

In this issue

[IAEM Diversity Committee
Seeks New Members](#) ... 2

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

[CEM News](#) 5

[CEM Corner](#) 6

[IAEM Certification
Commission](#) 8

[Conference News](#) 11

[IAEM Scholarships](#) 11

[The Emerging EM
Professional](#) 12

[IAEM Bulletin 2017 Special
Focus Topics](#) 13

**Index to January
Feature Articles
Page 14**

[EM Calendar](#) 23

[New Members](#) 24

**U.S. Local & Tribal
Emergency Managers
Needed to Complete
IAEM's 10th Annual
EMPG Survey by
Jan. 23, 6:00 p.m. EST
Page 3**

IAEM in Action



Call for IAEM Annual Conference Speakers Open Until Feb. 17, 2017, 5:00 p.m. EST

You are invited to submit your abstract to be considered for a breakout session at the IAEM 65th Annual Conference & EMEX Expo, Nov. 10-15, 2017, in Long Beach, California. To be selected, it is crucial that your submission be a compelling presentation "story" that will engage the IAEM audience. Speakers must be knowledgeable and qualified on the subject matter being presented. Submission requirements and instructions can be found in the [Speaker Submission Guidance](#). Breakout sessions are one hour in length, including Q&A.

Focus Areas

Consider how your presentation will relate to the overall conference theme, "Navigating a Journey with the Whole Community," within the following focus areas – or suggest one of your own:

- The Emergency Management Journey: What Have You Learned and Where Do You Want to Go Next.

- Sweeping the Depths for Treasure and Scanning the Horizon: The Cutting Edge of Research and Practice.

- All Hands on Deck: Collaborative Practices.

- Uncharted Waters: How do We Steer through the Unknown, The New Normal?

Submissions

The deadline to make a submission is **Feb. 17, 2017, at 5:00 p.m. EST**. Selected presenters will be notified via email by approximately May 2, 2016, and notices will include the date and time for which the presentation is scheduled.

Please complete the electronic form in its entirety. Partial submissions will not be considered.

If you have any questions, please contact IAEM Program Manager, Julie Husk at jhusk@iaem.com or 703-538-1795 x 1789. ▲

[additional conference news on page 11](#)

IAEM-USA Healthcare Caucus met Dec. 12 with Dr. Ed Gabriel, U.S. Department of Health & Human Services

Members of the IAEM-USA Healthcare Caucus met Dec. 12, 2016, with Dr. Ed Gabriel, CEM, principal deputy assistant secretary for preparedness & response, U.S. Department of Health & Human Services, to discuss compliance issues related to the "Emergency Preparedness Conditions of Participation Rule."

[more photos on page 2](#)

IAEM-USA Diversity Committee Seeks New Members

“Emergency management will never meet the mission without diversity. True diversity – in all forms, is not just a snapshot of individuals from various backgrounds co-existing and contributing in any organization, but rather the opportunity for active engagement with varying ideas, approaches, and solutions to problems. This is a complex field, and we need the greatest collaboration possible to face and address these problems. We make significant improvements in the lives of people every day, and we need to be able to relate to our diverse communities.”

— Vilma Milmoie, senior policy advisor, Emergency Management Institute

The IAEM-USA Diversity Ad Hoc Committee seeks additional members who are interested in learning about how to better serve our diverse communities. The purpose of the Diversity Ad Hoc Committee is to inform IAEM members about research and best practices about diversity and inclusion to help improve the delivery of concepts, communications, and services to diverse populations. The committee defines diversity as the broad representation of culture, religion, values, ethnicity, gender, education, life experience, professional experience, access and functional needs, and other qualities that make us individually unique.

Why This Is Important

A Fritz Institute study of 1,000 people affected by Hurricane Katrina found that 28% of those who did not evacuate did not do so because of limited means; 71% said they had nowhere else to go; and 37% did not have a car and needed assistance to leave their homes. Of the 28% of those with limited means, 84% had household incomes of less than \$50,000; 66% were women; 58%

were African-American; and 32% had a physical disability. Clearly, if we do not understand the social, cultural and economic diversity that make up the communities we serve, we cannot effectively prepare for, mitigate, respond to, or recover from disasters.

As emergency management evolves as a profession, it becomes increasingly important to advocate for more diversity in its practitioners, training and skills, so that we can better serve our equally diverse communities. This requires open minds and discussion throughout the field. The committee works with subject matter experts to provide cross-national research and training to foster awareness, competency, and skills to better address community needs and concerns.

Join or Learn More

We invite you to join us and help us accomplish this goal. To join the IAEM-USA Diversity Ad Hoc Committee, email Mr. Leslie Luke, chair, lluke@ceooem.lacounty.gov. For more information about the committee, visit www.iaem.com/Committees/Diversity. ▲

IAEM in Action

IAEM Staff



IAEM certification staff met Dec. 5 at IAEM HQ to review 2017 AEM®/CEM® activities and plans. Present were: (front row, left to right) Sharon Kelly and Chelsea Firth; and (back row, left to right) Beth Armstrong and Kate McClimans.



IAEM staff united at IAEM HQ in Falls Church, Virginia, for a Dec. 5 training session, reinvigorating their commitment to deliver the **best client service** in the field of association management. [More photos are available online.](#)

[See IAEM staff listing on page 23.](#)

From the IAEM-USA President

Make 2017 Your Year to Earn the AEM® or CEM® Certification Through IAEM

By Lanita Lloyd, CEM, IAEM-USA President

Happy New Year! This is a new day and a new year, so let's start a movement together! Help *your* association to reach one of our biggest goals this year – to inspire current and future emergency managers to pursue the Associate Emergency Manager (AEM®) or the Certified Emergency Manager (CEM®) professional certification.

Volunteer to Mentor at Least one Person in 2017

We are challenging all of our members to take part in the certification process this year. If you already hold the AEM® or CEM®, we are asking you to volunteer to mentor at least one person during 2017. Please send your name, address, sector(s) of experience (health care, local government, etc.) to me at USAPresident@iaem.com,

so we can offer your services. There is information on the [mentor process](#) on the IAEM website, and we will be scheduling a webinar in the future to better prepare you. You should also begin the process of uploading your accomplishments for your recertification into the electronic system.

Workshops to Begin in 2017

If you have registered for your certification, but have not yet submitted documentation, or if you *intend* to apply for your certification but have been waiting for the right time – whatever your reason, 2017 is a great year for you to join the ranks of those who hold the AEM® and CEM®. This year, we will offer additional aids to help you. In addition to the exam study guide, online application user guide, training allocation chart, CEM® Corner articles, and other docu-

ments already posted in the

Certification page of the IAEM website, workshops via webinars or conference calls will be available to guide the development of timelines for submitting each category. If you don't have a mentor, [email me](#), and we will recommend a member to you who can provide one-on-one guidance. We're open to other options to support you, so let me know if you have ideas.

Benefits of Certification

There are many reasons why emergency managers decide to pursue certification. Here are a few of the benefits:

- Receive recognition of professional competence.
- Join an established network of credentialed professionals.
- Set yourself apart to be more marketable in the EM field.
- Show commitment to the industry
- Obtain formal recognition of continuing educational activities.

IAEM's professional emergency manager certifications are recognized nationally and internationally. They are acknowledged by multiple sectors that employ emergency managers, such as all levels of government, educational facilities, medical, military, non-profit, and the private sector. We are finding more and more requirements or preferences by employers for certification.

