federal Disaster Relief Act (Public Law 81-875), which allowed the President to provide federal assistance when a governor requested help and when the President approved the help by declaring a major disaster.

In 1968, the National Flood Insurance Act was signed into law, which required flood-prone areas to ensure that new developments had a flood-resistant design. The act gave individuals and communities a way to reduce their reliance on federal assistance and take personal responsibility for their own recovery.

In 1972, after Hurricane Agnes went through the Eastern portion of the United States, causing the most extensive disaster to date, Congress was compelled to strengthen portions of the National Flood Insurance Act. The act required flood insurance for new loans on homes built in designated flood plains.

On Apr. 3, 1974, a second major disaster occurred, when six federal disaster declarations were issued following tornadoes that struck 10

states. This disaster led Congress to pass the Disaster Relief Act of 1974, which consolidated many changes that were initiated after Hurricane Agnes.

During the Carter Administration, the federal government undertook an extensive look at disaster response and recovery programs and determined which programs could be combined to be more effective and efficient.

In 1979, the Federal Management Emergency Agency (FEMA) was established to combine a number of emergency management programs that fell under various federal agencies.

In 1980, the eruption of Mt. St. Helens resulted in a mandate of the first cost-sharing basis for relief efforts – 75% federal and 25% non-federal.

Finally, in 1988, the Robert T. Stafford Disaster Relief and Emergency Assistance Act legislated cost-sharing requirements for public assistance programs. It provided funds for state and local governments to manage public assistance programs and hazard mitigation, and gave the federal government the authority to provide disaster assistance regardless of its cause. The cost-sharing requirement continues to be the primary focal point in the federal disaster assistance program.

Guidelines on Cost Sharing

The following information provides guidelines concerning cost-share breakdown. Following a Presidential declaration, the state and federal governments develop cost-share agreements after conducting a joint Preliminary Damage Assessment. The division of costs among federal, state and local governments is a negotiable item. The minimum federal share under the Stafford Act is 75%. The state Emergency Operations

System generally pays 75% of the remaining 25%, leaving the remainder for the local government to cover. However, depending on the circumstances, the federal government may assume up to 100% of the costs.

What Does the Stafford Act Provide?

The Stafford Act gives the federal government authority to provide disaster assistance for response and recovery in a major disaster. It identifies and defines the types, occurrences and conditions under which disaster assistance can be provided. The Stafford Act:

- Establishes a program of disaster preparedness that uses the services of all appropriate agencies.
- Provides grants to states, upon their request, for the development of plans and programs for disaster preparedness and prevention.
- Ensures that all federal agencies are prepared to issue warnings of disasters to state and local officials.
- Directs any federal agency, with or without reimbursement, to use its available personnel, equipment, supplies, facilities, and any other resources.
- Appoints a Federal Coordinating Officer (FCO) to operate in the affected area.
- Forms Emergency Support Teams of federal personnel to assist the FCO.
- Authorizes any federal agency to repair or reconstruct any federally owned facility that is damaged or destroyed by a major disaster.
- Makes contributions to state or local governments to help repair or reconstruct public facilities and issue grants to repair or recon-

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The Stafford Act

(continued from page 25)

struct private nonprofit educational, utility, emergency, medical, and custodial care facilities.

- Provides, either through purchase or lease, temporary housing for those who require it as a result of a major disaster.

- Provides assistance on a temporary basis in the form of rental or mortgage payments to or on behalf of those who received written notice of disposition or eviction because of hardship caused by a major disaster. The assistance also covers other needs, such as household items, clothing, tools, moving and storage of personal items, privately owned vehicles, and flood insurance.

- Provides disaster unemployment assistance, Internal Revenue Service assistance, legal services, Social Security benefits, assistance to veterans, and crisis counseling.

How the Stafford Act Is Coordinated

The Federal Response Plan (FRP) of 1992 was designed to address the consequences of any disaster or emergency for which there is a need for federal assistance under the authority of the Stafford Act. In December 2004, the FRP was changed to the National Response Plan (NRP), due to inputs and changes from federal, state, local and private sectors. The plan describes how the federal government will mobilize resources and conduct activities to assist state and local governments.

The plan relies on the personnel, equipment and technical expertise of 27 federal agencies, and non-government agencies such as the Red Cross, in delivering supplemental assistance. Under the NRP, the government is prepared to provide supplemental assistance to state and local governments in 12 major areas known as emergency

support functions (ESF). Each ESF is assigned to a primary agency, supported by as many as 17 other support agencies with similar missions and responsibilities. FEMA is responsible for the overall coordination of the National Response Plan.

How the Stafford Act Is Activated

When a disaster goes beyond the scope of the local community and state resources to handle response and recovery, the governor can request assistance through the federal government. If granted, supplemental disaster assistance is made available to help individuals, families and the community. After the governor declares a state of emergency, the state's Emergency Operations Office establishes the focal point for the coordination of federal, state and local agencies. After an incident occurs and it is determined that local and state resources will be exhausted, state and federal officials conduct a Joint Preliminary Damage Assessment, after which the governor reviews and, if necessary, requests a presidential declaration. The FEMA Regional Director makes a recommendation to the FEMA Director who, in turn, advises the President. The President decides to declare a disaster and then appoints a Federal Coordinating Officer (FCO). A Joint Field Office (JFO) is established, and assistance agreements are signed.

