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## IAEM-USA Council Announces Results of 2021 Officer and Board Elections

The International Association of Emergency Managers is pleased to announce the results of its elections that ended on August 31. IAEM-USA members selected **Justin Kates, CEM**, as the incoming second vice president, and **Walter English, III, MS, CEM, VaPEM**, as incoming treasurer. 690 total members voted this year, continuing a trend of increased IAEM voter activity.

■ **Justin Kates, CEM**, director, City of Nashua Office of Emergency Management, has served IAEM in numerous roles since 2008. Currently, he serves as IAEM-USA Region 1 president and as the interim chair of the IAEM-USA State EM Associations Ad Hoc Committee. Previously, Justin served as the IAEM-USA Region 1 vice president and the IAEM-USA Region 1 2017 Conference Committee chair. He has served as an IAEM-USA Region 1 Conference Committee member since 2014 and is an active member of the IAEM-USA Government Affairs and Training and Education Committees.



■ **Walter English, III, MS, CEM, VaPEM**, emergency manager, City of Fairfax, is the current IAEM-USA Region 3 president and has served IAEM in many roles since 2008. He currently serves on the IAEM-USA Board of Directors and the IAEM-USA Executive Committee.

Additionally, he serves as vice chair for the Membership Committee and as a member of the Diversity Committee. He also led the 2021 IAEM-USA Awards and Recognition Taskforce and the 2021 IAEM-USA Student Task Force. Outside of IAEM, Walter has served as treasurer of the Virginia Emergency Management Association.



### Additions to the IAEM-USA Board of Directors

Also joining the Board of Directors this October are newly elected presidents representing five of IAEM-USA's 10 regions. All will be in their first term. They are: IAEM-USA Region 1 President **Taylor Frizzell, CEM**; IAEM-USA Region 3 President **Erik S. Gaull, CEM**; IAEM-USA Region 5 President **Ryan McEwan, CEM**; IAEM-USA Region 7 President **Chet Hunter, CEM**; and IAEM-USA Region 9 President **Todd DeVoe, CEM**.

The newly elected officers and members of the Board of Directors will be sworn into office on Oct. 20, 2021, during the IAEM-USA President's Banquet at the [69th IAEM Annual Conference & EMEX in Grand Rapids, Michigan.](#) ♦

## From the IAEM-USA President

# Remember to Learn

By Judson M. Freed, MA, CEM, IAEM-USA President

**M**y year as president of this organization is rapidly coming to a close. More on that in my final article and my final talk in Grand Rapids. But after a challenging (to say the least) year without most of the “fun” or “cool” parts of the presidency, I am spending a lot of time now out and about on behalf of IAEM. Like my time, this article is short.

I write this from my hotel room at the National Homeland Security Conference where I had the opportunity to speak about my belief that emergency management is a critical profession of the public safety and homeland security enterprises. Gathered with a thousand colleagues who practice many professions as a part of the HLS enterprise I have had the opportunity once again to learn new things. On my own, however, I’ve had some time to reflect on the upcoming 20th anniversary of the attacks on the World Trade Center and Washington. These thoughts are particularly poignant in light of the fact that my son is about to deploy for a combat role in the still-ongoing war on terrorism that started that day.

When folks “dis” the millennial generation, I remember that my youngest son has experienced only two years of peacetime in his life to date. His generation has been fighting for their entire lives to defend the United States – and large portions of the rest of the world – from things not of their own doing. As always, our kids pay the price for the world we buy for them.

This week, I have the honor to take part in one small part of the 9/11 remembrance when I travel to

my hometown to speak in the Freedom Tower to a small group of leaders who are part of the Safe America Foundation. This is not one of the big things that the networks will cover, but it’s a part. It’s there – right at the spot this kicked off. I watched the Twin Towers being built. I went to the Grand Opening of the Trade Center. I watched as they fell. And now I’ll be back. Can you say, “wow”?

As a part of that talk, I’ll be touching tangentially on the concept of remembrance. Remember the Alamo? Remember the Maine? Remember Pearl Harbor? Never Forget? Lincoln wrote “the world will little note nor long remember what we say here, but it can never forget what they did here.” Many people who read this will need to look that up, because most have forgotten.

Tragedy does that. There are moments in time that bring us to our senses – that focus us on what is truly important, and takes us away from momentary, petty, self-centric concerns. Most people can’t, and do not want to stay in those focused moments. As soon as they can they clear their minds of tragedy and move on to whatever is next. We – you and I and our colleagues in this profession of ours – don’t have that luxury. We have to remember and learn. We have to take the steps and recommend the plans that others don’t want to think about. We have to recall that the bad days happen, and we have to teach and cajole others to remember little bits and pieces – enough to mitigate the impacts when they happen again. And they will happen again.



Judd Freed, CEM, IAEM-USA President

Katrina? Meet Ida.

Joplin? Meet Moore.

9/11? Meet my kid.

We don’t remember what we should, and as George Santayana said “Those who cannot remember the past are condemned to repeat it.”

We are uniquely placed to not only remember the past, but to learn from it. And not only to learn but to tell others. We help guide the development of policy in our workplaces, industries, and governments. We prepare for what we cannot stop and we help others prepare even when they do not want to. What you do matters. If you are actually an emergency manager you better know that, and you better accept it. You had better learn. You have to do better – better than my mentors and predecessors did, and better than I have done. ◆

## IAEM Announces Plenary Speakers for Annual Conference

Plenary speaker sessions at the IAEM Annual Conference & EMEX have always been popular and insightful events, and this year is no exception! On Monday, Tuesday, and Wednesday, October 18-20, 2021, IAEM will welcome several speakers to the stage. This year's plenary speakers are experts in their field with decades worth of experience and lessons learned to share with you.

### Avish Parashar

Our first Plenary speaker is Avish Parashar, who is back by popular demand! Avish is an experienced, innovative, energetic, and humorous speaker who uses his more than fifteen years of experience performing, directing and teaching improv comedy to deliver unique and refreshing presentations to a variety of audiences.



Weaving together humorous stories, jokes, audience interaction, and improv comedy games, Avish keeps the audience engaged while imparting a key lesson: Planning is Important, but Improvising is Essential! No matter how well you plan, things will go wrong, surprises will arise, and the Universe will throw you a curveball. Your success and sanity are directly related to how you respond to these challenges.

Avish's presentation, "Say, 'Yes, And!' Two Words that can Transform a Career, Organization, and Life" will give you the tools needed to focus on opportunity, inspire, engage, and elevate, and face uncertainty and risk!

We can all agree that almost all people want to decrease stress, increase engagement, and be outstanding performers. While there are obvious barriers in the way of achieving this, the real problem can be summed up in two simple words: "Yes, but."

Because of feeling overwhelmed, stress, emotion, and the desire for efficiency, we often say, "yes, but" to other people, to the changes we inevitably face, and worst of all, to ourselves. That little "yes, but" is seductive and appealing because it allows us to stay in our comfort zone. Yet we know that it is true that the next level of success always lies outside of your comfort zone.

Which means we have to be willing to stop saying "yes, but" and instead say, "yes, and!"

In this high-energy, hilarious, and content packed keynote, past IAEM keynote speaker Avish Parashar will inspire attendees to think differently and stop saying "yes, but" and start saying, "yes, and," to navigating change, improving engagement, and unlocking your full potential!

### Deanne Criswell, MPA, MA

Monday afternoon, we are joined by FEMA Administrator, Deanne Criswell. Criswell was confirmed by the Senate on April 22, 2021 as the Administrator of the Federal Emergency Management Agency (FEMA). Prior to her appointment, Ms. Criswell served as the commissioner of the New York City Emergency Management Depart-

ment from 2019 to 2021. She was responsible for oversight of the City's efforts to plan and prepare for emergencies, educate the public about preparedness, coordinate emergency response and recovery, and disseminate emergency information. As NYC emergency management commissioner, Criswell managed the City's response to emergencies including extreme summer heat, large fires, and power outages. She also led the coordination of the city's response to the COVID-19 pandemic, preventing the collapse of the healthcare system, making sure no New Yorker went hungry, establishing a first of its kind non-congregate sheltering program, and supporting the country's largest mass fatality program.



She previously served at FEMA as the leader of one of the Agency's National Incident Management Assistance Teams (IMAT) and as a Federal Coordinating Officer. In this role, Criswell was the primary federal representative responsible for leading the agency's response to and recovery from emergencies and major disasters, from severe flooding in North Dakota, to hurricanes in South Carolina, to fires in Colorado. She also served as the head of the Office of Emergency Management for

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**Bulletin Editor:** [John Osborne](#)

**Communications Director:**  
[Dawn Shiley](#), CAE

**Chief Executive Officer:**  
[Elizabeth B. Armstrong](#), MAM, CAE

The *IAEM Bulletin* is published monthly by IAEM to keep members abreast of association news, government actions affecting emergency management, research, and information sources.

The publication also is intended to serve as a way for emergency managers to exchange information on programs and ideas. Past issues are available in the members-only [IAEM Bulletin Archives](#).

Publishing an article in the *IAEM Bulletin* may help you to meet IAEM's certification requirements. Check out the [author's guidelines](#).

Articles should be submitted to Bulletin Editor John Osborne via email at [john@iaem.com](mailto:john@iaem.com).

#### DISCLAIMER

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## Plenary Speakers

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the city of Aurora, Colorado, where she led strategic change in the city's emergency and disaster planning. During her tenure there, Ms. Criswell coordinated transitional housing and family reunification efforts in response to receiving evacuees during the response to Hurricane Katrina.

Criswell's presentation will teach, inform, and guide the actions of every emergency management professional.

### Dr. Chris Rodriguez

In our third plenary session, we welcome Dr. Chris Rodriguez, director, D.C. Homeland Security and Emergency Management Agency (DC HSEMA). Rodriguez serves as the Homeland Security Advisor and State Coordinating Officer for the District of Columbia. He also is the State Administrative Agent for all homeland security federal grants awarded to the District and the National Capital Region which includes parts of Northern Virginia and Maryland. DC HSEMA is responsible for emergency planning, preparedness, response,



and recovery for the City, including operations for a 24-hour emergency operations center and the District's intelligence fusion center. Under Rodriguez's leadership, DC HSEMA, in partnership with the Metropolitan Police Department and the Mayor's Office of Religious Affairs, launched the Interfaith Preparedness Advisory

Group to improve preparedness and the resiliency of the District's faith-based organizations for all types of hazards. Additionally, he has supported Mayor Muriel Bowser as incident commander for some of the District's most complex, simultaneous emergency responses between COVID-19, First Amendment demonstrations, election security, the January 6 insurrection at the U.S. Capitol, and the 59th Presidential Inauguration.