I originally earned my CEM® in 2007, and I can personally attest to

[continued on page 4](#)



U.S. Emergency Managers Are Invited to Participate in IAEM's 10th Annual Survey on EMPG Funding

Deadline: Jan. 23, 2017, 6:00 p.m. EST

Once again IAEM-USA is conducting its annual survey on EMPG funding. Through the years, IAEM has helped to educate Members of Congress on the importance of emergency management programming at the local level and the role that funding, particularly EMPG funding, plays in building and maintaining these programs. **Your response to this survey will help IAEM continue this work.**

As IAEM-USA President Lanita Lloyd noted in her recent [letter](#) to local and tribal government emergency managers, while we are pleased that the U.S. House and Senate both appropriated \$350 million for FY2017, **we face much uncertainty in the coming years and will need to be prepared to defend and maintain the current appropriation for EMPG.** We also will need to be ready with ironclad data to make a case for a long over-due funding increase for EMPG.

The online survey is available [HERE](#). The survey will remain open until Monday, Jan. 23, 2017, 6:00 p.m. EST. Thank you in advance for your assistance.

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

the competitive edge that the certification has afforded me in opportunities for employment, committee appointments, and selection as presenter/speaker. On our website, you can read [other testimonials](#) and [see the list](#) of those who currently have their certifications. For those of you who already have this credential, please consider submitting a testimonial to share your accomplishments associated with the AEM®/CEM®.

During the process of obtaining my certification, I assembled a portfolio with the same documentation required for the certification, including certificates and verification of education and training; organizational and professional memberships; exercises; presentations, and other special programs and projects. I organized my contributions according to the Professional Contribution categories and assured that my experience was documented appropriately in my cover letter or my resume. Ultimately, I created my portfolio and improved my resume and cover letter while I earned my certification. You should consider doing the same, since a portfolio such as this can prove to be a valuable professional resource for you.

About State and Sector-Specific Certifications

IAEM's certifications are not specific to a jurisdiction or sector and are considered elite and especially beneficial for those practitioners who cross jurisdictional lines or sectors during their professional careers.

We are aware that there are other similar sector-specific and state certifications. You can view a

list of state certifications [online](#). We are not competing with our partners – we complement one another. As an example, many of the state certifications are similar to IAEM's program, so an applicant can normally apply the same documentation and earn both simultaneously. Many members are not aware that IAEM-USA owns the trademark for the CEM®; however, we extend formal agreements for others to use the mark. IAEM-USA also offers a Partnership Agreement with colleges and universities as a way to help students learn about the importance of professional certifications and begin the application process.

Earning the AEM®/CEM® not only reflects your personal and professional accomplishments, but also your persistence, commitment, dedication, and drive. These certifications are not "easy to earn." There are no short cuts to validate the criteria or provide necessary documentation. This has been an intentional decision to maintain high standards and an unbiased review for each applicant.

Recent Enhancements of the AEM®/CEM® Certification and Recertification Process

However, the process of assembling your application is much easier than it was only three short years ago. The IAEM-USA Board, Certification Commission, and staff have committed time, effort, and funds to develop a user-friendly electronic application process. Later this year, the exam should be available electronically.

In addition, the Certification Commission responded to feedback about the recertification requirements and designed a scale for recertification that was approved by the IAEM-USA Board in 2015. All current holders will demonstrate

less continuing education and increased professional contributions with each [recertification](#).

There is more work to be done, and the Certification Commission is ready for the challenge! Keith Dowler, CEM, the Certification Commission chair, recently stated, "Since 1993, the IAEM CEM® has been the benchmark of professionalism for emergency managers throughout the world. With more than 1,900 Certified Emergency Managers, the community of practice has grown, diversely touching industries and sectors not before envisioned. Beyond simply marking the individual accomplishment, certification through IAEM is joining a community of professionals. The AEM®/CEM® is an ambassador to his or her organization and industry for those who may not yet have certification. The AEM®/CEM® is an advocate for improvement and a leader regardless of their position."

Certification Commission Sets Goals for 2017

The Commission has taken on three goals for 2017 to empower our community of Certified Emergency Managers:

- Raise the value of the certification by enhancing the post-certification experience.

- Develop and make accessible new tools to assist with advocating the value of emergency manager certification to those who manage or employ emergency managers.

- Continue to improve access to certification by forming strategic partnerships with key organizations and sectors throughout the world.

The AEM®/CEM® Program is going to grow this year. If you do not have your credential, we urge you to be part of this process.

[continued on page 5](#)

CEM® News

Certification Commission Welcomes New Class of Commissioners Effective Jan. 1

The Certification Commission welcomes the new class of commissioners to terms beginning Jan. 1, 2017:

- Brian Bannon, CEM
- Brian Bovyn, CEM
- Sean Haglund, CEM
- Jeff Jellefs, CEM
- Ed Smith, CEM

The new Council Representatives to the Certification Commission are listed below:

- Jeffrey Driskill, CEM, IAEM Student Council
- Brian Gair, CEM, IAEM International Council
- Tswen-Juh Gu, CEM, IAEM-Asia Council
- Sherry Hiriart, CEM, IAEM-Canada Alternate

IAEM is pleased to have such a committed and talented group of commissioners joining the team this year. A complete updated listing of commissioners can be found on the [IAEM website](#) and on [page 8](#) of this issue. Please feel free to contact any commissioner with questions about the certification program.

Certification candidates are reminded that online reviews are conducted every other month, beginning in January. A complete listing of upcoming deadlines for this year can be found on the [IAEM website](#). ▲



AEM®/CEM® Prep Course and Exam Offerings in 2017

We're planning group AEM®/CEM® Exam and Preparatory Course offerings for the new year! Visit the [IAEM website](#) to view the current schedule, and plan to join us in 2017. IAEM requires at least 10 registrants for a Prep Course offering.

As of the publication date of this issue, two offerings are available for which registration is live:

- Mar. 1, 2017: AEM®/CEM® Exam, Washington University School of Medicine, St. Louis, Missouri.
- May 15-16, 2017: AEM®/CEM® Prep Course & Exam, Texas Emergency Management Conference, Henry B. Gonzalez Convention Center, San Antonio, Texas. ▲

Learn about the AEM®/CEM® credentials at www.iaem.com/CEM
Questions? Email CEMinfo@iaem.com

From the IAEM-USA President

[continued from page 4](#)

Where to Begin your Certification Journey

Your first step is to familiarize yourself with the credentials. Much information is available on the website. You will find an [overview webinar](#), dates for the [Prep Course and group exam offerings](#), and [past articles](#) written on the certification. Dates and times for workshops will be released in the near future. Any [IAEM-USA Board Member](#), [Certification Commissioner](#), or [IAEM certification staff](#) are more than happy to answer your questions or discuss details with you by phone or email. Please feel free to use the contact information posted on the IAEM website.

You can begin your certification process now – there are *no costs* required *until* you either electronically

submit your package or *schedule* your exam. Start earning your credential today on our [Getting Started web page](#). I think you will be amazed at all that you have already accomplished, and more seasoned members will appreciate the ease of loading the documents into an electronic program.

This year, my Certified Emergency Manager (CEM®) certification expires, so recertifying is at the top of my list. Please, join us in our goal to reach 2,000 CEM®s in 2017! ▲

Get the FAQs About Certification

Visit the [AEM®/CEM® FAQs web page](#) to read the answers to the most commonly-asked questions about the AEM®/CEM® credential.



