



The Guardian

A Publication of the APUS Chapter of the International Emergency Managers Student Association

Conference Spotlight

Smith, Hahn Take IAEM Awards AMU Contributes to Success

By Cheryl McCullough

APUS IEMSA Public Affairs

Dr. James Smith and Daniel Hahn made history as the first individuals affiliated with the American Public University System (APUS) International Emergency Managers Student Association (IEMSA) to receive awards at the International Association of Emergency Managers (IAEM) 55th Annual Conference & EMEX 2007 in November 2007. Several members were in Reno, Nevada, to witness Dr. Smith win the first-ever Academic Recognition Award. Chapter Presi-

By Bob Jaffin

APUS Faculty

The 55th Annual International Association of Emergency Managers (IAEM) EMEX held November 11-14, 2007, in Reno, Nev., was a huge success. That was due in no small part to the efforts of many volunteers, the IAEM full-time staff and all the participants. This year, for the first time, American Military University (AMU) was able to make a number of contributions to the overall success of the event. To be more specific, our faculty, students, and our student

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Have you written a case study or a technical paper that would be of interest to the membership? Contact Dan Hahn or Cheryl McCullough to submit pieces for consideration.

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Special points of interest:

- Conference reports
- Case study
- Risk communications
- Professional Development

Case Study: Greensburg, Kansas Tornado Interagency Response and Recovery Operations

By Milio Curcio

APUS IEMSA Member

This case study was submitted for partial completion of requirements for Interagency Disaster Management (EM516).

I. ICS Mission

The adoption of Incident Command System (ICS) provides many advantages:

A flexible, standardized response man-

agement system that will allow for the cultivation of response management expertise at all echelons of command; Provides for an increased support of trained personnel during major incidents; ICS is a "public domain" system that allows unrestricted distribution by commanding officers to improve the capabilities of, and unify the local response

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Map courtesy of Google maps

Smith, Hahn Recognized at Annual Conference

AWARDS, from Page 1
dent Daniel Hahn won a Student Region Executive Citations Award.

According to the press release announcing the awards, “the Academic Recognition Award recognizes an academic leader or institution that has made a significant contribution to the formal education of students pursuing a career in emergency management or through research and development of paradigms or standards that have helped shape the broader field of emergency and disaster management.” This honor is well deserved considering the unique nature of APUS and the lengths to which Dr. Smith went to in establishing the chapter.

Hahn took the reigns from the interim president Joe Ramos and sparked a momentum that has helped the student chapter achieve many milestones in its first year. His outreach efforts have created a welcoming atmosphere for new and potential members. These labors were recognized with the IAEM Executive Citation Award, which “recognizes IAEM members within each region whose professional image and achievements enhance the field of emergency management.” IAEM recognized Hahn for his

APUS IEMSA President Dan Hahn was recognized with an IAEM Executive Citation Award for his dedication and service to building a thriving student chapter at APUS and recruiting and retaining IAEM Region XII members. Hahn is pictured with his son, Lachlan, born October 10, 2007.

Leadership, Dedication, and Service toward Membership Recruitment and Retention for IAEM Region XII.

Dr. Gwendolyn Hall, dean of APUS’ School of Public Safety, National and Homeland Security, applauded Dr. Smith’s accomplishment. “APUS thanks you for your service in bringing to life this Student Chapter. I know it was a lot of work. By watching you in action, I believe it was a ‘labor of love.’”

Dr. Smith is an Emergency and Disaster Management (EDM) and Environmental Studies Professor at APUS and American Military University, and until recently was a faculty advisor for the APUS IEMSA. He holds a PhD in environmental design and planning from Virginia Tech and worked in environmental regulation 1977-1999. A professional engineer and retired Navy officer, he is also a graduate with distinction from the Naval War College. He continues active research in the areas of agency decentralization and modernization, contracted services for water and sewer, evaluation re-



Dr. James Smith, APUS IEMSA Founder and former faculty advisor, was awarded the first-ever Academic Recognition Award at the annual IAEM conference in Reno.

search, and preparedness for natural disasters. He is president of Smith-Woolwine Associates, which offers environmental, engineering, regulatory, planning, and organizational services. Dr. Smith facilitated the development of the APUS chapter, an atypical IEMSA chapter consisting exclusively of online students with a membership in excess of 140 and growing. This chapter allows information sharing, networking and camaraderie building among future emergency managers.