Following the President's disaster declaration, the state office of emergency management will conduct an applicant's briefing for potential eligible public assistance individuals. Applicants then are requested to fill out and submit a request for public assistance within 30 days of the declaration or designation of the areas eligible. The request will be reviewed by federal and state personnel for eligibility and then designated a liaison officer to assess damage, estimate costs, and ensure that the

applicant's needs are met. After receiving a request, FEMA designates a public assistance coordinator to serve as a program expert and customer service representative.

Myths Surrounding The Stafford Act

Myth 1. The federal government has total responsibility for disaster recovery.

Fact. Local governments are primarily responsible for preparing for disasters that may affect their communities. Local governments handle the greatest majority of disasters at the local level.

Myth 2. The objective of the federal government is to fix everything.

Fact: Once a disaster strikes a community, everything will not be the same as it was. Disaster assistance will not be adequate to restore everything that was lost. The individual's own provisions, especially insurance, must be used. Some federal programs cover most items lost, but not everyone is eligible.

Myth 3. When the federal officials arrive, they will immediately distribute monies.

Fact. Individuals and families need to plan to draw on their own resources and financial reserves until federal money is released. It often takes several weeks for the applications to be reviewed and funds issued.

Myth 4. Monies disbursed can be used for anything.

Fact. Monetary assistance is given for specific purposes. The recipient must use the money for for the purpose for which it was provided. If the assistance is in the form of a loan, recipients may be judged on their ability to repay.

Myth 5. Federal aid replaces insurance.

Fact. Individuals and families should carry adequate insurance to

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A Public-Private Partnership: EOC and BOC Working Together

By Charlie Craig, CEM, FPPEM, Operations Coordinator,
Volusia County Emergency Management Division, Daytona Beach, Florida

All disasters are local. We are all familiar with this phrase. What it doesn't say is all disasters are just local government responsibility. It says all disasters are local.

All disasters are community disasters. Community includes local government. Community implies *all* – including both the public and the private sectors.

All disasters are locally worked together. This is a better phrase that is more inclusive and participatory. This is a much better framework in which partnerships can flourish.

The Emergency Support Function Concept

In the early 1990s, Volusia County embraced the Emergency Support Function (ESF) concept and established ESF 18 to provide representation for business and industry in the county Emergency Operations Center. The lead agency for ESF 18 is Volusia County's biggest Chamber of Commerce, the Halifax Area Chamber. ESF 18 has coordinated hotel rooms for incoming emergency workers, solicited staging areas for recovery equipment, found operable cold storage, and monitored commercial fuel supplies.

After the hurricanes of 2004, which had county-wide impact, the need for a system for businesses to help businesses and businesses to help government recover became paramount. ESF 18 did not know what private sector resources were available locally. Thus, Volusia County Emergency Management resorted to state mutual aid for resources outside the community. Unfortunately, money that could have been kept locally went elsewhere.

Born was the concept of a Business Operations Center or BOC. The plan would involve the four major segments of the community as partners: businesses, associations/groups, non-profits and government/education. There would be a structure in place to use local resources and keep the money at home. To do this, it was necessary to assist businesses with disaster preparedness, which emergency management could do. The business community would develop a business resource data base and establish a coordinating center for matching resources with needs. Chambers and professional organizations (Volusia Manufacturing Association, Daytona Beach Convention and Visitors Bureau, Volusia Hotel/Motel Association, Volusia Roofing and Sheet-Metal Association, Daytona Downtown Partners and the Volusia Agricultural Extension Service) assisted by providing information for the resource data base. Networking yielded the establishment of pre-existing contracts. Businesses were solicited to contribute recovery services after a disaster as a resource provider and/or establish contract opportunities that would enable them to establish a relationship with county government.

The Place

The Workforce Development Board conference room (about 30 feet x 20 feet) at the Center for Business Excellence was chosen as the Business Operations Center location, because of its size, accessibility, structural integrity and auxiliary power source. Additional phone lines and computer lines were installed. The resource database was activated.

Business representatives were trained in how to help businesses locate local resources and get their businesses back into operation. The BOC monitors reported business closings and/or delays due to disaster-related issues such as power outages, wind and water damage, equipment destruction, and personnel availability. All of the necessary tracking and monitoring systems, white boards and radios were installed to accomplish these tasks.

The EOC-BOC Partnership

The Business Operations Center is utilized only in conjunction with activation of the Volusia County Emergency Operations Center and ESF 18. It functions the same way, with staffing by businesses that have other responsibilities on a daily basis. Inputs/calls come to the BOC from the ESF 18 desk at the county EOC, as well as from the local business community.

The dialogue is a two-way street. A business sees a need that
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Volusia County
FLORIDA
Emergency Management
Business Operations Center

When disaster strikes, contact us for business-to-business assistance. We're ready to help you get back into business!

Call us:

- To locate local resources and assistance to get your business back into operation.
- To report business closings and delays due to disaster-related issues such as power outages and damage.

Your Business "Lifeline" When Disaster Strikes - (386) 323-2106
Activated only in conjunction with Emergency Operations Center services.

Want to be part of the local solution to disaster-related challenges? Your Wallet Card

If your company would like to contribute to recovery services after a disaster, you are invited to list your business as a resource provider for this initiative. Additional contract opportunities may also be available to eligible businesses looking to establish a relationship with the County. For more information on how your business can assist during disaster recovery, please call (386) 323-2106, or email us at BOC@vol-fla.org.

