Japanese Resilience Project: Research and Student Exchange Initiatives
IAEM Partners with IIGR on Emergency Management in Japan and Asia
By Leo Bosner, Senior Fellow, IIGR, and Kathleen Henning, CEM, UMUC Faculty

The International Institute of Global Resilience (IIGR) was founded in 2012 in the wake of Japan’s triple earthquake, tsunami and nuclear power plant disaster of Mar. 11, 2011. IIGR is dedicated to strengthening emergency management and disaster resilience worldwide through education and research. Since 2012, IAEM and IIGR have partnered to help promote the Japanese Resilience Project.

Webinar Held March 2013
Past projects have included a webinar in March 2013 that promoted the concepts of resilience, CEM® certification, and the FEMA IS100 and IS200 training materials produced by EMI. Kathleen Henning, CEM, Faculty, University of Maryland University College, was the lead instructor, with remarks provided by Ellis Stanley, IAEM Global Chair, and Daryl Spiewak, CEM, Lead Trainer for the CEM® Commission (and introductions from Leo Bosner and Dr. Maki Fumaki, IIGR.) The webinar reached sites across Japan.

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Japanese Resilience
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New Initiatives: Research & Exchanges

During the past year, IIGR has undertaken several new initiatives, two of which may be especially of interest to IAEM members: research fellowships, and international student exchange.

Research Fellowships. During October 2013, IIGR began kickoff of the 2014 IIGR Fellowship Program, where three researchers will be invited to conduct innovative research into: disaster communication/risk communication; disaster logistics/supply chain management; and hazard mitigation/natural resource protection.

Selected fellows will conduct their research in Washington, D.C., June-August 2014, at which time their findings will be published as original papers and presented at the annual IIGR conference in Washington. The application deadline for the 2014 fellowships will be Jan. 31, 2014. Further information will be presented at the IAEM 2013 Annual Conference.

International Student Exchange. During 2013, IIGR hosted a series of intense one-week seminars in Washington for groups of students and professors from several Japanese universities. The 2013 program included students and professors from Japan, Nigeria, and Bangladesh attending Kyoto University, Tokyo University, Keio University, Waseda University, and Kumamoto University. Groups of 10-15 students and their professors heard lectures on topics that included incident management, bioterrorism, risk communication, and medical response to disasters, including the March 2011 earthquake, tsunami, and nuclear power plant disaster in eastern Japan. Several lecture sessions included tabletop exercises, where the students analyzed and addressed a variety of problems in simulated disaster situations.

In addition to the emergency management program, the visiting students also traveled around the Washington area to learn about such current topics as drug discovery and entrepreneurship; vaccine development; the U.S. patent system; innovation in government programs; the U.S. and Japanese healthcare systems; and the activities of the World Bank.

In 2014, IIGR will continue this program and plans to add a new component for groups of American university students and professors, who can go to Japan for a week-long series of seminars related to Japanese emergency management as well as other scientific, political and cultural issues. IIGR also hopes to expand this program to other Asian countries in the future.

To Learn More

For more information about these and other IIGR programs, please visit the IIGR website at http://aboutiigr.org or contact Leo Bosner at LBosner@sriigr.org.
CEM® Corner

Certification Examination Standards: Program Management

By Daryl Lee Spiewak, CEM, TEM, Lead Trainer for the CEM® Commission

Last month we described how the certification examinations are constructed. Recall that we divided the emergency management standards into two parts – Core and Country-Specific standards. We then contrasted the United States’ National Fire Protection Association (NFPA®) 1600 – Standard on Disaster/Emergency Management and Business Continuity Programs 2007 version (used for the current examination) with the new 2013 version (used for the new examination).

Beginning in January 2014, the areas to be covered in the new certification examination will consist of the six major NFPA® 1600 standards and their supporting standards:

1. Program Management
   a. Program Coordinator
   b. Laws and Authorities
   c. Records Management
   d. Finance & Administration
2. Planning
   a. Planning and Design Process
   b. Risk Assessment
   c. Business Impact Analysis
   d. Resource Needs Assessment
   e. Performance Objectives
3. Implementation
   a. Common Plan Requirements
   b. Prevention
   c. Mitigation
   d. Crisis Communication and Public Information
   e. Warnings, Notifications and Communications
   f. Operational Procedures
   g. Incident Management and Emergency Operations Centers
   h. Emergency Operations/Response Plan
   i. Business Continuity and Recovery
   j. Employee Assistance and Support
4. Training and Education
5. Exercises and Tests
6. Program Maintenance and Improvement

These will be further divided into Core and Country-Specific standards for the new 2013 version of the certification examinations.

Note that NFPA® 1600 version 2013 defines disaster/emergency management as, “an ongoing process to prevent, mitigate, prepare for, respond to, maintain continuity during, and to recover from, an incident that threatens life, property, operations or the environment.” Therefore, it still calls for a comprehensive emergency management program that includes all four phases of emergency management plus prevention and continuity. It goes on to define the scope of the program as being, “determined through an all-hazards approach and the risk assessment.”

The first standard we will review is Program Management.

The Standard: Program Management

The NFPA® 1600 Program Management standard specifies a program coordinator and a program committee. It states, “The program coordinator shall be appointed by the entity’s leadership and authorized to develop, implement, administer, evaluate, and maintain the program.” Though the standard uses the term program coordinator, it recognizes that various entities will call it by different names. For example, in the government sector it may be called emergency manager, emergency program manager, or emergency management coordinator. In the private sector it may be called business continuity manager, emergency management specialist or disaster recovery manager.

The title is not important; the duties and responsibilities of this person are. According to the standard, the program coordinator “develops, implements, administers, evaluates, and maintains the program.” The standard does not explain or describe how to do this, so we chose to look to FEMA for this information.

The standard then specifies, “A program committee shall be established by the entity in accordance with its policy,” and “the program committee shall provide input and/or assist in the coordination of the preparation, development, implementation, evaluation, and maintenance of the program.”

This indicates the program coordinator needs to include “others who have the expertise, the knowledge of the entity, and the capability to identify resources from all key functional areas within the entity and shall solicit applicable external representation.” This means the entity’s emergency management program shall be an integrated program – one that includes all actors!

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References

For information and discussion on the program coordinator and program committee, refer to these recommended FEMA Independent Study courses.

- IS 1a – Emergency Manager: An Orientation to the Position
- IS 230c – Fundamentals of Emergency Management
- IS 775 – EOC Management and Operations

Last month we said FEMA provides the majority of references because they are readily available for downloading from the Internet at no charge. Other IS courses can provide background information too, as does a plethora of other resources, such as various emergency management textbooks, reference books and manuals, FEMA and state resident courses, and other agency courses.

You do not have to complete the FEMA independent study courses to prepare for the certification exam. However, you may want to review those IS courses we recommend before taking the examination, because they were used as guides for the questions. Once the new examination is approved, IAEM will publish a new study guide online.

Next Month

In the next IAEM Bulletin, we will continue our description of the Program Management standard on Laws and Authorities. We will also provide a recommended list of FEMA Independent Study courses and/or other references to study.

CEM® Corner (continued from page 3)

U.S. Government Affairs News

- **Bruce Lockwood, CEM, IAEM-USA First Vice President Spoke on Legislative Priorities at NEMA Conference.** Bruce Lockwood, CEM, IAEM-USA First Vice President, represented IAEM at the National Emergency Management Association (NEMA) Annual Emergency Management Policy & Leadership Forum, and spoke on IAEM-USA legislative priorities, Sept. 12, 2013.


- **Bruce Lockwood, CEM, IAEM-USA First Vice President, Spoke on Legislative Priorities at NEMA Conference.** Bruce Lockwood, CEM, IAEM-USA First Vice President, represented IAEM at the National Emergency Management Association (NEMA) Annual Emergency Management Policy & Leadership Forum, and spoke on IAEM-USA legislative priorities, Sept. 12, 2013.

From left: Rep. Tom Cole (R-OK), Martha Braddock, IAEM-USA Policy Advisor, and IAEM member Gayland Kitch, Emergency Manager, City of Moore, OK. While in town to testify on behalf of IAEM-USA, Kitch met with his Congressman to discuss the progress of recovery in Moore.
From left: The Honorable Timothy Manning, FEMA Deputy Administrator for Protection and National Preparedness; Bruce Lockwood, CEM, IAEM-USA First Vice President; Stephanie Tennyson, FEMA Deputy Director of External Affairs; and Ken Murphy, FEMA Regional Administrator, Region X, Sept. 12, 2013, NEMA Conference.

Left to right: John Madden, Director of Homeland Security and Emergency Management for Alaska; Bruce Lockwood, CEM, IAEM-USA First Vice President; and David Maxwell, Director of Emergency Management and Homeland Security Advisor for Arkansas, Sept. 12, 2013, NEMA Conference.