Hahn is the newly elected vice president of IAEM Region XII, president of the APUS IEMSA, and the Emergency Management Plans Chief and Citizen Corps Coordinator for Santa Rosa County, Florida. “What a fantastic team of leaders for this student association,” Dr. Hall stated in an email message. “The university is very proud of you and your accomplishments.”



Recommending protective actions Formulating Efficient and Effective PARs

By Brendan Gill

APUS IEMSA Member

The following is the second in a 3-part series on Risk Communication and Protective Action Recommendations.

Protective Action Recommendations

In Part one of this 3-part series, risk communications, off-season messages, and agency credibility in relation to Protective Action Recommendations (PARs) were discussed. This part of the series will actually compare and contrast PARs, provide tips on PAR formulation, and PAR efficiency.

A PAR can be defined as “any function, supported by emergency management officials to protect life safety, personal property and public health.” Keeping within the context of the definition, we as emergency managers must be VERY specific on how we present PARs to the public. PARs should address main life safety concerns and how to protect the public at large.

Here is an actual PAR from the National Weather Service (NWS) warning the gulf coast during the onslaught of hurricane Katrina.

Note: The PAR was shortened due to space concerns for this segment. A few of the cities that were being warned have been removed; however, listing Jefferson Parish is sufficient for these purposes. A full listing of this PAR can be found on the National Oceanic and Atmospheric Administration (NOAA)/NWS Web site at http://www.srh.noaa.gov/data/warn_archive/LIX/TOR/0829_133900.txt.

BULLETIN - EAS ACTIVATION REQUESTED
TORNADO WARNING
NATIONAL WEATHER SERVICE NEW ORLEANS LA
836 AM CDT MON AUG 29 2005

THE NATIONAL WEATHER SERVICE IN NEW ORLEANS HAS ISSUED A
* TORNADO WARNING FOR CATASTROPHIC WINDS FOR...
JEFFERSON PARISH IN SOUTHEAST LOUISIANA
THIS INCLUDES THE CITIES
OF:...TIMBERLANE...KENNER...

* UNTIL 900 AM CDT

* AT 832 AM CDT...MANY REPORTS ARE COMING IN STATING TOTAL

STRUCTURAL FAILURE IN THE NEW ORLEANS METRO AREA.

SEEK SUBSTANTIAL COVER NOW!!! THIS IS A LIFE-THREATENING SITUATION.

A TORNADO WATCH REMAINS IN EFFECT UNTIL NOON CDT MONDAY FOR SOUTHEAST LOUISIANA AND SOUTHERN MISSISSIPPI.



Is this an effective PAR? Well, let's look at the message with the following criterion:

- Is the message clear and to the point?
- Does the message stipulate a start time and an end time of the hazard agent?
- Does the message recommend clear protective action?
- Does the message state which areas/counties/parishes/cities are affected?
- Does the message rate the type of hazard agent? (F scale for tornados, Cat scale for hurricanes... and so on)

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Target Kansas: Tornado Leaves Havoc in Wake

CASE STUDY, from Page 1

community into a more effective organization; Applies to any response situation ("all hazard – all risk"); Provides for a logical and smooth organizational expansion and contraction; Maintains autonomy for each agency participating in the response.

II. Situation Overview

Severe storms with rain, hail, high winds, and tornadoes moved through eight Counties in central/western Kansas during the evening of May 4, 2007. The City of Greensburg (Kiowa County, with approximately 1,500 residents) was hit directly by an EF-5 tornado.¹ This particular tornado tracked through six Counties (starting in Comanche, and proceeding through Kiowa, Edwards, Stafford, Pratt, and Barton Counties.) On May 7, 2007, the State of Kansas reported 11 dead and 63 injured with 16 critical from Greensburg, Kansas.²

III. Event Overview

Tornado Touch Down	
EF-5 Class	May 4, 2007
Governor's Proclamation	May 5, 2007
Incident Period	May 4 through June 1, 2007
Incident Period Closed	June 1, 2007
Type of Disaster	Severe Storms, Tornadoes, and Flooding
Date of Request	May 5, 2007
Date of Presidential Declaration	May 6, 2007
Governor's Request for PDAs for Add-on Counties	May 5, 2007
Federal/State Agreement Signed and Distributed	May 12, 2007
Amendments to the Federal Register Notice for Presidential Declaration	As of July 18, 2007: 12

IV. FCO/SCO Priorities

- A. Ensure safety and security of all assigned personnel.
- B. Consistently represent local, State, and Federal unified effort.
- C. Deliver successful Individual and Public Assistance Programs.