Volusia County
FLORIDA
Emergency Management
Business Operations Center
(386) 323-2106

Your Business "Lifeline" When Disaster Strikes
Activated only in conjunction with Emergency Operations Center services. For more information please call (386) 323-2106.

Flyer with wallet card.

Risk Communications, Part 3

Challenges of Protective Action Recommendations

By Brendan P. Gill, Support Specialist, Disaster Operations Directorate, FEMA

Editor's Note: Part 1 of this three-part series on risk communications covered informing the public during the off-season and how credibility factors into risk communications (August 2007). In Part 2, the author compared and contrasted Protective Action Recommendations (PARs) and offered tips on PAR formulation (September 2007). Part 3 discusses PAR challenges and how to avoid becoming the victim of a good plan gone horribly wrong.

Shelter In Place Tips

Shelter in place is the term used to identify a protective action for the public that includes sheltering in a secure building. During my attendance at a hazardous materials operations class, I learned a very important lesson: The best way to survive radiation is with time, distance and shielding.

During a Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) attack, one of the best methods of self preservation is to shelter in place. Stay inside, lock the doors, and close the windows. Turn the heating and air conditioning off. Use duct tape and plastic sheeting to cover the doors, windows and vents, as well as all electrical and light switch outlets and external openings to internal plumbing. This will lower the air exchange ratio and allow for increased shielding from a CBRNE attack.

Contraflow Operations

Contraflow operations are a logistical and financial nightmare. It is important to ensure that police/fire/ENS units are located on every "on" and "off" ramp in order to ensure continuity of the Contraflow operation. Providing this service, plus providing fuel, first aid and tow-truck services

every 30 or so miles along the evacuation route(s), can be very expensive – but it is vital to achieve mass evacuation of an area.

When setting up Contraflow operations, emergency management should include several factors in their plans:

- Establish a written Memorandum of Understanding (MOU) with an EMS provider to provide EMS services in predetermined areas along the evacuation routes.

- Take into consideration that some vehicles will run out of gas during the trip. Ensuring that there are fueling stations along the evacuation routes will minimize instances of stalled and abandoned vehicles that can cause significant delays.

- Take into account that broken down vehicles will slow the evacuation down significantly.

Reduce Occurrence of Evacuation Shadow

An evacuation shadow can be defined as "people who are not at risk, who adopt the protective action recommendation for those impacted by a hazard agent and unnecessarily evacuate." This phenomenon usually is associated with an evacuation due to an unknown or unfamiliar hazard agent, such as a nuclear power plant incident or chemical release. When people who do not need to evacuate flood into the mainstream process, this not only increases congestion but also increases the psychological stress that is experienced.

One way to reduce the occurrence of an evacuation shadow is with proper, timely, accurate information. People who have the knowledge to understand and grasp the situation, or who feel that they are being informed, are less likely to make rash decisions.

Defining and Managing At Risk Populations

At risk populations are very tricky to manage. In my professional opinion, every local/state emergency management agency should have an "at risk population" facilitator. Usually when we think of "at risk populations" we only think of the elderly, the infirm and the incarcerated.

At risk populations also encompass tourists; homeless/transient populations; patients at mental institutions, hospitals, and assisted living/nursing home facilities; inmates at jails; and students at special needs schools. When establishing PARs, be aware that it will take more time to evacuate the at risk populace than it would to evacuate the normal population. It is vital that at risk populations, and the logistical support needed to evacuate and care for them, are taken into account early in the planning process.

Conclusion

During the three segments of this series on risk communications, the need for open communication and thoughtful planning has been emphasized. Practice makes perfect. Preparing messages before they are needed not only reduces the stress of emergency managers but also allows for the successful distribution of information.

Careful crafting of Protection Action Recommendations, while taking risk communications into account, is the first step toward protecting the public. Along with the all-hazard approach to emergency management, communicating the risk to the public, without sending them into a mass panic, is essential to saving life, limb and property.

Partnerships: Embracing the Dark Side

By Arthur Rabjohn, IAEM Europa President, and Director, Steelehenge Consulting, Ltd.

When people ask me how I ended up doing what I do for a living, I usually explain that after 20 years in England's finest police force (London's Met for those of you unfamiliar with English law enforcement agencies), I became the emergency manager for the principal town in the UK's Silicon Valley – Reading. After five years there, I was tempted over to the dark side and became a consultant...don't stop reading now!

Joining the Ranks of Consultants

After 25 years in public service, it felt like a bit of a betrayal to join the ranks of those broadly described as consultants, particularly as I myself didn't have that high an opinion of consultants at the time. However, my change of path was about the challenge that the opportunity offered me, and I was able to continue my involvement in a couple of government and local emergency management projects.

A couple of years later, an opportunity arose to join another company that had a focus on and approach to training that I was particularly interested in. I learned my first hard lesson about consultancy. The position was product-linked, and therefore everything I did had to be linked back to the product. Consultants linked to a single product, or product line, have their hands tied behind their backs; everything they do is about the product and not the people.

Productive Partnership

However, after another two years, I moved on again into my current employed role and have found that the public-private partnership can be a key compo-

nent in the delivery of emergency management programs. A recent UK project with Devon County Council's (CC) Emergency Planning Unit (EPU) demonstrated the productive partnership that the public sector can have with a private sector provider. Devon CC EPU didn't have the resources or time to accomplish the research and writing required to deliver a *Management of Volunteers Guidance Manual* for coastal pollution incidents as part of the European Union's EROCIIPS (Emergency Response to Coastal Oil, Chemical and Inert Pollution from Shipping) Project.¹

They did, however, have the time, experience and resources to manage the delivery of the work packages within the project. Delivery of a stakeholder map, reading list and practitioner survey to support the completion of the manual was time-consuming, and Devon CC EPU didn't have the capacity within their day-to-day work programs of emergency management and public protection to undertake this work. Such partnerships are two-way, and working closely with practitioners is extremely valuable to consultants as it has allowed us to keep current on EM good practice at the local level.