Left to right: John Madden, Director of Homeland Security and Emergency Management for Alaska; Bruce Lockwood, CEM, IAEM-USA First Vice President; and David Maxwell, Director of Emergency Management and Homeland Security Advisor for Arkansas, Sept. 12, 2013, NEMA Conference.

Left to right: Jeff Walker, CEM, IAEM-USA President; The Honorable Tim Manning, FEMA Deputy Administrator for Protection and Preparedness; and Chairman Susan Brooks (R-IN) chat before the Subcommittee hearing on Sept. 19, 2013. President Walker testified on behalf of IAEM-USA.

<< FEma meets with national partners at the September kick-off for America's PrepareAthon<sup>SM</sup>. Representing IAEM were IAEM-Global Board Chair Ellis Stanley and IAEM CEO Beth Armstrong. IAEM-USA, as a supporter of America’s PrepareAthon and the annual National Preparedness Month (September), is committed to participate in national preparedness to increase preparedness throughout the United States.

IAEM-USA President Jeff Walker, CEM, with VIPs at Sept. 24 White House awards ceremony to honor Champions of Change.
An Evolution of Change in Public Works

By Michael E. Sutherland, AAE, Terrorism Liaison Officer, EOC and Public Works Director, Town of Parker (Colo.) and American Public Works Association EM Committee Member

For many decades, one of the first groups of civil servants to arrive on scene – and stay until the end of recovery – has been the dedicated teams within public works departments. Whether the event is a tornado, massive fire, hurricane, flooding, terrorism, earthquake or tsunami, deployments of heavy equipment, utility bucket trucks, traffic control, structural engineers and a variety of subject matter experts (SMEs) are soon to follow.

Whatever the conditions, fleet specialists keep the armada of fire, police, EMS and fellow public works vehicles moving and responding. Water and sanitation crews restore critical infrastructure, often taken for granted, supporting life and safety across our affected communities.

HSPD-8 Recognized Public Works Participation in Broader Realm of Disaster Response

While law and fire services staff are typically in front of the cameras and microphones, public works staff – working closely with emergency management personnel – quietly go about the task of taking over the aftermath and recovery processes behind the scenes, and with little fanfare. Few people or media took notice when, in 2003, Presidential Directive HSPD-8 clearly stated that public works personnel are first responders. While that declaration had little effect on the actual responses within the industry, it sparked a great change in the leadership, training and involvement public works takes on within the broader realm of emergency management.

With guidance and support from the American Public Works Association and many state chapters, new training and education tracks have been developed. The National Incident Management System (NIMS) and Incident Command System (ICS) have become mainstream tenets of organization, and more than just acronyms on a page. With more frequency than ever before, public works directors and staff are being invited to participate in homeland security, emergency management and disaster preparedness organizations, and on incident management teams across North America and beyond.

What Sparked this Change?

Along with HSPD-8, there has been recognition of the value of Continuity of Operations Plans (COOP) and Continuity of Government (COG) planning that acknowledges the critical nature of community assets and infrastructure typically managed and maintained by local and state agencies.

Public works departments, including water and sanitation providers, have become integral partners at the highest levels in support of the National Infrastructure Protection Plan (NIPP), where Critical Infrastructure and Key Resources (CIKR) are identified within 18 important sectors. Two worth noting are the Emergency Services Sector and Water Sector, where Sector Coordinating Councils (SCC) includes APWA and American Water Works Association (AWWA).

Another key alliance for APWA is within the National Emergency Management Association’s (NEMA) Emergency Management Assistance Compact Working Group. EMAC, as most of you know, coordinates Mission Ready Packages (MRPs) available between states and territories for response and recovery efforts during and following declared disasters. More and more, public works, utilities and fleet MRPs are being added to the valuable mutual aid network that deploys across North America and beyond.

EOCs Maintain Lists of ESF #3 Subject Matter Experts

It has become very rare to find any Emergency Operations Centers that don’t maintain lists of subject matter experts comprised of Emergency Support Function (ESF) #3 – Public Works and Engineering, and utilize them as first-and-always responders. FEMA describes ESF #3 as:

- Infrastructure protection and emergency repair;
- Infrastructure restoration;
- Engineering services and construction management; and
- Emergency contracting support for life-saving and life-sustaining services.

In reality, the list of support functions provided by public works teams goes far beyond this brief summary to include search and rescue efforts, flood and fire response, and criminal or terrorist attack services. Traffic incident management response frequently involves public works coordination, planning and restoration. Large-scale public events, such as Super Bowls, national conventions for political parties, and even celebrity funerals, use public works teams for

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Connecting Skills to Opportunity: The Importance of Mentoring in Emergency Management

By Bryan Payne, IAEM Student Member; Brian Bannon, Associate, Booz Allen Hamilton, and Dr. Duane Hagelgans, CSP, Assistant Professor, Emergency Management, Millersville University

Students who engage in an emergency management program, whether at the undergraduate or graduate level, bring a wide range of experience and career objectives into the program. Undergraduates have little to no real-world experience and are only just starting to explore their options in the field.

At the graduate level, some students still have very little practical experience, but others already have established careers in the field and are looking to expand their education in order to move ahead or change directions.

Therefore, emergency management programs often cover a wide range of instruction, including basics of emergency management, emergency management in private industry, terrorism and weapons of mass destruction, sociological effects of disasters, and courses dealing with natural hazards and new technology.

Benefits of Mentoring to EM Students

With such a broad array of areas in which to specialize, students may get lost, either in choosing an appropriate career trajectory or in knowing the way to take the first steps in the trajectory they have chosen. A mentoring program can remedy that situation by providing access to a range of subject matter experts and a better sense for what is involved in a particular EM specialty. Mentors can explain what additional training or experience a student would need to be hirable in that field, or even to support the student as a networking resource.

When I began my graduate program in emergency management, my experience in emergency management was exclusively with the American Red Cross. I'd developed skills in various areas of emergency management, including response and preparedness, but I had little knowledge about how sectors outside of my own non-profit experience operated. I did not know what training or skills were attractive to private industries or government positions. However, thanks to a mentoring relationship with Brian Bannon, Associate, Booz Allen Hamilton, I've got a better sense about what opportunities lie outside the non-profit sector and what I would need to do in order to expand my options. Whether or not a student has immediate plans to change career trajectories, this type of information is useful in order to increase a student’s overall skill set.

Networking Developed Through Mentoring Programs

Students are not the only ones who benefit from mentoring programs. Mentor Brian Bannon explains that the networking developed through mentor programs is a two-way street, as it allows mentors to identify up-and-coming talent in emergency management. “I have often said and heard that emergency management is a contact sport,” explains Bannon. “This direct contact helps the mentor and student to build mutual trust and respect. In fact, it was through this direct contact that this article was first born.”

In addition, mentors benefit from these interactions since students are often current on the latest trends and concepts in emergency management and often ask thought-provoking questions.

Those mentors who have earned their CEM® can gain CEM® mentoring credits by mentoring students in their effort to achieve their AEM®/CEM® certification. Mentoring also provides (1) a sense of personal satisfaction through the ability to fill in some of the missing pieces in the course of study by providing students with the benefit of the mentor’s EM experience, and (2) an opportunity to contribute to the next generation of rising emergency management leaders.

Example of Mentoring Program

One such mentoring program, run by Duane Hagelgans of Millersville University’s Center for Disaster Research and Education (CDRE), maximizes the program’s efficiency by maintaining a list of mentors, consisting of students, alumni and MSEM associates who work in various emergency management concentration areas. The program matches specific student needs with the mentors’ expertise and experience in those concentration area(s), giving students access to more resources and allowing more mentors to share responsibility.

This is a critical advantage in a field where, according to Dr. Hagelgans, “60-70 hour work weeks are not uncommon.” The program is also set up to develop new mentors, by recruiting former mentees to become mentors themselves to

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Devolution
By Kerry L. Kimble, CEM, Colorado SEOC Planning Section Chief

Even though the current U.S. economic crisis is not as bad as it was four or five years ago, local and state governments are on the precipice where their economic stability remains in the balance. This economic crisis has been reflected in the amount of homeland security grants that have been made available. During the past 10 years, there has been a decline of 82% in these funds.

FEMA Definition of Devolution

Additionally, various emergency management and homeland security offices have been closed due to changing funding priorities. These have been difficult decisions, but the economics have forced policy makers’ hands. When this “closing” decision is made, it then becomes part of the execution phase of a continuity of operations plan – and more specifically, devolution.

FEMA defines devolution as “the capability to transfer statutory authority and responsibility for essential functions from an organization’s primary operating staff and facilities to other organization employees and facilities, and to sustain that operational capability for an extended period.”

Items to be Addressed in a Devolution Plan

Typically, devolution plans are to be written well before the need arises; however, in reality, these plans are usually completed once the decision is made. Items that should be addressed in such a plan are:

Program Priorities. Outline the agency’s mission essential functions as well as all other functions, responsibilities and tasks they have acquired. From there, examine the requirements and needs of each, with the goal of identifying key aspects to further assist decision makers in their deliberations.

