



Bulletin

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Call for Articles:
Special Focus Issue on
"Lessons Learned:
Both Domestically &
Internationally"

Deadline: July 10, 2017
[Details on Page 14](#)

IAEM Poster Showcase
Deadline: June 16, 2017,
5:00 p.m. EDT
IAEM EMvision Talks
Deadline: May 26, 2017,
5:00 p.m. EDT
[Details on Page 11](#)

IAEM in Action

IAEM-USA

IAEM CEO Beth Armstrong attended a briefing by U.S. Department of Homeland Security Secretary John F. Kelly, held at The George Washington University, Apr. 18, 2017.

For information about Secretary Kelly's presentation, see *U.S. Government Affairs News* on [page 12](#).



Photo: U.S. Department of Homeland Security.

PLANNING FOR IAEM ANNUAL CONFERENCE



The IAEM Conference Committee met Mar. 27-29, 2017, to make program plans for the IAEM Annual Conference, Nov. 10-15, 2017, in Long Beach, California. Seated, left to right: Diane Logsdon; Mike Gavin, committee chair; Julie Husk, IAEM program manager; and Donna Franklin, committee vice chair. Standing, left to right: Rocky Lopes; Peter Perez; and Eddie Hicks. Also attending was David Barber, vice chair. Photo: Sharon Kelly.

Learn about the Poster Showcase in *Conference News* on [page 11](#).

IAEM in Action

EMERGENCY MANAGEMENT ASSOCIATION OF GEORGIA SUMMIT



Presentation by IAEM-USA President Lanita Lloyd, CEM, at the EMAG Summit, Apr. 19-21, 2017, Savannah, Georgia.



Doug Bryson, CEM, IAEM-USA Government Affairs chair, speaks at the Emergency Management Association of Georgia and Georgia Department of Public Health's 2017 EM Summit and Training, "Together: Shaping the Future," Savannah (Georgia) Trade & Convention Center.



Doug Bryson, CEM, IAEM-USA Government Affairs chair; Lt. Keith Person, IAEM-USA Student member; and Lanita Lloyd, CEM, IAEM-USA president, following Doug and Lanita's presentation at the EMAG 2017 EM Summit.



IAEM-Global Chair Ellis M. Stanley Sr. addresses the attendees at the EMAG 2017 EM Summit on the topic of "Partnering for Preparedness; It's Not About Us Without Us."



IAEM OUTREACH

Left to right: IAEM CEO Beth Armstrong, MAM, CAE; Bill Ingwersen, NuernbergMesse; Jimmy Mouton, Perfect World Inc.; and IAEM Deputy Executive Director Clay Tyeryar, MAM, CAE, met at IAEM Headquarters to review potential opportunities to increase IAEM brand awareness at professional gatherings worldwide.

The Entry Period for the IAEM 2017 Global, Canada, and USA Awards Competitions Is Open Until May 31, 2017

The purpose of the IAEM Awards Competition is to recognize and honor persons who have made special or significant contributions to the field of emergency management and have represented the profession well by their outstanding performance.

The entry period for the annual International Association of Emergency Managers (IAEM) 2017 Awards Competition opened on Apr. 3, 2017, and will remain open until **Wednesday, May 31, 2017, 5:00 p.m. EDT**. Take action now to enter the IAEM Awards Competition.

This is an opportunity to be recognized for what you, your agency, or your company have accomplished. The IAEM-Global Awards Work Group, the IAEM-Canada Membership Engagement Committee, and the IAEM-USA Awards Committee encourage you to share the many ways that you have improved your communities.

IAEM-Global Awards

The IAEM-Global Awards Competition is open to entrants worldwide. It is a multi-level competition, in which entrants compete at the Council level and then Council winners compete at the Global level. There are six award categories:

- ◆ Business & Industry Preparedness Award

- ◆ Partners in Preparedness Award (Public/Private Partnerships)

- ◆ Public Awareness Award (3 divisions: local, regional/nonprofit, for-profit)

- ◆ Technology & Innovation Award (3 divisions: local, regional/nonprofit, for-profit)

- ◆ Student of the Year Award

- ◆ Student Ally of the Year Award

Awards will be presented to both Council and Global winners in the IAEM-Global Awards Competition.

IAEM-Canada Council Awards

In its second year, the **IAEM-Canada Council Awards Competition** offers four *Canada-only* award categories. These include:

- ◆ IAEM-Canada Career Excellence Award

- ◆ IAEM-Canada Emergency Management Volunteer Award

- ◆ IAEM-Canada Prepared Community Award

- ◆ IAEM-Canada Merit Award

IAEM-USA Council Awards

The **IAEM-USA Awards Competition** also offers *USA-only* awards. Award categories include:

- ◆ IAEM-USA Clayton R. Christopher Memorial Award

- ◆ IAEM-USA Career Excellence Award

- ◆ IAEM-USA Academic Recognition Award

- ◆ IAEM-USA Military Uniformed Services Emergency Manager of the Year Award

- ◆ IAEM-USA Civilian Uniformed Services Emergency Manager of the Year Award

- ◆ IAEM-USA EM Volunteer of the Year Award

- ◆ IAEM-USA EM Volunteer Organization of the Year Award

- ◆ IAEM-USA EM Uniformed Services Auxiliary Member of the Year Award

- ◆ IAEM-USA Student Chapter of the Year

- ◆ IAEM-USA Student Chapter Advisor of the Year

The complete award guidelines and official entry forms for the Global, Canada, and USA Awards Competitions are posted on the IAEM website at www.iaem.com/awards. There is no entry fee for IAEM members. ▲

Frequently Asked Questions About IAEM Awards

■ **Where can I learn more?** Visit www.iaem.com/Awards for complete details. Click on the link to the type of award category you're interested in, read the guidelines, and download the entry form.

■ **Is there a cost for entering?** There is no entry fee for IAEM members. Non-members pay a small

entry fee as noted on the entry forms.

■ **When will I find out if I won?** Judging will take place during June. Notification of all entrants will occur during July, and awards will be presented during the IAEM Annual Conference in Long Beach, California, Nov. 10-15, 2017.

■ **I still have questions. Who should I ask?** Email any questions about Global and USA award guidelines to [Karen Thompson](mailto:Karen.Thompson@iaem.com), IAEM Awards staff liaison. Email IAEM-Canada Membership Engagement Director [Heather Stager](mailto:Heather.Stager@iaem.com), if you have any questions specific to Canada awards.

From the IAEM-USA President

Why Should You Consider Running for Office?

Current IAEM-USA Officers Share Their Thoughts About Roles, Challenges, and More

By Lanita Lloyd, MS, CEM, IAEM-USA President



In the April 2017 *Bulletin*, we shared the 2017 IAEM-USA officers' election schedule. For those who are considering running for office, the call for nominations for the IAEM-USA Council's Second Vice President and Treasurer positions will open on **June 1, 2017**. Nominations must be submitted no later than **5:00 p.m. EDT on June 30, 2017**.

You have had the opportunity to read *Bulletin* articles from Past President Robie Robinson, CEM, and from me over the past couple of years. Now, as these important dates are quickly approaching, I asked our current vice presidents, treasurer, and secretary to share thoughts on his/her role, expectations, experiences, accomplishments, challenges, and memorable moments – their own reflections. Our intent is to encourage you to be more involved and consider running for office now or in the future.

Thoughts on the Role of the IAEM-USA 1st Vice President (by Nick Crossley, CEM)

The role of the 1st vice president varies from year to year in many ways. The consistent roles such as being the liaison between the regional presidents and the president and the primary advisor to the

president are the same from year to year. The role in 2017 includes the standard roles outlined above and using my experience at the local level to augment the strengths of the current presidential team and

the board. The USA Presidential Team has a unique blend this year. The president is a Salvation Army emergency manager (VOAD), the 2nd vice

“Find your niche in our association – whether it’s offering your time and efforts in the important work of your region, serving through a committee or caucus, or ‘throwing in your hat’ to run for office.”
– Lanita Lloyd, CEM

president is a university emergency manager, and the other members of the executive committee represent other state and local perspectives.

The nuance is the requirement of the 1st vice president to be a “jack of all trades” if you will. I ran for the role after many years serving in various roles such as a committee chair to being a regional vice president. I also served as a member of and chair of the IAEM Certification Commission. I strategically sought out opportunities to serve in various roles before running for my current position so that I could understand the association and its activities from multiple angles. My work on the IAEM-USA Government Affairs Committee was also helpful. In addition, these roles – combined

with my jobs in local as well as university emergency management settings – allow me to use my experiences to more strongly support the organization and its members.

The 1st vice president serves, as noted above, in many roles. In addition, he or she is preparing to become the president of IAEM-USA the following year. Your planning for that most important role begins when you are 2nd vice president. However, it takes on a more urgent tone when you are 1st vice president. It’s been an incredible journey to get to this point. Serving in these

roles has shown me the value of the association and how, together, we make for a stronger and more vibrant profession.