Current Knowledge Base

This is another learning point that consultants must recognize; our services are only truly valuable if they are based on a current knowledge base. I've found that membership in IAEM, with the network it provides, allows access to the profession and current good practices. A considerable amount of time spent researching the profession by "reading up" on current legislation and case studies is vital. I have found that this is particularly relevant in the field of training provision.

Training is another area where the public-private partnership can benefit both parties. Many public EM organizations don't have the capacity to employ a full-time trainer, nor do they have the requirement for full-time training delivery. Some try to address this by adding the role of training officer to the job description of one of their staff. Private training providers can fill the requirement by forming a partnership with public agencies to deliver their training programs. In many cases, the private provider can maintain the training center and technology support required to deliver high-quality training, whereas the public sector client doesn't have the capacity to maintain a mainly unused facility.

Up-to-Date Training Essential

However, that takes me back to currency of knowledge. Stale training can be detrimental to the client's programs, as it can turn the recipients off from the intended objectives of the training being delivered. There is no such thing as an off-the-shelf training package, as it is my experience that each day of training delivered requires a day of preparation. The training package must be reviewed before delivery to ensure that it includes current information on good practices and legislation as they impact upon the recipients' day-to-day EM activities. If the same package is being delivered in quick succession to similar groups of recipients, this may not be so important, but training deliverers would be failing their clients if they didn't establish a regular review of their packages.

Importance of Networking

So not all consultants are Sith Lords, and those of us on the dark

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¹ www.erohips.org

Emergency Management System Assessment

By Karen Scott-Martinet, ABCP, IS Sector Contingency Planner, Northrop Grumman Corporation

What’s in your wallet, er, emergency management system? Do you have all the components that you need? And how do you know?

An emergency management system assessment (EMSA) shows the emergency management elements currently in place and those needed. It is basically an inventory of your operation. The initial assessment of your emergency management system will create a baseline for future measurements of system maturity. A simple way to do an assessment is to list all the components of a comprehensive emergency management system. Use major categories, and add sub-categories as needed. This assessment can list documents and personnel, as well as physical components; help determine compliance with organizational and regulatory requirements; and compare elements across multiple sites.

Doing this assessment will show how well prepared for a crisis an

entity really is. An entity may be more prepared than originally thought, or less so. The assessment is a direct measure of readiness, and helps highlight implementation priorities and gaps where resources need to be applied. The assessment can be used as an annual evaluation tool and expanded as needed. Incorporating emergency management standards is also useful in bolstering the robustness of your system.

Creating an Initial EMSA

To create the initial EMSA, we brainstormed all the things we thought an emergency management system should contain. Obviously this can be a very huge list depending on how detailed you make it. Once we had a lot of ideas, we grouped them into major categories, such as employee preparedness, the crisis management (EOC) room, and so forth. After getting the initial data listed, we reviewed the many, many lists

available in books, online, and elsewhere and added information to the assessment. As a group, we decided element priorities, from highest (critical) to lowest (nice to have). We also use color-coding to make a very visual display for management. An advantage of this format (in a table or spreadsheet) is the ability to sort in many ways for briefings, as well as to add sites as they come online. A sample section is shown in the chart on this page.

Where Are the Gaps?

Gaps that are a high priority and deal with life safety or property protection should be analyzed first. There may be alternatives or workarounds for the missing items. If not, the emergency manager must make it clear to top management how implementation will support the organization’s goals. But no matter how urgent the contingency planner thinks a gap is, a cost/benefit analysis or other justification must be made. Unless a missing element is absolutely critical, a business case utilizing your collected data is an excellent method of presenting information to top management. Resources are scarce in most entities, and professional emergency managers need metrics such as an EMSA to help them compete with the rest of the organization’s functions.

Every gap to be filled should to be tied to a strategic initiative or earnings driver, or provide some other stakeholder value, in order to have resources allocated. This may be a challenging notion for many in emergency management – compliance regulations and industry standards are useful here. When proposing a remedy, it is helpful for the emergency manager to understand the structure and complexities of the organization in order to build a successful business case.

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EMERGENCY MANAGEMENT SYSTEM ASSESSMENT						
Objectives:			Element Ranking:			
1. Prioritize elements			1 = Not important			
2. Inventory each site using matrix			2 = Some importance			
3. Identify element gaps (items ranked 3, 4, or 5)			3 = Important			
4. Develop plan and budget to close gaps			4 = Very important			
			5 = Most important			
No.	Category	Element	Average Rank	Site 1 Inventory	Site 2 Inventory	Green = Yes, in place Red = Not in place Grey = 1 or 2 ranking Blue = N/A
7.00	Emergency Preparedness					
7.01	Emergency Preparedness	Address disaster-related needs of disabled population	5	Yes	Yes	
7.02	Emergency Preparedness	Emergency preparedness website	3	Yes	Yes	
7.03	Emergency Preparedness	Emergency power	5	Yes	Yes	
7.04	Emergency Preparedness	Emergency information cards	5	Yes	Yes	
7.05	Emergency Preparedness	Evacuation/assembly area maps	5	Yes	Yes	
7.06	Emergency Preparedness	Employee preparedness events	5	Yes	Yes	
8.00	Exercises and Training					
8.01	Exercises and Training	Exercise documentation process	5	Yes	Yes	
8.02	Exercises and Training	Exercise analysis process	5	Yes	Yes	
8.03	Exercises and Training	Exercise planning team	5	Yes	Yes	

Exercising Together: Public-Private Partnerships

By David Henry, Emergency Management Coordinator, Wal-Mart Stores, Inc.