Rodriguez's presentation, "The Role of Misinformation, Disinformation, and Domestic Terrorism on the Insurrection at the U.S. Capitol" will give attendees a deep look at the circumstances leading up to the events of January 6 at the U.S. Capitol.

Time and again, radical, violent movements have been rooted out; however, as these movements become more mainstream, emergency managers across the country must have a plan to address homegrown extremism and adjust operational posture based on intelligence assessments. The presentation addresses the District's coordination leading up to and on January 6, how January 6 impacted planning for the 59th Presidential Inauguration, and how D.C. HSEMA and its public safety partners are reimagining safety and security for the District.

### Dr. David Titley

On Tuesday, we are joined by Dr. David W Titley, Former Chief Operating Officer, NOAA & Rear Admiral



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## Plenary Speakers

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USN (ret.) as he presents, “Climate Change: It’s People not Polar Bears.” In 2017 Titley gave a TED talk on climate change and national security and has testified before the U.S. Congress numerous times on climate and security matters. He currently chairs the National Academies of Science, Engineering and Medicine Climate Communication Initiative advisory committee and is a member of the NAS Board on Atmospheric Sciences and Climate.

In 2020 Titley started a new career, volunteering for the National Park Service in Grand Teton National Park, Wyoming.

Titley’s presentation is sure to enlighten the attendees on the impacts climate change will have on the emergency management profession.

### Captain Kevin Sweeney

Wednesday morning, IAEM welcomes Capt. Kevin Sweeney, commander of the Emergency Management and Homeland Security Division and deputy state director of Emergency Management for Michigan State Police. He is responsible for the statewide management and administration of emergency management and homeland security programs, coordination of the statewide response during emergency activations of the State Emergency Operations Center (SEOC), as well as the supervision of the division’s employees.

Sweeney enlisted with the department in 1995, graduating as a member of the 113th Trooper Recruit School. During his 25-year career, Sweeney has served as the commander of the Lakeview Post, the 6th District emergency management coordinator, uniform sergeant,

and road patrol trooper. He has coordinated activities statewide for the Community Emergency Response Teams (CERT) and chaired the Arab/Chaldean American Preparedness Advisory Committee. Sweeney currently chairs the Professional Emergency Managers (PEM) board, the Homeland Security Preparedness Committee, and the Michigan Citizen Community Emergency Response Coordinating Council.

Sweeney will be presenting,



“Emergency Management in Michigan” where he will give an overview of emergency management operations in the state of Michigan. He will focus on Michigan’s response efforts to multiple emergencies and disasters that have occurred simultaneously or in very close proximity to one another.

### Michael Sharon

Following Sweeney, we are joined by Michael Sharon, director of Individual and Community Preparedness Division, National Preparedness Directorate, and D\ deputy superintendent, Emergency Management Institute. He previously worked at FEMA Region III as director of national preparedness, planning branch chief, and regional integration branch chief. Sharon is also currently assigned as chief of the National Response Coordination Center’s Gold

Team and serves as liaison to the U.S. Secret Service during National Special Security Events. He began his federal career at the U.S. Department of State, where he helped develop the department’s domestic emergency management and business continuity programs. He also held a variety of emergency management positions at the Maryland Department of the Environment and the Maryland Emer-



gency Management Agency.

Sharon’s presentation, “On Watch for America: National Special Security Operations and Planning for the 2021 Presidential Inauguration” will use the 2021 Presidential Inauguration as a case study to share the planning and operational challenges for emergency managers involved in National Special Security Event (NSSE). The presentation will discuss the complex relationship between crisis management and consequence management when planning and executing an NSSE, describe the U.S. Secret Service NSSE planning process, and share lessons learned for emergency managers who may be involved in an NSSE. This portion of the show is sure to shed light on the intensive activities of NSSE.

With all these great presentations, you can’t afford to miss IAEM’s Annual Conference and EMEX. View the full event schedule and [reserve your spot by registering today!](#) ♦

## IAEM Selects Four Students for Scholarships

Scholarship and developing the future leaders in emergency management is one of the many roles of the International Association of Emergency Managers (IAEM). Since 2002, the IAEM Scholarship Program has provided \$131,000 in scholarships through a competitive process to 66 deserving students working towards degrees in emergency management, disaster management or a closely related program of study. This year, the IAEM Scholarship Commission selected four additional students to receive scholarships bringing the total given to \$147,750.

### Congratulations to 2021-2022 IAEM Scholarship recipients

**Aishwarya Borate** is working toward a Ph.D. in Urban Planning and Public Policy at the University of California, Irvine. Her dissertation topic will be on flood risk mitigation in cities in developing nations, with a focus on contemporary India. During her formative pre-teen years, a devastating flood struck her hometown, taking the lives of more than 1,000 people and displacing more than 100,000. This tragic disaster could have been prevented through



proactive urban planning and adaptation, particularly in disadvantaged

neighborhoods. Witnessing firsthand the overwhelming effects of disaster, Aishwarya is committed to rigorously assessing “what works” to enhance community resilience and accelerate recovery processes. Her past research record is notable. She's conducted research through an NSF CRISP grant, a Virginia Sea Grant Summer Fellowship, and completed a master's thesis on spatial analysis of housing recovery after Hurricane Sandy. Aishwarya was awarded a \$5,000 IAEM Full-Time Graduate Student Scholarship.

**Madeleine Kruth**, the fifth awardee of the Robert C. Bohlmann, CEM, Scholarship for Service in Emergency Management, is enrolled in the honors B.S. degree program in Applied Disaster and Emergency



Studies at Brandon University in Canada. She is planning to graduate in 2022. She has served as a Canadian Red Cross volunteer working as a member of the Personal Disaster Assistance Team and the Emergency Response Team. Madeleine has been working as a project coordinator for the Safe Places for Aging and Care Project, which aims to inform violence prevention strategies in long-term care. This collaborative

project launched during the global pandemic when the long-term care sector was in significant crisis. Madeleine has played an integral role in project planning, communication, and ethics for this project ensuring that this important work can continue despite challenges. Her goals are to pursue a career in emergency management with a focus on public health. She is particularly interested in working with vulnerable populations, including indigenous groups and undocumented migrants. Madeline was awarded a \$4,000 IAEM Undergraduate Scholarship.

**Brianna Lentz** is working toward a M.S. degree in Disaster Resiliency Leadership at Tulane University in Louisiana. She plans to graduate



in 2022. She was a member of the AmeriCorps FEMA Corps team between 2018-2019. Over the course of her service term, she completed many different projects related to disaster response, recovery, and mitigation for two different FEMA Regional Offices (Regions 4 and 6). After Hurricane Florence, she was stationed at a branch office in North Carolina working in the external affairs department. Following the 2019 wildfires, she was stationed at the Joint Field Office in Sacramento

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**Scholarship Selection**

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working in the planning section. Brianna served as the Federal Reserve Bank of Dallas Business Continuity Intern during 2019. Brianna was awarded a \$5,000 IAEM Full-Time Graduate Student Scholarship.

**Michael Prasad, CEM**, plans to complete his Master’s in Emergency and Disaster Management at American Public University in December 2022. He is the fourth awardee of the Samuel Henry Prince IAEM Scholarship funded by IAEM-Canada. Michael has been active with the American Red Cross since 2008, both as a volunteer and as a paid employee. He has supported the Disaster Cycle Services that entire time, through direct front-line disaster response, as well as leading preparedness and recovery missions throughout the state of New Jersey. From 2017-2020, Michael was the assistant director for the Office of Emergency Man-



agement at the New Jersey Department of Children and Facilities. He is the current IAEM-USA Region 2 vice president and was the winning designer of the region’s challenge coin. Michael received a \$2,750 IAEM Scholarship.

**Support the IAEM Scholarship Program**

The IAEM Scholarship Program is a 501(c)(3) public charity and donations are tax deductible as a

charitable contribution to the extent permitted by law. You can easily donate online. Additional information about the IAEM Scholarship Program is available at on the [IAEM website](#). ♦

**We Will Be Live and In-person!**

[IAEM’s 69th Annual Conference, Oct. 15-21, in Grand Rapids, Michigan](#), is being planned in compliance with all [state and local health recommendations and guidance](#).

The safety of our attendees and the world’s emergency managers is primary. We are carefully monitoring the situation and should it change, IAEM will communicate alternate plans.

**We Can't Wait To See You!**

[Make Your Plans Today!](#)

**IAEM’s Annual Conference – The Place for Relevant Content and New Innovations**



*“Although I was a practicing EM for over 20 years, it is important in my current job of teaching EM students to stay up to date on changes and innovations in the field. There are lots of ways to do that, but the annual IAEM conference is one of my favorites.”*

*Valerie Lucas-McEwen, CEM, CBCP  
Lecturer  
California State University at Long Beach*

**Join us at the IAEM Annual Conference & EMEX**

[www.iaem.org/usconf/joinus](http://www.iaem.org/usconf/joinus)

## Welcome ReadyWise as IAEM's Newest Affiliate Member

ReadyWise is a leading supplier and marketer of emergency preparedness foods. Our line of dehydrated and freeze-dried products uses smart packaging technology for long-term food storage that lasts up to 25 years. We offer a variety of prepared meals, meats, vegetables, fruits, soups, sweet treats, milk, and egg dishes, all in easy to store containers. Our meals offer a wide range of nutritional values to meet commercial and emergency feeding needs.

Located in Salt Lake City, Utah, our new 100,000+ square foot state-of-the-art facility produces shelf-stable form-filled packaging to serve a wide range of customer needs. We specialize in high quality, cost-effective meals, and snacks perfect for all emergency response needs for our Military, FEMA, DHS, State, and Local preparedness customers. Available for domestic and international shipping.

ORGANIC – VEGETARIAN – GLUTEN FREE  
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# READYWISE®

## IAEM Scholarship Program Seeks Items for Future Auctions

**D**o you have items that the IAEM Scholarship Program could auction? Maybe you are downsizing or decluttering.

Do you have EM or FD/EMS patches or challenge coins? Do you have old memorabilia or manuals from the Civil Defense era?

Your collectibles could help the IAEM Scholarship Program earn money as it runs online auctions through the BiddingForGood auction portal, as well as for the live and silent auctions at the IAEM Annual Conference in October in Grand Rapids, Michigan.

Items that sell well include, but are not limited to:

- Challenge coins – especially coins commemorating an event, disaster response, or exercise
- Week stays at vacation rentals – beach or mountains
- EMS, fire department, emergency management, American Red Cross, and disaster organization patches and pins
- Jewelry
- Electronic gadgets
- Civil Defense manuals and collectibles
- Gift baskets

Remember to look for items that others may use, collect, or want to give as gifts.