Thoughts on the Role of the IAEM-USA 2nd Vice President (by Marty Shaub, CEM)

As 2nd vice president of the USA Council of the International Association of Emergency Managers, I am [with others] involved in/responsible for governance of our professional organization. Governance relates to the processes of interaction and decision-making among the individuals involved, in a collective effort that leads to the creation, reinforcement, or reproduction of social norms and institutions.¹

¹Hufty, Marc (2011). “Investigating Policy Processes: The Governance Analytical Framework (GAF). In: Wiesmann, U., Hurni, H., et al. eds. Research for Sustainable Development: Foundations, Experiences, and Perspectives. Bern: Geographica Bernensia: 403–424.

[continued on page 5](#)

From the IAEM-USA President continued from page 4

Governance is the way the rules, customs and actions are structured, sustained, regulated and held accountable. The degree of formality depends on the internal rules of a given organization and, externally, with its business partners.

As such, governance may take many forms, driven by many different motivations and with many different results. For instance, a government may operate as a democracy, where citizens vote on who should govern and the public good is the goal.

At IAEM-USA, a non-profit organization, we are governed by a board of directors and pursue specific aims related to emergency management. We use our committees and caucuses, structures of authority, and even collaboration to allocate resources and coordinate activity that support the emergency manager and emergency management programs in the United States in general.

IAEM USA's governance has a dual focus: achieving the organization's collective mission – supporting and advocating for the field of emergency management, and ensuring IAEM is viable. Both responsibilities relate to fiduciary responsibility that our Board has with respect to the exercise of authority over the explicit actions the association takes.

Public trust and accountability are essential aspects of organizational sustainability, so we seek to achieve our mission in a way that is respected by those whom the

organization serves (our members) and the society and that society's regulations – in this case the United States, in which we operate.

My specific duties, as 2nd vice president, are to ensure we are supporting our committees and caucuses in their efforts as they relate to our strategic plan and tracking those

efforts to ensure we complete our projects. If situations warrant, I perceive it is the 2nd VP's responsibility to course correct should we get "off track."

If our primary efforts should somehow begin to consume resources, but not be producing the outcomes we need, it would be the 2nd VP's job to steer those efforts towards what in our strategic plan is defined as success for the organization.

This position allows the office holder to interact with literally every committee, caucus, task force and ad hoc group working for the organization and each individual

Board member and staff member who has a liaison assignment to each of these committees and caucuses. This interaction, followed by the experience of serving as 1st vice president, provides the necessary preparation (a firsthand understanding of each area of involvement) to serve as the organization's president.

As with any volunteer experience, you get out of the experience what you put in. Truly, I love it and I'm grateful for those who came before me who instituted this progression of duties as a means to ensure the success of IAEM-USA and the individuals elected to serve.

Thoughts on the Role of the IAEM-USA Treasurer (by Rick Cox, CEM)

I sometimes tell people that life is not an old "Our Gang" musical production where things just appear.

There is a lot of work going on in the background.

The operations of IAEM and IAEM-USA are a

business and as such requires funds to substantiate a budget of \$2 million. Membership dues have grown from \$85 (in 1996 when I joined) to \$190 today. I paid my dues out of my pocket, not my employer's. As treasurer, I have taken the stance to keep an eye on "my" money for all of us.

It has been a goal to take serious the role of monitoring the financial records and the guidelines specified in the IAEM-USA Administrative Policies and Procedures. That includes working with staff to keep the fees of our outstanding annual conference at the lowest possible rate to maintain our goals.

Thoughts on the Role of the IAEM-USA Secretary (by Carrie Speranza, CEM)

Being the newest member of the executive committee – I knew I had a lot to learn when taking the post of IAEM-USA secretary. I was well aware that I was joining an experienced leadership team, and I fully expected a steep learning curve. Six months into my term, here are just a few things I've learned:

■ This really is an organization that moves and evolves *because of* and *for* its members.

■ The leadership team is *constantly* looking at ways to provide better services/tools to the membership.

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From the IAEM-USA President

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■ IAEM is deeply rooted in tradition, but new ideas and contributions are welcomed with open arms.

Always.

■ Before offering ideas for change, first ask why things are done the way they are. History is our greatest teacher.

■ Actively listen to others, speak to inspire, and raise your hand to volunteer.

The IAEM-USA Board just ended its annual retreat in March. Having attended these meetings before, I now can say that I look forward to this event the most.

Not only do I learn about my fellow board members, but the agenda is jam-packed for two days, focused on making IAEM a bigger, better, stronger, and more preeminent association. We assess the organization and the value we bring to the membership, we hear reports from the committees and caucuses on their activities, and we take a strategic look at how IAEM-USA operates and how it should evolve in the future. I walk away inspired to do more, every time.

Being your secretary has been an amazing opportunity. I hope that I am able to contribute and give back to

the association just as much as it's given to me in experience. Want to do something new? Raise your hand and run for office. I promise, you'll be so happy you did.

Conclusion

(from Lanita Lloyd, CEM)

My hope is that you can clearly see that we have unique individuals in leadership positions – with diverse backgrounds as emergency management professionals, from various areas throughout the country – and we express ourselves differently. We are all, however, passionate about the

progression of our profession – promoting one another and the importance of IAEM.

What an honor to lead those who are so committed and dedicated to emergency management! I greatly appreciate every leader and every member in our dynamic association. My hope is that you will “find your niche” in our association – whether it's offering your time and efforts in the important work of your region, serving through a committee or caucus, or “throwing in your hat” to run for office. ▲



InWEM 2017 Women's History Month and Hall of Fame Celebration



Each year, the International Network of Women in Emergency Management (InWEM) recognizes women and/or women's organizations who have made significant contributions to the field of emergency management. Honorees also are selected based on their commitment to women's and girls' causes and for their ability to motivate and inspire young women envisioning careers in public service and emergency services.

InWEM honored 2017 Women's History Month and held its Hall of Fame Celebration at the National Press Club, Washington, D.C.

Left to right are: Blythe Joy Patenaude, Linda Langston, Honoree Dr. Meloyde Batten-Mickens, CEM, Kay Goss, CEM, and Vilma Milmoie. Not pictured is Honoree Rear Admiral Mary E. Landry USCG, Retired.



CEM® Corner

Sample Questions: Exercises and Tests (Exercise Design, Part 1)

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

Recently we completed our discussion of Training and Education. This month we begin a new discussion on the topic of Exercises and Tests, with a focus on Exercise Design. This month we will cover the “building-block approach” to the emergency management exercise program.

NFPA 1600 requires, “The entity shall evaluate program plans, procedures, training, and capabilities and promote continuous improvement through periodic exercises and tests.” The standard goes on to state that exercises are “designed to assess the maturity of program plans, procedures, and strategies,” while tests are “designed to demonstrate capabilities.” FEMA, in Independent Study Course 120a, *An Introduction to Exercises*, says exercises are all these and more!

Building-Block Approach

One key concept for our exercise program, according to IS 120a is, “Exercises should be planned in a cycle that increases in complexity. Each successive exercise should build on the scale and experience of the previous one.” This means we should use a “building-block approach” to exercise design.

The “building-block approach” consists of seven accepted types of exercises divided into two different categories. The first category is called *Discussion-based* and the second category is called *Operations-based*. Discussion-based exercises center on discussions and

consist of four exercise types (from simplest to more complex) – seminars, workshops, tabletops, and games. Operations-based exercises center on action-oriented activities and consist of three types (from simplest to more complex) – drills, functional, and full-scale.

Exercise Characteristics

Discussion-based exercises are the least complicated types of exercises because they do not involve deployment of resources. They do provide a forum for participants to discuss and even develop plans, agreements, training and procedures with a focus on strategic, policy-oriented issues. In these exercises, “a facilitator or a presenter usually leads the discussions, helping to keep participants on track and ensuring that exercise objectives are met.”

Operations-based exercises are the most complicated because they actually deploy resources and personnel who perform their emergency tasks as if the scenario was real. These types of exercises require the “execution of plans, policies, agreements, and procedures; they clarify roles and responsibilities; and they improve individual and team performances.

Examination References

As for the previous standards, this one too does not describe how to do all of this, so for the exam we refer back to various FEMA Independent Study Courses. For the exam, therefore, we need to review

independent study courses related to the activities that make up preparedness and communication, such as IS-120a, *An Introduction to Exercises*, for the core questions. USA candidates also should review the Homeland Security Exercise Evaluation Program (HSEEP) documents.

Essay

The application process for both the CEM® and the AEM® does not require the candidate to address *Exercises and Tests* specifically as one of the required Knowledge, Skills, and Abilities (KSA) components for the emergency management essay. However, it does require discussion of *Preparedness, Response, Recovery, and Mitigation* activities. In addition, candidates may choose Exercises and Tests as a key component of their Problem Statement and write about that (covering all the KSAs).

Practice Questions

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

1. The local emergency plan was recently revised. From the following list, which type of exercise should the emergency manager use to teach or orient the participants on the revised plan?