On June 24, 2007, the sound of gunfire, sirens and helicopters could be heard in northwest Arkansas. Hundreds of first responders from 19 different agencies converged on the Wal-Mart Home Office in Bentonville, Arkansas, to participate in a mass casualty exercise. The exercise scenario involved an active shooter with an improvised explosive device who had shot and wounded more than 30 visitors in the Wal-Mart building.

The Situational Threat Awareness and Response Exercise (STAREX) was a joint exercise effort coordinated by the Benton County (Ark.) Department of Emergency Management and the Wal-Mart Emergency Management Department. The exercise engaged emergency management, law enforcement, EMS, fire services and Wal-Mart emergency response assets.

Initiating a Partnership

With nearly 18,000 associates in 38 buildings, its own security department, medical first responders and emergency managers, the Wal-Mart Home Office campus is a city unto itself and has its own unique emergency planning challenges. In the wake of incidents such as the Virginia Tech shootings, developing emergency plans and exercising those plans are critically important to ensure a safe workplace and continuity of operations.

Planning for the exercise was initiated by the Wal-Mart Emergency Management Department. Department personnel reached out to local law enforcement and emergency management to coordinate an exercise to be held on the Home Office campus. As planning progressed, the Benton County Department of Emergency Management took the lead on planning the exercise. This facili-

tated meeting homeland security exercise guidelines tied to grant funding.

Unique Opportunities

Partnering with the private sector in exercising can present unique opportunities. For example, Wal-Mart TV, Wal-Mart's in-house television production crew, filmed the STAREX exercise from start to finish. The footage was compiled and edited into a training video that was made available to all exercise participants. Additionally, raw footage was added to the DVD and split out by discipline. This provided the opportunity for groups such as the SWAT teams and bomb squad to observe and critique their own response to the incident.

Additionally, the exercise provided local first responders with a unique play environment. The Wal-Mart Home Office is full of locked doors and a maze of cubicles, making movement through the building a challenge.

Lessons Learned

Developing exercise partnerships aids in the building of plans and relationships that will be critical in the event of an actual emergency. There were several lessons learned during the course of the exercise.

■ The first lesson learned is that planning cannot take place in a vacuum. While Wal-Mart and local public safety agencies each had robust plans and procedures to deal with various scenarios, the plans were not compiled jointly. As a result, they proved to be inefficient. Wal-Mart was not familiar with local first responder plans and procedures and vice-versa. Planning for emergencies must also be a partnership in order to maximize resources and increase efficiency.

■ The second lesson learned is that exercising and pre-planning is essential for affecting a successful response. There are multiple issues involving access and building navigation that can be mitigated with pre-planning of structures and exercising within those buildings.

■ The third lesson learned is that each organization, including the private sector, has something to bring to the table in terms of response resources. For example, the Wal-Mart Home Office has a sophisticated video surveillance and physical security system that could have been brought to bear to identify the active shooter's location and isolate the suspect to one area. Also, local first responders have capabilities in terms of training offerings and subject matter experts that can be beneficial to private sector partners.

Synopsis

Developing exercise partnerships between public and private sector entities can prove beneficial for all involved. As with any plans and procedures, it is optimal to identify gaps, shortfalls and other issues in planning and response areas. By partnering with private sector organizations, first responders can have the unique opportunity to respond to and work within a realistic environment.



COMMITTEE AND REGIONAL NEWS WELCOME

The IAEM Editorial Committee welcomes news about the activities and events of IAEM regions and committees for the IAEM Bulletin. E-mail your news items to Editor Karen Thompson at thompson@iaem.com.

Learning From Katrina: A Blueprint for Future Disasters

By Sam Parker, MSW, Vice President, United Way of Greater Greensboro, and Ron Campbell, CEM, Coordinator, Guilford County Emergency Management

As news of Katrina's devastation swept the nation in August 2005, Guilford County, North Carolina, responded. The Guilford County Division of Emergency Management summoned local agencies to an urgent late-night meeting to announce that Greensboro would receive plane-loads of evacuees, possibly within the next 24 hours.

Plans and actions resulting from that initial meeting created a partnership that eventually helped more than 900 people affected by Katrina. In addition, this forged an ongoing collaborative partnership that developed a formal plan with guidelines for addressing future disaster recovery.

The group included professionals from law enforcement, public sector organizations, and the Red Cross. Due partly to leadership from the United Way of Greater Greensboro, a vast array of private, nonprofit and interfaith agencies were involved. Although the original planes never arrived, in the week following the hurricane, Guilford County was flooded with hundreds of homeless and desperate evacuees coming in cars, buses or any other way they could get here.

Formation of Guilford Crisis and Recovery Council

These "families in crisis" arrived at Red Cross offices, the United Way, homeless shelters and other points of entry. Fortunately, this group, which would become known as the Guilford Crisis and Recovery Council (GCRC), had moved ahead to build a service network for recovery and community assimilation. The GCRC sprang

into action, met frequently, acted decisively, and involved the entire community to meet the needs.