Individual Prioritization. An additional criteria that can be used when funding levels decline deals with the status of current employees under the organization’s personnel rules. If funded positions are to be eliminated, the following criteria could be used in conjunction with the elimination of selected programs. Priorities could be:

- Temporary employees/interns.
- Grant funded only employees.
- Employees who are still within their probationary period.
- Certified employees who could be transferred to other agencies.

Devolution Actions. Review the parameters and cascading effects of each mission essential function and other functions, responsibilities and tasks. Conduct an analysis to determine what responsibilities can be transferred and to whom. If it cannot be transferred, then how can it be closed out?

Property. The accountability and disposition of office equipment, supplies and real property is critical in safeguarding agency property. Obviously, those individuals who are retained should keep and maintain the equipment for which they are responsible.

The equipment that was assigned to those individuals who will no longer be employed should be placed in the available inventory and used to replace older equipment that is due for rotation. Further disposition would be handled through approved agency processes.

Even though it is not anticipated, the potential does exist that a departing employee may become disgruntled. If there are indications of this occurring, there may be a need to confiscate assigned equipment prior to the designated termination date. This will also include the changing of access to e-mail, account information, any other online agency systems, or non-agency (for example: FEMA) systems that are requirements of the individual’s position.

Office Space. The loss of staff will free up office space at the agency’s facility. Depending on the size of the staff reduction, work space should stay under the physical control of the agency. This will support the contingency, down the road, of a potential upswing in staffing levels or provide additional areas to resolve any deficit in storage space.

Financial Accounting Realignment. It is imperative that a swift, accurate and transparent realignment of funding code disbursement takes place. This encompasses timesheets, program expenses, office supplies acquisition, and those personnel services agreements that are still in place.

Conclusion

Devolution under these conditions is difficult, because it usually results in someone losing his or her job. However, the role of government is to continue to serve the people, regardless of staffing levels. This makes the identification of mission essential functions crucial.

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Sheriff’s Office Affiliated EM in Carroll County, Georgia: An Approach Benefiting 110,000 Citizens

By Sheriff Terry Langley, Carroll County (Ga.) Sheriff’s Office; Professor Bill Lowe, Jacksonville (Ala.) State University; and Director Tim Padgett, Carroll County (Ga.) Emergency Management Agency.

Carroll County, Georgia’s Emergency Management Agency (CCEMA), has struggled to find the right organizational structure to accomplish its duty to prepare for, respond to, recover from, and mitigate threats from hazards and disasters. Since 1980, the population of the county has doubled to more than 110,000 residents. Since 1979, Carroll County Emergency Management was handled on a part-time basis as an additional duty of the deputy fire chief. While a county’s disaster response and recovery would become a top priority, preparedness and mitigation activities often were delayed or postponed due to busy fire prevention responsibilities. Since 1990, Carroll County has been the site of 11 Presidential Disaster Declarations and three Georgia Declared Emergencies.

Reorganization of County EM to Improve Efficiency and Effectiveness

In June 2012, the Carroll County Commission and mayors of the county’s cities placed emergency management under the county sheriff’s office. The EMA Director is now focused full-time on emergency management activities, has positional authority to assign duties to uniformed sheriff’s deputies, and has access to more funding and grant sources. Homeland security is also under the authority of the sheriff’s office. The decision was viewed as the best approach to streamline efficiency and effectiveness under one chain-of-command.

The benefits to the county’s citizens were immediate, greatly enhancing their disaster resilience. The sheriff, chief deputy, and major of law enforcement recently attended training at the Emergency Management Institute (EMI). It’s a tremendous operational benefit for Carroll County Emergency Management that the elected sheriff understands and supports comprehensive emergency management. It’s always a powerful statement when elected officials make the journey to Emmitsburg, Md., to strengthen their own knowledge, skills and abilities.

Using Criminals’ Money to Fund EMA Operations

As county tax revenues continue to be uncertain and the federal government’s sequestration alters program and policy decisions, emergency management agency directors have had to be creative with their budgets. With fewer tax dollars coming in, but prior contract obligations still demanding funds, it is challenging for EMA directors to identify creative solutions for current and future initiatives.

An example of unique funding available to CCEMA, due to its being within the sheriff’s office, was access to seized criminal asset funds. When criminals are arrested, their assets and property can be seized and auctioned. The proceeds can be used for virtually any law enforcement-related purpose. Purchasing vehicles and firearms, as well as paying for training courses, computers and cameras are all traditional uses of seized funds. Days after the Sandy Hook national tragedy, Sheriff Terry Langley directed his EMA director and command staff to enhance security at a remotely located public school. All other county public schools are located within or adjacent to municipalities, ensuring a rapid law enforcement response to a school violence event.

However, one school is located in a very rural section of the county, extending law enforcement response times. After a comprehensive school security assessment, Sheriff Langley authorized and installed more than $35,000 in security enhancements. Furthermore, administrators, teachers and law enforcement officers practiced active shooters exercises of the security system within 120 days after the Sandy Hook Shooting.

The result was that children, teachers and staff are safer and better protected until law enforcement officers arrive. There are virtually no fiscal planning expenditures that could have happened this quickly, except by an elected county sheriff using discretionary seized drugs funding.

Finally, funding cooperation in both the county commissioners and sheriff’s office resulted in the investment of $30,000 to purchase enhanced severe weather siren activation equipment. Previously, when the National Weather Service issued a warning, Carroll County EMA had to activate all sirens within the county’s 503 square miles. Now sirens alert only for those residences within the threatened areas. The result has been increased citizen confidence in the weather siren system.

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Three Birds with One Stone: A Unique Opportunity to Exercise Plans

By Billy Atkins, CEM, MCP, Senior Emergency Plans Officer, Austin (Texas) Homeland Security & Emergency Management

Finding the time and resources necessary to exercise one plan is difficult enough. How do you easily exercise two plans at once? If you live in Austin, Texas, you use the city’s “Work From Home” day to undertake three activities at one time.

Work from Home Day Scheduled for Three Reasons

The Austin City Council adopted a resolution calling on city employees to take part in a “Work From Home” day on Tuesday, Sept. 10, 2013.

The primary purpose of this effort was to reduce carbon emissions by keeping cars off the road. The City of Austin Office of Homeland Security and Emergency Management (HSEM) also used the event to exercise our pandemic influenza and continuity of operations special operation plans.

Exercising two plans and participating in “Work From Home” day – Three birds and one stone, get it?

By exercising the staff’s ability to work from home, we tested the ability of staff to function remotely in the event our primary work facility was unavailable (COOP) or if social distancing measures had been implemented (pan flu). Specifically, we exercised the elements (see Figure 1) that were related to either the HSEM Pan Flu plan, COOP plan, or both. On the morning of the “Work From Home” day, HSEM staff were notified via pager of the time when the office would conduct its regular, weekly staff meeting using the teleconferencing system. Pagers constitute one of the means of staff communication identified in our COOP plan.

After all staff members had accessed the teleconferencing system and the staff meeting was concluded, employees were instructed to turn on their radios and go to a specific channel. Once a roll call of employees was conducted, employees were directed to various channels to help ensure their familiarity with the radio and its operations. Just as with the pagers, the teleconferencing system and radios are additional means of communicating with staff that have been identified on our COOP plan.

We were also able to contact and communicate with our counterparts in the Travis County Office of Emergency Management (OEM). This was an important goal for us, since Travis County OEM plays a key role in our COOP devolution plan.

Finally, staff spent the rest of the day working from home and exercising their ability to telework. Prior to the event, staff was required to identify the specific tasks they would be working on during the exercise.

While HSEM did not conduct a formal after action review following the exercise, comments from all staff members were collected, and a report and a corrective action plan were developed.

Lessons Learned

- In general, staff felt the exercise went well. There were no issues reported with the initial notification process.
- Both City of Austin and Travis County staff were able to use their radios effectively, although it was discovered that at least two of the radios did not have the appropriate encryption key.
- Additionally, the teleconferencing system worked well for both City of Austin and Travis County staff. While staff has always used laptops for teleconferencing in the past, this exercise provided the opportunity to test the system using tablets recently obtained by HSEM. No issues were reported with this new equipment.
- There were some issues reported by staff as it related to their ability to connect remotely to the office network. One specific issue seemed to be related to the teleconferencing system and the VPN connection to the network being utilized at the same time.
- All of the issues identified during the exercise were included in the corrective action plan.

While the main purpose of this event was to “keep cars off the road,” HSEM used it as a way to not only go green but also to exercise some of our important plans.