All donations are acknowledged with a donation receipt and the IAEM Scholarship Program is a 501(c)(3) charitable organization, and your donations may be tax deductible. To make item donations, contact IAEM Scholarship Program Director [Dawn Shiley](#). ♦





## You Need to Be In Grand Rapids

I have been attending the IAEM Conference and EMEX since 2008 in Overland Park, Kansas, which is where I live today. As a new emergency management professional, I was very excited to attend the conference because it meant that I would be in an environment that would provide me the opportunity to meet others, learn best practices, and to understand the profession's challenges that may appear on the horizon. This is just as true now as it was in 2008. Without a doubt, this is the premier conference for emergency management professionals who seek to better themselves and their programs.

In 2020, I lost the essence of what the IAEM conference is all about. The virtual environment, while necessary at the time, does not give the attendees the full spectrum of what this conference provides when it is in-person. The connectivity to professionals from all over the globe, best practices for advancing new emerging concepts, and the power of the networking possibilities cannot be matched in the virtual platform.

I am excited to return to the in-person IAEM conference in Grand Rapids, Michigan in 2021. I look forward to engaging with my peers and colleagues as we continue to learn and grow within our profession. I will even wear a mask to do so.

See you in Grand Rapids!

**Randy Pommenville**  
Battalion Chief for Emergency Management  
Lenexa Fire Department  
Lenexa, KS



## It is time to get together again!

*"I am choosing to attend the 2021 IAEM Conference because there is no better way to connect with colleagues, share knowledge and experiences, and continue to build networks with others!"*



*Christa López, PhD, CEM  
Deputy Director | Operations and Chief of Staff  
Community Development & Revitalization  
Texas General Land Office*

**Join us at the IAEM Annual Conference & EMEX**  
[www.iaem.org/usconf/joinus](http://www.iaem.org/usconf/joinus)

## ASAE Recertifies IAEM Communications & Marketing Director Dawn M. Shiley, CAE

On Aug. 23, the American Society of Association Executives recertified IAEM Communications and Marketing Director Dawn M. Shiley, CAE. The Certified Association Executive (CAE) credential is the marker of a committed association professional who has demonstrated the wide knowledge essential to manage an association in today's challenging environment.

The credential is conferred for three years. Like the IAEM CEM Program, certified executives must complete continuing education and demonstrate continued excellence in the profession for recertification. This is Dawn's second recertification.

Dawn has been with IAEM since 2001. She leads IAEM's Marketing and Communications Team, making sure members receive news through the IAEM Bulletin, IAEM Dispatch, and social media channels. She takes the lead in branding and graphics and is the staff liaison to committees. She has been the Scholarship Program director since she joined the organization and supports its fundraising and scholarship distribution activities.

Dawn has more than 38 years of association management experience and worked for more than 15 years for a chemical industry association doing public affairs and international trade issues before joining IAEM. She earned her B.A. from Vander-

bilt University and M.A. from The George Washington University School for Public and International Affairs. Dawn is also certified in business social media management, receiving The Social Media Business Equation Certification in 2013.

The CAE is the highest professional credential in the association industry. Less than five percent of all association professionals have achieved this mark of excellence. In addition to Dawn, there are two additional IAEM staff with the CAE credential: CEO Beth Armstrong, MAM, CAE, and Deputy Executive Director Clay D. Tyeryar, MAM, CAE.

Stop by the Scholarship auction booth during the Annual Conference in Grand Rapids and congratulate Dawn on this achievement. ♦



## IAEM Annual Conference & EMEX

Oct. 15-21, 2021  
Grand Rapids, MI



3+ days of emergency management presentations by proven speakers

20+ popular EM training courses offered free to attendees

in-person networking events

the premier EM exhibition



Register Now

Certificates Provided for Educational Hours

**IT'S TIME TO GET TOGETHER AGAIN!**

Join the EM Community  
IAEM Annual Conference  
Grand Rapids, Michigan  
October 15-22, 2021

[WWW.IAEMCONFERENCE.INFO](http://WWW.IAEMCONFERENCE.INFO)

## IAEM Conference News

### Limited seating in pre/post-conference training courses

Spots are filling quickly for pre and post-conference training courses, and some of our sessions are already filled! [Register today](#) to reserve your space at IAEM's Annual Conference and EMEX training sessions. Availability as of Sep. 13 is:

#### Courses starting on Friday, Oct. 15th

- L0102: Science for Disasters (3 days) - 1 available seat
- MGT439: Pediatric Disaster Response and Emergency Preparedness (2 days) - 26 available seats

#### Courses starting on Saturday, Oct. 16th

- IAEM Leadership Symposium (1 day - Saturday Offering) – **SOLD OUT**
- Ascentra Advance Exercise Design Course (2 days) – *Not restricted at this time*
- L0146: Homeland Security Exercise and Evaluation Program Training (2 days) - 8 available seats
- L0191: EOC/ICS Interface (1 day - Saturday Offering)- 10 available seats
- L0318: Local Mitigation Planning Workshop (2 days) - 6 available seats
- MGT452: Physical and Cybersecurity for Critical Infrastructure (1 day) - 4 available seats
- MGT317: Disaster Management for Public Services (2 days) - 22 available seats

#### Courses starting on Sunday, Oct. 17th

- L0191: EOC/ICS Interface (1 day - Sunday Offering) – **SOLD OUT**
- IAEM Leadership Symposium (1 day - Sunday Offering) – **SOLD OUT**
- IAEM Healthcare Caucus Symposium (1 day) – *Not restricted at this time*
- AEM / CEM Preparatory Course ( 4 hours) – *Not restricted at this time*

#### Courses starting on Thursday, Oct. 21st

- AWR308: Natural Disaster Awareness for Caregiver (4 hours)- 11 available seats
- AWR356 Community Planning for Disaster Recovery ( 1 day) – **SOLD OUT**
- MGT460: Planning For Disaster Debris Management (1 day) – **SOLD OUT**

### Plan Your Conference Experience Today

IAEM is proud to present the [IAEM Annual Conference & EMEX program and schedule](#). As an added benefit, we have added the ability to filter the conference program and schedule through several different convenient formats. [Sorting by date](#) will present a chronological view of all the sessions day-by-day. [Filtering by event](#) gives you the ability to find all the breakouts, plenary sessions, training courses, and your other favorite events. [Viewing the program by speaker](#) will give a complete listing of every speaker and link to their

session. [Searching the program by interest type](#) will help you find the sessions that appeal to your interest, and gives 18 different areas of interest to choose from.

Are you looking for a printable file of these conference program views? Simply select your preferred view in the online program, Click on the "Export to Excel" button in the top left-hand corner of the page. The program will download to your device by your requested format in an excel sheet.

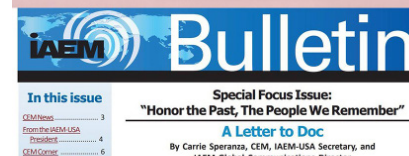
We can't wait to see you in Grand Rapids, Michigan! If you haven't started to build your schedule, [register today](#).

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#### Have Questions About Attending the Conference?

Visit the [IAEM Annual Conference & EMEX website](#) for travel details, hotel information, and learn more about the great city of Grand Rapids Michigan!

### BE A WRITER! Submit Articles to the IAEM Bulletin



[www.iaem.org/bulletin](http://www.iaem.org/bulletin)

## IAEM Conference News

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## Plan to Attend The First Steps Mixer for New EM Professionals

Are you a student, new to emergency management and/or IAEM, and looking to break through? If so, you are invited to a very special event that is just for you! This year we will be throwing IAEM's Inaugural First Steps Mixer which will provide you an opportunity to meet IAEM leadership across the organization. You'll also have the opportunity to mingle and network with seasoned members who represent a wide variety of emergency management professions. This year we have some fun games and prizes in store for you as we work to build strong and resilient partnerships across the profession. The First

Steps Mixer will be Sunday, Oct. 17, 4:15 pm – 5:15 pm. ◆



you know this was a fabulous event you won't want to miss!

This is your opportunity to network, see old friends, meet new friends and begin the conference on a high note as you stroll through this amazing museum overlooking the riverfront with views of downtown Grand Rapids. We hope to see you there!

The cost is \$65 and includes one drink ticket and heavy hors d'oeuvres. Tickets are required for this event; no on-site registration. The cost is included on some registration types. View the registration fee schedule for more information.

The museum is located a short walk, less than 1/4 of a mile, from the Amway Grand Hotel and the DeVos Place Convention Center, just right over the bridge. We can't wait to see you there! ◆

## Work Off Your Registration Fee

Are you an IAEM member and want to work off all or part of your conference registration fee? If you answered yes, then working as Conference Staff at the IAEM 69th Annual Conference in Grand Rapids, Michigan is for you! This is a great opportunity to get involved, support the overall mission of the conference, all while networking with other emergency management professionals.

Conference staff will receive a \$25 registration fee discount for each hour worked. You will not be compensated for any hours worked which exceed the value of the registration fee, nor will you be compensated if you did not work your scheduled shifts.

If you are interested in being conference staff to work off your registration, when you register for the conference indicate that you will "pay by check." You do not need to pay before the conference. After the conference, IAEM will send an invoice to anyone who still owes (for conference registration) after the discount is applied. You can view and register for open Conference Staff positions by [visiting our volunteer portal](#). If you have any questions about volunteering or being Conference staff, please email Chelsea Steadman at [chelsea@iaem.com](mailto:chelsea@iaem.com). ◆

## Join us at the Sunday Kickoff party

Come celebrate the kick-off of the IAEM 69th Annual Conference at the spectacular Grand Rapids Public Museum. The museum features world-class exhibitions on history, nature, cultural heritage, Native Americans and more. If you were at the IAEM 2018 Annual Conference when we hosted it at this museum



## IAEM-USA Healthcare Caucus Emergency Managers Symposium: Part of the Healthcare EM Weekend

Please share this unique opportunity with your networks.

■ **Local emergency managers:** This is an excellent opportunity for your healthcare partners to network with their colleagues.

■ **Healthcare emergency managers:** This is a great way to help introduce your local EM to some of the challenges you face.

### Fourth IAEM-USA Healthcare Caucus Symposium

For the fourth year (unfortunately last year's symposium was canceled due to COVID-19), the IAEM-USA Healthcare Caucus will be hosting a pre-conference symposium. This symposium is a collaborative opportunity for local and healthcare emergency managers that focuses on current topics of significant relevance. Built on a framework of short presentations, the full day symposium inspires the sharing of lessons learned and best practices while igniting effective discussions between peers. This year, we will not only discuss the response and recovery actions for COVID-19 but also current topics in healthcare emergency management.