Factors for Success

Several factors made this coalition effective:

- A local volunteer created a Web site, www.ncdisasteraid.org, to coordinate the group's activities; this is still active for use in future emergencies.

- We focused on finding long-term independent living situations instead of trying to match evacuees with citizens offering temporary home lodging.

- The faith community mobilized to provide wrap-around "care teams" for relocated persons. Coordinated by FaithAction, a network of congregations, volunteer teams provided support and located needed resources.

- Our local Lutheran Family Services agency provided professional case management, working with care teams to ensure a holistic support system for new arrivals.

- The United Way created an emergency Katrina Relief Fund, *Operation Greensboro Cares*, to provide a central location to collect and distribute all contributions.

Lessons Learned

During this process, the GCRC learned many lessons that will guide our future efforts.

- **As a community, seize the moment!** In times of crisis, you can't wait to develop the perfect protocol.

- **Pull together everyone who wants to be involved.** This will involve public sector agencies, as well as a vast array of private, non-profit and voluntary agencies. In addition, welcome community and business leaders, faith-based organizations, concerned citizens

and others who want to help.

- **Identify lead agencies with expertise to coordinate Task Groups.** Use their experience to coordinate specific functions, such as emergency needs, case management, volunteers, material and monetary donations, employment resources, communications and technology.

- **Don't let bureaucracy get in the way of getting the job done.** Get beyond "traditional roles" to do what is needed. Every agency has important functions, and some may overlap, but don't let "turf issues" get in the way of getting the job done.

- **Communicate, communicate, communicate!** Involve print, broadcast and electronic media to communicate needs, activities and progress. Keep *all* players informed about relevant activities. Listen, listen, listen to determine what's needed.

- **Treat every person with kindness and dignity.** Obviously, the people you serve deserve your respect and concern. But don't forget, too, to *be kind to each other* as service providers. Everyone is working hard. If misunderstandings occur, forgive and move on.

- **Develop creative resources to meet needs.** Some we used were:

- A resource fair at a local church brought multi-agency representatives (including FEMA) to one location, serving more than 500 evacuees in three days.

- A comprehensive guide of local resources was posted in a central, accessible place at www.ncdisasteraid.org.

- A central mechanism was developed for raising and coordinating distribution of funds.

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Communication, Trust, and Compromise Will Form Strong Partnerships

*By Garth C. Phoebus, CHS-III, Emergency Management Planner,
Frederick Co. Department of Emergency Preparedness, Frederick, Maryland*

Ask couples who have been married for years, and most will tell you that the secret to their success is effective communication, trust and compromise. So, why not apply that to business and community relationships?

The Frederick County Department of Emergency Preparedness (DEP) hired me in October 2006. My background in the U.S. Marine Corps intelligence community, which I attained during a 13-year career in the Marine Corps supporting different disciplines of the intelligence community and supporting three combat tours in Afghanistan and Iraq. The Emergency Operations Center (EOC) operates in a manner that is very similar to a Combat Operations Center (COC). As a result, I have found the transition quite smooth and brought with me what I learned about the importance of sharing information.

The DEP is also committed to using this common sense approach of information sharing when reaching out to community leaders, agencies and citizens. Given that Frederick County, Md., is situated just outside the National Capital Region (NCR) and is home to the second largest city in the state, there are plenty of resources available to build and maintain long and successful relationships.

During the last nine months, our office has understood the need to focus on lessons learned from Hurricane Katrina by identifying planning needs and gaps. Our office has successfully focused our preparedness partners by utilizing key principles of communication, trust, and compromise to create initiatives in our business community, special needs populations, faith-based community, and

more recently, the regional coordination meeting.

Enlisting Help of Partners

Our first planning efforts focused on partnerships with many agencies within Frederick County that would be affected by disasters such as Katrina and would help mitigate problem areas. We enlisted help from Citizens Services, Frederick County Health Department, Frederick County Action Agency, American Red Cross, Scott Key Center, Frederick County Public Schools, Frederick City Police Department, Frederick County Sheriff's Office, Fire and Rescue Services, U.S. Army Garrison (Ft. Detrick), and the Maryland Emergency Management Agency.

These agencies partner with DEP in our functional annex committees, such as Mass Care and Sheltering, Mass Health Care, Local Emergency Planning Committee, and many others. In order to establish such a great team of partners for preparedness, we recognized the need to have a common goal and a way of promoting.

Need for a Common Goal

One of our goals as a preparedness office is to reach out to each of the municipalities and educate them about our services. According to the National Response Plan (NRP), National Incident Management System (NIMS), and the National Infrastructure Protection Plan (NIPP), each locality must comply and use these references as a basis for all-hazards planning. The DEP has learned it is imperative to have networking opportunities by initiating a regional coordination meeting with neighboring

counties. Frederick County recently held the first regional coordination meeting. Comments from the representatives of Montgomery, Howard, Washington, and Carroll counties, Md., Adams and Franklin counties, Pa., Jefferson County, W.Va., and Loudoun County, Va., were very positive. Attendees expressed a need for more frequent meetings. One participant noted that best practices and sharing information are all great in theory, but much better applied in settings like this meeting.