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<tr>
<th>Element</th>
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<tr>
<td>Staff Notification</td>
<td>COOP</td>
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<tr>
<td>Staff Proficiency with Radios</td>
<td>COOP</td>
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<tr>
<td>Staff Proficiency with Teleconferencing System</td>
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<tr>
<td>General Telework Capabilities</td>
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<td>Ability to Contact and Interact with County EM Counterparts</td>
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Figure 1. Elements related to the HSEM Pan Flu plan, COOP plan, or both.
Since the implementation of the National Incident Management System (NIMS), the public sector has greatly embraced use of the Incident Command System (ICS) for incident management. Private sector adoption of NIMS (and the use of ICS) seems to be “hit-or-miss” and often depends on the outreach of the public sector to the private sector in a specific community. As partnerships between public and private sectors grow, the importance of having the private sector engaged in this process becomes paramount. For the private sector to engage, it must understand the benefits of the system and how it can support continuity of operations during any incident that could affect its business.

For the purpose of this article, an example from the oil and gas industry will be used to highlight the importance of public/private sector relationships and their ability to meld together quickly in a common incident management hierarchy.

**The Scenario**

On a hot summer day, dispatch for Large City, USA, receives a call from XYZ Energy stating that there has been an incident at a well site near a heavily populated residential area. While testing the pressure of a well, something caused the casing in the hole to separate, which resulted in the casing and everything attached to it above ground to shoot into the air.

When the wellhead and piping landed, it crushed a trailer housing the crew and punctured a diesel truck, resulting in a diesel spill. In addition, formation fluids reached the surface.

**The Issues**

- First, there are several primary life safety issues:
  - the five-person crew inside the trailer when it was crushed;
  - leaking diesel with many ignition sources from running vehicles and equipment;
  - per standard protocol, evacuation of residents in the nearby community;
  - the unstable well with flowing formation fluids; and
  - air quality.

- Second, the incident must be stabilized:
  - accountability of personnel must take place;
  - road blocks and access control points must be set; and
  - air quality must be checked to determine what level of PPE is required to begin search and rescue operations and well control operations.

- Third, environmental and property preservation must be addressed and managed to the extent possible.

**The Response**

In this scenario, the response would involve XYZ Energy, their contractors, Large City Fire Department, Large City Police Department, EMS, and various regulatory agencies. Engaging Unified Command to handle initial response objectives is ideal. However, this requires that all agencies involved speak the same incident management language and integrate into a common framework with interoperable communications.

Each agency represented will play a large part in the initial response and will bring a great deal of needed resources to the response. XYZ Energy owns or leases the property and will be helpful in providing first responders with information regarding materials on site, proper ways for responding, and managing contractors on location. Fire will be engaged in search and rescue, may be the only ones with proper PPE/SCBA to safely

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traffic control, security and crowd safety management.

What’s Next in the Big Picture?

Perhaps the most dramatic evolution has been in the level of training, planning, staffing, credentialing and program management that involves public works professionals. FEMA and the Emergency Management Institute (EMI), working with APWA, have created public works-specific courses. The Texas Engineering Extension Service (TEEX) has developed an extensive training curriculum for these groups.

Across America, public works agencies are adding to the ranks of “accredited agencies,” and to do so requires a segment of program development committed specifically to emergency management. Homeland security fusion centers are inviting public works and utility professionals to join their ranks. The reasons should be fairly obvious.

Ultimately, emergency managers worldwide will increase their reliance on this critical segment of first responders to aid in the success of each of the five key components of our broad mission.

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Public Works
(continued from page 6)

enter the site initially, and will assist should any secondary fires threaten additional equipment, land or structures. They may also coordinate EMS activities. Law enforcement will maintain access control points and road blocks, assisting with evacuations if necessary. Again, all agencies must work together during the initial response to ensure that the response priorities of life safety, incident stabilization, and property/environmental preservation are maintained.

Mentoring in EM
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support those coming behind them in their careers.

Conclusion

Whether through Millersville or any other emergency management program, mentoring is a key factor in allowing students to realize their potential. Mentoring provides context, networks and experience to students to help fulfill FEMA’s call for well-trained and well-rounded emergency managers to lead, plan, and coordinate America’s efforts to prepare, mitigate, respond to, and recover from disastrous events.

ICS and Private Sector
(continued from page 11)

enter the site initially, and will assist communications barriers have been worked out; and the teams meld quickly into a common operating structure.

Devolution
(continued from page 8)

and the contingency planning for the shifting of responsibilities important.

The Importance of ICS to the Private Sector

Fortunately for XYZ Energy, their company has been proactive and has adopted principles laid out by NIMS. Personnel train in the Incident Command System and annually conduct an exercise with Large City first responders similar to the scenario above. The relationships are in place; each agency represented understands the others’ capabilities and expectations;

Private industry must understand the importance of public/private sector relationships and must be willing to understand how first responders in their community will respond to an incident affecting their operations. Private industry must be willing to train and exercise with their community partners, thus building an understanding of each other’s capabilities.

Conclusion

By building these relationships in advance and ensuring that personnel are trained and understand the process for incident management, response activities flow more quickly and smoothly. As a result, private industry may save time, resources and money by ensuring that an effective and efficient process is followed. Private industry should consider adoption of NIMS as a best practice and one that is sure to benefit in times of response.

Conclusion

Whether through Millersville or any other emergency management program, mentoring is a key factor in allowing students to realize their potential. Mentoring provides context, networks and experience to students to help fulfill FEMA’s call for well-trained and well-rounded emergency managers to lead, plan, and coordinate America’s efforts to prepare, mitigate, respond to, and recover from disastrous events.
IAEM Bulletin

November 2013

IAEM Training & Education Corner

Take Advantage of Training Opportunities

By Robert C. Bohlmann, CEM

I recently experienced a very exciting week at the Emergency Management Institute (EMI). This was not my first time at EMI. I had served as an adjunct instructor many times, but had not been a student for several years.

The course was one that attracted a broad spectrum of professional emergency managers. I knew the “drill,” but others in the class had never been to EMI. Some came to class with anxiety that was rapidly quelled. Introductions helped break the ice. From that point forward, I experienced the very special way learning unfolds at EMI.

By noon, friendships at my table were already becoming evident. Conversations were lighthearted, with a joke or two shared. Lunch provided a time to mingle and share experiences. Professional discussions took place in class and beyond. By mid-week, the bond at my table had extended to the entire class.

Exercises and discussions brought out varied professional opinions. Friendly disagreements were permitted, expanding perspectives. As I sat there, I realized how much I was learning from the instructors and students sharing ideas. Some were experts in matters that I had only touched on in my career. What a great opportunity! By the end of the course, as we all exchanged business cards, I realized how significantly my professional network had grown.

I encourage emergency managers to take advantage of the opportunity to engage in training. Never be “too busy” to enhance your career and make lasting professional contacts. You’ll be professionally refreshed with a completely new outlook.

Sheriff’s Office Affiliated EM

(continued from page 9)

Conclusions

Within Georgia, there are 162 local emergency management agencies. County sheriffs operate 14 of these agencies as an additional public safety responsibility. While it’s a relatively small percentage, within Carroll County, Ga., it works. The organizational structure has enhanced both the quality and quantity of comprehensive emergency management capabilities.

Carroll County’s population growth and proximity midway on a major interstate highway between Atlanta, Ga., and Birmingham, Ala., demands dedicated full-time attention to all of the elements required of a local emergency management agency. The recent placement of Carroll County Emergency Management Agency under the Sheriff’s Office has enhanced EMA’s capabilities, ensuring comprehensive emergency management for 110,000 citizens.

Call for Entries: NAGC Awards

Has your federal, military, state, regional, county, municipal or other governmental entity communicated this year? The answer has to be yes. Have you done this internally and/or externally? You probably said yes to both of these questions. Now is the time to be recognized for your communications.

The National Association of Government Communicators (NAGC) has issued the Call for Entries in its Blue Pencil & Gold Screen Awards Competition. Enter as many categories as you choose – the number of opportunities to share your best work, innovation, creativity, and use of technology may surprise you.

There are more than 40 categories with a vast range of opportunities for you to showcase your work. A few of the categories are: publications, media relations, photography, graphic design, video, electronic communications, social media, and branding/rebranding. The early submission deadline is Dec. 6, 2013. The final deadline is Jan. 10, 2014. Learn more at www.nagconline.org.

Contribute to the IAEM Bulletin

The IAEM-Global Editorial Work Group invites all IAEM members to consider sharing their emergency management knowledge and expertise with their fellow members by writing an article for the IAEM Bulletin.

Members outside the United States are encouraged to help with international content so that the IAEM Bulletin can offer more value to non-U.S. readers. Also, articles from Student members are welcomed. Please limit your articles to no more than 750 words, and read the Author’s Guidelines at www.iaem.com/Bulletin.
CEM® News

Launch of Online Certification Application System

IAEM is excited to announce the launch of the online certification application system. After much development and testing, IAEM has scheduled the online system to go live for recertification applications on Jan. 1, 2014.

Beginning in the new year, all recertification applications must be received through the online application. We expect to roll out CEM® and AEM® applications for first-time candidates around summer or fall of 2014.