D. Encourage and assist applicants in pursuing appropriate mitigation measures.

E. Provide "Long-Term Community Recovery" assistance to officials of the City of Greensburg and Kiowa County.

F. Deliver an effective External Affairs program (Congressional, Public Information, Community Relations and Intergovernmental Affairs).³

1. Situation/Executive Summary

The President signed an expedited major disaster declaration for the State of Kansas on May 6, 2007, designating Kiowa County for Individual Assistance (IA) and Public Assistance (PA). Direct Federal assistance was authorized. Federal Coordinating Officer (FCO) Michael Karl and an Emergency Response Team-Advanced (ERT-A) team were deployed to Greensburg, Kansas.

Disaster Recovery Centers (DRCs) offered "one stop" relief assistance. They were staffed by FEMA, other Federal agencies, the State, and typically by voluntary agencies. Services include FEMA registration and guidance, the Small Business Administration (SBA), and other assistance as Disaster Unemployment, Crisis Counseling, etc.⁴

Disaster Recovery Centers			
Type and Number	Location	Opened	Closed
Fixed 1	Haviland, Kiowa County	May 9, 2007	June 30, 2007
Fixed 2	Salina, Saline County	June 1, 2007	August 4, 2007
Fixed 3	Topeka, Shawnee County	June 7, 2007	July 10, 2007
Mobile 1	Greensburg, Kiowa County	May 8, 2007	Aug 18, 2007
Mobile 2	Trousdale, Edwards, County	May 16, 2007	May 25, 2007
Mobile 2	Great Bend, Barton County	May 27, 2007	June 16, 2007
Mobile 3	Hutchinson, Reno County	June 10, 2007	August 4, 2007
Mobile 3	Minneapolis, Ottawa County	June 6, 2007	June 8, 2007
Mobile 4	Emporia, Lyon County	June 6, 2007	July 10, 2007

2. Mission

To foster relationships between local, State and Federal government, and provide a coordinated effort for response and recovery mission, in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended 42 U.S.C. 5121 *et seq.*⁵

Please see **CASE STUDY**, Page 8

Effective PARs Include Specific, Pertinent Information

COMMUNICATIONS, from Page 3

If we apply these five simple questions to the NOAA/NWS PAR we come up with a proper, accurate, informative PAR.

PAR Creation

PARs should start with the issuing agency and the location of the agency. The time/date the PAR is being issued should also be included in the heading. Type of Hazard Agent, intensity of the agent, short description of the agent, and the projected duration of the agent are vital information that must be included in any message.

Not including this information may cause the public to feel that they are not being told the entire truth. This will cause them to doubt the messages and doubt if action really needs to be taken.

Tips on Increasing Community Adoption of PARs

Many areas may require any PAR to be published in different languages. For example, my parents have a house in the hills of Pennsylvania where some of the

Tip: Consider cultural diversity in PAR preparation to ensure information is available in a form all populations can utilize.

residents speak German. Effective emergency managers should take cultural diversity into account when drafting emergency messages.

During the off season, it is important to build a rapport with the local and national media outlets.

When an event occurs, media agencies will be critical toward distributing timely, factual information. Radio, TV as well as, print media can be used to reach the target audience. Street signs, door-to-door sweeps, and the use of first responders are extremely effective ways to disburse a specific message.

PAR Planning tips

It is important for emergency managers to anticipate the risks associated with PARs. These risks should be identified during the planning process. During the evacuation of Houston, Texas, for Hurricane Rita (2005), 23 elderly people lost their lives when the wheel bearings in the tires of their charter bus created

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Casey Gets Pinned at EMEX Conference; Meal Highlights Week

CONFERENCE, from Page 1

chapter earned national recognition during the conference. Although we did not get a precise or accurate count, there were probably close to two dozen AMU students, alumni, and faculty in attendance. We had constant traffic at the AMU booth in the event center and the most repeated phrase from the IAEM staff and other attendees who stopped to chat was, "Your students were telling me about how great your program is."