- a. Game.
- b. Seminar.
- c. Tabletop.
- d. Workshop.

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CEM® Corner

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This question is asking you to understand the different types of discussion-based exercises and when they are used. According to FEMA, games are a simulation of operations, using rules, data, and procedures designed to depict an actual or assumed real-life situation.

Seminars teach or orientate participants. Tabletops involve senior staff, elected or appointed officials, or other key personnel in an informal group discussion centered on a hypothetical scenario. Workshops build or achieve a product.

Since the emergency plan was recently revised, responsible individuals and organizations need to know the content of the plan, its concepts, procedures, and participants. Games and tabletop exercises assume knowledge of the plan, so they would not be suitable for training. A workshop develops a product, and the goal here is to learn about the revised plan. Therefore, the correct response is **b**. See IS 120.a.

2. Your emergency management plan has been in effect and the responsible individuals and agencies attended various seminars and a tabletop exercise. Now you want to evaluate the ability of multiple agencies to coordinate their response activities. Which one of the following exercises would you develop?

- a. Drill
- b. Full-scale
- c. Functional
- d. Game

This question is asking you to understand the different types of operations-based exercises and when they are used. According to FEMA, drills are a supervised activity that tests a specific operation or function of a single agency. A full-scale exercise is a high-stress multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response, as if a real incident had occurred. A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response.

Games are a simulation of operations, using rules, data, and procedures designed to depict an actual or assumed real-life situation. As such, games are a discussion-based exercise rather than an operations-based exercise. Therefore, the correct response is **c**. See IS 120.a.

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

Next month we continue our discussion on Exercises and Tests. We will also 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. ▲

**Connect through the IAEM Jobs Board!**

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

Read the latest
CEM® News
on [pages 9-10](#)
of this issue.

Get involved in IAEM! Join an IAEM committee or caucus.

Go online to see a complete list of [IAEM-USA Standing Committees, Caucuses, and Ad Hoc Committees](#) and [IAEM-Canada Committees](#) with links to each committee's web page. Peruse committee pages to find your area(s) of interest. Then contact the chair, and volunteer to participate in that committee's work.

CEM® News

Changes to the CEM® Requirements

On Apr. 18, 2017, the IAEM USA-Board approved recommendations submitted by the Certification Executive Committee to help streamline the Certification process. Requirement changes affect the following:

- **Lifetime Certification.** Any CEM familiar with the candidate may nominate a candidate for lifetime certification.
- **References.** Require a minimum of one letter of reference (signed and on letterhead from a current supervisor) plus contact information for a total of three references, with the option to upload two additional reference letters if the candidate feels it would be helpful to their review.

- **Professional Contributions:**

- ◆ **(C) Service Role** – may now be part of job duties and submission must support comprehensive emergency management;
- ◆ **(D) Leadership Role** – any member of an EM-related board qualifies; and
- ◆ **(F) Speaking** – removal of the 20-minute requirement.

IAEM Headquarters is currently working to get the online certification applications updated to reflect these changes. For those who have already started an application, the system will still think that you must meet the old requirement. To avoid having to start a new application, you may wish to edit your current application by indicating in the respective submission fields (if applicable) “not required as of Apr. 18, 2017,” and then upload a separate document indicating same. This will allow the system to reflect you provided a submission form with documentation under the old requirements. ▲

Prep Course/Exam Offerings

We’re continuously planning group AEM®/CEM® Exam and Prep Course offerings. Visit the [IAEM website](#) to view the current schedule. IAEM requires at least 10 registrants for a prep course offering. As of the publication date of this issue, two offerings are available:

- **June 5, 2017:** AEM®/CEM® Prep Course & Exam, [National Homeland Security Conference](#), Buffalo, New York. **Register by May 22.**
- **July 12, 2017:** AEM®/CEM® Exam, FEMA’s Emergency Management Institute (EMI), Emmitsburg, Maryland. **Register by June 28.** Please note: This exam is available only to students who will be on the EMI campus or any EMI faculty/employees who have access on this date. ▲

Commission Launches New “Featured Mentor” Tool on the IAEM Website

The IAEM Certification Commission recently launched the new “Featured Mentor” tool on the IAEM website. The searchable database can be found in the certification section of the site using the link for [Find a Mentor](#).

A certification mentor guides a CEM® or AEM® candidate to complete her/his application by offering counseling and accurate information about requirements. Certification candidates interested in working with a mentor can use the [Find a Mentor](#) tool to seek mentors who are close in proximity to their location or mentors who have experience in the candidate’s emergency management employment sector. ▲

The Next Certification Webinar in the Pilot Series Is Set for May 11th

The Certification Webinar Series is a free program designed to assist candidates in obtaining their certification with IAEM. With premises rooted in the elements of a successful certification application and succinctly proving the meeting of the criteria, this series of short, valuable experiences will demonstrate to candidates that certification is attainable. The [Certification Webinar Series](#) began in April and will be offered through October 2017. Each 30-minute presentation will conclude with 30 minutes for questions and answers with Certification Commissioners. The series will be broken into the following segments:

- **The recording of the Apr. 13 webinar**, “Introduction to the Certification Webinar Series, Essay,” is now available to IAEM members on the [IAEM Webinar Recordings web page](#).
- **May 11, 2017, 3:00-4:00 p.m. EDT** – Training, Letters of Reference, Exam, Certification Fees.
- **June 8, 2017, 3:00-4:00 p.m. EDT** – Experience/Work History, Degree Documentation.
- **July 13, 2017, 3:00-4:00 p.m. EDT** – Professional Contributions.

You must register online at the registration links posted [here](#). Registration will end one week prior to each webinar. Registrants will receive the login information during the week prior to the webinar date.

If you have any questions about the Certification Webinar Series, please send an email to info@iaem.com. **Please note:** Attendance at these webinars does *not* count towards training hours for your application. ▲

[more CEM® News on page 10](#)

CEM® News

The IAEM Certification Commission Seeks Applicants to Fill Several Commission Openings

The IAEM Certification Commission is looking for candidates to fill several commissioner openings for the Class of 2020, serving from Jan. 1, 2018, to Dec. 31, 2020. The Certification Commission conducts electronic reviews using the online system.

Commissioner Tasks and Expectations

Every other month, commissioners are expected to review, on average, 12-20 applications, based on volume, within a 30-day window. Interested applicants must be detail oriented, responsive via email and phone, and plan to devote approximately 30 hours per review month (180 hours yearly) to online reviews. Commissioners also draft notification letters to candidates, so commissioners must possess clear, concise writing skills.

The Certification Commission has one or two in-person meetings per year as well as quarterly conference calls lasting between 1-2 hours to discuss policy and procedure changes. Occasionally, commissioners may be asked to serve on a short term ad-hoc working group related to a topic of discussion on the Certification Commission. IAEM is prepared to cover the travel costs for the in-person review meetings for commissioners living outside of the DC metro area.

There are a limited number of available spaces but any interested USA certified individual is encouraged to apply, as we are looking to identify people who are willing to serve as alternates to represent each EM category should seats become available mid-term. [Download chart](#) of CEM® Commissioner categories.

Commissioner Qualifications

Commissioners must be full-time, working emergency management practitioners, current CEM®s, and successfully recertified at least once, with a demonstrated knowledge of emergency management, desire to serve, ability to work without bias and maintain confidentiality as well as the credibility of the AEM®/CEM® credential.

Applicants should ensure they have access to a computer without security limitations to access zip, pdf, .msg, jpeg, gif, .mov, Powerpoint, and Word files. Access to Publisher is a benefit. Users should be using the current version of any of the major browsers (latest Firefox, Chrome, Safari or IE). Interested individuals should identify themselves as being computer savvy and

have a willingness to learn how to use the online application portal.

Application Deadline: June 1, 2017

Candidates interested in serving on the Certification Commission should submit the following information to IAEM Program Manager, Kate McClimans, by **June 1, 2017**:

- Letter of intent expressing desire to serve as a commissioner as well as willingness to devote the necessary time to participate in online reviews and commission meetings.
- Personal Commissioner Qualities – a short narrative (maximum of two pages) describing the qualities the applicant will bring to the commission. Include the date of CEM initial certification and recertification(s).
- Qualification(s) to Serve – up to a one-page description of the qualifications for the category(ies) of participation to be considered as described in the chart of CEM Commissioner categories.
- Current Resume.
- Three letters of reference to verify and support the criteria. One letter should be from a current supervisor.

Incomplete applications will not be considered. Upon receipt, candidate will receive confirmation that information was received by IAEM HQ. Late submissions may be held over for the following year. Candidates will be notified of the results this fall. ▲



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

Conference News

New at the IAEM Annual Conference: The IAEM Poster Showcase

The IAEM-USA Conference Committee and the IAEM-USA Training & Education Committee are pleased to offer the newly expanded Poster Showcase.