The online portal supports IAEM’s effort to “go green,” reduce shipping costs for candidates, and facilitate an easier application process for all. Helpful resources for using the online application will be available on the IAEM website prior to the launch date. If you have any questions, contact CEM® Administrator Kate McClimans at KMcClimans@iaem.com.

Newly Certified CEMs® and AEMs® Announced

In September 2013, 49 candidates were approved by the USA CEM® Commission to receive the Certified Emergency Manager (CEM®) credential, with 10 candidates approved to receive the Associate Emergency Manager (AEM®) credential. The new class of CEMs® joins the 2,017 other emergency managers who have been approved for the designation since January 1993, bringing the total number of Certified Emergency Managers to 2,066. Lists of all current holders of the CEM® and AEM® by last name and by location are available at http://www.iaem.com/page.cfm?p=certification/current-cem-aem.

Online IAEM Bulletin

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

- New Member Listing, Sept. 16-Oct. 15, 2013.
- Do 1 Thing: Infographic for November 2013.
- Listing of New Certified Emergency Managers and Associate Emergency Managers.
- “From Other Duties as Assigned to Professional Emergency Managers,” by Dr. Duane E. Hagelgans, CSP, Assistant Professor, Emergency Management, Millersville University, Millersville, Pa., and LCDR Kim Wheatley, CEM, Executive Officer, U.S. Coast Guard.
- “San Antonio Annual Citizens Preparedness Workshop,” by James Mendoza, CEM, Assistant City Manager, San Antonio, Texas.
- “Mission Critical Information Exchanges,” by David K. Brauner, CEM, CFM, Program Manager, CDM Smith.

Shop the New IAEM Store at www.iaemstore.com

Visit the new IAEM Store to view and purchase IAEM logowear online. Items will ship within 5-7 days directly to you.

Browse available items to see an array of great styles and colors, in a full range of sizes. The IAEM logo can be added to any of these items, including men’s and women’s shirts, headwear, outerwear, bags, and accessories.

There are even some youth items – for that future emergency manager in your family.

You can purchase IAEM patches, official IAEM and CEM®/AEM® pins, honor stoles, certification ribbons, and CEM®/AEM® plaques. For the first time, if you are a CEM® or AEM®, you can have your certification logo added to any items in the IAEM Store.

Visit www.iaemstore.com, and shop for IAEM gear today!
EM Calendar

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

Nov. 5  4th Annual National Roundtable on Disaster Risk Reduction, “Building Blocks of Resilience: Local, National and Global Perspectives,” Regina, Saskatchewan, Canada.

Nov. 5-6  Third European Conference for High Reliability Organizations, Aix-en-Provence, France.

Nov. 6-7  preparED 2013: School Emergency Preparedness Conference, Banff, AB, Canada. Supported by IAEM.

Nov. 12-13  National Symposium on Superstorm Sandy, Atlantic City, NJ, supported by IAEM-USA Region 2.

Nov. 13-15  Toronto Emergency Management Symposium, Toronto, ON, Canada.

Dec. 3-5  Oil & Gas Business Continuity & EM Conference, Houston, TX.

2014

Jan. 8-9  Utah Emergency Management Association Annual Conference.


June 15-18  World Conference on Disaster Management (WCDM 2014), Toronto, ON, Canada.

Nov. 14-19  IAEM-USA 62nd Annual Conference & EMEX 2014, Grand Hyatt and Henry B. Gonzalez Convention Center, San Antonio, TX.

E-mail Karen Thompson at Thompson@iaem.com to request that an event listing be posted on the online IAEM Calendar.

Support the future of EM by donating to the IAEM Scholarship Fund

IAEM established the IAEM Scholarship Program to nurture, promote and develop disaster preparedness and resis-
tance by furthering the education of students studying the field of emergency management, disaster management or a related program.

The purpose of the program is to assist the profession by identifying and developing students with the intellect and technical skills that can advance and enhance emergency management or disaster management. The program is sustained through donations from individuals and corporations. The IAEM-Global Board appoints a Commission to oversee Scholarship Program activities and awards.

Donors may contribute by sending an online donation or check; making IAEM a beneficiary in their will; donating auction items; or shopping at www.iGive.com, where online shopping at hundreds of popular stores can benefit IAEM Scholarships, with a percentage of purchases being donated to the Scholarship Fund. For complete details about the program, visit www.iaem.com/Scholarships.

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Need More Information About IAEM Staff?

For those wanting more detail about the entire IAEM staff and their roles, visit http://www.iaem.com/page.cfm?p=about/contact/staff-listing&lvl=2.
Forty-nine candidates have been approved by the USA Certification Commission to receive the Certified Emergency Manager (CEM®) credential, with 10 candidates approved to receive the Associate Emergency Manager (AEM℠) credential.

Professional Achievement

The CEM® designation is the highest honor of professional achievement available from the International Association of Emergency Managers (IAEM), which has in its membership more than 5,000 emergency managers representing local, state, and federal government; private industry; and military emergency managers.

The new class of CEMs® join the 2,017 other emergency managers who were approved for the designation since January 1993, bringing the total number of CEMs® to 2,066.

Credentials Review

IAEM administers the program for the profession, and policy decisions and judgments are made by a Commission of respected professionals in the field. The USA-CEM® Commission met September 5-7, 2013, and approved applicants who successfully completed an extensive credentials package, a management essay, and a written examination. The credentials requirements include experience, references, education, training, and contributions to the profession. The certification essay requires applicants to submit a response to a scenario they might face while fulfilling emergency management responsibilities.

To maintain certification, CEM® recipients must submit additional training and contributions to the profession every five years.

Development of CEM® Program

The emergency management certification program was developed over the last several years by IAEM, with funding from the Federal Emergency Management Agency (FEMA) and guidance from an advisory board that included professionals from a variety of disciplines and representatives of key groups with a stake in emergency management.

www.iaem.com/CEM
## New CEMs® Approved September 2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Gregory B. Abbe, CEM</td>
<td></td>
<td>University of North Texas Denton, TX</td>
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<td>Joseph G. Bechtold, III, CEM</td>
<td></td>
<td>Precision Emerg. Mgmt. Solutions Peoria, IL</td>
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<td>Jeremy S. Beck, CEM</td>
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<td>Benton County Emerg. Mgmt. Pasco, WA</td>
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<td>Madeline Benyeda, CEM</td>
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<td>FEMA Gettyburg, PA</td>
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<td>Richard Bochenek, CEM</td>
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<td>Public Health Ontario Toronto, ON CANADA</td>
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<td>Thomas I. Bowman, CEM</td>
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<td>CDC, Ofc. of Public Health Preparedness &amp; Response Senoia, GA</td>
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<tr>
<td>Brenda V. Bramwell, CEM</td>
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<td>City of Issaquah Sammamish, WA</td>
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<td>Kirsten Brown, CEM</td>
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<td>Victoria, BC CANADA</td>
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<td>Lori L. Cannon, CEM</td>
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<td>DHS/FEMA Ochlocknee, GA</td>
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<td>Michael T. Chance, CEM</td>
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<td>US Army North Seguin, TX</td>
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<td>Robert S. Cook, CEM</td>
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<td>Applied Materials Charlotte, NC</td>
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<td>Sherri D. Copeland, CEM</td>
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<tr>
<td>Cristin L. Corcoran, CEM</td>
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<td>Cities Readiness Initiative Hillsboro, OR</td>
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<td>Michelle Cullerton-Conforti, CEM</td>
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<td>Chicago Ofc. of Emerg. Mgmt. Chicago, IL</td>
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<td>Kathy A. Dollarhize, CEM</td>
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<td>St. Mary Medical Center Long Beach, CA</td>
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<td>Christine A. Dorr, CEM</td>
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<td>Booz Allen Hamilton Washington, DC</td>
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<td>Lucas Eckroad, CEM</td>
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<td>East Fork Fire &amp; Paramedic Districts Minden, NV</td>
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<td>Kristina M. Freas, CEM</td>
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<td>Dignity Health Roseville, CA</td>
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<td>Thad Hicks, CEM</td>
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<td>Dora Hjalmarsdottir, CEM</td>
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<td>Verkis, Ltd. Reykjavik, Iceland</td>
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<td>Joseph E. Jones, CEM</td>
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<td>Nicholas A. Lowe, CEM</td>
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<td>Oak Ridge Associated Universities Monrovia, CA</td>
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<tr>
<td>Joshua A. Margulies, CEM</td>
<td></td>
<td>Cambridge, MA</td>
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<tr>
<td>Carol A. McCormick, CEM</td>
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<td>SAIC Jacksonville, AL</td>
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<td>Ronda L Oberlin, CEM</td>
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<tr>
<td>Darshan Patel, CEM</td>
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<td>Orange County Emerg. Services Chapel Hill, NC</td>
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<tr>
<td>Amy D. Ramirez, CEM</td>
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<td>San Francisco Dept. of Emerg. Mgmt. San Francisco, CA</td>
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New CEMs®
(continued from page 17)

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Connie M. Rooke, CEM
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Christopher M. Schwartz, CEM
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David Shaw, CEM
Texas Department of Public Safety
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Steven A. Smith, CEM
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Crestview, FL

Carrie L. Speranza, CEM
MBL Technologies
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Cynthia A. Spindler, CEM
Maryland Emerg. Mgmt. Agency
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Steve Trisler, CEM
U.S. Army
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Danielle Trudeau, CEM
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Richmond, BC CANADA

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Jerald L. Ziller, CEM
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New AEMsSM Approved Sept. 2013

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Indianapolis, IN

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Overland Park, KS

Michelle Dulaney, AEM
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Seattle, WA

Ian Feldman, AEM
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Jayson D. Nelson, AEM
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JoEllen V. Pope, AEM
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Charlotte, NC

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San Francisco, CA

Learn how you can work toward your certification at www.iaem.com/CEM
Emergency management grew out of the cold war and the civil defense era. Many early emergency managers were firefighters, law enforcement officers or military personnel. These early emergency managers leaned heavily on the cold war strategies of sheltering and then response. With what seemed like so few disasters (in comparison to today), often these early emergency managers had job duties that did not relate much to the field of emergency management, the so-called “other duties as assigned” category.