The intent of the symposium is to move beyond the normal push of information traditionally experienced during a conference, and open the door for facilitated discussions and networking that discover opportunities and drive innovation. The target audience for this symposium is anyone in public or private sector emergency management who has responsibility for or an interest in healthcare emergency management.

### Main Topics

This year there will be a variety of focused topics that include:

- Regulatory updates: TJC & Environment of Care
- Exercise development in a virtual world
- Streamlining your Hospital Command Center
- Federal partnership updates with CMS and ASPR
- Developing partnerships with Skilled Nursing & Congregate Living Facilities
- Collaboration panel discussion on COVID-19 Response

The day will be supported by a continental breakfast, a hot lunch and an afternoon snack to coincide with a special networking opportunity.

### Feedback from Previous Symposium Participants

■ “The IAEM Healthcare Symposium is a must-attend event for emergency managers engaged in healthcare and hospital settings, where information and programs are aimed at educating and promoting organized, comprehensive, all hazard and integrated emergency management at all levels within healthcare. While outstanding speakers present interesting and comprehensive programs, the networking opportunity is a way to meet other emergency managers from across the country and share best practices.” – Jim Judge, former director, Volusia County (Florida) Emergency Management.

■ “The opportunity to meet healthcare leaders and emergency managers practicing from across the

country and world was priceless. The ability to discuss issues and learn about creative solutions helped make me a better leader and prepared me to have discussions back home.” – Knox Walk, senior director, Emergency Preparedness, UPMC.

### A Full Weekend of Healthcare Emergency Preparedness Training

The symposium is part of a full weekend of healthcare emergency preparedness training. On Friday and Saturday, IAEM has arranged to host the “**MGT439: Pediatric Disaster Response and Emergency Preparedness**” course through TEEX. This course is free to conference attendees who register at the full or student rate.

On Saturday evening, join other conference attendees for an [exclusive tour of Spectrum Health](#). During this tour, you will see clinical areas of each of the three hospitals (Butterworth, Meijer Heart Center, and Helen DeVos Children's Hospital) and its fully dedicated System Command Center. Members of the system's emergency management team will provide a tour of the Tier 1 Special Pathogens Unit, Patient Decontamination, and describe how it's System Command Center evolved during the COVID-19 Pandemic. Come see how this healthcare system is at the leading edge of organizational situation management.

[Register now](#) for all this training as part of your EM Healthcare weekend and add the symposium, MGT-439 course and the tour to your overall conference registration. ♦

## IAEM Certification News

### Class of 2021 AEMs and CEMs Are Invited to Receive Diplomas at Annual Conference:

IAEM invites those who obtained their initial certification designation to receive their certification diploma by participating in the awards ceremony on Wednesday, October 20 at the IAEM Annual Conference in Grand Rapids, Michigan. Be on the lookout for further instructions from IAEM HQ. The deadline to respond is September 20. Questions can be directed to [info@iaem.com](mailto:info@iaem.com). ◆

### Certification Prep Course Is Available Online

IAEM has partnered with an online education company, MindEdge Learning, to develop the online AEM®/CEM® Prep Course (U.S. version). The course, which can be purchased through the [IAEM website](#), allows candidates to review the application process, study the exam materials, watch video commentary from Certified Emergency Managers, and access sample exam questions—including two full-length, 100-question practice exams. ◆

Are you taking full advantage of your IAEM membership?

Learn about IAEM member benefits [online](#).



## Sponsor the 2021 IAEM Conference & EMEX

IAEM is accepting sponsors for the IAEM Annual Conference & EMEX in Grand Rapids, Michigan. Information is available on the [IAEM Annual Conference page](#).

Companies interested in sponsorship opportunities may contact John Osborne at [John@iaem.com](mailto:John@iaem.com) to discuss options.



Learn about the IAEM Certification Program at [www.iaem.org/CEM](http://www.iaem.org/CEM).

## IAEM in Action



On Sept. 9, IAEM-USA President Judd Freed met with National Association of Counties Executive Director Matt Chase at the SafeAmerica Forum in New York City. The event commemorated the 20th anniversary of the 9/11 tragedy and focused on how to deal with future disasters.



On Sept. 9, SafeAmerica Foundation CEO Len Pagano met with IAEM CEO Beth Armstrong at FEMA Region II HQ at the Freedom Tower in New York City. The event commemorated the 20th anniversary of the 9/11 tragedy and focused on how to deal with future disasters.



IAEM leadership gathered at the National Homeland Security Conference Aug 30 - Sept. 2 at the MGM Grand in Las Vegas, Nevada. Gathered in the IAEM booth are (L. to R.) Travis Cryan, CEM; IAEM-USA Region 9 President Yuri Graves, CEM; IAEM-USA Region 3 President Walter English, CEM; IAEM-USA President Judd Freed, CEM; IAEM CEO Beth Armstrong, MAM, CAE; Erik Gaull, CEM; and Joe Gleason, CEM. The conference brings together professionals in Homeland Security, Law Enforcement, Fire and Emergency Management.

## Thank you to the IAEM Editorial Committee

IAEM extends a warm thank you to the IAEM Editorial Committee for their assistance in compiling, editing, and publishing the monthly *IAEM Bulletin*.

Current Editorial Committee leadership includes:

- Committee Chair, Daryl Lee Spiewak, CEM, TEM
- Committee Vice Chair, Valerie Lucus-McEwen, CEM
- IAEM-USA Board Liaison, Brad Gilbert, OCEM, IAEM-USA Region 5 President

### Interesting in joining the IAEM Editorial Committee?

Contact IAEM Bulletin Editor [John Osborne](#) and tell him how you can contribute to or learn from this committee's important work.

## AccessAbility

### IAEM Access & Inclusion Caucus

Welcome to AccessAbility, the quarterly column that expands Access to resources and augments your Ability to build resilience with and for your access and functional needs communities. This quarter’s column highlights the stellar Access & Functional Needs breakout sessions at the IAEM 2021 convention in Grand Rapids, Michigan.

**“Pawsitive Interactions with Service Dogs during Response Operations: Best Practices and Live Demonstration”**

DATE: Oct. 18, 2021  
 TIME: 9:30-10:30 a.m.  
 PRESENTERS: Sophia Rutti, Chris Garrard

This “pawsitivity” sensational session is sure to set your tail wagging if...

- You are fascinated how service dogs

provide crucial assistance for persons with disabilities?

- Want to discover how service dogs and their handlers can contribute to individual and community resilience?
- You are baffled by rules and regulations regarding service animal under the Americans with Disability Act (ADA)?
- You’ve always wanted to experience a service dog in work mode?

Sophia Rutti, Chris Garrard, and Chris’ service dog, Wynona Earp - whom she refers to as her “Chief Barking Officer” - are top dogs in their fields. Sophia Rutti is a recognized expert in evaluating, selecting, and training service dogs. She is credentialed as a Master Trainer and Certified Professional Dog Trainer-Knowledge Assessed (CPDT-KA) holder. An animal behavioral theorist, she focuses on mitigating communication between humans and canines. Chris Garrard, who holds a Masters in Hazards Geography, is an emer-

gency management consultant who happens to have a disability. She excels at building robust stakeholder relationships for all levels of government and private industry. Along with her service dog Wynona Earp, who is her “Chief Barking Officer,” Garrard is passionate about increasing inclusion, equity, and diversity in emergency management planning and operations.

IAEM conference attendees will leave this session with an understanding of:

- How to interact with service dogs under rules and regulations established by ADA.
- How service dog can support EM mission versus viewing them as a complication or an impediment.
- Documented examples of emergency responses
- Best practices which provide opportunities for improvement applied to own jurisdictions.

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## IAEM Conference - The Place to Discover Solutions



*“I’m attending the conference to expand my knowledge and find innovative solutions to problems. There are never-ending opportunities to share tips, tricks, and treasures with emergency managers from all around the world at the annual IAEM Conference & EMEX.”*

*Ryan Wilkinson, CEM  
 Emergency Manager  
 County of Eaton  
 Emergency Management*

**Join us at the IAEM Annual Conference & EMEX**

[www.iaem.org/usconf/joinus](http://www.iaem.org/usconf/joinus)



**AccessAbility**

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**Everybody, Somebody, Anybody, and Nobody: Colorado's Development of a statewide Access and Functional Needs Program**

DATE: Oct. 18, 2021  
 TIME: 10:45-11:45 a.m.  
 PRESENTERS: Aimee Voth Siebert, M.A., Charlotte Olsen, Sadie Martinez

“There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that because it was Everybody’s job. Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn’t do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.”

How does the Everybody, Somebody, Anybody, and Nobody story relate to Access and Functional Needs emergency management? While the criticality of access and functional needs emergency planning is acknowledged, operationalizing access & functional needs rolls and respon-

sibilities remains challenging. Is your jurisdiction struggling to define roles and responsibilities? Are access and functional needs responsibilities held by multiple departments? Are these departments communicating or are they as siloed as with the “Everybody, Somebody, Anybody, and Nobody” story? What is the chain of command, and does it need to be updated? Are stakeholders integrated beyond preparedness and planning into operations and recovery?

Join representatives from the state of Colorado public health, emergency management, and human services departments to discover how they constructed an exemplary statewide Access & Functional Needs program. Discover how their “Best Practices” can enhance the workability of your own Access & Functional Needs strategies. Breakout session attendees will take home transferable ideas such as:

- Formation of Homeland Security Advisory Council’s Access & Functional Needs subcommittee.
- Conducting regional access and functional needs workshops around the state to assess current practices among emergency and community partners.
- Coordinating Colorado’s first “Getting it Right” Access & Functional Needs conferences focused on inclu-

sive communication.

- Hiring regional whole community inclusion planners to increase access and functional needs capacity.
- Use of the CMIST framework (developed by June Isaacson Kailes)

The session will be shepherded by Sadie Martinez, statewide access and functional needs coordinator for the Colorado State Division of Homeland Security and Emergency Management (DHSEM); Charlotte Olsen – FEMA Region 8’s emergency management specialist for the Administration of Children and Families under the Health and Human Services emergency services role; and Amie Voth Siebert who is an executive committee member of Colorado’s HSAC Access and Functional Needs Subcommittee and has Masters level training in multicultural, trauma-informed disaster planning and response.