CEM® Corner

Sample Questions: Implementation, Part 7

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

Last month we discussed Implementation relating to Operational Procedures covering Incident Management and the Emergency Operations Center. This month continues our discussion of implementation with a focus on Emergency Operations and Response Plans.

Emergency Operations / Response Plan

According to NFPA 1600 version 2013, "Emergency operations/response plans shall define responsibilities for carrying out specific actions in an emergency." As stated in previous articles, these plans should be based on an entity's risk and "the hazard scenarios developed during the risk assessment." They should be designed to accomplish the entity's already "established emergency management program goals" and should "define specific functional roles and responsibilities for protection of life safety, incident stabilization to the extent the entity is required or chooses, and property conservation."

We learned previously that these requirements may be found in the Basic Plan, Supporting Annexes, and the Hazard-Specific Annexes/Appendices. Furthermore, these requirements may be described in other documentation integrated into the plans and may include items such as checklists, maps, forms, emergency action guides, tables, and standard operating procedures (SOPs). The documentation should identify specific "emergency assignments, responsibilities, and emergency duty locations" and other

entity-specific response requirements.

Incident Stabilization

The standard then states the plan shall identify actions for incident stabilization. This is defined as "the action taken to prevent an incident from growing and to minimize the potential impact on life, property, operations, and the environment."

According to the standard, "incident stabilization actions include the following:

- Protective actions for life safety;
- Warning, notifications, and communication;
- Crisis communication and public information;
- Resource management; and
- Donation management."

The nature and location of the threat or hazard, the magnitude of the incident, the actual and potential impact of the incident, applicable regulations that could dictate minimum response capabilities, the entity's program goals, and the resources available to the entity for incident response can all impact what incident stabilization actions get implemented and how they are implemented. These should be explained in the emergency operations and response plans.

Life Safety

According to the standard, "protective actions for life safety include evacuation, shelter-in-place, and lockdown and depend upon the nature and location of the threat or hazard." When putting the plan

together, be sure to define "the protocols and procedures for warning people at risk or potentially at risk and the actions that should be taken to protect their safety" as mentioned in a previous article. The requirements for crisis communication and public information, resource management, and donations management also were covered in previous articles.

Access and Functional Needs

Know that the definition of people with access and functional needs continues to expand. The standard defines people who have access and/or functional needs as people who may be visually, hearing, or mobility impaired. Also included are single working parents, people with language competency issues, and people without vehicles, with special dietary needs, with various medical conditions, with intellectual disabilities, and with dementia.

The list is not all-inclusive. It also can include those people "who reside in institutionalized settings, the elderly, children, and those from diverse cultures who have limited proficiency in the local language." Remember that people with access and functional needs are part of the Whole Community and should be included in all our Emergency Operations and Response Plans. Failure to do so could create unintended consequences and new crises emergency managers have to manage.

The standard does not describe how to do all of this, so for the exam we refer back to various FEMA

[continued on page 7](#)

CEM® Corner

[continued from page 6](#)

Independent Study Courses, such as IS-230d Fundamentals of Emergency Management, IS-235d Emergency Planning, IS-366 Planning for the Needs of Children in Disasters, and IS-910a Emergency Management Preparedness Fundamentals, as well as *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action* (FDOC 104-008-1/December 2011).

Essay

The application process for both the CEM® and the AEM® does not require the candidate to address *Emergency Operations and Response Plans* specifically as one of the required Knowledge, Skills, and Abilities (KSA) components for the emergency management essay. However, it does require discussion of *Response* activities. In addition, many candidates choose the Emergency Operations and Response Plans as a key component of their Problem Statement. Therefore, your essay should include many of the requirements discussed above.

Practice Questions

Here are two core-type questions for our analysis in this article.

1. Which component of an emergency management program establishes the overall authority, roles, and functions performed by an entity during incidents?

- a. Emergency Management Policy or Local Ordinance.
- b. Emergency Operations Plan (EOP).
- c. Strategic Plan.
- d. Whole Community Strategic Themes.

This question is asking you first to understand what document describes the overall response function for an entity, and then to choose the correct response among the four possible responses. The first response says local policy or laws describe the details of an entity's response to an incident. While that document provides for the authority to act, it doesn't go into the details of the response actions (roles and functions) that need to be performed. Therefore, response **a.** is incorrect.

The second response is the emergency operations plan. We know the EOP should describe the emergency program authorities, the roles and responsibilities of various departments and organizations of the entity, and the functions they perform. It also describes who, how, what, when, and where these functions are performed. Therefore, response **b.** appears to be the correct one.

Response **c.** of the strategic plan is incorrect, because this plan lays out the long-term program goals and the associated strategies for achieving them. It does not describe the response function in detail as specified in the question.

Response **d.** is also incorrect because the Whole Community Strategic Themes "represent pathways for action to implement the principles" of the Whole Community approach and not response actions. Therefore, the correct response is **b.** See IS 230.d.

2. What section of the Emergency Operations Plan describes emergency response procedures for each threat or hazard that an entity's plan addresses?

- a. Annexes.
- b. Basic Plan.
- c. Hazard-Specific Annexes/Appendices.

d. Threat and Hazard Identification and Risk Assessment (THIRA).

In this question, we are asking you to recall the components of the emergency operations and response plan and what type of data are found in each one. The first response of the Annexes is not correct, because we know the supporting annexes consist of "functional, support, emergency phase, or agency-focused annexes." They "describe the policies, roles, responsibilities, and processes for a specific emergency function that can be applied to different threats and hazards." They do not describe emergency response procedures.

The second response of the Basic Plan cannot be correct because we know the Basic Plan "provides overarching information on emergency operations."

In the third response we know the hazard-specific annexes/appendices "focus on the unique planning needs generated by the one threat or hazard and are based on special planning requirements that are not common across all threats." This meets the definition we are asked to identify and appears to be the correct response.

The last response of the THIRA appears to be correct on first thought, but we know the THIRA does not include response procedures based on the threats and hazards. So response **d.** is incorrect. Therefore, response **c.** is the only correct response. See IS 230.d.

When reading the questions and responses, be sure you understand exactly what the question is asking of you and read each response before selecting the correct one.

Next Month's CEM® Corner

Next month we will complete our discussion of Implementation

[continued on page 8](#)

IAEM Certification Commission

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CEM® Corner

[continued from page 7](#)

with a focus on Employee Assistance and Support. We also will analyze

some practice exam questions. As usual, please send any questions you have about the examination or the certification process to me at info@iaem.com, and I will address them in future articles.

[continued on page 9](#)

Certification Commission*continued from page 8*

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First Term (completing term 12/31/2019)

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First Term (completing term 12-31-2017)

Appointments – Ex-Officio**W. Nim Kidd, CEM**

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NEMA representative since 2015

FEMA Representative

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FEMA representative since 2016

Lead Instructor

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Local EM/Military representative since 2005

Board Liaison

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continued on page 10

Certification Commission[continued from page 9](#)**IAEM Certification
Executive Committee**

The Certification Executive Committee provides management and oversight of the Certification Commission, and reports to the IAEM-USA Board of Directors.

- It is composed of a chair, two vice chairs and two at-large members. These seats are annual terms.