Early Emergency Managers Used Experience to Create Early EM Agencies

This worked very well, because these early emergency managers were hands-on people with backgrounds that lent well to accomplishing tasks, no matter the task. Emergency managers used their background in response to create and develop early emergency management agencies. In addition to the wide variety of backgrounds for these early emergency managers, there was also a wide range of agencies that emergency management reported to, from the National Guard to governor’s offices to actual offices of emergency management. This is one common thread we still see today, although we now have the addition of an office of homeland security in most states.

Many of these early emergency managers used their background, as varied as these backgrounds were, to create the positions that they held. These so-called Type A personalities were a great resource at every level of government, because they were the “go to” people, again the “other duties as assigned.” There was no formal education process, and most managers based their positions upon their past training in other fields plus the addition of the experiences they had in their positions. These men and women shaped today’s and tomorrow’s emergency management, paving the way in the school of experience.

The Education Component

In my early days of emergency management, I was introduced to six or seven county emergency managers in south central Pennsylvania who were some of the most capable personnel I have ever met. They developed plans, training, collaborative efforts and regional response agencies. Today, most of these emergency managers, who I learned the trade from, could not apply for and obtain their positions as emergency management coordinators due to the system that they helped to create and put into place. Most of them lacked what we all now see as a vital part of emergency management, the education component.

These early emergency managers, the people I would still look to today if I were involved in a disaster or crisis, helped pave the path of “professional” emergency management, knowing that experience must be supplemented with education. After Three Mile Island, the nuclear industry was mandated to assist with training of local responders, and the local emergency management agencies were the natural selection as the agency to assist with, plan, and coordinate this early training. In Pennsylvania, the courses that one needed to work through their professional emergency management certification were offered through the training provided by the nuclear industry. There was little, if any, higher education available.

Push for More Formal Education

Many emergency managers began the push for more formal education in colleges and universities after Sept. 11, 2001. These pioneers saw the need to put more formal education in place to go with the experience aspect of emergency management. Emergency managers worked with institutions of higher education to put together degree programs to assist the expanding profession.

The “other duties as assigned” classification was fading away, as all levels of government realized that local, county, regional, state and federal agencies all needed a central coordinating agency, at which point the command and control through emergency management agencies became essential. The profession of emergency management was no longer on the chopping block, as it had been in various administrations since the establishment of FEMA after the TMI incident. As a professional, education is as important as experience, and the proper combination is essential.

Most professionals understand why education is so important to their respective fields in order to

(continued on page 23)
San Antonio Annual Citizens Preparedness Workshop

By James Mendoza, CEM, Assistant City Manager, San Antonio, TX

On Sept. 7, 2013, the City of San Antonio Office of Emergency Management held its Fourth Annual Citizen Preparedness Workshop (CPW) at the city’s Emergency Operations Center (EOC), in support of National Preparedness Month. The workshop goals were equivalent to the FEMA-sponsored America’s PrepareAthon® campaign, which is a community-based program designed to increase emergency preparedness and resiliency.

Purpose
- Understand the hazards most relevant to the community.
- Know the corresponding protective actions, mitigation measures, and community plans.
- Practice real-time behavior to increase preparedness.
- Contribute to increased whole community preparedness planning.

Audience
The primary audience for the workshop has been leadership from homeowner and neighborhood associations. Through targeted outreach campaigns and regular coordination with community leaders, we have been able to reach a vast amount of citizens with our message to be prepared for disasters that affect their communities. The Memorial Day weekend floods reminded us that real-world disasters can happen here. The record-breaking rainfall affected nearly 500 homes and took the lives of three people.

This year’s CPW also marks the first time an elected official has attended the workshop. District 3 Councilwoman Rebecca J. Viagran provided opening remarks to more than 70 citizen leaders and staff. “She displayed a natural ability to connect with people,” according to Chief Lawrence Trevino, COSA Emergency Manager. “We’re excited to begin planning for next year’s event, which will get bigger and better every year.”

For more information about what you can do to prepare for an emergency, please visit www.saoemprepare.com.

(Top left corner) Paul Yura, with the National Weather Service Austin/San Antonio, explains the importance of owning a NOAA weather radio.

(Top right corner) SAOEM staff provided an overview of local hazards to prepare for during CPW.

(Bottom left corner) Deputy Chief Anthony Trevino, Councilwoman Rebecca J. Viagran, and Emergency Manager, Chief Lawrence Trevino.
Doing More with Less: Building Partnerships

By Michael V. D’Oca, Retired Tucson Police Sergeant

Unfortunately, many organizations today still work under the mindset of “management by crisis.” This is largely due to budget restraints as a result of the current financial crisis. Most organizations have to do more with less, and individuals are multi-tasking. A well-developed plan, along with repetitive training, is the key to a successful crisis management program. Additionally, an after action review at all levels will promote a sense of belonging and enhance the skills and cohesiveness necessary to a successful response.

Volunteerism Is an Essential Element for a Positive Outcome

It is my belief that we can successfully do more with less by utilizing a partnership with government organizations, as well as civic and private groups. Volunteerism is an essential element that could be utilized within the parameters of an emergency response to have a positive outcome. Many private clubs and groups are already formed and would take little to incorporate them into the fold. Of course safety is paramount, and jobs could be fulfilled in support roles to allow professionals the freedom to be deployed appropriately with optimum efficiency.

College Settings as an Example

A prime example of this would be school or college settings. Along with government agencies at a college or university are fraternities and sororities. Computer services and communications also have groups. Simply task these groups to respond to a specific location during a crisis, and assign them support roles, such as assisting in the manning of the command center, aiding in communication, and providing relief and logistical support. Each group would be trained in a specific area to develop an overall response. Many already have cohesiveness with their common interest or group. Many of these groups are already set up to provide volunteer services as part of their charters. Of course, care and diligence must be foremost to make sure a detailed structure of assignments and responsibilities are set forth to make sure no one individual works alone or outside the scope of their duties.

When I worked for the City of Tucson, they had a great program where a representative from each department met once a month to help facilitate a resolution to problems through global thinking. A contact list was developed, and when one department had an issue, the department could utilize the services of another department by contacting them directly. A similar program could be developed to respond to emergencies. A call list can be activated with each group, requesting support at a specific location. Each group would be responsible for their organization’s callout list. An assigned coordinator would meet with each group and assign the tasks, following up with after-action reviews.

Although I am a retired law enforcement professional, I have since become certified as a firefighter and emergency medical technician. I routinely deploy overseas as a contractor in a variety of jobs. The sensitivity of my work does not allow me to discuss its nature. However, over the years, I have been to emergency responses that mirrored the “Keystone Cops” disorganized response, for those of us who are old enough to remember the way they were portrayed in early films (or those who watch movie classics on AMC and TCM for entertainment).

At other times, I have been involved in a professional well-oiled machine. My current job requires me to have an emergency response in a continual high-threat environment. Both of my boys are still in school. One is in college, and the other is still in high school. Knowing that my children are safe while I’m on deployment overseas allows me to focus on my responsibilities, which are critical to our U.S. government abroad. Emergency management in this ever-changing world affects us all, even when we are thousands of miles away. Poor management can have a domino effect, so it’s critical that we work together in partnership for the safety of all involved.

EMEX isn’t just for those who attend the IAEM Annual Conference. IAEM members and others – who are interested in the best emergency management and homeland security products and services – can visit the Virtual EMEX year-round to learn about a wide variety of companies who can help to meet their needs: our EMEX exhibitors.