The Access and Inclusion Caucus wants to hear from IAEM membership about what access and functional needs concerns you are addressing, innovative programs, promising “best practices,” and new and old voices working with and within Access and Functional Needs communities. Please send ideas, concerns, and interest in submitting an article for this column to [olivia@iaem.com](mailto:olivia@iaem.com). ♦

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# Disaster Zone

## Integrating Public Information Between the JIC—Policy—Operations

By Eric E. Holdeman, Senior Fellow, Emergency Management Magazine

blog: [www.disaster-zone.com](http://www.disaster-zone.com) | podcast: [Disaster Zone](#)

The reality is that Joint Information Centers (JICs) that really exist are few and far between. The public information function during a disaster is to be accomplished by the JIC, but actually most of these public information officer (PIO) driven organizations are information centers or ICs. There is precious little “jointness” about them. If you don’t have contributing staff from organizations outside of the span of control of your city, county, state, or federal agency, you are not a true JIC.

I won’t belabor that significant point any longer, and we’ll move on to the topic at hand. How do you integrate the function of public information into your overall Emergency Operations Center (EOC) functions to include the interaction at the policy level?

You could use the word “coordinate” to describe the need to have public information messaging remain connected between the three main functions of: operations, policy and public information. I think a better word for what needs to happen between these entities is “synchronization.” Process Synchronization is defined this way: “The simultaneous execution of multiple threads or processes to reach a common understanding of a situation, such that they commit to a certain sequence of actions.”

I’ll use the current Afghanistan crisis to make my point. You have ground forces there in Kabul responding to the crisis of trying to evacuate people from the country and getting them out by air. You have

multiple organizations talking about this event and using their public information teams to provide information on what is ongoing. Then you have the policy level, in this case the President of the United States also holding forth and telling the nation what the priorities and goals are for the operation—while also giving some operational details.

This operation, like a disaster, is fluid just by its nature and the chaos and imperfect nature of the information being disseminated. The situation can change hour by hour, just as in a disaster. What we knew to be true only a few hours before might now have changed based on operational circumstances on the ground that are not immediately known by the communications professionals or the national command authorities. Thus, it can be difficult to have a message that is seamless between all the participating organizations and levels of government responding to the event.

When the story is different or there are details in one report that are not shared in another, it creates suspicion about what is really happening. In our 21st century world of misinformation and actual disinformation, these differences create a crack that can cause those who want to exploit the situation to their benefit, to throw flames on the fire of distress over how events are playing out.

For a natural disaster, you have the first responders who may be in different locations each with the Public Information Officer (PIO) telling the story of what is happening at

their location. The situation between one area of a city, county or state can vary widely depending on the status of the disaster/emergency in the different places.

The public information officers who are working to provide information to the various news media outlets must consolidate this disparate information and paint a picture for what is happening in a single jurisdiction or across a region.

Then you have the policy level of government, be it a mayor, county executive, or governor also talking about these same events. The currency of their information can lag the reality of what is happening on the ground. So the timeliness of information is critical.

Call it synchronizing or coordinating the information, it is not an easy task, especially early in a disaster when it can be more chaotic and there are black holes of information if communications are also disrupted by a disaster.

Trust in government, and in some cases the lack of transparency by government leaders, can cause citizens and others to lose faith in these leaders and the competency of the disaster response that is ongoing.

My advice is to practice this coordination/synchronization of public information during disaster exercises and throw in some exercise injects that create conflicts between these levels of responding agencies and staff. Better to sort out rough edges of coordination now before an actual disaster exposes the inability to project a unified message that can be believed by those consuming the information. ♦

## Special-Focus Articles Part 2:

Due to the volume of submissions on this special focus topic, it is necessary to present the content in two parts. Part 1 can be found in the [August edition of the IAEM Bulletin](#).

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## Call for Articles October 2021 IAEM Bulletin

**Article Deadline: September 15, 2021**

### **“IAEM 2021: Looking Back to Look Ahead”**

• **Description:** The last special focus issue in 2021 will be based on the overall theme of the IAEM 2021 Annual Conference & EMEX, “IAEM 2021: Looking Back to Look Ahead.” Your article should be related in some way to the overall conference theme. The October 2021 IAEM Bulletin will be our “conference issue.”

- **Article Format:** Word or text format (not PDF).
- **Word length:** 750 to 1,500 words.
- **Photos/graphics:** Image format (png, jpg, tif).
- **Email article, photos, graphics to:** [John Osborne](#)
- **Remember:** The IAEM Editorial Committee seeks articles for the eight non-special focus issues of this monthly publication.

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## Collaboration Best Practices When Crises Occur

By Todd Miller, Senior Vice President of Strategic Partnerships, Rave Mobile Safety

As schools, offices, businesses, and public spaces return to full capacity, emergency managers carry the burden of keeping everyone safe, no matter the circumstances. But recent civil unrest, a general distrust for authority, and the social consequences of the pandemic have made it harder than ever for emergency managers to do their jobs well.

The key lies in facilitating collaboration across various stakeholders, who each have their own capabilities and responsibilities. And while collaboration is essential, collaboration in and of itself is not enough. To collaborate effectively, emergency managers must implement specific processes and solutions that enable all stakeholders – local governments, emergency response teams, schools, businesses – to support one another through planned and unplanned events. These partnerships, both public and private, are essential.

### Coordinate Response Within a Safety Ecosystem

Effective collaboration, above all else, requires a comprehensive safety ecosystem characterized by open communication, coordinated efforts, and access to shared resources. Unfortunately, emergency responses today are often marred by disjointed protocols, information gaps and messy hand-offs. While often trying to achieve similar goals, many departments tend to operate in silos, only disseminating information to their specific audiences. At

best, these types of emergency response cost valuable time. At worst, they cost people their lives — this is why real-time collaboration is so important.

Emergency management professionals must encourage all stakeholders to assess their abilities to work with public safety groups, private organizations, and emergency responders. Only within a fully interconnected safety ecosystem can public officials ensure that response teams have access to the information they need, whenever they need it.

Technology and thought leadership are paramount for making this all possible. Emergency events unfold quickly, especially in the critical early minutes of an occurrence. Understanding the full scope of a situation is difficult when agencies keep their task management, activity statuses, reference resources, and alerts to themselves. A well-designed safety ecosystem can consolidate communication, automate workflows, and keep everyone on the same page.

Furthermore, operating within a safety ecosystem increases the chances that organizations will be properly prepared when situations do arise, because they always do. In the emergency management world, preparedness is everything and gives people confidence that the right protocols are in place to navigate through a turbulent crisis.

### Maintain Consistency in Communications

Consistency in crises is a difference-maker. Emergency situations can be chaotic and confusing by nature, and inconsistent messaging only makes things more confusing for all parties involved. For example, when emergency departments use lots of different communications channels to convey messages with varying degrees of urgency and levels of detail, constituents can feel more overwhelmed, not more informed. By maintaining consistency in how you collaborate with other emergency stakeholders, you alleviate stress, create order, and help establish the best path forward.

Take the time to map out all of your communication channels – email, text messages, desktop alerts, automated voicemails – and assign each a specific purpose in the emergency messaging spectrum. For instance, email could be used to send out information related to long-term events or emergencies — things that may not need someone's immediate attention and action. On the other hand, text messages and push notifications might be a go-to medium for transmitting mass notifications about an active shooter situation and the need to act quickly.

When you're thoughtful about how you share information, you train constituents to recognize when something requires their utmost attention. You also avoid alert fatigue, which is at an all-time high after a year of constant public health announcements. Lean on technolo-

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**Collaboration in Crisis**

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gy to make the process of planning, sending, and responding to mass communications easier to handle.

In an integrated safety ecosystem, leaders also need clear directions to make sound tactical decisions. When the goal is restoring safe and secure environments as quickly as possible, there’s no room for miscommunication or hesitation. Ultimately, as an emergency manager, you must ensure that all stakeholders involved in a crisis response are aware of what steps they need to take and how they should communicate those steps to others. When teams know the plan and have prepared well, leaders can streamline emergency management following collaboration best practices.

**Share Data to Increase Situational Awareness**

As highlighted, keeping critical stakeholders informed, whether they be public or private, as an emergency unfolds is essential. In addition to sharing qualitative information, emergency managers must ensure response groups can send and receive quantitative information seamlessly.

Data provides leaders with objective, real-time insights into how situations on the ground are developing. When communication lines are unavailable, data-sharing platforms also give decision-makers a way to exchange information that may be crucial for containing the effects of a crisis.

Even the most minor details, such as building floor plans or current team locations, are valuable and should be stored in secure, reliable digital repositories. When leaders have accurate, up-to-date information, they can assign roles

quickly, react to new information, and ensure compliance throughout the emergency lifecycle.

The emergency management solution you choose should enable stakeholders across the ecosystem to access data at will. This means your data-sharing platform must be available at peak demand (at the climax of an emergency) and safe from outside tampering. Thorough preparation can also help you test whether the right people have access to the platform, and prevent access controls from disrupting operations.

Take advantage of the technology at your disposal today to enhance emergency management and build truly comprehensive safety ecosystems that facilitate collaboration. At a time when constituents are skeptical about their safety in public, the best practices outlined here can drastically alter how effective your emergency management team is in the heat of the moment. ◆

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## You Can't Always Get What You Want...

By Joshua Bornstein, MPA, CEM, CBCP,  
and Greg Linden, MPS

All of us reading this article have had an unspeakable 18+ months. We have faced unimaginable professional challenges, personal loss, unexpected joy, and maybe all of it in the same day at the same time. The COVID-19 response is not over, and candidly we can't really see the end at this point. This response twists and moves in fits and spurts, sometimes gliding into a new phase, while other times painfully jerking into one.

If anything, this response has reminded us to remain flexible and this time – really – expect the unexpected. We are writing to talk about ways to deal with that unexpected set of circumstances we find ourselves in from time to time. And working in the government space, our team is often asked to implement something quickly with existing resources. Such was the case with the COVID-19 response. Let us also be clear about our gratitude for the resources that DID eventually come through supplemental funding mechanisms. While important for sustaining and expanding response operations, supplemental funding is not available on day one yet responses must shift into gear rapidly.

In “peace time,” our office provides safety, security, health, wellness, logistics, and facilities support to a large agency. During a response, our team is responsible for clearing deployers from a safety, physical/mental health, and security standpoint prior to deployment. We also take care of deployers while in the field, and upon return. We also support the Incident Command System (ICS) with safety officers and deployed advance teams to areas

with little to no information so we can execute a risk assessment for deployers heading out of the door.

At the start of our COVID response, we pulled three people to provide operations support and oversight. They stopped performing their day-to-day tasks, but that was OK for a short time. They were able to effectively triage and route requests to the parts of our organization that could help them, move people to the top of the list for respiratory clearance, work with the clinic to stay open later to see the employee for medical clearance, or provide a briefing in the evening.