- The Certification Commission as a whole nominates the chair and two at-large members.

- One vice chair is nominated by the USA, Canadian, Latin American, and International Commissioners, and the other vice chair is nominated by the Asia, Oceania, and Europa Commissioners.

- All Certification Executive Committee members must hold a current CEM® certification.

Chair

Keith Dowler, MA, CEM
Emergency Manager
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Vice Chairs

Valerie Lucus-McEwen, CEM, CBCP
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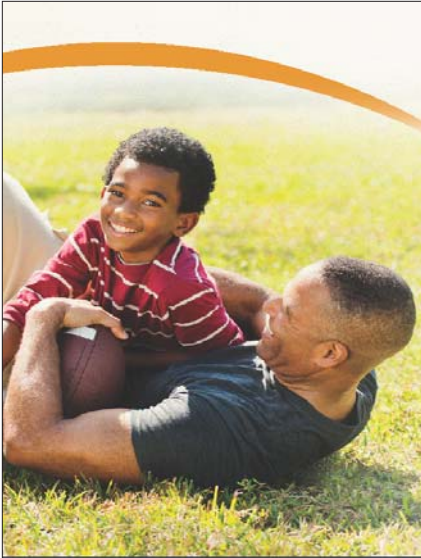
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Conference News

Call for Speakers Is Open Until Monday, Feb. 17, 6:00 p.m. EST

Are you interested in speaking at the 2017 IAEM Annual Conference in Long Beach, California? You are invited to submit your abstract to be considered for a breakout session. See the [Page 1](#) article in this issue on the Call for Speakers for details about the breakout session tracks, or go straight to the conference website to download the [Speaker Guidance](#) and submit your abstract online for consideration. ▲

Looking for a PowerPoint Presentation from a 2016 IAEM Annual Conference Speaker?

Look no further than the IAEMtoGO Conference App. All speakers' PowerPoint presentations submitted to IAEM are located under each individual session. Choose a session, and click on the link for speaker presentations under PDFs located at the bottom of each individual session screen.

For information on how to download the app version, [click here](#). Presentations also can be viewed on the [web based version](#) of the app. ▲

Do you have questions about the IAEM Annual Conference? Email Julie Husk, jhusk@iaem.com.

For the latest news, visit the conference website at www.iaemconference.info.

Plan Now to Attend the IAEM 2017 Annual Conference & EMEX in Long Beach, CA

If you benefited from the IAEM 2016 Annual Conference, or if you missed the conference and its benefits, you'll want to mark your calendars now for the IAEM 2017 Annual Conference & EMEX. Built on the theme of "Navigating a Journey with the Whole Community," the IAEM 2017 Annual Conference will be held Nov. 10-15, 2017, in Long Beach, California. ▲



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

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

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

commission to oversee Scholarship Program activities and awards.

Donors may contribute by sending an online donation or check; making IAEM a beneficiary in their will; donating auction items; or shopping at www.iGive.com. ▲



www.iaem.com/scholarships

The Emerging EM Professional

Developing the Vital Characteristics of Professionalism

The Job Search: Just Get on the Rocket Ship

By Mutryce A. Williams, Ph.D., New Member Coordinator, IAEM-Global Student Council

“If you are offered a seat on a rocket ship, don’t ask which seat, just get on.” – Sheryl Sandberg

As an emerging EM professional, you may be an eager recent graduate who is about to enter the world of work, or you may be a seasoned professional ready to welcome a career change. The job search may be a daunting and even a debilitating experience.

There are many questions, that you may ask, such as:

- Where do I start?
- How do I land my first job?
- How do I compete with

emergency management professionals and practitioners who have five or more years of experience, specialized training, and/or certifications?

■ How do I compete with emergency management professionals and practitioners who have an established professional network?

When asking these questions, please remember that everyone started somewhere.

You may even find yourself in a position where you are trying to decide which job offer you should accept. During this time, you may even question your choice of career.

Although the process may not be an easy one, there is success at the end of tunnel. Success may not be immediate; however, it will come.

A Professional Success Story

Please allow me to share a professional success story with you. The story embodies the quote from

Sheryl Sandberg, “If you are offered a seat on a rocket ship, don’t ask which seat, just get on.” I’m sharing this story (and others in future issues of the *Bulletin*) in the hope that the stories may assist you or provide some guidance in answering some of your more vexing career questions during your time of transition.

The first story is about my friend John, a recent college graduate who had earned a bachelor’s degree. John had applied and interviewed for several jobs. However, he wanted to work for a premier organization in his field. In Sheryl Sandberg terms, this organization was a “rocket ship” organization. John saw innovation and a great potential for learning and growth with the “rocket ship” organization.

John said that going into the interview with the “rocket ship” organization, he felt that his chances were slim to none. He was aware that he did not meet all of the job requirements. The position required someone with three to five years of experience in the field. He was just happy for an interview, as it was a chance to introduce himself to a potential employer. John said that he was determined to put his best foot forward in the interview.

John informed me that one week later he received a call from the “rocket ship” organization informing him that he was not the successful job candidate. However, based on his interview, the company was willing to offer him a three-month unpaid placement in its newly developed incubator program. He was informed that if he performed

well, he would be offered a full-time position with the organization.

A recent college graduate, eager to earn money so that he could start living independently and begin repaying his student loans, John said that he thought long and hard before making a decision.

A day before, he had received two lucrative job offers. There was a handsome starting salary, benefits, a signing bonus, and relocation costs.

The problem was that the organizations were not “rocket ship” organizations. What do you think John did? He accepted the offer from the “rocket ship” organization. He later said that it was one of the best decisions that he had ever made. He went on to lead the division for the job which he had first applied. Today he leads the company’s successful incubator program. He also has returned to his alma mater to share his story and – like Sheryl Sandberg – offered the advice, “If you are offered a seat on a rocket ship, don’t ask which seat, just get on.”

In our next edition of the “Emerging Emergency Management Professional,” I will share the story of my friend Joanna, a seasoned professional with more than 10 years of experience in her field, who made a career change. Like John, she met with great success. ▲

The IAEM-Global Student Council is providing this regular column for the *Bulletin*. If you would like to contribute ideas or suggestions for future issues, contact Dr. Williams at iaemgscwelcome@gmail.com.

IAEM-Global Editorial Work Group Announces 2017 *IAEM Bulletin* Special Focus Topics

At least four times a year, the *IAEM Bulletin* includes a special focus section on a selected topic of interest to emergency managers. The other eight monthly issues offer a variety of topics of interest to EM professionals.

The topics for 2017 were recommended by the IAEM-Global Editorial Work Group and approved by the IAEM-Global Board. If you have suggestions for special focus issue topics for next year, email the editor at any time.

2017 Special Focus Topics

The special focus issue topics for 2017 are:

March 2017 *IAEM Bulletin* Article Deadline: **Feb. 10, 2017**

"Making Practical Applications out of Emergency Management Research"

Articles might include, but are not limited to: communications and messaging; social science research developed recently or being done currently; using research results to develop practical applications that engage the whole community; research on preparedness for people who are disabled or who have other access or functional needs.