- The Call for Entries opens on May 1, 2017, and closes on **June 16, 2017 at 5:00 p.m. EDT.**
- Elected participants will be notified by July 5, 2017.
- For complete details and how to submit your entry, read the [IAEM Poster Showcase Guidance](#).

Open to everyone, the Poster Showcase is an opportunity for students, academics and practitioners to share their knowledge or findings obtained through experience or research. Entrants can choose to participate in the Competitive Division and compete against a standard in their respective categories or the Non-Competitive Division and simply share their research or practice to others.

All participants in the Competitive Division will present their poster in front of a group of evaluators who will determine if the participants satisfied the requirements of a gold, silver or bronze standard. The Competitive Division entrants can elect to be in one of three categories – Student (undergraduate or graduate), Academic, or Practitioner.

All participants in both the Competitive and Non-Competitive Divisions will participate in the Poster Showcase presentation session for conference attendees on Tuesday, Nov. 14, 2017, during lunch in the EMEX Hall.

Participants who are chosen to display their posters will receive certificates of participation that document credit towards the IAEM Certification Program under “Professional Contribution Category F: Speaking.”



IAEM PRESENTS

EMvision

Talks

The Call for Speakers Closes May 26 for the EMvision Talks

Don't miss your opportunity to be a part of one of the most popular sessions at the IAEM Annual Conference. The call for speakers closes **May 26, 2017, at 5:00 p.m. EDT.** Visit the IAEM Annual Conference website for [complete details](#).

Everything you wanted to know about the Conference Committee's view of a qualified submission can be found in the [Speaker Guidance](#). This document offers helpful tips, requirements, presentation standards, and useful information about the speaker submission process and selection.

The EMvision Talks, which are modeled on the well known TED™ Talk format, communicate thought leadership in emergency management. The best five to seven speaker submissions will be selected to present their Talk live on the plenary stage on Nov. 14, 2017.

All selected speakers will receive \$200 off the full registration to the IAEM Annual Conference and will receive a certificate of participation that documents credit towards the IAEM Certification Program under “Professional Contribution Category F, Speaking.”

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U.S. Government Affairs News

IAEM-USA Supports Funding for the National Weather Service

IAEM-USA on Apr. 17 contacted chairs and ranking members of both the U.S. Senate and House Appropriations Subcommittees on Commerce, Justice and Science, supporting funding of the National Weather Service (NWS) for Fiscal Year (FY) 2017 at the Senate-recommended level of \$1.135 billion. The association also expressed support for the other weather-related functions of the National Oceanic and Atmospheric Administration (NOAA).

In addition, IAEM-USA urged the subcommittees to support no less than that amount for FY 2018. The letter stated that NWS provides invaluable support to the emergency management community, allowing emergency managers to make critical lifesaving decisions to keep our communities safe. The NWS needs to continue to sustain its technical infrastructure, super-computing capacity, and communications network. In addition, continued funding is needed for NOAA's Satellites, NEXRAD Weather Radars, and Automated Surface Observing Systems – essential pieces of the system for providing timely severe weather warnings. [Read the IAEM-USA letter of support.](#) ▲

IAEM-USA Submits Comments on FEMA Disaster Deductible Proposal

FEMA is considering implementation of a Public Assistance deductible that would condition states' receipt of FEMA reimbursement for the repair and replacement of public infrastructure damaged by a disaster event. The primary intent of the deductible concept, according to FEMA, is to incentivize greater state resilience to future disasters, thereby reducing future disaster costs nationally.

On Jan. 20, 2016, FEMA published an Advance Notice of Proposed Rulemaking (ANPRM) seeking comment on a Public Assistance deductible concept. The ANPRM provided a general description of the concept that many commenters found insufficient to provide meaningful comment. In an effort to offer the public a more detailed deductible concept upon which to provide additional feedback, FEMA is issuing a supplemental ANPRM (SANPRM) that presents a conceptual deductible program, including a methodology for calculating deductible amounts based on a combination of each state's fiscal capacity and disaster risk, a proposed credit structure to reward states for undertaking resilience-

building activities, and a description of how FEMA could consider implementing the program. At this stage of the rulemaking process, the deductible remains only something that FEMA is considering. The policy conceived of in this document is not a proposal. In this document, FEMA is providing what is merely a description of a direction that FEMA could take in future rulemaking in an effort to solicit further feedback from the public. After considering the comments it receives, or as a result of other factors, FEMA may expand on or redevelop this concept. [Read IAEM-USA's comments on the disaster deductible proposal.](#) ▲

Home and Away: Threats to America and the DHS Response – a Discussion with Secretary John F. Kelly

On Apr. 18, IAEM CEO Beth Armstrong represented IAEM as part of a small group of invitees at an event hosted by the Center for Cyber and Homeland Security (CCHS) at The George Washington University. (See photo on [page 1](#).) Secretary Kelly discussed his strategic vision for DHS, which focuses heavily on Transnational Criminal Organizations (TCOs) representing the greatest threat to America's homeland security. He spoke about the U.S. drug epidemic, violent crimes, and relentless terrorist threats. He emphasized throughout his remarks that Americans should respect and support those who have sworn to uphold the laws of our land. When asked what keeps him up at night, he indicated it is Southwest border smugglers – who don't check passports or baggage as part of their trafficking. ▲

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The Emerging EM Professional

Developing the Vital Characteristics of Professionalism

Focus: Getting Past “Here”

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

Not too long ago, I was in your shoes – I was a student trying to complete her studies. In preparing this month’s Emerging Emergency Management Professional, my thoughts went back to my academic journey. I thought about accomplishing the goal of obtaining my degree.

I thought about the challenges, struggles and sacrifices that came with trying to accomplish that goal. I know that there may have been times when you have been there as well. I know that, as a student, you have read many pieces which speak to the benefits to be had after one has completed the coveted degree.

However, there are so few pieces which can help you get past “here.” This is why I have devoted the next few Emerging Emergency Management Professional articles to helping you get past “here.”

Hitting the Brick Wall

As a student, I came close to giving up on my studies many times. I constantly questioned whether I had the wherewithal to complete my studies. During a particularly trying period, when I had hit the “proverbial brick wall,” I reached out to an old college friend who had finished her degree a few years prior. I reached out in the hopes that she would share her wisdom.

I asked one question. The question was, “How did you do it?” The answer I received was one word – focus.

I was a little disappointed. I expected a treatise. What I got instead was one word – **FOCUS**.

I was baffled. “Is that it? Is that all?” I asked.

She responded in the affirmative. I pressed for more as I knew that there had to be more to it, some magic formula or tightly guarded secret that no one wanted to share.

My friend said, “There really is no secret. It really is that simple. All you need to do is focus. You need to get rid of the distractions and emotional non-essentials.

“You need to get right down to business and really focus on the task at hand. You need stealth-like, laser-sharp blinders on. Look at the target straight ahead, the finish line, with a bulls’-eye focus.”

I can now admit that as simple as the answer was, that answer changed the trajectory of my academic journey. I got right down to the business of “focusing.” As I noted last month, there are so many things competing for one’s time. When one is a student, he or she has to be judicious with his or her time. There is a saying that I have held dear for years. The saying is, “If it is not taking you closer to where you want to be, then it is detracting or impeding your progress.” I suppose this is what my old college pal meant when she implored me to focus.

Quotes about Focus

“The successful warrior is the average man with laser-like focus.”
– Bruce Lee.

“You don’t get results by focusing on the results. You get results by focusing on the actions that get the results.”
– Mike Hawkins.

“People who fail, focus on what they will have to go through; people who succeed, focus on what it will feel like in the end.” – Anthony Robbins.

“You will never reach your destination if you stop and throw stones at every dog that barks.”
– Winston Churchill.

“Starve your distractions. Feed your focus.” – Anonymous.

“Ignore the noise. Focus on your work.” – Anonymous.

“Stop getting distracted by things that have nothing to do with your goals.” – Anonymous.

“Focus on your goals, don’t look in any direction but ahead.”
– Anonymous.

“My main focus is to remain focused.” – Anonymous.

“Stay focused on whatever you want to do, and do not doubt yourself.” – Anonymous. ▲

FOCUS – pay particular attention to or Follow One Course Until Successful.

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

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In upcoming issues

■ The *IAEM Bulletin* is published monthly. For the eight issues that are **not** built around a [special focus topic](#), the Editorial Work Group considers 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 have an idea for an article and are not sure your topic is a good fit for 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.

■ Being published in the *Bulletin* counts toward the publication requirement in the IAEM Certification Program.

■ **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 Article Submissions by July 10, 2017 on this Special Focus Issue topic:

“Lessons Learned: Both Domestically and Internationally”

Our third 2017 special focus issue will be on the topic of “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; or how standards can bridge the interfaces between countries and between jurisdictions.

Article length is 750 to 1,500 words, and articles must be submitted via email to Editor Karen Thompson, Thompson@iaem.com by **July 10, 2017**. 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 IAEM BULLETIN

The *IAEM Bulletin* is a benefit of membership in the International Association of Emergency Managers.