Other Outreach Activities

Additionally, the office has reached out to the local mayors and burgesses to discuss their needs, identify key vulnerabilities, and form joint planning teams. As a result of those meetings, table-top exercises have been scheduled for each municipality in order to maintain that level of awareness and training. A voice tone siren system has been established for two of our municipalities, and fencing around a water facility and back-up generators have been provided for the town halls.

Another facet of our office is outreach and education. It is essential that elected officials understand their duties before, during and after a disaster strikes, to ensure that they are self-sufficient until we can use our local resources to assist. We have to make them understand and trust us, so they will feel confident that even through times of chaos, their town is not far from our minds. The towns need to do a little bit of outreach themselves and know the businesses in their towns so they can form those relationships at their level.

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Embracing Dark Side

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side have to understand that we can't know everything and that knowledge and experience have a shelf life. We have to expend nearly as much effort and time on keeping up-to-date in our field as we do in delivering projects to clients. After a particularly long project, it is worth scheduling a couple of days, if not weeks, to update your knowledge base.

Of course a key part of any consultant's ability to deliver value to a public-private partnership is the knowledge of where to find answers or knowing the person who can meet the client's needs. That is why networks and memberships in organizations such as IAEM are so important. May the force be with you.

EOC-BOC

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another business can satisfy. The county becomes aware of local resources, including their location and availability. From heavy equipment and lodging to food, water, and ice, to transportation and warehouse space, to fuel, clothing and building materials, the BOC maintains status and contact information for it all.

Training for the partnership is provided annually during the state-wide hurricane exercise, when both the EOC and the BOC are activated. Certain full-scale exercise activations may occur throughout the year as well.

The formula we used was: "Business + Economic Development + Emergency Management = Economic Recovery." *Economic* recovery means *community* recovery.

The Stafford Act

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cover their needs. The federal government will not duplicate protection available through insurance plans. Most disasters are not presidentially declared disasters, so federal assistance often is not available.

Importance of Preparedness

There are many sources of information available to prepare oneself for emergencies. It is important to collect information on disasters most likely to occur in your area and take what actions you can to mitigate effects when a disaster strikes. Being prepared will decrease the chance of injury and financial loss from a disaster. Disaster relief can supplement loss, but it will not make up for ignorance or lack of planning.

EM System Assessment

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Exercising the entity's emergency plans can uncover additional weaknesses or vulnerabilities in the system. Create scenarios aimed at examining parts of the system to help the organization become more resilient. If the scenarios reveal additional gaps, the planner can add the findings to the assessment or other audit documents.

A Living Document

The assessment becomes a living document when it is updated and used at least annually. We use it to compare sites across my business sector, to benchmark progress, and to provide a historical background for audit purposes. If an important element, such as a redundant form of communications, is missing from one site, I have the data to backup my request for additional resources. We incorpo-

rated NFPA 1600 into the EMSA this year, so we now have a recognized standard of measurement for documenting gaps.

Summary

An emergency management system assessment will help you document your current system and provide the information needed to make the program even more robust. It is also a very useful checklist when new departments, sites or companies are brought on board. Use the EMSA when you exercise and walk your team through the elements. Finally, the EMSA is a great tool for your organization if something happens to you; the entire system is documented, and the mission will continue.

Blueprint for Future

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■ **Continually evaluate and revalidate your actions.** If needs change, change strategies. Be flexible.

Conclusion

Our community's response to help persons affected by Katrina was both gratifying and successful. An added value was that the process forged a solid, ongoing collaborative of community providers, the Guilford Crisis and Recovery Council, that is formally organized for future emergencies. Our *Disaster Recovery Plan of Action*, developed in response to this crisis, will serve as a valuable guideline for meeting future needs.

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Register today at www.iaem.com**

Defense Institute for Medical Operations (DIMO) – At It Again!

By Major Sharief Fahmy, U.S. Central Command

When asked to “Live The Dream,” we had no idea it would entail joining a team of professionals in the field of international emergency management traveling to Samoa to teach a Disaster Planner’s Course (DPC).

Why Apia, Samoa?

Every four years the nations of the Pacific come together in friendship to celebrate the South Pacific Games, a multi-national sporting event. The spirit of competition and sports has developed over 40 years. The previous South Pacific Games was held in Suva, Fiji, and saw the introduction of a full program of 32 sports. The event included some 4,000 participants, representing 22 Pacific Island nations and territories.

Live The Dream! was the theme for the 2007 XIIIth South Pacific Games hosted Aug. 25-Sept. 8, 2007, by the Island nation of Samoa. Plans were for Samoa to set a new standard by hosting more than 6,000 athletes and additional sporting events to include archery, athletics, badminton, baseball, basketball, beach volleyball, body building, boxing, cricket, football, golf, hockey, judo, lawn bowls, netball, power lifting,



DIMO Samoa instructors (L-R): Lt Col Luis Morales (USAF), Major Sharief Fahmy (USAF), Joe Bills (FEMA), Wayne Stokes (U.S. Embassy, New Zealand), and Ray Chevalier (FEMA) at Auckland Airport awaiting final transportation to Apia, Samoa.

rugby 7’s, rugby league, sailing, shooting, softball, squash, surfing, swimming, table tennis, taekwondo, tennis, touch rugby, triathlon, outrigger canoeing, volleyball, weightlifting, and wrestling, to name a few. The Samoans were eagerly waiting to *Live the Dream!*

DIMO Team of Instructors Heads for Samoa

The Defense Institute for Medical Operations (DIMO) is an international training effort associated with the U.S. Department of Defense. A five-man team of instructors included representatives of the U.S. Air Force International Health Specialist Program (Lt Col Luis Morales and Major Sharief Fahmy), Federal Emergency Management Agency (Joe Bills and Ray Chevalier), and the U.S. Embassy in Wellington, New Zealand (Wayne Stokes). The course was organized by the U.S. Embassy as part of its International Military Education Training (IMET) Program.