June 2017 *IAEM Bulletin* Article Deadline: **May 10, 2017**

"Vulnerable Populations and Emergency Management"

Articles might include, but are not limited to: how we can help to prepare vulnerable populations for disasters; what it means to be part of a vulnerable population in your

area (globally); what members of vulnerable populations are doing to prepare themselves; what emergency managers are doing to protect vulnerable populations in their jurisdictions. **Note:** We're deliberately **not** defining "vulnerable populations" – we're letting the authors define this. We hope to get article submissions that focus on **one** of the many groups that are vulnerable, so that we have a variety of ideas or solutions for the various groups. Articles could deal with anything from latchkey kids to senior citizens to those who are disabled and/or have access issues.

August 2017 *IAEM Bulletin* Article Deadline: **July 10, 2017**

"Lessons Learned: Both Domestically and Internationally"

Articles might include, but are not limited to: what we can learn from other countries; what others in our country can learn from our experiences; how emergency management programs are implementing standards; how standards can bridge the interfaces between countries and between jurisdictions.

October 2017 *IAEM Bulletin* Article Deadline: **Sept. 10, 2017**

"Navigating a Journey with the Whole Community"

The last special focus issue in October 2017 will be based on the theme of the IAEM 2017 Annual Conference & EMEX, "Navigating a Journey with the Whole Community." Articles might include, but are not limited to:

- The Emergency Management Journey: What have you learned and where do you want to go next?

- Sweeping the Depths for Treasure and Scanning the Horizon: The cutting edge of research and practice.

- All Hands on Deck: Collaborative practices.
- Uncharted Waters: How do we steer through the unknown, the new normal?

Article Submissions

Article length is 750 to 1,500 words, and articles must be submitted via email to Editor Karen Thompson, Thompson@iaem.com. Articles should be attached to your email in Word document or text format. Do **not** submit your article as a PDF. Please read the [author guidelines](#) prior to writing your article.

The deadline for feature articles is usually the 10th of the month before the date of publication. For example, there is a Feb. 10 deadline for the March issue of the *Bulletin*.

Make 2017 the year that you write an article for the IAEM Bulletin! We look forward to hearing from you. ▲

Contacts

- Daryl Lee Spiewak, CEM, IAEM-Global Editorial Work Group Chair, daryls@hot.rr.com.

- Karen Thompson, *Bulletin* Editor, Thompson@iaem.com.



Index to features:

Winning Essay in the Graduate Category, IAEM-Global Student Council Essay Competition: Autocratic Management Styles Create Complexity in Emergency Management, by Bryan Land, IAEM-USA Student Member and Graduate Student at the University of Nevada–Las Vegas 15

Navigating Tight Budgets with Public Support, by Justin G. Tilghman, MS, CEM, EMT-P, Director of Public Safety Programs, Lenoir Community College 17

Emergency Management 1: An Obvious Approach to a Historical Problem, by Christopher Neuwirth, MA, MEP, CEM, FAcEM, Director, Emergency Manager Project, LLC, and Bil Rosen, BA, CEMSO, CTO, NJCEM, NR-P, Manager, Neptune Township EMS and EM1 Graduate 18

Holodisaster: Leveraging Microsoft Hololens in Disaster and Emergency Management, by Ali Asgary, Ph.D., Associate Professor, Disaster & Emergency Management, York University, Toronto, ON, Canada 20

In upcoming issues

■ The *IAEM Bulletin* is published monthly. For the issues that are not built around a special focus topic, we consider any emergency management related article submissions on any topic of interest to IAEM members.

■ The IAEM Editorial Work Group welcomes article submissions from members and others in all IAEM Councils worldwide, including the Student Council.

■ The **author's guidelines** are [available online](#).

■ If you're not sure your topic is a good fit in the *IAEM Bulletin* or whether it is a match for a special focus issue topic, please [email](#) a short proposal for review by the work group chair.

■ The IAEM Editorial Work Group invites you to contribute an article to the *IAEM Bulletin*!

– Daryl Lee Spiewak, CEM, TEM, MEP,
IAEM Editorial Work Group Chair

– Karen Thompson, Editor

Call for articles

IAEM Editorial Work Group Seeks Articles by Feb. 10, 2017, on “Making Practical Applications out of Emergency Management Research”

Our first 2017 special focus of the *IAEM Bulletin* (March 2017) will be on the topic of “Making Practical Applications out of Emergency Management Research.”

Articles might include, but are not limited to: communications and messaging; social science research developed recently or being done currently; using research results to develop practical applications that engage the whole community; research on preparedness for people who are disabled or who have other access or functional needs.

Article length is 750 to 1,500 words, and articles must be submitted via email to Editor Karen Thompson, Thompson@iaem.com. Articles should be attached to your email in Word document or text format. Do **not** submit your article as a PDF. Please read the [author guidelines](#) prior to writing your article. ▲

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IAEM members and EMEX exhibitors receive a discount on advertising.

Questions? Contact [Karen Thompson](#), editor.

Winner of the IAEM-Global Student Council Essay Competition

Autocratic Management Styles Create Complexity in Emergency Management

By Bryan Land, IAEM Student Member and
Graduate Student at the University of Nevada–Las Vegas

Editor's Note: Bryan Land's essay won the IAEM-Global Student Council 2016 Essay Award Competition in the graduate student category. He is working toward a master's of science degree in crisis and emergency management, and will be part of the Class of 2017 at University of Nevada, Las Vegas.

Complexity in the field of emergency management takes many forms. There are large macro complexities affecting the field overall, as well as smaller, micro complexities which we may encounter at a local governmental or organizational level. Consequently, we students of emergency management must be aware that unique complexities, contradictions, and dichotomies exist in the profession of emergency management, and we must be prepared to address them in our careers.

Tendency in EM Toward Centralized Management Styles

Although still an outsider to the field professionally, I have become aware of a particular complexity which aspirants like me may encounter: a tendency in the field toward an approach to emergency management of managers employing centralized management styles rather than a style which fosters a spirit of cooperation and collaboration.

From this complexity comes a tension among managers who desire, on one hand, to adhere to the collaborative principles of

emergency management and who, on the other hand, may experience a natural urge to amass and concentrate authority. Further exacerbating this complexity may be a competitiveness between agencies and organizations. Whether this complexity is more of a perception than a reality in practice or not, it is, nevertheless, a serious concern worthy of discussion. If there is, indeed, a trend away from management styles which embrace collaboration in favor of a command and control style, then there is a particular problem for we who are studying emergency management as it contradicts the fundamentals of what is being taught to us as best practices.

Emergency management in 2016 is exciting, as it is a nascent profession with opportunities in the public, private, and non-profit sectors. It encompasses many disciplines from those contained within the large missions of the Department of Homeland Security to the mitigation and preparedness work of the local municipal emergency manager.

Many private sector businesses, that formerly considered emergency management as running an occasional office fire drill, are now concerned with cyber security, business continuity, active shooter scenarios, and other crisis contingencies.

Prominent early scholars in the field are still teaching and conducting important research. Universities across the country are adding new professional degree or certificate programs addressing the field.

Volunteer organizations have exponentially increased their community outreach via social media and also increased the sophistication of their training of volunteers by requiring ICS and other courses. As students, the prospect of having an opportunity to be of service to our communities, while at the same time being part of a young, but increasingly relevant profession, is exhilarating.

Are EM Principles Being Embraced in Practice?

However, as we are being taught concepts such as the "Whole Community Approach to Emergency Management," collaboration, coordination, and cooperation, it is fair to ask if these principles are being embraced in practice, or if managers are moving in the other direction toward a preference for more centralized, top-down, command and control management styles. Is there a tension between the mandate for practitioners to embody a spirit of collaboration among stakeholders and the urge to consolidate authority?