See details at www.emex.org
With the recent Boston bombing incidents as a backdrop, it is logical to presume that the intelligence communities principally charged with the planning of the Boston Marathon were left perplexed. Things went horribly wrong. With the global face of intelligence exchanges and surveillance technology, the most malevolent of forces and people are presumed to be in the clutches of fusion centers throughout the world. The events in Boston on Apr. 15, 2013, would provide ample challenges to that presumption.

Fusion centers were born as a result of the immense information and national intelligence gathering requirements brought to the forefront by the terrorist attacks of Sept. 11, 2001. Fusion centers were chartered to foster data-sharing among all levels of governments, state, municipal and local, and across all agencies with a vested interest in the given fusion center mission statement. By design, fusion centers employ various processes to collect, manage, and select pieces of information, and integrate the critical intelligence garnered to the corresponding governmental entity. By and large, the intelligence gathering provided by a fusion cell is designed to be used by law enforcement and augmented, where necessary, by the private sector and often aligned with the military. The fusion cells provide information and intelligence that is intended for use by other agencies. Because the

receptors of the actionable information are state, municipal and local governments – and these government agencies own and operate the fusion centers and emergency operations centers – there are often sound reasons for elements of confusion to exist.

The fusion center concept has come under quite a bit of scrutiny by the U.S. Senate and the Department of Homeland Security. The results of the oversight committees investigating fusion centers suggested that the concept itself often “produced irrelevant, useless or inappropriate intelligence reporting to the Department of Homeland Security, and many produced no intelligence reporting whatsoever.”

**Mission and Characteristics of Fusion Centers**

Despite its formal title, vague and often confusing generalities have found their way to characterize the mission of a fusion center. Chartered to compound synthesize national-level intelligence with the state and local communities, fusion centers provide an interpretation of the threat and a forecast as to where the threat is the most prominent, transcending all levels of government. Fusion centers promote constant situational awareness while anticipating and, as some argue, the operational aspect of the fusion centers can often prevent the further proliferation of the threat. Fusion centers exist in real time.

Some argue that fusion centers are akin to emergency operations centers. Wrong. The fusion centers across the globe did not foretell the onset of the Boston bombing incident, at least not in sufficient time to thwart it from happening. That we know is a fact. The propagation of emergency operation centers throughout Boston came into immediate activation because of the bombing. While emergency operations centers do indeed collect details from a myriad of governmental authorities, thereby placing some of their functionality in parallel to its fusion center counterpart, the greater differentiator is to be found in the fundamental mission of each.

As noted earlier, fusion centers operate in real time and their operational mission is centered in perpetual surveillance and reporting capabilities. The City of Boston ignited its emergency operations centers as a direct result of the terrorists’ bombing. The organization had an immediate mission to fulfill. Emergency operations centers across the United States and much of Europe are providing a basis for multi-agency coordination that is required in support of the incident, while providing resource coordination and a venue from which the incident is managed.

Therefore, the Boston emergency operations centers were focused toward the response requirements to preserve life and, in doing so, the centers and their staff epitomized the concept of an incident response. Fusion centers tilt toward the prevention and preparedness phases of the larger spectrum of comprehensive emergency management and do not contain a response obligation in their concept of operations.

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From “Other Duties” 
(continued from page 19)

understand the latest issues, trends and technology.

Professional emergency managers need to understand planning, budgeting, grant writing, and human resources, among many other responsibilities. Many of the college level programs offer these courses as part of their degree programs. The Emergency Management Institute recently began offering its Emergency Management Academy, which has three levels of proficiency. The military has been a strong advocate of education for years. Now, as the field of emergency management realizes the gains to the profession through the combination of experience and education, the future for emergency management and disaster preparedness is very bright.

Information Exchanges 
(continued from page 22)

**Conclusion**

While fusion and emergency operations centers have unique operational missions and precipitating areas of responsibility, they share a number of common goals – but none graver than the safety of the at-large public. In concert with one another, fusion centers and emergency operations centers can and often do share information and mission critical intelligence. When combined with homeland security legislation, presidential directives and other national initiatives, the fusion and emergency operations centers contribute to the overarching coordinated approach to homeland security across the United States.

Support the future of emergency management www.iaem.com/Scholarships
New Members: Sept. 16-Oct. 15, 2013

IAEM-ASIA COUNCIL
Mrinal K. Nath
New Delhi, India
Dr. Ezinnek Okoro
Kumamoto, Japan
August E. Whitcomb
Lantau, Hong Kong

IAEM-CANADA COUNCIL
Carly Benson, AEM
Fort McMurray, AB
Flemming L. Kristensen
Edmonton, AB
Noris E. Bot
St. Catharines, ON
Sarah Delisle
Greenfield Park, QC
Travis C. Heritage
Montreal, QC
Alison Kingelin
Milton, ON
Mudiaga John Osiebe
Victoria, BC
Muhammad Faraz
Hassan Syed
Etobicoke, ON
Danielle Trudeau, CEM
Richmond, BC

IAEM-INTERNATIONAL COUNCIL
Alkali Hamidu Abubakar
Abuja, Nigeria
Hakeem Gbolahan
Akinbola
Abuja, Nigeria
Tom Leslie Featherstone
Doha, Qatar

IAEM-USA COUNCIL
IAEM-USA Region 1
Frank M. Bertone, CEM
Taunton, MA
Heather L Burford
Ridgefield, CT
Steven M. Fruchtmn
West Hartford, CT

IAEM-USA COUNCIL
IAEM-USA Region 3
Edward T. Albrecht
Hatboro, PA
Leo V. Bosner
Washington, DC

IAEM-USA COUNCIL
IAEM-USA Region 2
John Johrden
Deer Park, NY
Dr. Michael J. O’Connor Jr
Canton, NY
Shannon Snook
Bridgewater, NJ

IAEM-USA COUNCIL
IAEM-USA Region 1
Major Carol Busroe
Alexandria, VA
Michael D. Chase
Buckhannon, WV
H. Lee Cornwell
Glen Burnie, MD
Gerald Reed Correll
Reisterstown, MD

IAEM-USA COUNCIL
IAEM-USA Region 2
Richard C. Shull Jr
Stevensville, MD
Scott J. Sill
Gaithersburg, MD
John Vocino
Washington, DC

IAEM-OCEANIA COUNCIL
Paul K. Bourton
Bay of Plenty, New Zealand
Amanda Cain
Jonesboro, AR
Mathew Cobby
Bray Park, Australia
Kellianne Dunne
Bray Park, Australia
Melanie Fyfe Murray
Bray Park, Australia
Ben Holder
Alexandra Hills, Australia

IAEM-EUROPA COUNCIL
Elmar Irsara
Italy
Dr. Kevin Pollock
Elderslie, Scotland
Bjorn Ross
Southampton, England

Matthew W. Smith
Wanganui, New Zealand
A/Prof Robert B. Stewart
Palmerston North, New Zealand
Alexander J. Hammerle
Sanford, ME
Joshua A. Margulies, CEM
Somerville, MA
Thomas O’Regan
Duxbury, MA
David J. Schnell Jr
Cranston, RI

IAEM-OCEANIA COUNCIL
IAEM-USA Region 2
Matthew D. Fleming
La Plata, MD
Ronald E. Gill Jr
Bowie, MD
Matthew D. Griffin
Phoenixville, PA
Christine Haggerty
Washington, DC

IAEM-EUROPA COUNCIL
IAEM-USA Region 3
Edward T. Albrecht
Hatboro, PA
Leo V. Bosner
Washington, DC

Please join us in welcoming these new IAEM members.

(continued on Page 25)
New IAEM Members (continued from page 24)

**IAEM-USA Region 4**
- Ruben D. Almaguer
  Miami, FL
- John Bauer
  Marietta, GA
- Jamie D. Blair, CEM
  Lexington, SC
- Cherie Boyce
  Winter Park, FL
- Rachel D. Faucette
  Greensboro, NC
- Eric Halverson
  Auburn, AL
- John J. Jordan
  Middleburg, FL
- Spencer B. Kostus
  Tavares, FL
- Mindy S. Lepard
  Greensboro, NC
- Terry Lightheart
  Canton, MS
- John Mathews
  Sevierville, TN
- Britt L. Mayfield
  Naples, FL
- Mark A. Melvin
  Watkinsville, GA
- Kelly Mullins
  Decatur, GA
- Prof. Rodney G. Roberson
  Macon, GA
- Stephen W. Spencer,
  CEMP
  Lebanon, TN

**IAEM-USA Region 5**
- Lori L. Vun Kannon
  Miami, FL
- Vicki L. Wiles
  Cartersville, GA
- John J. Graham
  Dearborn, MI
- Eric Hodges
  Normal, IL

**IAEM-USA Region 6**
- Tim M. Walsh
  Chattanooga, TN
- Robert G. Goldhammer
  Parker, CO
- Yvonne Rademacher
  Houston, TX

**IAEM-USA Region 7**
- Dr. Eric Knoll
  St. Louis, MO
- Miranda J. Colling
  Salt Lake City, UT
- Beth M. Brown
  Fresno, CA