As the weeks passed on, we realized that this was not sustainable. We called together our leadership team and let them know that we needed more hands-on deck. Each leader committed to supporting this increasingly concerning outbreak (this was in January/February of 2020, so the national alarms were just starting to sound). Over the course of two days, we were able to reassign personnel from lower priority work to deployment support. With a global pandemic on the horizon, we knew something big was about to impact everyone and decided to temporarily divide the organization into three ad hoc divisions: (1) regular operations; (2) response operations; and (3) continuity of operations. This transition allowed for the balance of resources between high priority response operations, workplace safety plans and actions at our facilities, and keeping the critical functions of the agency up and running at all times.

Thankfully, over the coming months, we were also able to hire

temporary employees and contract staff to help give full-time employees a break. We also were able to assess the effectiveness of what we were doing and adjust schedules, recruit different skill sets, implement communications tools, and consider innovations recommended by our team.

### Silver Lining

The silver lining of the COVID-19 response was we were able to really see what the people of the organization were made of, and they were made of grit and determination. The no-notice personnel needs allowed talented professionals serving in non-emergency roles the opportunity to be tested in a real-world situation. A response of this size and scope provides those once-in-a-lifetime opportunities for the cream of the crop to rise, and emergency agencies and organizations must keep their eyes out for the high performers. We had staff with no background in emergency management stand out and address key gaps because they were problem-solvers. People are the lifeblood of an organization, and during an emergency, we need to seek and surround ourselves with the best people we can find, regardless of career tracks. We need intelligent problem-solvers who are critical-thinkers, politically savvy, and action orientated. Don't let a job series, position description, or profession stereotype deter you from finding the best people within your organization.

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## Partnerships Are Like Insurance

By Rick Hoaglund, CEM, Director Crisis Management Services, Empathia / Black Swan Solutions

**Y**ou have been notified that an active shooter has killed three people and wounded six others at one of your business's facilities. It happened less than an hour ago. Employees followed their training, some hid, some ran, and two fought with the armed individual. Local law enforcement agencies have ordered a lock down of the surrounding neighborhood after the shooter ran away from the building. Police are searching the community. Most employees are safe.

You believe that for the most part your work is over and now it's up to the police. Your written plan stops here.

The phone rings, the local and national news media would like a statement. Employee families are waiting outside the building, they are demanding to know what happened. The human resources team is turning to you for answers to employee questions, after all this is not their job. What do they say to the employees? Employees inside the building are afraid to leave. Phones are ringing off the hook and community members are asking for details. It is an unanticipated part of your business's recovery.

The emergency plan covers what to do during the attack, in this case it does not cover the aftermath. Your business has no direction. The plan does not cover how to notify the families of those who are deceased or injured, it does not cover how to handle the hungry press, or how to provide long term care for the families. Your phone system is overwhelmed with community calls. What do you do?

### Using In-house Solutions

It is the aftermath of events like these that can have a lasting impact on your business, its reputation, the relationship with employees, and the rapport with the local community. Not all businesses have the resources to handle these infrequent but high impact events. Trying to handle all of this in house would be expensive, labor intensive, and require special skills and equipment.

A wrong step during these critical few hours and days can dictate the survival of the business. The best solution is a trusted response partner or vendor. Someone who can complete the tasks that most companies are not equipped to handle. The organization's plans may be carefully laid out and they may be complete, but without people, budget, and tools the plans will merely be words on paper that sound good but are not practical. Most organizations need assistance to take some of the burden off of their plate and into the hands of professionals.

To be fully transparent, I work for a company that assists organizations with the people aspect of an event. My company provides crisis management services using specially trained mental health experts for all sizes of companies, educational institutions and non-profits across the globe.

### Types of Assistance

Most organizations do not have the expertise, trained staff, or equipment to set up a dedicated 24-hour incident response call center following an event. Incident response call centers commonly handle thousands of calls from employees, customers

and the general public following a crisis event.

Incident response call centers are used for information lines, like relocating employees during a wild-fire or prior to a hurricane. They are also used to connect the organization to affected individuals following an event. The crisis call center staff provide information, emotional support and needs assessments. It's not just taking in-bound calls, many require follow-up or individual outreach. It can take hundreds of crisis trained people and special equipment to open a call center and sustain it for a period of time. During the COVID pandemic our incident response call center was open for more than one year and was staffed with qualified mental health experts.

Providing professional critical incident support to the employees and the family members of those affected by the event is essential. It is more than a debrief or two. Providing ongoing care demonstrates the compassion and responsive nature of the business. It will go a long way in rebuilding trust with the employees and the community.

Other areas where a vendor may be necessary include:

- Cleaning the crisis event site.
- Gathering, cleaning, and distributing the personal items left behind.
- Repatriation of remains, domestic and international.
- Facilitating and staffing family assistance centers to provide details for family members.
- Reunification centers for uniting families.
- Ensuring the affected families long-term needs are met by assigning specially trained teams.

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### Get What You Want continued from page 23

Conversely, many more people volunteered than we needed, and very few had the skills needed to support our work. Therefore, we developed a response support program that will help train interested staff how to work “in” the emergency operations center (in person and virtually). This will provide a larger pool of responders available to answer the call for help. The training is open to all job series and has a defined track for people to meet the requirements. Our program will introduce and socialize emergency management principles with those outside of the field to establish a base of knowledge. We also developed specific tracks for the various specialties needed during a major response. We did not have this prior to the COVID-19 pandemic, but it made us realize some incidents require all hands on deck, and we should prepare that way.

Here is a recap of the best practices we learned, and in some cases re-learned, through supporting a large agency responding to COVID-19 (and other, simultaneous international outbreaks):

- Best practice: develop a training program in advance so people who are interested can move quickly into collateral duty response support positions by providing training requirements, exercises, and on-the-job training.

- Best practice: routinely remind managers that their staff may need to support high priority work – socializing this regularly softens the blow when leaders make the decision to reassign personnel to higher agency priorities.

- Best practice: develop an internal policy/SOP for emergency

response/collateral duty assignments clearly stating agency priority responses are indeed the priority. This helps employees know their responsibilities while providing them with the “top cover” and support needed when they may continue to get tasked by their regular supervisors.

- Best practice: thank staff early and often since the excitement and intrinsic rewards of response support often (always!) come with increased hours, personal sacrifice, and extraordinary requests. ◆

### Partnerships Like Insurance

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- Translation services.
- Hotel booking.
- Travel arrangements.
- Public relations and media messaging.
- Internal company messaging to employees.

### Using Employees Versus Partnerships

The company's decisions and response following an event can mean the difference in how an organization fares. Knowing this, an organization may think it should use its own employees for all aspects of the recovery. They may elect to obtain the staff and appropriate resources. Using its own employees has a few advantages: the employees know the individuals and resources of the organization, and they understand the corporate “way of doing business”.

The risks of using company employees is high. These risks include that individuals may be pulled into different directions due to competing priorities (the operation of the organization vs. the emergency recovery) and the employees may also feel personally connected to the event, or they may know someone

who was involved. If the organization uses its own call center, it must ensure their staff is capable of handling very difficult calls in a professional manner, and the organization must realize the call center volume will increase as it handles both regular business and crisis inbound and outbound calls.

### Partners

Partnerships and vendor relationships can provide hundreds of trained staff who are globally disbursed, possess specialized equipment, are an experienced workforce, and an independent expert lens to provide insight for company decision makers.

Partnerships allow for a quicker recovery for the business. The organization's employee's focus can quickly shift back to organizational needs while feeling confident that the needs of the affected are being met in a professional manner.

Partnerships are like insurance. You hope you never need to use it, but when it's needed, the partnership will prove invaluable. The business's employees and their consumers are all relying on its sustainability. It would be a mistake to overlook a partnership that can ensure this relationship continues even after a very dark day. It may have a monetary cost, but not having a partner can prove more costly

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## Where ARCTIC EAGLEs Dare: Extreme Cold Environment Training

by Amy Schwalber, CEM, PMP Booz | Allen | Hamilton,  
Lead Exercise Planner, Exercise ARCTIC EAGLE

For the last five years, I have had the fortune to be the lead exercise planner for the Alaska National Guard's ARCTIC EAGLE program. ARCTIC EAGLE offers an opportunity for National Guard states to participate in high-level training at far-flung Alaska venues specifically addressing the global challenges posed by remote locations and extreme cold weather. With exercises of 1,000 or more participants from almost 20 states and several Canadian provinces, emergency management partnerships at the federal, state, and local levels have been solidified, collaboration has been improved, and lessons have been learned (or re-learned) that are important in any locale.

Operations have shown the importance of early planning. So while in much of the United States and Canada it may be tee shirt weather, now is an ideal time to begin cold weather preparations. To help put you in that frigid mindset, I would like to share a few of the hard-earned experiences we have gained over the last few years.

### Human Factors

The key to any response is ensuring the well-being of the responders. Three areas of emphasis include the work-rest cycle, hydration, and equipment burden. Based on our experience, the optimal work-rest cycle for humans and canines (K9) appears to be 1:1 between work and warming area, with the duration of the work cycle flexible depending on the activities. As a result, many more personnel are needed to conduct op-

erations in the extreme cold. Dehydration is more insidious in the cold because personnel feel less thirsty, and without sweat as an indicator they generally do not notice the normal triggers to drink. Finally, overburdening personnel with equipment generally results in fatigue, increasing exposure risk. As personnel become tired, they are less focused on protecting themselves and maintaining proper hydration.

### K9 Factors

ARCTIC EAGLE has been fortunate to perform extensive assessments with Search and Rescue K9 extreme cold weather response. K9s can detect scent in the extreme cold; however, scent distribution is different than in more temperate conditions, and additional time is necessary to certify the dog prior to employment. To maximize K9 capabilities, handlers should utilize tighter search patterns due to smaller scent

signals. Food consumption increases by 25-50%, depending on the level of work and additional equipment is needed to ensure safety. Recommended equipment includes: cloth/cordura booties (superior to rubber-bottomed booties); closed-cell foam pads (1" or greater) or several inches of straw bedding work well to protect the dogs from contact hypothermia; goggles to protect the skin of the face and prevent snow blindness; and lanolin-based products prevent ice balls from forming in paw pads and uncovered abdomen areas.