Congratulation to Dan Hahn for working so hard on recruitment. That resulted in his being awarded one of the Executive Citations. The award was presented during one of the plenary sessions.

Congratulation to the entire stu-

dent chapter membership for the hard work and dedications it took to earn a chapter "Excellence" award.

Congratulations to John J. Casey III, one of our newer adjunct faculty. John is among the newest group of practitioners to earn their Certified Emergency Manager® (CEM®) certification and he, with roughly 63 others, was recognized and given his CEM® pin at the formal banquet and award dinner.

While individual awards were not given we need to recognize the efforts of at least two of our student chapter members who worked tirelessly behind the scenes to help make EMEX a success this year. Sandy Beilby and Kim Eason both put in long hours to ensure that the attendees were able to enjoy

themselves at all the IAEM events.

On Nov. 11, those in the AMU family who were able, got together for an informal dinner at the Santa Fe, a Basque restaurant. The dinner, a rare opportunity for our virtual community to get together face-to-face, was hosted by AMU and we were joined by Richard DeVito, publisher and owner of the Journal of Emergency Management, and Mark Listewnik, senior editor, Auerbach Publications/CRC Press, Taylor & Francis Group. The enthusiasm of the students and faculty who attended made this one of the highlights of what was already an outstanding week.

Let's see what we can do to bring even more of our family together in Kansas City in 2008.

PROFESSIONAL DEVELOPMENT

Conferences

2008 Homeland Security S&T Stakeholders Conference—West (January 14-17; Los Angeles) The theme of the 2008 conference, presented by the National Defense Industrial Association, is “Putting First Responders First.” Its purpose is to inform first responders, state and local governments, industry, and academia of the direction, emphasis, and scope of the research investments by the Homeland Security Department’s Science & Technology Directorate and describe the business opportunities for private-sector organizations and universities. <http://www.ndia.org/Template.cfm?Section=8690&Template=/ContentManagement/ContentDisplay.cfm&ContentID=21750>

Hospital Security Preparedness (February 5-8; Washington, DC) This four-day immersion course for hospital protective services and law enforcement uses hands-on training, live drills, and classroom instruction from faculty with extensive security and counterterrorism experience. Its goal is to achieve competency in an all-hazards approach to handling threats to hospital security, from routine situations to mass-casualty incidents and terrorist attacks. http://www.web.sitelms.org/view_event.php?event_id=39

Border and Maritime Security Conference (February 26-27; Washington, DC) The conference will bring together subject matter experts from the government and industry to discuss what’s next and the Secure Border Initiative, the Temporary Worker Program, US-VISIT, SBINet, the Container Security Initiative, and the Maritime Transportation Security Act. Attendees can learn how the executive and legislative branches propose to address border and maritime security, what technologies might be available to support the government’s efforts, the integration of disparate security systems, the detection of nuclear materials, upcoming legislation, and federal initiatives. http://www.homelanddefensejournal.com/hdl/maritime_feb08.htm

National Hospital Emergency Preparedness Conference (March 3-4; Washington, DC) The ER One Institute’s 5th annual conference, “Hospitals on the Frontline: Emergency Preparedness—Today’s Questions and Tomorrow’s Answers,” will provide information on the new Joint Commission standards, the new NIOSH requirements, how the federal funding stream works, the role of the corporate office in the midst of a crisis, and how to handle staff behavioral health support. CME, ANCC Contact hours and ACEH credits are offered. For more information, call Lisa Rizzolo at (202) 877-7453. http://www.web.sitelms.org/view_event.php?event_id=42

Call for Papers

DHS to Hold IT Science Fair: “The Homeland Security Department is seeking fresh technology ideas that span several areas and explicitly or implicitly incorporate information technology development in each category,” reports *Government Computer News*. DHS’s “Science and Technology Directorate has issued a long range, broad agency announcement for proposals of prototypes that could advance and improve homeland security technology.” The deadline for white papers and proposals is Dec. 31, 2008. The announcement “asked for unclassified proposals, but also said it would accept classified proposals.” It “specifically invited basic science projects in the areas of interoperable devices and systems, predictive and proactive concepts and systems and human operator cognitive performance enhancement.” To view article, go to http://www.gcn.com/online/vol1_no1/45405-1.html. To view the DHS announcement, go to http://www.gcn.com/newspics/DHS_BAA08-01_Nov07.pdf.