The instructor team, led by Lt Col Luis Morales, Officer in Charge, International Health Specialist Program, Robins Air Force Base, Ga., conducted the training program entitled “Disaster Planner’s Course (DPC).” Training modules included: introduction to disaster planning; disaster response and regional trauma systems – emergency medical response; prevention – saving lives and saving resources; public health/preventive medicine in disasters; contingency/disaster operations; and environmental health management after natural disasters, communicable disease epidemics and disasters,



Graduating Class of the Disaster Planner’s Course, Apia, Samoa

and psychiatric response after disasters.

Forty-two Samoan participants, including government officials responsible for disaster planning and response, attended the training program, held in July at Samoa’s Disaster Management Organization (DMO) complex in Apia, Samoa. This training program was funded by the U.S. government through the IMET program. The government of Samoa provided the training facility as well as other logistical support.

Introduction to Disaster Planning and Response

The week-long course introduced participants to disaster planning and response. Participants completed exercises on emergency situations, including natural and manmade disasters. Although Samoa has experienced few large-scale disasters, leaders realized the importance of being prepared to host the South Pacific Games. Training was designed to address a range of emergencies, from a destructive tsunami to a one-car motor vehicle accident. More importantly, the training venue brought together an interagency group of participants who would be required to work together in a disaster response situation.

After the March 2007 course revision, the DPC material had to be rewritten to fulfill Samoan

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DIMO in Samoa

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needs. Whereas DPC was meant for countries without a disaster plan, Samoa had recently (November 2006) approved their National Disaster Management Plan (NDMP), with subsequent legislation being passed in 2007. Subject matter experts worked virtually with the revised DPC material to incorporate the Samoa National Disaster Plan, the Samoa Disaster Act, the Cyclone Plan, and the Tsunami Plan.

Material was researched from open Internet sources, Filomena Nelson (Samoa Disaster Management Organization), and Stokes. The DPC exercises based on the fictitious country of Muskania were completely rewritten for Samoa by Chevalier. The CAPSTONE event of the course was an exercise scenario featuring a tsunami that hit during the South Pacific Games 2007.

Topics of Discussion

Many of the discussions generated during the presentations involved items internal to Samoa. The DIMO cadre sought to address Samoan concerns, while emphasizing the need to raise the level of cooperation among the

various organizations. Some of the issues discussed included:

- Terminology and the use of “emergency” vs. “disaster.”
- Chains of authority and general knowledge of the NDMP.
- Who has the ultimate authority to cancel the upcoming Pacific Games in case of an emergency/disaster?
- Are the local emergency response vehicles capable of using “foam trucks” during a catastrophic power-grid fire? This is a resource solely dedicated to the Samoa airport.

The critiques from the students reflected and confirmed a statement written by Filomena Nelson, Samoa DMO:

“The course met our objectives from our perspective as the DMO and also from that of the Disaster Advisory Committee member agencies. The course used local and realistic scenarios (i.e. not fictitious) and provided the participants with guiding principles, using the Samoa National Disaster Management Plan and Act and using U.S. examples, which helped the participants understand the scenarios and how to prepare (planning) to respond. So I would personally commend the efforts of the instructors.”

Summary

The *fa'a Samoa* (Samoan way) exerts a strong influence on the everyday life of Samoans. Traditional culture impacts all facets of Samoan society, whether religious, economic or political. So not only did we get to *Live The Dream!* for a short while, we hope the synergy from the DPC course added to the *fa'a Samoa* as they took the lead in hosting what history will show as a memorable South Pacific Games.



Lt Col Luis Morales instructing and reaching out to the local Samoan culture. (photo by Major Sharief Fahmy)

Defense Institute for Medical Operations (DIMO)

Vision: A sustained vital partnership with regional, national and international medical communities expanding social, political, and economic stability abroad as well as at home.

Mission: Together...Strengthening global medical capabilities in disaster response and healthcare management through education and training.

Objectives:

- Enhance global medical response.
- Develop test, evaluate, coordinate, lead, and implement domestic and international medical education and training programs in support of the United States National Security Strategy.
- Enhance force health protection by underscoring military-military and military-civilian partnership at home and abroad.
- Augment healthcare practice, policy and strategy templates that address challenges and consequence management.
- Share/integrate education and training programs with domestic partners in support of Homeland Security.

Outcomes:

- Expanded collaboration and integration of regional, national, and international medical capabilities.
- Foster military-military and military-civilian interoperability through integrated healthcare and disaster response training.
- Established strategic action plan which develops tailored solutions to healthcare resource issues.
- Improved collaboration between military and civilian leaders which builds upon existing assets and develops partnerships with external organizations.
- Enhanced healthcare and disaster response system to include emergency response, acute care, and public health.

New Members: Aug. 16-Sept. 15, 2007

Please join us in welcoming these new IAEM members.

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Communication, Trust, and Compromise

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Summary

One last thing to remember is that the test of human nature will always be there, but never doubt the human spirit. We can all be heroes when it matters, but let's be prepared heroes and work together. Bottom line, we can get through any disaster if we take the time now to work together to develop positive community and business relationships.