The *IAEM Bulletin* is in its 34th year of providing news and resources for IAEM members.

The *Bulletin* Archives are available online for members only at www.iaem.com/Bulletin.



Emergency Communications, Part 1

Assessing Emergency Communications Resilience

By Ken Lerner, Global Security Sciences Division, Argonne National Laboratory

Editor's Note: This is Part 1 in a two-part series on emergency communications. This article describes the vulnerability analysis process undertaken in Pueblo, Colorado. Part 2, which will appear in the July 2017 *IAEM Bulletin*, will include a summary of the workshop and tabletop exercises, as well as what changes were implemented in Pueblo, Colorado.

Introduction

Emergency managers serving Pueblo, Colorado, completed a series of actions in 2015-2016 to enhance resilience of emergency communications. There were three phases.

■ First, key emergency-communication systems and their underlying infrastructure were identified, and

their vulnerabilities were analyzed.

■ Second, a workshop was held to lay a common groundwork of understanding between emergency managers, information technology (IT) staff, and communication service providers regarding the importance of emergency communications.

■ Third, a tabletop exercise was held to test existing plans, capabilities, and agreements against a variety of scenarios involving communication system failures. This article describes the vulnerability analysis process; a subsequent article will summarize the workshop and tabletop exercises.

Background

Experience suggests that emergency communications can be disrupted by damage to the support-

ing infrastructure, possibly when it is most needed. There are many examples of such disruptions. The Department of Homeland Security (DHS) recognizes this issue and has policies addressing it.

Examples of Disruption

In 2001, emergency communications in New York were severely disrupted on 9/11 due to loss of communications equipment located in and on the Trade Center buildings.¹

In June 2012, a long-lived derecho² caused extensive damage in several Midwestern and Mid-Atlantic states. Damaging power grids and communication networks, the storm affected service at 77 public service answering points (PSAPs), of which at least 17 lost service completely, cutting off access to 9-1-1 for more than 2 million residents.³ Figure 1 shows the path of the storm and areas affected.

In August 2015, cellular telephone customers of all four major carriers had no service for several hours in parts of Kentucky, Tennessee, Alabama and Georgia. A spokesman for the Kentucky Division of Emergency Management attributed the outage to a cut in a fiber-optic cable belonging to AT&T along the Kentucky-Tennessee border.⁵

Outages are common enough to have routine trackers on the Web.

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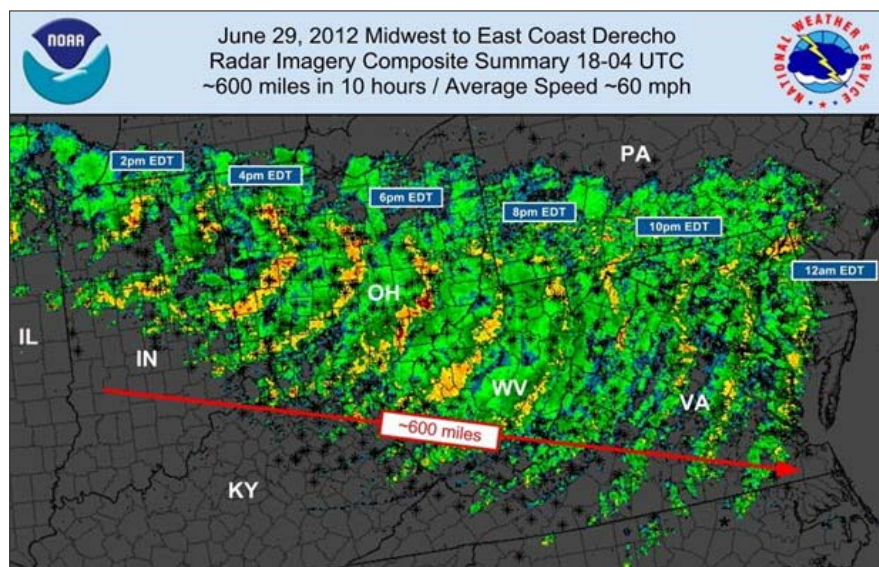


Figure 1. Path of Derecho, June 29-30, 2012.⁴

¹ Ronald Simon and Sheldon Teperman, *The World Trade Center Attack: Lessons for disaster management*, *Crit Care*. 2001; 5(6): 318-320.

² Weather event featuring a squall line of thunderstorms producing high winds.

³ Federal Communications Commission, Public Safety and Homeland Security Bureau, January 2013, "[Impact of the June 2012 Derecho on Communications Networks and Services](#)."

⁴ [Summary map and storm report](#) by G. Carbin, National Weather Service Storm Prediction Center.

⁵ David Goldman, CNNMoney, [Why a massive cell phone outage hit the Southeast](#), Aug. 5, 2015.

Assessing Emergency Communications Resilience

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For example, outages can be traced online for [AT&T](#), [Verizon](#), and [Comcast](#).

Emergency Communications Resilience in DHS Policy

The DHS National Emergency Communications Plan (NECP), first published in 2008 and updated in 2014, is intended “to improve the key communications capabilities of emergency responders at all levels of government – notably the policies, governance structures, planning, and protocols that enable them to communicate and share information under all circumstances.”⁶

Exhibit 1 of the NECP lays out the vision, goals, and objectives of the plan. Objective 4.3 is to “strengthen resilience, security, and continuity of communications throughout response operations.”⁷ To achieve this objective, the NECP recommends that PSAPs and Public Safety Communications Centers (PSCCs) have continuity of operations planning to support their ability to maintain 9-1-1 services and dispatch communications during incidents.⁸

Key Issues

What is the possibility that a construction accident, storm, fire, act of sabotage, or other event could take out crucial communication links that serve local emergency services? What would be the impact to public safety? And how can agencies avoid, prepare for and respond to such an event?

⁶ DHS, [National Emergency Communications Plan](#), 2014, p. 5.

⁷ Ibid., p. 6.

⁸ Ibid., p. 40-41.

Discussion

These issues were investigated and addressed in a series of activities in Colorado’s Chemical Stockpile Emergency Preparedness Program (CSEPP) community. CSEPP is a federally-funded program to assist communities near Army installations where legacy chemical weapons are stored. The Army is in the process of destroying these weapons, but until they are gone, these communities face the potential for an accident or incident involving these deadly chemicals.

The main players in the Colorado CSEPP community are the Army’s Pueblo Chemical Depot (PCD), the FEMA Region VIII office in Denver, Pueblo County, and the State of Colorado. These agencies planned and executed a series of activities to assess and test emergency communications resiliency in the Pueblo area, with technical support from the Global Security Sciences Division of Argonne National Laboratory.

Affected Systems

The Pueblo CSEPP community uses a variety of systems and methods for emergency communications. One very important system is WebPuff, a private online system installed on computers at the Army depot, Pueblo County and the State of Colorado. It is a key element for warning off-post officials and ensuring public protection in the event of a chemical-agent accident. Other systems include a hotline for on-post/off-post communication, ordinary landline telephones, email, paging and dispatch systems, radio communication channels used by law enforcement, fire, and emergency medical services, and systems involved in delivering public warnings such as sirens, tone-alert radios, and the Emergency Alert System (EAS).

All of these capabilities in turn depend on local communications infrastructure including fiber-optic networks, server rooms in county and municipal buildings, towers with microwave and radio repeaters, and other equipment located on rooftops, in underground vaults, or strung on poles. It is sometimes underappreciated how disaster response relies on communication, and how these communications in turn rely on physical infrastructure and equipment that can be damaged by storms, flooding, excavation, or deliberate malfeasance such as sabotage or cyberattack.

Vulnerability Assessment

An assessment was conducted to identify crucial telecommunications systems and their potential vulnerabilities. It looked for places or systems without redundancy (i.e., subject to single-point failure), concentrations or chokepoints in infrastructure, and locations that are relatively unprotected from accidental or intentional damage.

The assessment covered five systems and buildings. An expert infrastructure analyst visited the facilities and met with local IT staff and a vendor representative. For each facility, the assessment included a description of the relevant communication assets, the functions those assets perform, threats to and vulnerabilities of the assets, consequences if the assets were lost, restoration processes to recover those assets, and dependencies (if any) on electricity and water supply. The analysis also included options to consider for increasing resilience. These options included both physical improvements and non-physical improvements such as updated plans, stress tests, personnel training, exercises, and inter-agency agreements.

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Assessing Emergency Communications Resilience

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Key systems included two looped fiber-optic networks, a Wide Area Network (WAN) and a Municipal Area Network (MAN). Key nodes included server rooms in several buildings. Other elements included data storage facilities, radio systems and antennas, and microwave transmitters/receivers located on rooftops and towers. Some components of the system were publicly owned, others were leased from local telecommunications companies. Similarly, resources for identifying and fixing outages were a mix of in-house agency personnel and outside vendors.