Submitting Information

If you have job announcements, conference opportunities, or other professional development information to share with the membership, please submit it to The Guardian at trp_lee@yahoo.com. Please insert APUS IEMSA in the subject line.

*Presidential Ponderings...***A Successful Year Behind Us; Future Awaits**

I am very pleased with the growth of our chapter and excited about the prospect of having our chapter elections this March. If you are interested in running for office, please contact one of the Executive Committee members or post your desires in the APUS IEMSA Discussion Board.

We had a great turn out in Reno and I encourage all of you to start making plans to attend the next IAEM conference in Kansas in November of 2008.

I want to thank all of you for the successes we have had this year, and if all works out, we might get a webpage before elections.

Remember, we will begin our monthly teleconferences in January 2008. Date and time have not been finalized so stay tuned to the discussion board for the pertinent details.

I want to wish each and every one of you a blessed holiday and remind you all to be safe and vigilant.

Delta Epsilon Tau National Honor Society

American Public University System (APUS) International Association of Emergency Managers Student Association (IAEMSA) features several members who have earned a place in the Delta Epsilon Tau (DET) National Honor Society. To recognize the academic achievements of students who study at a distance, American Public University System joined DET and the Alpha of West Virginia Chapter was established in 2004. Membership brings honor and earned recognition to individuals who have worked diligently to acquire new knowledge and skills from an accredited distance learning institution. To obtain additional information about DET, please go to <http://www.amu.apus.edu/Student-Experience/Honor-Society/default.htm>.

Members on the DET roll include the following:

Mike Barker
Alice Chien
Dan Hahn
Joshua Nebelsiek

If you have been nominated to join DET, inform *The Guardian* editor Cheryl McCullough at trp_lee@yahoo.com so your accomplishment can be recognized.

Incident Command System Utilized in Response

CASE STUDY, from Page 4

3. Planning Assumption

To collaborate and provide a functional Incident Management Team approach with local jurisdictions and the State. Provide an aggressive approach in delivering relief by Federal agencies to the citizens of the City of Greensburg and Kiowa County in the State of Kansas.

4. Procedures

Identify relationships between State, Federal and local government. The relationship between State of Kansas and Federal government for major disaster declarations dates from May 27, 1955 to present date.

5. Incident Management Team Classification Types

An Incident Management Team (IMT) is a comprehensive resource (a team) to either augment ongoing operations through provision of infrastructure support, or when requested, transition to an incident management function to include all components/functions of a Command and General Staff. An IMT:

- A. Includes command and general staff members and support personnel.
- B. Have statutory authority and/or formal response requirements and responsibilities.
- C. Has pre-designated roles and responsibilities for members:
 - 1. Rostered and on-call.
 - 2. Identified and able to be contacted for deployment.
- D. Is available 24/7/365

IMTs may be designated by "type," based on capability, the level of training and experience, and reasonably anticipated incident response requirements. A full description of IMT types can be found below. In summary, the descriptions are:

- A. Type 1: National or State team for incidents of national significance.
- B. Type 2: National or State team for incidents of regional significance.
- C. Type 3: All-Hazard: State or Regional multi-agency / multi-jurisdiction team for extended incidents.
- D. Local IMT

- 1. Single or multi-agency team for expanded incidents.

Much like rescue and hazmat capabilities, incident

management capabilities should be based on reasonably anticipated response requirements. Every municipality needs to have access to an IMT, but not every fire department needs to have their own IMT:

A. A typical agency needs personnel trained and qualified to fill command and general staff roles at major/complex incidents who will recognize when a more robust level of incident management support is needed (such as a Local IMT).

B. Larger municipal departments or regional areas with several departments (those likely to have multiple-alarm fires or other major incidents on a regular basis) should have a Local IMT.