**IAEM-USA Region 8**
- Apostle Fred Brown Jr
  Richmond, CA
- Ryan M. Carter
  San Francisco, CA
- Robert H. Cullins Jr
  Sparks, NV

**IAEM-USA Region 9**
- Nicka Bradley
  Houston, TX
- Mary Ellen Carroll
  San Francisco, CA
- Angela DiBenedetto
  Los Angeles, CA
- Kristen Goethals
  Valencia, CA
- Michael E. Hall
  Santa Clara, CA
- Monique Imroth
  San Diego, CA
- Elise McMath
  Stanford, CA
- Carma Schramm
  Gardnerville, NV
- Geoff Wilford
  Oakhurst, CA

**IAEM-USA Region 10**
- Cameron D. Carlson
  Fairbanks, AK
- David Eastman
  Chugiak, AK
- Pete Fiorey
  Lakewood, WA
- Dana M. Gillespie
  McCleary, WA
- Daniel J. Nibouar
  Portland, OR
- Norma J. Pancake
  Tacoma, WA
- Mike Schiller
  Vancouver, WA
- Charles D. Valen
  Newcastle, WA
- Edward T. Albrecht
  Hatboro, PA
- Noah A. Avon
  Fargo, ND
- Nathaniel J. Beiser
  Saint Louis, MO
- John J. Belcheff, Jr.
  Hesperia, CA
- Bella W. Benefield
  Pell City, AL
- Christopher J. Blinzinger
  Provo, UT
- Melanie P. Brock
  Fort Knox, KY
- Debbie S. Buchanan
  Colorado Springs, CO

Welcome to our new IAEM members!

(continued on Page 26)
New IAEM Members
(continued from page 25)

Linda Buell
San Leandro, CA

Amanda Cain
Jonesboro, AR

Vu Cap
Englewood, CO

Waumen Chee
San Francisco, CA

Jonathan H. Clowers
Glennville, GA

Jessica E. Conner
Saint Louis, MO

Janet L. Contursi
Chicago, IL

Jeanette Cope
Minnetonka, MN

Patrick James Dickerson
Berrien Springs, MI

Jacob R. Emery
Rochester, NY

Nigel D. Haarstad
Lexington, KY

Brian Hartley
North Las Vegas, NV

Jeffrey D. Hauk
Casper, WY

Timothy B. Hauptrief
New Braunfels, TX

Bridget M. Hendrix
Jacksonville, AL

Robert Hicks
Triangle, VA

Jeffrey D. Hebert
San Diego, CA

Annamaria J. Herrera
Reed City, MI

Lauri Hillsman
Savannah, GA

David Scott Hudson
Fredericksburg, VA

Obiano A. Huntley
New York, NY

Hilary A. Jacobson
Harrisonburg, VA

James H. Johnston II
Elko, NV

Elizabeth M. Jones
Jonesboro, AR

Jeanne Larsen
Marlton, NJ

Nicole Marks
Franklin Square, NY

Laura Martinez
Los Angeles, CA

Carla M. McCain
Jonesboro, AR

Kandace McDaniel
Grenada, MS

Gyongyi McQueston
New York, NY

Aristides Montalvo
Woodbridge, VA

Kasabyan D. Musal
Aurora, CO

Njoki Mwarumba
Stillwater, OK

Lisa R. Ohler
Tuolumne, CA

Kevin A. O'Neill
Chula Vista, CA

Mitchell A. Osburn
APO, AE

Jennifer D. Osetek
Fredericksburg, VA

Cari M. Oye
Fargo, ND

George Padilla
New York, NY

Angela Parker
Portland, OR

Aubrie L. Parliment
DeLand, FL

Diane Piedrahita
Savannah, GA

Belma Pilakovic
Avon, IN

Corinda Pippins
Provo, UT

Alyssa J. Pollock
Morton, IL

Christopher B. Pounds
Albany, NY

Alyssa L. Provencio
Stillwater, OK

Kelly M. Ragan
Marietta, GA

Darrell G. Ray Jr
Ft. Walton Beach, FL

Tonya L. Roberts-Young
Hector, AR

Joseph C. Sanders
East Prairie, MO

Colby W. Sawyer
Manns Harbor, NC

Grant W. Shea
Philadelphia, PA

Farhat Siddiqui
New York, NY

Alicia G.B. Smith
Alexandria, VA

Jeffery L. Smith
Lawrenceville, GA

Lynn S. Solace
Phoenix, AZ

Shauna R. Stoy
Millersville, PA

Carolotta J. Taylor
Colorado Springs, CO

Nycole L. Tramble
Providence, RI

Anthony M. Vendetti
New Orleans, LA

George P. Vitone
Stratford, CT

Nicole M. Ward
Honolulu, HI

Nicole M. Ward
Honolulu, HI

Daniel Watters
Philadelphia, PA

Thomas Webb Jr.
Fargo, ND

Clifford Weed
Killingworth, CT

Delila N. Welch
Russellville, AR

Adam C. Wetzel
Russellville, AR

Timothy F. Wick
Indianapolis, IN

Douglas Brad Willey
Frisco, TX

Camellia Young
West Memphis, AR
IAEM Annual Report 2012–2013

the year at-a-glance

international outreach

• Chile: IAEM leaders attended the SICUR Conference & Exhibition in Santiago, Chile, to meet with IAEM members, government officials, and industry leaders from throughout South America.

• Japan: IAEM and the International Institute of Global Resilience launched a new initiative in the area of U.S.-Japan emergency management. A live training program focusing on the U.S. EM system was broadcast via Internet from D.C. to Japan participants who represented 14 prefectures.

• Middle East: Planning began for a 2014 IAEM-Global Conference in Abu Dhabi.

membership report

• IAEM-Global membership included Individual members (3,201), Affiliate members (38), and Student members (1,617), for a total of 4,856 members.

• The largest council was IAEM-USA, with 3,993 members, followed by IAEM-Canada (378) and IAEM-Oceania (154).

• In the IAEM-USA Council, the USA Student Region is the largest (1,462 members), followed by Region 3 (492), Region 4 (442), Region 6 (361), and Region 9 (345).

certification

• Statistics from this fiscal year:
  • Total 2012-2013 certifications: 161 CEM®s; 23 AEMS®.
  • Total recertifications: 92.
  • Total currently certified: 1,284 CEM®s; 126 AEMS®.
  • Total CEM® applications received: 429.
  • CEM® Prep Course was offered 23 times.

• The biggest accomplishment was further development of the online CEM® application and progress made in the beta testing phase.

• The new IAEM website (www.iaem.com) went live, featuring home pages for each IAEM Council; easy accessibility to content; and streamlined navigation that puts all information no more than two clicks away.

• IAEM put into action an effective social media campaign, utilizing: Facebook; LinkedIn; YouTube; Twitter; and Ning discussion boards.

• A new e-newsletter, the IAEM Dispatch (www.iaemdispatch.com), debuted this year and is sent weekly to IAEM members and other interested subscribers.

• The format of the IAEM Bulletin monthly newsletter is being modernized, with a new focus and style in the planning stages. Assist with technology issues and communications.

communications

annual conference

• 1,400 EM professionals convened from all levels of government, private sector, public health, and related professions for IAEM’s 60th Annual Conference & EMEX 2012, in Orlando, Fla.

• Education was provided through six tracks of learning with more than 80 respected speakers under the umbrella theme of “Resiliency: Building a Better Tomorrow.”

• To allow for more member participation, regional meetings, as well as special interest and caucus meetings, were held for the first time during a special breakout block at the annual conference.

• The IAEM2Go App was created to reduce costs and improve timely notifications to attendees.

• The Crisis Technology Center was introduced to help train attendees about technology tools.

membership benefits

• IAEM is the leading professional organization for emergency managers, delivering access to the top EM and disaster experts, who can offer solutions, guidance and assistance.

• Members receive discounts on conference and seminars, CEM® fees, Awards entry fees, and purchases at the IAEM Store.

• IAEM membership includes a subscription to the IAEM Bulletin and the IAEM Dispatch, access to valuable members-only research, a chance to receive scholarship funds, the IAEM Jobs Board, and the online directory of members, with whom you can exchange ideas, explore mutual opportunities or even conduct business.

• Join IAEM today at www.iaem.com.

financial report

IAEM fund balances as of May 31, 2013:

CEM® Program  $ 74,670
Scholarship Program  $ 231,013
Reserves  $ 716,750

Financial performance:

In 2012-2013, the CEM® Program had a net deficit of ($51,637); the Scholarship Program fund increased by $30,577; IAEM-USA netted $40,734, and IAEM-Global had a net deficit of ($17,167).

our vision

IAEM shall be recognized as a premier international organization of emergency management professionals.

our mission

The mission of IAEM is to serve its members by providing information, networking and professional opportunities, and to advance the emergency management profession.

contact IAEM headquarters:
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