Cables that run along poles aboveground have certain risks from traffic and weather that underground cables do not. Underground cables, on the other hand, are vulnerable to damage from digging. Looped systems have built-in redundancy in the sense that generally they are not vulnerable to a single cut.

Key locations such as server rooms were evaluated for security, fire protection, backup power supply, and cooling systems. The assessment produced a report that described the critical systems supporting emergency communications, identified potential vulnerabilities, and proposed options for consideration to increase protection and resilience of these systems. The report was provided to key agency IT staff responsible for maintaining these systems, but otherwise was kept confidential in order to protect the information about system

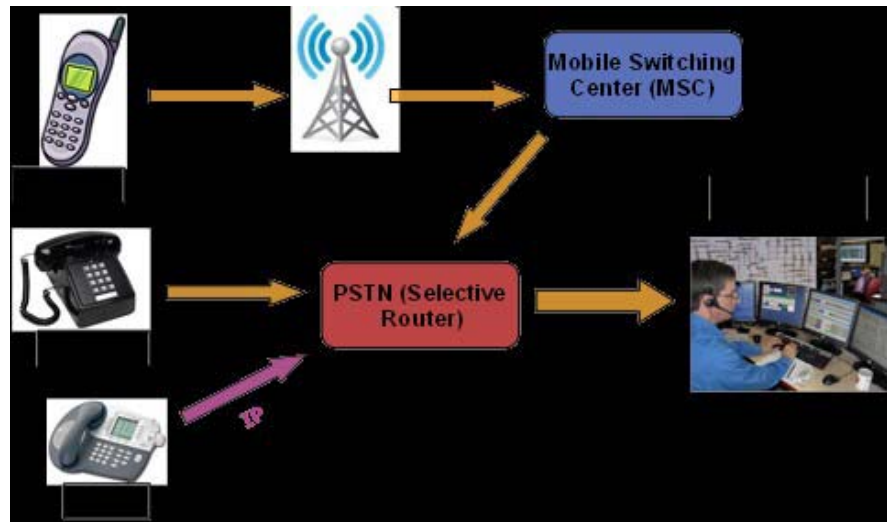


Figure 2. System Architecture Supporting 9-1-1 Center.⁹

vulnerabilities. Knowledge gained from the assessment provided a basis for subsequent activities, including development of scenarios for an exercise.

Conclusions

Diversity of communication methods is a great advantage for emergency services, but also leads to increasingly complex system architecture. A local 9-1-1 center is more powerful for being able to take calls from wireline, cellular, and VoIP phones, and to display the caller's name and location. However, this increased functionality depends on switching centers and routers to translate and transfer information (see Figure 2). In addition, emergency information may be collected and disseminated through email, websites, and social media such as Twitter and Facebook. These in turn require connectivity with the larger Internet.

Anyone who has experienced a temporary outage of internet service, telephone, cable or satellite service will recognize the potential

for failure of those systems. Widespread failures that affected emergency response capabilities have been documented in a number of instances.

On the other hand, today's communication infrastructure is typically robust and interconnected. The Internet is a flexible system whereby packets of information are transmitted through a network and can be rerouted around an obstacle; this happens constantly, routinely, and invisibly. Local high-speed data systems often are looped, so that a single break (say, a cut to a trunk optical fiber cable) has little effect. Also, when one system such as landline telephone service is down, other communication methods such as mobile cellular phones, email, and voice over internet protocol (VoIP) may still be operational.

To ensure reliable communication access to emergency services, the first step is taking a hard look at the different communication methods that might be used in an emergency, and identifying the underlying systems, providers, and infrastructure. Once these are identified, they can be reviewed for vulnerabilities. Are there single

⁹ Federal Communications Commission, Public Safety and Homeland Security Bureau, January 2013, "[Impact of the June 2012 Derecho on Communications Networks and Services](#)," p.25. PSTN refers to Public Switched Telephone Network.

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Assessing Emergency Communications Resilience

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points of failure, systems that have no backup? Are there key facilities where damage would cause a major disruption? Do communication capabilities depend on other systems, such as electric power, that are themselves vulnerable? Once these questions are answered, consider measures to reduce vulnerability such as fire suppression equipment, backup power, fencing key outdoor equipment, and enhancing security for key areas.

Last but not least, establish relationships between EM personnel and IT personnel, and with communication service vendors. Meetings, workshops, written agreements, joint planning, drills, and exercises will raise awareness of the issue, and help lay the groundwork for quick resolution of communication outages in the future.

Upcoming IAEM Bulletin Special Focus 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"

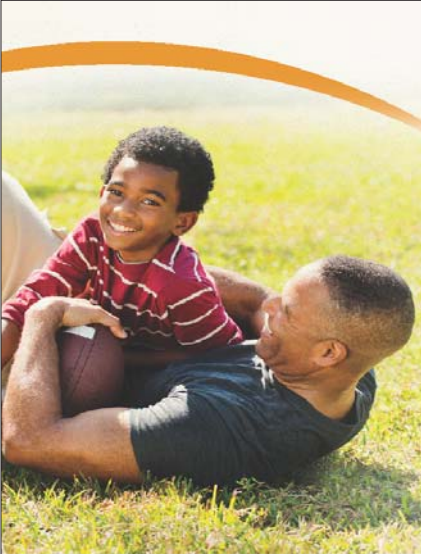
The last special focus issue in October 2017 will be based on the theme of the IAEM 2017 Annual Conference & EMEX, "Navigating

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 *Bulletin* Editor Karen Thompson at Thompson@iaem.com. ▲



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Developing READYCALGARY

A Community-Focused Emergency Management Program for Municipal Resilience Post-2013 Southern Alberta Floods

By Charles Bowerman, MA, ABCP, Planner – Continuity & Risk Reduction,
Calgary Emergency Management Agency (CEMA), City of Calgary, AB, Canada

Calgary, arguably the disaster capital of Canada, witnessed the costliest disaster in Canadian history at that time with the 2013 Southern Alberta floods. In the aftermath, The Conference Board of Canada's independent review of the overall performance of Calgary's Recovery Operations Centre (ROC) recommended an increase in pre-event situational awareness for those citizens who lack the ability to request assistance through regular channels.

As a result, the Calgary Emergency Management Agency (CEMA) sought to develop a comprehensive all-hazards emergency management program for community leaders and citizens in Calgary. After more than a year in research and development, CEMA launched its new program – **READYCALGARY**.

Welcome to Calgary

As Alberta's largest city and Canada's energy capital, Calgary is home to around 1.2 million people, located on a confluence of two major rivers, and is Canada's third-largest municipality. As the city has grown over the past decade, seemingly so has an occurrence of major events, emergencies and disasters.

The largest evacuation order in the city's history was issued during the 2013 Southern Alberta floods, affecting 75,000 people and 26 neighbourhoods. Prior to this, the last major flood to hit Calgary

occurred in 2005, incurring around \$400 million in damages. In 2013, estimates ranged into the billions. In addition to major flooding, hazard identification and risk assessments for the municipality indicate a broad scale of concerns based on historical events and present-day potential risks, such as weather related, infrastructure and technological. It was clear that developing a public-facing emergency management program which meets the needs of a diverse target audience to a variety of risks was, and remains, a significant undertaking.

Developing the Program

While The Conference Board of Canada's review recommendation was a basis for developing this program, the research was purposefully comprehensive. The problem of how to initiate a project on this scale can be overwhelming. The macro scope is vast with many stakeholders, and there is a wealth of information from a variety of sources across the emergency management field easily accessible. Where do you start?

Step 1 must be to establish the basics. What is the vision, goal, and scope? Accept that no single program can increase community resilience by 100%! In this case, the program was determined to practice a whole community approach, address all-hazards, be accessible, meet the needs of participants and stakeholders, and importantly, be pragmatic. Material must be

applicable for the majority but must also take into account those active citizens who are more engaged in their communities (whether defined geographically or via shared characteristics). They are invaluable contacts, helping to share the program and address the problem of reach.

Industry data provides valuable insight into the state of emergency preparedness. A review of a debut Statistics Canada survey¹ showed that a strict top-down "preaching" approach is insufficient in itself to ensuring that the larger public is more resilient when the next disaster occurs.

This data, reflective of Calgary in comparison to other municipalities pan-Canada, allowed us to understand civic perceptions, be aware of rates of preparedness, and identify gaps in messaging and emergency management practices. Surveys, census and insurance data, and community outreach research helps to tailor messaging to your target audience.

As mentioned, there are vast opportunities and resources available across the field of emergency management for educational consideration. Emergency management is not a static entity. We must endeavor to incorporate academic research, emergent trends, lessons applied, and success stories from other diverse community programs into the field for the development of future best practices. Cast the net wide during the research phase to meet program goals but remember

¹ Taylor-Butts, A. 2015. "Emergency preparedness in Canada, 2014." *Juristat*. Statistics Canada catalogue no. 85-002-X.

Developing READYCALGARY

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to ensure compliance to requirements by integrating government policies, organizational standards and emergency management frameworks as necessary.