C. Each State and major metropolitan region, as well as other high-risk areas (those likely to have multi-day complex incidents or special events requiring a written IAP) should have a multi-discipline, All-Hazard IMT.⁷

If a local incident expands beyond the capability or experience available, a department should have the capability to establish a local IMT on-site. They can request an All-Hazard IMT regionally or through the State (again, if established). An All-Hazard IMT may take 2-4 hours to deploy and arrive. If the incident so warrants and the State doesn't have a Type 2 or Type 1 IMT, the State can request, through FEMA or through wildland fire agreements, a National IMT. Depending on the National situation, the incident type/complexity, and the

Timeline for Greensburg, Kansas Tornado Operation		
Date	Time	Actions
5/4/2007	1210	RRCC participated in conference call with Counties and Dodge City, KAN NWS forecast center about severe weather risk
	2107	SLO notified SEOC that a large tornado was on the ground in Comanche County and tracking NNE towards Greensburg
	2145	Tornado on ground in Greensburg
5/5/2007	2200	SLO notified of tornado touchdown by Denton MOC. Communications established-SLO coordinating information with State EOC and MOC
	0020	First Incident Report completed and distributed. SLO continued communications throughout the morning
	0700	RRCC staff notified of event. Operations staff to report to RRCC
	0800	RA contacted Deputy Director of Kansas Division of Emergency Management and Kansas Adjutant General about the needs for Greensburg, Kansas
	0800	RRCC activated at Level II
	0830	SLO deployed to SEOC in Topeka, Kansas
	0945	SLO Operational in SEOC
	1230	RA deployed with ERT-A to Greensburg, Kansas
	1930	RA and ERT-A arrived onsite in Greensburg, Kansas
	5/6/2007	

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Coordination Key in Multiple Agency Response

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location, the National Interagency Fire Center may deploy either a Type 1 or Type 2 IMT.⁸

The City of Greensburg was 90 – 95 percent destroyed. This destruction included the residences of many City and County officials who lived in town. Therefore, not only were they dealing with the emergency of the City and County, they were dealing with their own destruction and relocating their families, etc. The local emergency manager only had a few months of experience in this position and also had his residence destroyed.

The primary concerns were search and rescue, debris removal, continuity of City and County government, infrastructure restoration, housing and provision of command and control facilities. State responders arrived on scene within 12 hours; FEMA resources arrived within 18 hours. Incident Command effectively integrated operations of local, State, FEMA and other Federal agencies.

FEMA’s Resources Unit deployed a Mobile Disaster Recovery Center, opened to provide service to residents in Greensburg on May 7. Search and rescue efforts began immediately and ended May 10. FEMA’s Nebraska Urban Search and Rescue Task Force One

deployed a 100-member team to Greensburg on May 7. The U.S. Forest Service deployed and manned a Base Camp to provide meals, showers, and sleeping facilities for the first responders. The Base Camp became operational May 8 and operated through June 10. The first travel trailers were occupied within 10 days of the declaration. In addition to the above, the following resources were requested and considered High Priority and/or Life Sustaining. This listing excludes the numerous requests for normal building supplies and materials.⁹

FEMA provided ten emergency vehicles for command and control implementation for City and County operations. (Additional command and control vehicles were provided by the Kansas National Guard, the Incident Management Team, Law Enforcement, the Environmental Protection Agency and others).

A. Long-Term Community Recovery (ESF-14)

This program assists a community with developing a strategic, long-term recovery plan and to coordinate Federal, State, and other resources to support that plan. On May 10, a FEMA Headquarters planning team arrived to conduct initial assessments. On May 15, ESF-14 was activated for the City of Greensburg and Kiowa

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List of Resources	
ESF-2 National Communications System	USAR
ESF-3 USACE SW Division	Customs & Border Patrol
ESF-4 US Forest Service	Americorps
ESF-7 General Services Administration	NOAA
ESF-8 Health & Human Services	Treasury Department
ESF-10 Environmental Protection Agency	TVA-FOS
ESF-11 USDA	HUD
ESF-12 Department of Energy	8 Kubota ATVs
ESF-13 DOJ/ATF	USACE
ESF-14 Economic Development Administration	Contract Guard Service
Lease 5 school buses w/drivers	60 day contract of Tent for Volunteer Coord Center
Site prep for 2 temp trailers for County Agencies	Six 10W mobile AM Transmitters
Site prep for temp trailer for County Law Enforcement	3 office trailers for Sheriff Dept, City FD, County EM
Hand & power tools for volunteer use (LC-Ft. Worth)	500W AM transmitter
KAN ARNG DSL support	2 uniformed Federal Law Enforcement Officers
GIS Support for Planning section	2 Modular shower/toilet units (LC-Ft. Worth)

Kansas Incident Management Teams Formed

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County. The first activity was for the ESF-14 operations to integrate the Community Leadership and Development program initiated by the Governor's office to support Greensburg recovery into the ESF-14 recovery planning program. This resulted in establishing the Public Square Steering Committee and the following sector support groups: Business, Education, Government Community & Health Services, Green issues, and Students. Weekly meetings were scheduled for each of these committees. The second activity was to integrate the professional technical support resources provided by the State (BNIM Architects) into the Long-Term Community Recovery team for design services and plan production.