### Equipment

Over the years, ARCTIC EAGLE has assessed various types of equipment for use in extreme cold weather. Frequently we have found that equipment efficiency decreases in the cold, with much of the electronic gear failing at some point during operations. In general, electronics



K9 from Utah FEMA Task Force 1

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Arctic Eagle

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need to be warmed before use and kept warm, batteries will last a maximum of 10-30 minutes, plastic items become brittle and break, and rubber items become brittle, frozen or shrink. Similarly, there is a high burn rate of gear requiring significant additional supply chain considerations. When purchasing clothing, the warmer the glove the better but at the expense of dexterity. Traction cleats and ice grips are essential for safety on ice, and a vapor barrier in boots provide the best insulation and limit the risks of frostbite.

In 2020, we performed a comprehensive test on the Self-Contained Breathing Apparatus (SCBA) and the M50/M53 Joint Service General Purpose Mask (JSGPM) mask. A preconceived notion was the extreme cold would make the skin surface more susceptible to frostnip or frostbite when placing the rubber masks on participant faces. In testing, it became apparent that the temperature in which bottles are filled, stored, and exposed is more important than the contact points of the masks.

Participating entities conducted fills, storage, and utilization of both warm and cold air bottles. We found that the bottles that were filled in warm locations then stored in the cold lost pressure and provided extremely cold air to the user, which limited time downrange. Additionally, the outlet valve was susceptible to freezing from the moisture contained within each exhalation. Conversely, filling the bottles in the cold prevented a significant pressure drop prior to use, while storing the regulator piece in a warm environment for as long as possible prior to wear helped reduce the freezing effects of moisture.

Despite operating in extreme conditions for decades, the combination of weather and remote locations provides unique challenges to heavy equipment that still surprise us every year. Typically, Alaskan vehicles have oil pan and battery heaters installed to prevent the cold from draining the batteries and freezing the engine block. However, this requires power to be available when parked, or vehicles must remain running 24x7, increasing the fuel and maintenance requirements. A designated support generator combined with preventative battery maintenance helps

mitigate this issue in some cases.

Finally, all ARCTIC EAGLE vehicles utilize arctic-rated hoses and fluids. Despite these precautions, extensive mechanical failure has occurred on every piece of equipment utilized. As failures are mostly hydraulic related, it is necessary to stock common problem replacement parts such as couplers and hoses. We also have found that the cold degrades the battery life of emergency radios, leaving stranded vehicles without communications capabilities. All vehicles should have additional fluids (i.e., oil, diesel additive, etc.) for themselves and any equipment; extra radio batteries; a winter vehicle kit, including tire chains, tow straps, and kitty litter; and a maintenance package with batteries and alternators.

Operating in an extreme cold weather environment multiplies the complexity of inherently difficult emergency management work, increasing the dangers posed to personnel and equipment. Without thoughtful preparation which incorporates lessons learned from past experiences, the task becomes impossible and reckless. ARCTIC EAGLE will next occur in February and March of 2022, we expect to have many more experiences to share. ♦



Members from FEMA TF 1 (UT/NV), the US Marine Corps Chemical Biological Incident Response Force (CBIRF), National Guardsmen from the CBRN Enhanced Response Force Packages (CERFP) units of Colorado, Wisconsin, Indiana, and Utah.



The IAEM Bulletin, which is a benefit of IAEM membership, is in its 38th year of providing valuable information, resources and ideas for members.

# Team Development: SMART Practices

By Dan Rector, M.S., CEM, Doctor of Management Candidate at CTU,  
Business Resilience Advisor, Asfalıs Advisors

Leadership and team development are more art than science. The variability of human experiences makes it nearly impossible to assign a one size fits all model to them. What is seen as effective and engaging to one may be viewed as isolating and off putting to others. While there is no magic button to leadership and team development, there are concepts that leaders can use to develop their style and techniques. These concepts must be delivered to team members through effective communication methods.

## Team Development & Communication

Energy, engagement, and exploration are three dimensions of communication that have been shown to affect the performance of teams (Pentland, 2012). Energy refers to how team members communicate with one another as well as the frequency of these interactions. For example, a team that communicates primarily through face-to-face interactions will have more energy than a team communicating strictly via email. In-person interactions correlate strongly to successful teams. Engagement refers to how involved all the members of a group are. A highly engaged team will interact well with every member with no gaps. No one is left out or being ignored. At the same time, all team members of a highly engaged team are eager to contribute. A team with low engagement may have most of their communication happening between a few select groups, with groups of other members not partic-

ipating. The third dimension, exploration, measures a team's interaction with other teams. High-performing teams are those that reach outside of their circle and engage with other groups. This process of exploration allows for the sharing of ideas and results in beneficial discoveries for all parties.

## Smart Practice 1 - Recognize Teams Are Alive

Leaders looking to improve their teams need to remember a core concept of team building: that teams are living things (Hawkins, 2018). Teams cannot be prebuilt, put on a shelf, and then called upon when needed. They evolve as the members evolve. Teams must be nurtured and developed into high-performing functional groups. Leaders need to provide guidance and encourage collaboration. Additionally, they need to find and offer opportunities for self-development. As each individual grows and matures in their role, so too shall the team.

Team development is the perfect time for a leader to practice situational leadership. Situational leadership is the ability of a leader to tailor their leadership style to the needs of the subordinate depending on that individual's capabilities and desires (Nahavandi, 2016). Leaders must become a mentor or coach, then seamlessly transition to delegating or directing as required due to the subordinates' current level of development, ability, and motivation.

## Smart Practice 2 - Give Them a Why

The easiest way to increase the performance of any team is to give them the "why." The why is their purpose. It lets them know the reason for the task at hand or even why the team was created. Informing your team why they are doing something will allow them to buy into the process. They will know why what they are doing is important and how it impacts the organization and its goals. To build upon the why, senior-level leaders can express their appreciation for the team and offer their support (Hawkins, 2018). By showing members that what they are doing matters and is needed, they will be more likely to engage with one another and take the initiative to connect with other teams.

## Ensure Alignment

Two essential planning methods for ensuring alignment between a team and the organizational vision are strategic commitment, and strategic consensus. Before forming and tasking a team, an organization's senior leadership must clearly outline the tasks and priorities at a strategic level. The tasks have to be signed off by the top-level executive, and that person must commit to supporting the teams involved in the effort. This support then has to be directed down the chain so that all senior-level positions are aware. This awareness will create a consensus of what needs to happen, and the level of support they should provide (Ateş et al., 2020).

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## Team Development

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### Key Lessons

When putting together any team, a leader needs to ensure they have outlined the team's goals and received approval from all key decision-makers. This approval will ensure the team is given the support it needs to complete its assigned tasks. After this initial planning, leaders need to encourage team members through adequate energy, engagement, and exploration. These three dimensions of communication will set a high-performing team apart and allow them to accomplish much more than their peer. ♦

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## FirstNet Authority Supports SMART Emergency Management Practices Through Planning and Preparedness Programs

By: Bruce Fitzgerald, Senior Public Safety Advisor,  
First Responder Network Authority

The last 18 months have put emergency managers to the test. Managing the pandemic, civil unrest, and natural disasters with reduced budgets and limited resources has required ingenuity, SMART (Specific, Measurable, Action-oriented, Relevant, Time-based) practices, strong partnerships, and the help of innovative technologies.

As emergency management agencies turn to mobile broadband tools for greater support, emergency managers are recognizing the need to train, exercise, and properly plan and assess technology usage before, during, and after response. To this end, many emergency managers are looking to the First Responder Network Authority (FirstNet Authority) for help.

Our team of public safety broadband experts has developed planning tools and support mechanisms — including an exercise inject catalog, event pre-planning program, and post incident/event review process — to help emergency managers and other public safety officials integrate broadband into their daily operations and emergency response. Through collaborative efforts with our team, responders across the nation are leveraging these offerings as part of their SMART approach to emergency management.

### Smart Practice #1: Incorporate Broadband Into Training and Exercises

SMART response begins with smart planning and preparation. To optimize the use of broadband in the

field, public safety agencies should practice deploying the technology through planned exercises. To help, the FirstNet Authority developed the FirstNet Inject Catalog — a comprehensive searchable tool designed to help emergency planners introduce broadband into discussion-based (tabletop) and operational (functional and full-scale) exercises.

Free to all public safety agencies, the FirstNet Inject Catalog offers more than 800 realistic situational injects and associated questions — linking to hundreds of quick and creative FirstNet broadband solutions. The catalog has helped hundreds of public safety officials integrate FirstNet into their training, including emergency planners for the 2019 Central States Communications Exercise held in Quapaw, Oklahoma.

During the three-day event, local, state, tribal, and federal response officials used situational and discussion-based injects, including FirstNet injects, to test emergency communication solutions. The FirstNet injects played an important role in demonstrating the value of broadband in mutual aid scenarios, particularly with enhancing interoperable communications among agencies and disciplines in the central states' region.

### Smart Practice #2: Participate in Pre-planning Discussions to Identify the Right Broadband Solutions

As the nation begins to open up, emergency managers are seeing the return of planned events, such as festivals, concerts, and sporting events. To ensure these events are



More than 240 participants gathered in Oklahoma in 2019 for the Central States Communications Exercise. Participants used FirstNet injects to demonstrate how broadband technologies could enhance operational communications throughout the central states' region.

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## FirstNet Smart Practices

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safe and successful, many emergency managers are taking advantage of the FirstNet Authority's pre-planning support program.

Through this unique and free service, our team of experts works closely with public safety agencies to understand the event and to identify public safety operational areas, responders' needs and desired capabilities, and the technologies they plan to use. We share this input with our network contractor, AT&T, which uses this information to identify and implement the right broadband and coverage solutions for the event. Agencies across the nation are leveraging this SMART approach to planning to ensure they have the tools and capabilities needed to communicate, including the Department of Emergency Services (DES) in Sullivan County, Pennsylvania.

In the weeks leading up to the 2020 World's End Ultra Marathon, the DES team requested assistance to coordinate communication between numerous public safety agencies along the 100-kilometer race course, which is situated along rugged and steep terrain. Through pre-event planning sessions, the FirstNet Authority worked with DES to identify public safety partners, survey the surrounding areas for coverage challenges, and determine ways to expand network coverage and interoperable communications to essential communication points.

Part of the challenge involved addressing the mountainous areas that are historically prone to poor signal strength and spotty service. These coverage issues were solved by deploying two FirstNet Satellite Cell on Light Trucks (SatCOLTs) and a cache of FirstNet devices to keep communications running smoothly throughout race day.

"FirstNet service allowed us

to resolve operational issues that previously would have required significantly more resources," said DES Director Joe Carpenter. "From an emergency management perspective, the applications for such services in the mountains of Pennsylvania are far-reaching, and this experience has provided a real-world realization of the FirstNet capabilities available, even to a small rural Pennsylvania county."