Georgia State University professors William L. Waugh, Jr. and Gregory Streib (2006) note: "Collaboration is the way professional emergency managers get the job done. That said, disasters and fear of disasters also generate a strong desire for hierarchy – somebody to take charge, or possibly someone to be held accountable. Such thinking is inconsistent with the tenets of the

[continued on page 16](#)

Winning Student Essay

continued from page 15

field and displays blindness to what collaborative action has accomplished. There are pressures in emergency management that help drive collaboration, but there is also pressure for the kind of security promised by a commanding leader.” (p. 138)

In his book *The Human Side of Disaster* (2013), Thomas Drabek makes a similar observation about the attitudes of emergency managers. He writes: “What I mean by this are qualities I have detected. These reflect management styles that are authoritarian, top-down, and exclusive rather than inclusive. Since the 9/11 attacks and escalating fears of future episodes that may even be more deadly, such views have become more widespread. At times, it seems like we are returning to the autocratic mindset that defined many civil defense directors during the 1950s.” (pp. 151-152)

Drabek (2013) continues: “Such attitudes reflect a philosophy that permeates too much of the emergency management sector today. It is a philosophy paralleling the drift in many other facets of American society. It reflects an oversubscription to the principles of bureaucratic management.” (p. 153)

Is This Phenomenon a Complexity in the System?

In practice, is this phenomenon actually a complexity in the system? In an informal survey of a handful of professionals in the field, I asked if they believed there was, in fact, a tendency in the field of emergency management toward centralized management styles which jeopardize a spirit of collaboration.

The responses were effectively “yes and no.” Yes, at times there

seems to be a gravitational pull toward central authority. After all, managers by definition have responsibility and accountability in their work, which may create a temptation to be insular, territorial, and even authoritarian. For example, is it appealing for managers to collaborate with other organizations which may be competing for the same limited funds? Is it appealing for managers to invest time and resources to collaborate with volunteer groups which might prove to be unreliable when called upon to perform?

Collaboration Is Essential

Maybe collaboration is not always appealing, but it is essential. This is where the “no” of the “yes and no” answers I received comes in. Professional emergency managers fundamentally understand collaboration as an essential part of their practice. While a temptation might exist at times to consolidate management authority, effective collaboration, coordination and cooperation remain the order of the day. This should provide encouragement to prospective emergency management professionals, as it indicates that established practitioners at once realize a potential temptation to move away from core principles while also demonstrating a firm resolve to adhere to and employ the best practices of emergency management.

IAEM Certification Benchmarks

Professional emergency managers are well-versed in the principles and best practices to which they subscribe. The International Association of Emergency Managers (IAEM) has set benchmarks for its Associate Emergency Manager (AEM®) and Certified Emergency Manager (CEM®) board-certified professional designations which require educa-

tion, experience, and understanding of the broad scope of emergency management. The professional emergency manager – as exemplified by those who have earned the AEM® and CEM® designations – keeps the profession firmly anchored to the bedrock principles of best practices. As a result, newly minted emergency managers are given a road map which guides professionals to embracing principles of Whole Community, collaboration, cooperation, and coordination.

It is to this end – holding fast to the standards and best practices as put forth by IAEM – that students transitioning from the classroom to practice can ably navigate this and other complexities as they arise. The degree to which we, as new entrants to the profession, will have any influence over this complexity is unknown, but surely the way to influence it in a positive way is by modeling our professional practice to the principles we have been taught and by following the examples of those who blazed the trail before us.

It is necessary that we be steady and consistent in adhering to our best practices while also possessing the qualities of adaptability and flexibility to meet complex challenges as they arise. In the end, to avoid causing unnecessary complexity because of our management styles, we must view our colleagues as collaborators, not as competitors.

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- Drabek, T. (2013). *The human side of disaster: second edition*. Boca Raton, FL: CRC Press, Taylor & Francis Group.
- Waugh, Jr. W.L. & Streib, G. (2006). Collaboration and leadership for effective emergency management. *Public Administration Review*, December, 2006, Special Issue, 131-140. ▲

Navigating Tight Budgets with Public Support

By Justin G. Tilghman, MS, CEM, EMT-P, Director of Public Safety Programs,
Lenoir Community College

“Do More with Less”

That’s the direction given to most government agencies these days. As national debt increases, public sector agencies wrestle with tighter budgets, taxpayers have less expendable income, and fiscal responsibility in both the private and public sectors is of the utmost importance.

But there comes a point when you are doing the most you can with the least amount possible. There comes a point when, in trimming the fat off a budget, you start to cut into the bone. And there comes a time when equipment begins to break down and must be replaced.

How can local emergency managers best prepare themselves when the time comes to request additional money for necessary projects? I would suggest that it is imperative that we help those we protect to see the continuous public value of what we offer.

What Does This Mean?

Taxpayers have always been concerned with how their money is spent and all of us in public service know that we ultimately answer to our citizens for how we manage our funds. In light of the current economic situation, it’s not hard to envision an era of increased scrutiny, even at the local level.

Emergency management is one of those disciplines that no one really thinks about until disaster strikes. Think about it. Is it easier to ask for capital outlay projects after a recent disaster or several years later with no recent disaster? So, how can local emergency managers ensure administrators and citizens that it’s important – and necessary – to continually support an emergency management program?

Promote Your Program

Get out there, and stay in the public’s eye. Develop monthly newsletters or publications that provide preparedness information to the public. Show them that you are involved daily in preparedness. It is just as important during times of no disaster to show the public that your program is essential as it is during a 24/7 state of emergency activation.

Don’t take for granted that the public knows you’re there and knows what you do. You most likely can think of many interactions with the public where they haven’t had the slightest clue as to what we really do in emergency management. Come up with creative ways to show them that we’re not just sitting around, waiting for disaster to strike.

Involve the Public

We all know the importance of public buy-in with regards to

emergency planning. If people have a sense of ownership in something they’re much more likely to support and defend it. Create opportunities to give the public a sense of ownership.

Of course you’re going to have to battle those folks who are unequivocally apathetic, but you also will find some people who are very eager and excited to be involved in helping their community prepare. These same people will go to bat for a program that makes them feel involved.

The Big Picture

We can all agree that, economically, that times are tough. Everyone is being asked to do more, or at least maintain the status quo, with less money. The current national financial situation is creating an environment that will cause taxpayers to demand closer oversight of government in regards spending.

Given the nature of our chosen profession, we have to stay on top of ensuring that we demonstrate to the public, and to community decision makers, that we are just as essential outside, as inside, of a disaster. We can show our citizens that we are good stewards of their tax dollars by being as visual and transparent as possible and by educating them in regards to what we do and why our existence is necessary.