Mission Assignments were developed that enabled other Federal agencies to provide support to the Long-Term Community Recovery Plan. Those agencies identified for mission assignments were: USDA, HUD, EPA, DOE, and EPA determined that it was necessary to dedicate a member of its staff as a member of the LTCR team to support the recovery planning effort.¹⁰

B. Incident Command and Incident Management Team Participants

The following Incident Commanders and Deputy

Angee Morgan SCO-1699-DR-KAN	
IC	
Dave Sterbenz-5/5-5/11	Topeka, Kan
Jack Taylor -5/10	Emporia, Kan
Bill Stark-IC/Response-5/15	Lawrence, Kan
Mark Bradford-5/23-5/25	Lawrence, Kan
Ray Stegman-5/25-5/29	Kiowa Co
Deputy IC	
Alan Radcliff-5/8-5/10	Franklin Co
Randy Duncan-5/10	Sedgwich Co
Bill Stark-5/12	Lawrence, Kan
Chuck Magaha-5/15	Leavenworth Co
Mark Bradford-CO/IC Response-5/18	Lawrence, Kan
Chuck Magaha-CO/IC-Recovery-5/18	Leavenworth Co

Incident Commanders served during the period May 05-29, 2007:

C. A day in the life of Incident Command disaster response:

1. Twice daily IC meetings; number of report outs at the meeting, sometimes 20 or more – National Guard, EPA, State EOC, volunteer coordinator; NWS meteorologist (unusual to deploy one but in this case, with the large number of responders and the destruction of almost all shelters; there was a critical need for pin point weather forecasting to keep personnel safe); City administrator, County officials, etc.

2. Weekly change of IC and Deputy – incoming team to 'shadow' outgoing team for a day prior to hand-off.

3. Daily Action Plan – all elements submitted information on what they had accomplished in the past 24 hours and what their tasks were for the next 24-hour Operational period. One of the ICs commented that the daily plan became a combination of the Situation Report and Incident Action Plan. Because of the pressure to move fast – there was no time to do separate reports.

4. FEMA and other Federal agencies were 'report-outs' at these meetings (another player at the table). IC – not feds – was in charge and directing all actions.¹¹

VI. Kansas Incident Management Team System

Following the experience of many Kansans who had the opportunity to respond to Hurricanes Katrina and Rita last year, one of the emerging priorities within the State has been developing a system of Incident Management Teams (IMTs). Initially starting as verbal discussions, the idea grew into a meeting of the Kansas Incident Management Team Working Group, an ad-hoc, multi-jurisdictional, multi-discipline group.

The Working Group decided that it would develop and present a project proposal to all seven of the State's Regional Homeland Security Councils, to develop at least one standardized, Type 2 IMT (National or State team for incidents of regional significance) in each of these regions. The long term goal is to have these teams grow to and become classed as IMT. An All-Hazard State or Regional multi-agency / multi-jurisdiction team for extended incidents a local IMT Sin-

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Sources Consulted for Kansas Tornado Case Study

CASE STUDY, from Page 11

Endnotes:

¹Telephone conversation with Eric Peterson, National Weather Service, Lead Meteorologist. First on site Lead Forecaster, Federal Red October, Greensburg Kansas. November 1, 2007.

² Telephone conversation with first Incident Commander in Greensburg, Kansas, Dave Sterbenz, Emergency Management Director, Topeka, Kansas, and Matt Gerard, National Weather Service Chief Meteorologist and Forecaster, Dodge City, Kansas. November 3, 2007.

³ Telephone conversation with Michael Karl, Federal Coordinating Officer. November 3, 2007.

⁴ Telephone conference conversation with Bill Brubaker and Matt Mercer, KDEM Regional Homeland Security Coordinators. November 4, 2007

⁵ Telephone conversation with FEMA Operations Chief at Greensburg Dan Best, Region DHS Region VII. November 3, 2007.