Thanks to best practices and lessons learned gathered during the 2020 pre-planning meetings, event organizers noted the 2021 World's End Ultra Marathon race also ran smoothly.



Following pre-planning discussions between event organizers and the FirstNet Authority, this FirstNet Satellite Cell on Light Truck (SatCOLT) was deployed to the 2020 World's End Ultra Marathon in Pennsylvania. The SatCOLT helped maximize broadband coverage along the race course, which included rugged terrain and steep elevations.

## Smart Practice #3: Perform Post-incident/Event Reviews to Improve Future Broadband Experience

Response operations may end, but SMART emergency management practices tell us an event is not really over until we've reflected on our observations and experiences from the response. Making the time to discuss and document lessons learned — especially around communications — can significantly improve future operations. To this end, the FirstNet Authority developed the Post Incident/Event Review (PIER) program to help responders improve their use of broadband at future incidents and events.

Through the PIER program, our team partners with agencies following an event to conduct a thorough review of FirstNet use and other broadband activities. This service is available free of charge to any FirstNet subscribing agency and involves a series of PIER meetings where our team captures best practices and lessons learned related to event planning, logistics, operations, and technology use. Following these discussions, our team prepares a summary of findings to help responders prepare for similar incidents or future events.

For events like the New York International Air Show, the PIER program has made a positive impact by identifying successful communications practices and areas for improvement. At the conclusion of the 2019 Air Show, the FirstNet Authority hosted a PIER discussion with the State of New York's Office of Interoperable Emergency Communications and the Orange County Department of Emergency Services. The PIER meeting addressed challenges, noted successes, and highlighted standard procedures for future events. These conversations also identified areas of

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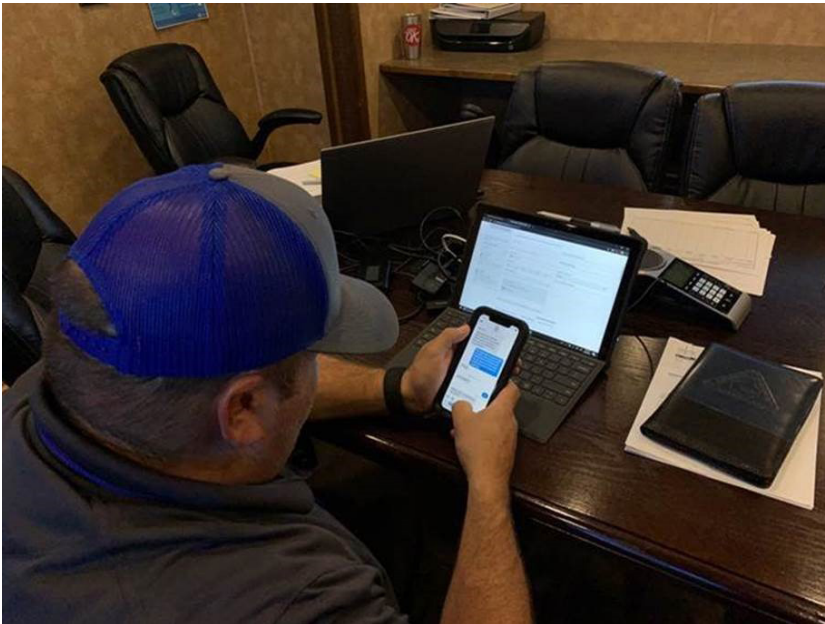
**FirstNet Smart Practices**

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improvement regarding coverage and capacity planning, deployable asset set-up, and connecting devices to the deployable.

The PIER meetings were so successful that the Orange County event organizers arranged for FirstNet

pre-planning support in the weeks leading up to the 2020 Air Show. After the FirstNet Authority helped to navigate the logistics of setting up emergency communications, former Orange County Department of Emergency Services Communications System Specialist Chris Carney recalled, "There's nowhere else we can get that level of expertise about broadband and FirstNet capabilities."



A first responder completes an FirstNet exercise inject on his laptop and uses his FirstNet device to communicate with others during the 2019 Central States Communications Exercise held in Quapaw, Oklahoma.

**Smart Practice #4: Leverage FirstNet Authority Planning and Preparedness Programs For your Agency**

As emergency managers plan for the future, we encourage them to take advantage of the FirstNet Authority's free support services. Tested and vetted by other emergency management agencies, these services will help you tailor broadband to your agency or event's needs.

If you're interested in learning more about the inject catalog, pre-planning support program, or PIER program, please contact FirstNet Authority Senior Public Safety Advisor Doug Harder at [doug.harder@firstnet.gov](mailto:doug.harder@firstnet.gov).

Learn more about how FirstNet is transforming public safety communications — contact your local FirstNet Authority Public Safety Advisor and sign up for our discipline newsletters. Follow us on Twitter, Facebook, Instagram, and LinkedIn for the latest FirstNet Authority updates.

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Sept. 14-17	2021 KEMA Conference Kansas Star Event Center, Mulvane, Kansas
Sept. 15, 22	<i>(Multiple dates throughout month)</i> EMAP Virtual Cohort Training
Sept. 19-22	22nd Annual New Jersey Emergency Preparedness Conference, Harrah's Waterfront Conference Center, Atlantic City, New Jersey.
Sept. 19-21	60th Annual Conference of the Association of Minnesota Emergency Managers, Breezy Point Resort, Breezy Point, Minnesota
Sept. 20-23	WSEMA Annual Conference Northern Quest Resort, Spokane, Washington
Oct. 6-7	2021 Idaho Annual Emergency Preparedness Conference Wahooz-Galaxy Event Center, Meridian, Idaho
Oct. 7	Emergency Management Association of Ohio Fall Conference
Oct. 11-14	2021 Oregon Emergency Management Association Conference Riverhouse on Deschutes, Bend, Oregon
Oct. 12-15	NEMA 2021 Annual Forum, Cleveland, Ohio
Oct. 15-21	<b>IAEM 2021 Annual Conference &amp; EMEX: Looking Back to Look Ahead, Grand Rapids, MI.</b> See latest IAEM Annual Conference Updates details on <a href="#">page 3</a> .
Nov. 2, 9, 16, 30	<i>(Multiple dates throughout month)</i> EMAP Virtual Cohort Training

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Ann Harach  
Lancaster, PA

Shannon Harvey  
Annville, PA

Daniel Helton  
Gaithersburg, MD

Amy Hoffman, CEM  
Woodbridge, VA

Rory LaRosa  
Newtown, PA

Jessica London  
Washington, DC

Patrick Maury  
Bethesda, MD

Kevin McAvenia  
Arlington, VA

Luke McKenzie, CEM  
Keyser, WV

Ashton Mooney  
Mechanicsville, VA

Donald O'Prey  
Pitman, PA

Jamie Quarrelles, CEM  
Washington, DC

Tina Schmidt  
Burke, VA

Charlotte Stasio  
Philadelphia, PA

Lauren Sucher  
Silver Spring, MD

Hannah Thomas  
Towson, MD

James Weldin  
Bel Air, MD

Dennis Whitson  
Lorton, VA

#### USA Region 4

Jake Bibler  
Bradenton, FL

Kiesha Cheatham  
McDonough, GA

Leigh Cowan  
Jacksonville, FL

Alyssa Crawford  
Midway, GA

Don Fisher  
Apex, NC

Christa Gallagher  
Miramar, FL

Kenneth Graham  
Miami, FL

Hilary Granbois  
Huntsville, AL

Melissa Hardesty  
Acworth, GA

Blaine Hudson Jr.  
Grey Court, SC

Nikolai Kerry  
Jacksonville, FL

Owen Leaver  
Chinquapin, NC

Mark Matlock  
Knoxville, TN

**New Member Listing**[continued from page 34](#)

Megan Milanese Tavares, FL	Elizabeth Reimink Ludington, MI	Bertrand Sausse, III Houston, TX	Laura Just Whittier, CA
Adam Montella Riverview, FL	Lee Shannon, III Antioch, IL	Cody Ulrich Los Alamos, NM	Michael Levasseur Dublin, CA
Lukas Musselwhite Charlotte, NC	Joshua Shook Elkhart, IN	Edwin Wolverton Shreveport, LA	Kelsey Rathke Henderson, NV
Trent Simon Decatur, AL	Charles Shriver Columbus, OH	<b>USA Region 7</b>	Alexander Schubek, CEM Roseville, CA
Ken Skalitzky Norcross, GA	Corey Stickle Ashtabula, OH	Jessica Sexton Cape Girardeau, MO	Lynae Stigsell Surprise, AZ
Derek Smith Sr. Clermont, FL	Angie Taylor Battle Creek, MI	<b>USA Region 8</b>	Kevin Torres San Diego, CA
Rafael Tirona Lake Worth, FL	<b>USA Region 6</b>	Robin Adair Colorado Springs, CO	<b>USA Region 10</b>
Samantha Wexler Palm Harbor, FL	Mark Chappell Los Ranchos, NM	Alexis Kimbrough Winter Park, CO	Tyler Connors Sitka, AK
Glenn Williams Sugarhill, GA	Nathan Fowlkes Northlake, TX	Tim Klippert Johnstown, CO	Wayne Drowns DPO, AP
<b>USA Region 5</b>	Peggy Gutierrez Little Elm, TX	Lauren McCoy Colorado Springs, CO	Emily Ivashenko Bremerton, WA
Nathan Bubenzer Madison, WI	Summer Hall Schertz, TX	Melissa Ryder Arvada, CO	Jessica Macdonald Boise, ID
Meghan Burian West St. Paul, MN	Mike Jones San Marcos, TX	<b>USA Region 9</b>	Katie Mineo Port Angeles, WA
Ryan Ellis Tinley Park, IL	John Kinzell Austin, TX	Herman Andaya Wailuku, HI	Eric Missman Bothell, WA
Carly Georgopoulos Jackson, MI	Brian Miller Brownsville, TX	Travis Anderson North Las Vegas, NV	Charles Perino Lyons, OR
Brianna Klein New Berlin, IL	Justin Oldt San Antonio, TX	Dave Burns, CEM La Mesa, CA	Catherine Robinson Redmond, WA
Dan Nelson Naperville, IL	William Paiz-Tabash Elgin, TX	Jeremy Floyd Flagstaff, AZ	Stephen Sergeson Keyport, WA
Damon Obiden Muskegon, MI	Anna Piasecki Denton, TX	Kim Guevara San Diego, CA	
	Agustus Reyna Austin, TX	Ivan Hernandez Rios Los Angeles, CA	
		Peter Jensen, CEM Camarillo, CA	