There are innumerable ways we can do this, so be creative in how you engage the public. Not only will you show them that emergency management is always a good investment, but you’ll most likely increase the quality of your program as well. ▲

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

www.iaem.com/Jobs

Emergency Manager 1: An Obvious Approach to a Historical Problem

By Christopher Neuwirth, MA, MEP, CEM, FAcEM, Director, Emergency Manager Project, LLC, and
Bil Rosen, BA, CEMSO, CTO, NJCEM, NR-P, Manager, Neptune Township EMS and EM1 Graduate

Problem

Aspiring emergency managers have few pathways to begin a career in emergency management. Obtaining an academic degree is the most obvious pathway, but also the most time-consuming and costly. More so, this pathway is rarely a reasonable option for individuals looking to switch careers or pursue a second career after retirement. We frequently find that aspiring emergency managers must cobble together online, independent study courses, attend random in-person trainings whenever they become available, and/or land a volunteer position (e.g. CERT, ARC) before being seriously considered for a professional, entry-level, full-time job. Public safety retirees can often

leverage their law enforcement, fire service or EMS backgrounds when pursuing their second career, but we all recognize that their public safety experience only partially translates into true emergency management.

Solutions

The most notable attempt — we thought — at solving this problem was FEMA EMI's National Emergency Management Basic Academy. According to their website, the Basic Academy is designed as "a gateway for individuals pursuing a career in emergency management." However, the website then states that the Basic Academy "is designed for newly appointed emergency managers," which is in direct contradiction to their earlier assertion. Individuals appointed to

local, county, and state emergency management positions often have an emergency management background prior to being appointed. More so, the program is almost exclusively hosted in Emmitsburg, Maryland, over the course of four residential weeks. This structure alienates both aspiring and practicing emergency managers, as attending a course of that length is very difficult, especially for communities which

have only one, part-time, volunteer emergency manager.

In New Jersey, the Emergency Manager 1 (EM1) course is an obvious solution to this historical problem that has been sitting under everyone's nose for years. Most states have a basic fire academy, police academy and EMS academy (EMT-Basic). These academies are often a semester in length and are typically eligible for academic credits at a local community college. The Emergency Manager 1 course, developed by the Emergency Manager Project, LLC, adopts this model but with an emergency management curriculum, targeting individuals who aspire to become emergency managers or those professional emergency managers who want to defragment their training and education from years past.

EM1 is administered over 16-weeks, with one lecture each week (three hours) and one Saturday each month (eight hours). During the semester, students complete 134 hours of total coursework, including emergency management fundamentals, disaster science, risk communications, and HSEEP. Upon completion, EM1 graduates can use their certificate toward the IAEM AEM®/CEM®, the New Jersey CEM, and undergraduate or graduate credits at a local university. More importantly, EM1 graduates have a comprehensive foundation in emergency management which they can build upon as they continue in their careers.



EM1 students work through the Marshmallow Challenge in preparation for a discussion on EOC operations.

[continued on page 19](#)

Emergency Manager 1

[continued from page 18](#)

EM1 Course Status

As of June 2016, EM1 has completed four semesters, registered nearly 200 students, and has three classes slated for the upcoming fall semester. The students have high school to graduate degrees, range from 22-72 years old, and have 0-35 years of emergency management experience. The feedback has been overwhelmingly positive, with a recent graduate reflecting that EM1 is the “single best class I’ve taken in my 35-year emergency management career.”

Many students are puzzled why it took so long for a program like this to get started, because it just seems so obvious. One graduate wondered, “Where was this class when I started as an emergency manager?”

EM1 instructors are professional emergency managers with significant real-world experience who are passionate about high-quality instruction. These individuals are hand-selected to promote the profession while delivering course material with real, tangible context that students can immediately take back to their own communities.

Support from New Jersey Emergency Management Association

Support from the New Jersey Emergency Management Association was, and continues to be, an essential component to the success of EM1. President Barry Eck, a “student” in the pilot course, was an early adopter and strong supporter after completing EM1.

The association has fully embraced the course and, during the creation and implementation of the

New Jersey CEM credential, recognized EM1 as a training requirement for applicants. This recognition, and support from the emergency management community, has solidified EM1 as an important and significant milestone towards advancing the profession in New Jersey.

Perspective from a Graduate

As a recent EM1 graduate, I found EM1 to be invaluable. I currently serve as an assistant deputy OEM coordinator in Neptune Township, New Jersey. This course unified countless other courses I’ve taken during my 20-year career into a single, comprehensive experience.

When I first started in emergency management in the 90s, emergency management training was minimal and often focused on response activities to large-scale incidents — hardly emergency management as we know it today. EM1, however, provided me with a solid foundation of emergency management topics, including activities across all four phases of emergency management, the science behind natural, man-made, and technological disasters, and industry-specific nuances within healthcare and higher education emergency management.

While the schedule may seem daunting, the opportunity to learn all of this material in a single course is well worth the time commitment and effort. In addition, I was able to network with other emergency managers from neighboring jurisdictions and develop relationships with colleagues I wouldn’t have met otherwise. I now have a network of people I trust to share information, call upon for exercise support, and develop agreements for resource sharing — all added benefits of attending the course.

Challenges Moving Forward

The single greatest challenge facing EM1 is official recognition as a requirement for current and future New Jersey emergency managers in local and county emergency management positions. New Jersey Office of Emergency Management (State OEM) [Directives 100 and 102](#) outline the requirements for appointed local and county emergency managers. However, they are remarkably outdated, with some requirements being impossible to comply with or enforce. This is because most of the required courses are no longer in existence.

The only course that is still truly required — at least in practice — is the “Basic Workshop,” an eight-hour, instructor-led course, administered by State OEM and offered at no cost to participants. The simple fact that the Basic Workshop is eight hours implies that participants must come with a pre-existing knowledge of emergency management.

Once again, this alienates aspiring emergency managers and fails to properly prepare them for their appointment as a local or county emergency manager. In 2016, it is indisputable that emergency management is a body of knowledge that cannot be adequately shared in eight hours, yet this is still the standard in New Jersey.

We anticipate that future revisions of OEM Directives 100 and 102 will include — if not mandate — completion of EM1 within a reasonable time frame of appointment as a requirement for local and county emergency managers. EM1, at the very least, sufficiently prepares individuals as emergency management practitioners ready to serve their communities competently.

[continued on page 20](#)

Holodisaster: Leveraging Microsoft HoloLens in Disaster and Emergency Management

By Ali Asgary, Ph.D., Associate Professor, Disaster & Emergency Management,
York University, Toronto, Ontario, Canada

Holodisaster is the name of a research project at York University's Disaster, Emergency and Rapid Response Simulation (ADERSIM) initiative¹ that aims to develop holographic disaster simulations that are mixed with the reality and can be viewed using the [Microsoft HoloLens](#) technology. According to Microsoft, HoloLens is the first fully self-contained, holographic computer, enabling users to interact with high definition holograms (*Figure 1*) that is very much different from the existing augmented and mixed reality technologies.

Users can wear the 580-gram HoloLens headset that runs Windows 10 to map their environments and display virtual or holographic 2D and 3D objects anchored to that environment. According to Rod

Furlan², HoloLens results are the best mixed-reality experience to date by a standalone, untethered device.

While augmented and mixed reality seem to have great applications and specialized niches in a number of sectors, including manufacturing, transportation, construction, business, public health and medicine, Microsoft has listed disaster and emergency management as one of the HoloLens application areas and encourages research and developments in this field. HoloLens applications in medical education and air transportation already have begun. For example, Japan Airlines



Figure 1. [Microsoft HoloLens](#).

(JAL) has developed new training applications for engine mechanics and flight crew trainees using the [Microsoft HoloLens virtual reality headset](#).