Involving Stakeholders

FEMA's concept of the whole community highlights the importance of diverse stakeholder inclusion for a resilient city. Fundamentally, designing a program for Calgarians involved expressly identifying and involve stakeholders in the development process in order to achieve the city's goals. In addition to CEMA's vision, focus group sessions were scheduled with engaged representatives from across federal, provincial and municipal level government agencies, emergency services, the private and nonprofit sectors, volunteer and faith-based groups, and community associations. There are three distinctly valuable benefits to this strategy:

- Engaging stakeholders for their feedback, needs, wants, and current challenges early ensured the content was reflective and pragmatic.

- It reassured them that our program would not seek to replace the valuable work already in progress. Conversely, the intention was to fill a gap exposed through the focus group sessions between grassroots initiatives and traditional messaging from emergency management officials and practitioners.

- Positive engagement and listening to stakeholders provides the program with a more direct route to our wider target audience due to their participation in its creation, promotion and delivery.

Overview of the Program

READYCALGARY is designed to inform, educate and build resiliency to the impacts of emergencies and disasters. It aims to support emergency services personnel in safeguarding citizens through an awareness of the crucial benefits of being better prepared, ready to respond, and how to support recovery efforts at a community level. It is based on a traditional Train-the-Trainer style delivery model except adopts an educational focus.

Developed in collaboration with key stakeholders, community focus groups and through industry research and best practice, **READYCALGARY** has been purposefully designed to reflect the diverse needs of its participants by dividing course material into two distinct sections:

- **Section 1:** Individuals and Family (applicable to all), and

- **Section 2:** Community (aimed at community leaders).

The course material and program delivery model have sought to be accessible, tailored to community availability and adult learning styles. Participants who complete the full program may become associated volunteers and community facilitators who share this material with others, creating a network of resilient communities across Calgary.

Challenges

There are significant and persistent challenges when developing a public-facing emergency management program. These challenges include: organizational commitment, capacity, resources, and funding; legal; liability and insurance; volunteer management; engagement strategy and communication; promotion; and the registration process, to name a few.

- To help address these challenges, clearly define project vision and scope. Outlining the capacity and constraints will ensure you meet a pragmatic, *smart* goal for the program.

- Engage stakeholders in the development process from the start. A gap analysis and needs assessment will support your program by limiting replication and demonstrating a commitment to existing community resilience initiatives.

- Do the research. Target the program content to the needs of your unique stakeholders.

- Consider metrics and how to measure progress in the achievement of program goals. This is an interesting challenge, as resilience is not a static concept, despite generally being viewed as such for reporting. What do you want to achieve with your program? Build analysis and reporting into the implementation phase.

- Remember that the program will never reach everyone nor satisfy all requirements. Design it for success by keeping it pragmatic, ensure that it evolves, and adapt it over time.

Conclusion

At their core, programs developed for community resilience are a worthwhile endeavor. The lesson learned here is that creating a comprehensive program with a broad scope from start to finish is a significant undertaking, often akin to climbing a steep mountain on a tight deadline.

There will be persistent challenges of varying sizes to contend with, even after the program is released. Yet, an active cycle of improvement is essential to delivering a constructive outcome.

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IAEM-Canada Develops Regional Action Plan in Support of the Sendai Accord

By John Saunders, Past President, IAEM-Canada Council

The United Nation's 5th Regional Platform of the Americas on Disaster Risk Reduction was held in Montreal, Canada, Mar. 6-9, 2017. The intent of this meeting was to create a Regional Action Plan in support of the Sendai Accord (2015-2030), of which Canada, the United States, and most countries in the Americas were signatories.

The finalized [Regional Action Plan](#) and related [Montreal Declaration](#) resulting from this meeting have been released. IAEM has worked hard to ensure that the voice of the emergency management profession was available for input and consultation in these specific discussions.

For the past two years, IAEM-Canada has been on the Advisory Committee for the Canadian Platform on Disaster Risk Reduction to support and develop a Canadian-specific action plan. This has allowed

IAEM-Canada to be involved in the development of the regional initiatives for the Americas.

Representatives from 53 member states convened in Montreal to discuss the action plan. IAEM-Canada had a representative attend the discussions on the recommended initiatives. Due to the good will of Public Safety Canada, IAEM-Canada ended up being able to provide technical and working advice to the international committee specific to emergency management terminology, as well in recommending a simplified approach to the scope of some proposed national programs.



Rodney Yip (left) an advisor to the Canadian Platform, and John Saunders, IAEM-Canada Past President, at the UN 5th Regional Platform of the Americas on Disaster Risk Reduction, Montreal, Canada. Saunders spoke about the EM profession in Canada on behalf of IAEM-Canada and also as a member of the Canadian Platform's Advisory Committee.

Developing READYCALGARY

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As a collaborative project, **READYCALGARY** is the shared compromise of a vast net of industry research, feedback, stakeholder engagement, politics, funding, legal requirements, and many other variables. It is also the product of a collective desire to decrease vulnerability and increase adaptive capacity across the municipality. It is that shared vision that drives a successful program.

For more on the program, visit: Calgary.ca/READYCALGARY. ▲

IAEM Seen as Go-To Reference for EM Terminology and Expertise

As a result, IAEM was viewed by many of the state members as a go-to reference for emergency management terminology and expertise. One example was that IAEM was able to introduce the concept of business continuity/continuity of operations planning into the objectives for all member states. (See the third initiative under Priority Three, referencing "continuity of vital services.")

These are all very high level initiatives, and it will be up to each member state to determine its own priorities from the various initiatives

to pursue. The Regional Action Plan will feed into the Global Platform and Action Plan to be developed in Cancun, Mexico, in May.

Looking Forward

There is a role for emergency managers in almost every initiative. If you are currently engaged in DRR activities in support of Sendai and/or this latest action plan, it would be good to keep your respective IAEM Council leadership informed so we can identify the global efforts being made by our members.

In the meantime, IAEM-Global – with the support of all IAEM Councils – is positioning the association to ensure that the voice of our profession is represented in these important global discussions on risk reduction. ▲

Integrating Cybersecurity into the Incident Command System in an Evolving Emergency Environment

By Matthew R. Ziska, CSP, CBC, Senior Program Manager, Enterprise Continuity, Xcel Energy

Imagine it is the end of the work day, and residents of a busy city are going home for the day. The city's power company is in the middle of a shift change, and a control operator employee notices that his computer cursor is moving on its own across the screen. The cursor starts to move towards the on-screen breaker controls for substations, and load frequency data begins to show tolerance ranges approaching concerning levels. Substation breakers start to open, and equipment starts to come off line causing a total system failure and mass power outages across the electric distribution network.

This scenario, unfortunately, is not a hypothetical in the technologically dependent world that we live. This scenario is taken directly from what occurred on Dec. 23, 2016, in the Western Ukraine region, leaving 230,000 residents without power and heat. What would have happened if bad actors successfully attacked the industrial control systems of a United States power plant, refinery or local controls such as traffic lights, bridges or water supplies? How would employees in these sectors organize and manage the response?

This article explores the U.S. response plan using the National Incident Management System's Incident Command System Frame-

work and possible solutions to integrate cybersecurity into the response plan.

National Incident Management System

The World Trade Center attacks on Sept. 11, 2001, drove the U.S. government to improve coordination of multiple agencies during crisis events, initiating the National Incident Management System while adopting the Incident Command System as the national framework for emergency management (Anderson, 2004). The National Incident Management System is an all-hazards governing approach to crisis management, with the expectation that each local, state, federal and nongovernmental organization use this framework to manage emergency events to ensure that common response goals are achieved.

The National Incident Management System is comprised of seven components, including indoctrination, training, resource management, implementation and reporting, alerts, Federal Emergency Management Agency (FEMA) regional contacts, and the Incident Command System.

As previously stated, this article focuses on the Incident Command System. The Incident Command System is a framework that pro-

motes government and nongovernmental organization interoperability when working on small to large scale incidents (Anderson, 2004).

Incident Command System

The Incident Command System first emerged following the 1970 California wildfire season. The wildfire season was devastating to the California landscape and government resources to the extent that communication and support coordination were troubling. In 1972, two years after the devastating wildfires in California, the U.S. Congress chartered the Firefighting Resources of Southern California Organized for Potential Emergencies (FIRESCOPE) coalition to develop a multi-agency response process to address complex emergencies (Cole, 2000; FEMA, 1987). The FIRESCOPE coalition adjourned, providing the nation with a modern emergency management approach and framework.

The Incident Command System is a management structure that simply organizes the response to emergencies. The Incident Command System is structured, providing the ability to be fluidly scalable at any point during the life cycle of an emergency. The Incident Command System is made up a command staff and general staff. The command staff consists of the incident commander, public information officer, and safety officer. The incident commander is the individual responsible for every aspect of the emergency response.