⁶ Telephone conversation with Angee Morgan, Kansas State Coordinating Officer. November 12, 2007.

⁷ Telephone conversation with State of Kansas Division of Emergency Management (KDEM) Operations Chief, Dan Hay. November 11, 2007.

⁸ Source: Email from Steve Sharro, Former Chief, Chief, U.S. Fire Administration/Federal Emergency Management Agency. Emmitsburg, Maryland.

⁹ Telephone conversation with Emergency Management/Fire Chief Local Government, Jack Taylor, Fire Chief, City of Emporia, Kansas. November 12, 2007

¹⁰ Telephone conversation with Leavenworth County Emergency Management Director Chuck Magaha, Emergency Management Director, Leavenworth, Kansas, 12 November, 2007

¹¹ Telephone conversation with first Incident Commander in Greensburg, Kansas, Dave Sterbenz, Emergency Management Director, Topeka, Kansas. November 2, 2007.

¹² Telephone conversation with State of Kansas Division of Emergency Management (KDEM) Operations Chief, Dan Hay. November 11, 2007.

References:

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- Telephone conference conversation with first Incident Commander in Greensburg, Kansas, Dave Sterbenz, Emergency Management Director, Topeka, Kansas, and Matt Gerard, National Weather Service Chief Meteorologist and Forecaster, Dodge City, Kansas.
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- Telephone conversation with Emergency Management/Fire Chief Local Government, Jack Taylor, Fire Chief, City of Emporia, Kansas, 12 November, 2007
- Telephone conversation with FEMA Operations Chief at Greensburg Dan Best, Region VII, 12 November, 2007
- Telephone conversation with first Incident Commander in Greensburg, Kansas, Dave Sterbenz, Emergency Management Director Topeka, Kansas, 12 November, 2007
- Telephone conversation with Leavenworth County Emergency Management Director Chuck Magaha, Emergency Management Director, Leavenworth, Kansas, 12 November, 2007
- Telephone conversation with Michael Karl, Federal Coordinating Officer, 12 November, 2007
- Telephone conversation with State of Kansas Division of Emergency Management (KDEM) Operations Chief, Dan Hay, 12 November, 2007

APUS IEMSA Officers/Advisors

Dan Hahn, President
Mike Barker, Vice President
Kim Hunt, Secretary
Margi DeVoter, Treasurer
Dr. Christopher Reynolds, Faculty Advisor

To submit information for publication, contact Cheryl McCullough, Public Affairs/Liaison Committee Chair at trp_lee@yahoo.com. Please insert IEMSA in the subject line of all correspondence.



Ramos Promoted in GA

Joe Ramos, the APUS IEMSA founding president, was recently promoted to Emergency Response Analyst in the Department of Watershed Management for the City of Atlanta, Georgia.

APUS IEMSA in Cyberspace

APUS IEMSA members are working with APUS personnel on a Chapter webpage. Roger Anderson, who kindly created our Blogspot, has posted ideas for information to include on our future webpage.

The webpage is intended as a site where Chapter members and potential members can visit to gain an understanding of who we are and what we are about, while also obtaining information to help them academically and professionally.

If you have additional information you would like to share, please post it to the discussion board or submit it via electronic mail to an officer or Cheryl McCullough.

Remember, monthly teleconferences will begin in January 2008. The toll-free phone number, date, and time will be posted to the discussion board when the meeting is scheduled.

Planning to Act Promotes Organized Response Actions

COMMUNICATIONS, from Page 5 so much friction that the bus caught fire. Some accidents like this are rare, but catastrophic when they do occur.

Determining what PARs will be issued for a specific hazard agent during the off season will allow for the quicker adoption and dissemination of information. It is vital that emergency managers know what they are going to say, before they have to say it; however, not

everything has a textbook answer, actions need to be flexible and adaptable. If emergency managers have prepared language for PARs, life can be made a lot easier.

Stay tuned for the final installments. Part 3 will discuss PAR challenges. The series was originally published in the August 2007 *IAEM Bulletin*.

Brendan Gill serves as a support specialist for the FEMA's Dis-

aster Operations Directorate based out of Washington, D.C. His service of five years with the Prince George's County, Md., Fire and Emergency Medical Service Department, prior to taking the position with FEMA, has enabled him to understand the needs and demands that are placed upon first responders and adds to his unique ability to view emergency management program issues in a different light.