Practical Scenarios

Consider that you want to run an emergency exercise for a train derailment, plane crash, terror attack, tornado, volcano eruption, mass shooting, or crowd incidents. You can add the derailing train, crashing plane, moving tornado, or erupting volcano to the reality. HoloLens applications enable you to add these scenarios to the real world as 3D holographic objects. You also can interact with these objects through voice, gestures, finger taps, and gazing (see *Figure 2* on [page 21](#)). Alternatively, imagine that you are in an EOC where you can wear your Microsoft HoloLens and view as many maps, videos, TVs and charts as you want without having them all physically installed on the walls.

Development of Applications for HoloLens

Holodisaster is developing various applications for HoloLens

[continued on page 21](#)

¹ ADERSIM initiative consists of an EOC form simulation facility and a research training program funded by Ontario Research Fund (ORF), Natural Science and Engineering Council (NSERC), and York University.

² Furlan, Rud, 2016, "The Future of Augmented Reality: HoloLens Microsoft's AR headset shines despite rough edges," SPECTRUM.IEEE.ORG, North American, June 2016, page 21.

Emergency Manager 1

[continued from page 19](#)

Conclusion

Police, fire, and EMS academies are established, well-recognized methods of training aspiring public safety professionals across the United States. The Emergency Manager 1 course, in New Jersey, has clearly demonstrated this model of training can be successful when applied to emergency managers. More so, this model should be quickly recognized as the new

national standard of baseline training in emergency management and adopted in all states. While the FEMA National Emergency Management Basic Academy is a purposeful first step forward, it must be significantly re-engineered to successfully scale nationwide and target the correct audience of aspiring and new emergency managers. The Emergency Manager 1 course can undoubtedly serve as a template for any state or agency wishing to implement an emergency management academy course in their jurisdiction. ▲

Holodisaster

continued from page 20

that can be used in disaster and emergency management, education, training, emergency planning, response, and recovery. From hologram modeling of various hazards to emergency response equipment to simulated disaster scenarios, education and training of emergency managers and personnel are important application areas for HoloLens. Basic emergency management functions such as search and rescue operations, evacuation, mass casualty management, and provision of social services in reception centers can be simulated and practiced using HoloLens applications. Specific applications can be developed for very specific emergency management functions when needed.

Simulated Environments to Train Emergency Managers and the Public

The Holodisaster project is developing simulated environments allowing emergency managers at all levels to educate and train disaster response functions. Adding disaster scenarios to reality in form of augmented reality, the HoloLens enables disaster management trainees to better visualize the disaster scenarios.

The Holodisaster project also develops and tests HoloLens applications for emergency public education. Being able to add hazards to the existing environments as mixed reality, or adding and viewing various risk mitigation actions to the real world, enables people and audiences to better appreciate the hazards and understand hazard mitigation measures. Educating the public about the hazards and



Figure 2. HoloLens in use.

mitigation measures with HoloLens applications could be more effective and personalized. Teaching school age children about hazards in their own environment will be very attractive and much easier with HoloLens. The first public education experiment of Holodisaster was held at York University on Oct. 13, 2016, during the International Day of Disaster Risk Reduction.

HoloLens has promising applications in tele-training and activities as well. Consider situations where certain search-and-rescue operations or use of equipment that can be guided by experts that are not present in the disaster or emergency scenes. HoloLens could allow experts to send themselves into the first responders' environment and guide them virtually in a more realistic manner. Similarly, EOC members can immerse themselves into the disaster scene using HoloLens technology. Needless to say, the same can be applied to situations where emergency management personnel can provide guidance to non-experts (the general public) who happen to be in inaccessible emergency situations or to be the first

persons on a disaster or emergency scene before the arrival of emergency personnel.

Although holographic technology has experienced some disasters in the past (such as google glass), Microsoft has learned from those experiences by putting this technology in the hands of developers and researchers first. As stated by Dr. Melissa DeCapua, who has listed the applications of HoloLens in nursing, "the applications of this world-changing innovation are endless." It is evident that combining HoloLens with existing and emerging technologies will create very powerful technologies and tools for future emergency managers. However, in its early stages, there is a great need for close collaboration between researchers and professional to leverage this technology and develop useful applications for it.

The Holodisaster project team welcomes ideas and suggestions from IAEM members and is looking forward to working with practitioners who are interested in developing and using HoloLens in applications in disaster and emergency management. ▲

FEMA Is Accepting Applications for Reservist Positions

FEMA is seeking talented men and women who are eager to assist disaster survivors as FEMA Reservist employees. In this role, you will have the opportunity to travel, receive training, and build your professional network.

Are you or someone you know looking for a rewarding intermittent work opportunity to assist disaster survivors when they are most in need? Then send your resume to fema-reservist-hiring-initiative@fema.dhs.gov.

Please review the [fact sheet](#), obtain other details [online](#), and be sure to indicate the specific Reservist job opportunity of interest to you in the subject line of your email. ▲

Your help is needed! Please participate in IAEM's 10th Annual Survey on EMPG Funding

Deadline:

Jan. 23, 2017, 6:00 p.m. EST

If you are a local or tribal government emergency manager, please take the online survey, which is available [HERE](#).

Thank you in advance!


FEMA



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Each Reservist is hired to a position within a Cadre based on his or her skills or experience. If you are interested in intermittent work and have experience in customer service, data entry, insurance processing, warehouse management, communications, or information technology, *send your resume to:*

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EM Calendar

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

- Jan. 11 3:00-4:30 p.m. EST, FEMA/EMI EM Teaching with Cases Webinar Series: "Session II: Emergency Management Case Teaching: Getting Started with Design & Delivery."
- Feb. 27-Mar.3 FEMA/EMI: L0388 Advanced Public Information Officers, King Co. Office of Emergency Management, Renton, WA.
- Mar. 7-8 RES/CON New Orleans 2017: "Adapt, Thrive, Sustain," New Orleans, LA.
- Mar. 23-24 10th Annual Homeland Defense & Security Education Summit, "Overcoming Barriers: Looking at the Next 10 Years of Homeland Security Strategies, Plan, Policies, and Education," George Mason University, Arlington, VA.
- Mar. 27-30 FEMA/EMI: E0176 Hazus-MH for Floodplain Managers, Emergency Management Institute, Emmitsburg, MD.
- Mar. 30-31 International Conference on Risks, Security and Citizenship, Setubal, Portugal.
- Apr. 3-6 FEMA/EMI: E0313 Basic Hazus-MH, Emergency Management Institute, Emmitsburg, MD
- Apr. 19-21 Emergency Management Association of Georgia and Georgia Department of Public Health present 2017 Emergency Management Summit & Training Sessions: "Together, Shaping the Future," Savannah, GA.
- May 1-4 2017 Louisiana Emergency Preparedness Association (LEPA) Conference, Lake Charles, LA.
- May 1-6 19th Annual New Jersey Emergency Preparedness Conference, Atlantic City, NJ.
- May 14-19 Governor's Hurricane Conference (2017 GHC), West Palm Beach, FL.
- May 22-26 2017 Global Platform for Disaster Risk Resilience, Cancun, Mexico.
- June 4-9 3rd North American Symposium on Landslides 2017, "Putting Experience, Knowledge and Emerging Technologies into Practice," Roanoke, VA.
- June 5-8 19th Annual Emergency Management Higher Education Symposium, National Emergency Training Center, Emmitsburg, MD.
- June 6-8 11th Annual National Homeland Security Conference, Buffalo, NY.

Plan to Attend

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[continued on page 25](#)

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