The incident commander has an overarching operational authority and is responsible for developing response strategies, operational tactics, resources, and financial tracking. The public information officer is responsible for incident

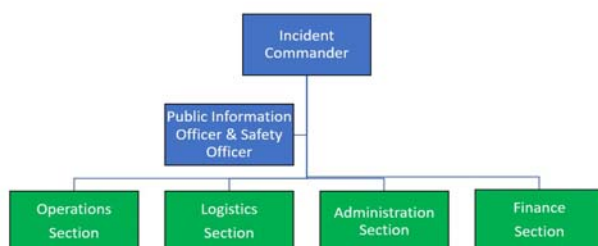


Figure 1. Incident Command System.

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Integrating Cybersecurity into the ICS

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communications to the outward facing public, media, and community stakeholders. The safety officer supports the incident commander to assist with the mitigation of situational threats and is responsible for the wellbeing of the emergency responders and the public.

The general staff of the Incident Command System is comprised of four primary sections. The four major sections are operations, logistics, administration, and finance. These areas are led by section leaders known as “chiefs” who report directly to the incident leader. The four sections can be scaled up or down, adding or removing resources given the complexity of a situation.

The section chiefs are responsible for executing the tactical operations designated to each section by the incident commander. The operations chief focuses on actions that support life safety, incident stabilization, and protection of property. The logistics chief organizes resources that support the overall incident response operation. The administrative chief conducts managerial duties that support tracking and monitoring of personnel time, payment, and schedules while the finance chief manages fiduciary responsibility and concerns.

The Incident Command System is a versatile management structure

that organizes incident response no matter how many individuals respond or how many different response agencies participate.

Maturing the Incident Command System

Can the Incident Command System be matured to accommodate a changing threat environment? The short answer is yes. The Incident Command System is structured to be flexible for accommodating an addition to the general staff for a specific tactical function. In 2013, the federal government developed guidance to include an intelligence and investigation function into the National Incident Management System’s Incident Command System. The intelligence and investigation function, which was identified as a critical component to collect information surrounding a set of emergency circumstances, therefore was added to the Incident Command System’s general staff as seen in Figure 2 (Department of Homeland Security, 2013).

The maturation of the Incident Command System to include the intelligence and investigation section was a result of each emergency need to gather critical information to explain the cause,

determine contributing factors, and identify lessons learned (Department of Homeland Security, 2013). The National Preparedness System must continue to adapt to changing emergency environments to ensure maturation and consistent response goals continue to be attained.

Cybersecurity Function of the Incident Command System

The National Incident Management System’s scalability and flexibility allow for a Cybersecurity Function to be integrated into the Incident Command System. The Cybersecurity Function permits the investigation, information collection, analysis, and sharing of data that could identify the origin of a cyber incident or attack. If the emergency or incident was determined to be the result of a cyber-attack, the Cybersecurity Function would lead the investigation and operational response. If the cyber-attack were determined to be a criminal act, the Cybersecurity Function would share the information with the proper operational enforcement authorities.

In today’s cyber threat environment, emergency response personnel should consider a potential cyber incident as a potential cause of an incident and take necessary action to determine causality while upholding the response objectives to protect life, stabilize the incident, and protect property. The Cybersecurity Function should be integrated into the Incident Command System to efficiently detect

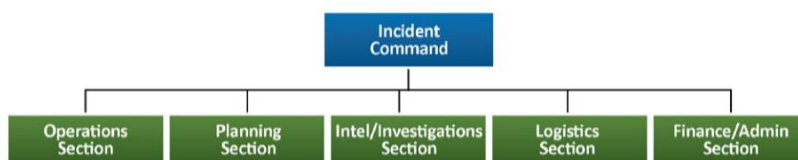


Figure 2. ICS Intel/Investigations Section Structure.



Figure 3. Cybersecurity Section of the Incident Command System.

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Integrating Cybersecurity into the ICS

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and respond to cybersecurity threats that potentially cause emergencies that have real physical consequences, such as the disruption of industrial control systems, network systems, energy systems, transportation systems, or any disruption of lifeline critical infrastructure.

The Cybersecurity Function should be installed in the general staff section of the Incident Command System when a critical infrastructure system is associated with an incident, as shown in [figure 3](#) on page 23. The function may be combined with other general staff sections to form task force operations to understand the nature of the incident further, share information, and ensure primary response objectives are completed.

How would Cybersecurity Participate in Preparedness Activities?

The Cybersecurity Function, before the beginning of an incident, could be used to attain system data, conduct penetration testing, and address identified system vulnerabilities. The Cybersecurity Function

could establish a centralized information monitoring center to identify system threats that could potentially affect Internet dependent systems, such as supervisory control and data acquisition (SCADA) systems and industrial control systems. Preparedness activities could include planning for a cyber related response, information sharing, coordination with intelligence agencies, and transferring information evidence for criminal investigation by enforcement authorities.

Cybersecurity Function Organization

The National Incident Management System is organized into branches, groups, and divisions to ensure proper incident scalability. The Cybersecurity Function could be organized into groups that represent various mission areas. The Cybersecurity Function section chief would be responsible for increasing the span of control activating groups when necessary. The groups' activation would be based on the needs and scope of the incident and could include:

- **Analyst Group:** Provides tactical and strategic level analysis of cyber threats, vectors, and actors supporting the defense of computer network operations.

- **Forensic Group:** Provides forensic analysis of computer network operations to investigate data, preserve malicious data as evidence, and determine routes of the system or network entry.

- **Intelligence Group:** Monitors computer network systems and other data sources to predict nefarious cyber actor behaviors, determine if

threats are credible, share information with other organizations, and develop situation reports.

- **Data Evidence Group:**

Manages preserved data evidence and shares it with agencies or organizations for future criminal prosecution.

Summary

The Cybersecurity Function as an addition to the Incident Command System aligns with the National Incident Management System's mission to provide a flexible and scalable framework for incident response. The integration of a Cybersecurity Function could provide enhanced situational awareness, information sharing, and tactical cyber defense operations during an incident where a cyber-attack is suspected. The function is necessary when a critical infrastructure fails and should be activated by the incident commander to contribute to the situational awareness and investigation of the event. ▲

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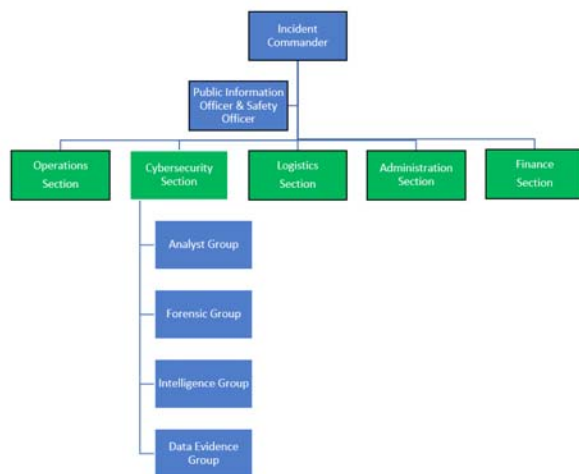


Figure 4. Cybersecurity Groups.

EM Calendar

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

- | | |
|--------------------|--|
| May 11 | IAEM-Canada AGM , held in conjunction with the Ontario Association of Emergency Managers (OEMA) 17th Annual Conference, May 11-12, Burlington, ON, Canada. |
| May 14-19 | Governor's Hurricane Conference (2017 GHC), "Preparedness Works," West Palm Beach, FL. |
| May 16-19 | International Urban Security & Resilience Conference , Toronto, ON, Canada. Discount for IAEM-Canada members. |
| 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: "Meeting the Community Needs," National Emergency Training Center, Emmitsburg, MD. |
| June 6-7 | 2017 Annual Urgent Threats Forum, New York, NY. |
| June 6-8 | 11th Annual National Homeland Security Conference, Buffalo, NY. |
| June 12-13 | Campus Safety Texas, Irving, TX. |
| July 12-13 | Campus Safety East, Philadelphia, PA. |
| July 26-27 | Radiation Injury Treatment Network Workshop, Rockville, MD. |
| July 31-Aug. 1 | Campus Safety West, Long Beach, CA. |
| Aug. 16-18 | 1st Latin American Congress of Emergency Managers, Expo Proteção, and Expo Emergência , supported by the IAEM-Latin America and Caribbean Council, São Paulo, Brazil. |
| Sept. 20-21 | 2017 CAP Implementation Workshop , National Fire Corps Academy of Italy, Rome, Italy. Co-sponsored by IAEM. |
| Oct. 9-10 | California Emergency Services Association 2017 Conference: "Adventures in Emergency Management," Tenaya Lodge, Yosemite National Park, CA. |



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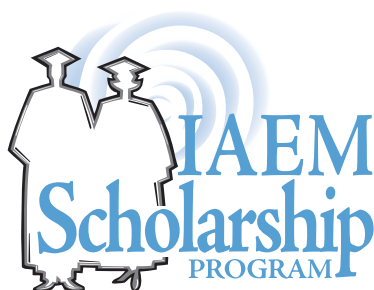
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