

Bulletin

INTERNATIONAL ASSOCIATION OF EMERGENCY MANAGERS

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IAEM: Working for You

■ **IAEM 58th Annual Conference Draws More Than 2,300 EM Professionals to San Antonio, Texas.** The official count of attendees at the IAEM 58th Annual Conference & EMEX 2010 in San Antonio, Texas, was **2,349 on-site**, with 85 more attending via webcast, for a total of 2,434 participants. EMEX space was sold out to **189 vendors**.

■ **Eddie Hicks, CEM, Takes Office as IAEM-USA President.** Eddie Hicks, CEM, Director of the Morgan County Emergency Management Agency in Decatur, Ala., has taken office as 2010-2011 IAEM-USA President. Outgoing IAEM-USA President Pamela L'Heureux, CEM, passed the gavel to Hicks on Nov. 3, during the IAEM-USA Presidential Banquet. Also sworn in at the banquet were IAEM-USA First Vice President **Hui-Shan Walker, MPA, CEM, VaPEM**, and IAEM-USA Second Vice President **Jeff Walker, CEM, MEP**. See additional details on Page 11.

■ **FEMA Administrator Challenges IAEM Members to Plan for Entire Community at IAEM Annual Conference.** In his keynote address at the IAEM Annual Conference, Craig Fugate, Administrator of the Federal Emergency Management Agency, encouraged emergency managers and stakeholders from the private sector, public health and other fields to consider the capabilities and needs of the entire community, including people with disabilities and children, when planning for disasters. See Page 12.



Eddie Hicks, CEM, Takes Office as IAEM-USA President. *Eddie Hicks, CEM, was sworn in as 2010-2011 IAEM-USA President during the Nov. 3 IAEM-USA Presidential Banquet by outgoing IAEM-USA President Pamela L'Heureux, CEM.*



Ribbon-Cutting Ceremony Opens EMEX 2010. *The Emergency Management & Homeland Security Expo brings together disaster officials and those who provide tools and resources. Products and services were featured from almost 200 suppliers at EMEX 2010 in San Antonio, Texas.*

**Call for Articles: IAEM Bulletin Special Focus Issue
 The Stakes Are High for Emergency Managers – “Food Safety”
 Article Submission Deadline Jan. 10, 2011; Details on Page 11**

Global Newsboard

IAEM-Europa: The Next Twelve Months Are Critical

By Arthur Rabjohn, CEM, FEPS, MBCI, President, IAEM-Europa Council

The next 12 months are critical in the growth of IAEM-Europa as an established Council of IAEM. There are a number of milestones that must be reached that will mark IAEM-Europa's progress towards stability and longevity as a representative body within the association.

Firstly, an online election for a new IAEM-Europa Council President will be scheduled, as I am standing down. After 10 years working with IAEM in a number of selected and elected roles, I have decided that IAEM-Europa needs a new personality at the helm. We have some constitutional issues to overcome, and then we will be holding our first election for a new President of the Europa Council. I plan to continue supporting IAEM from the Past President position and will work on a number of projects for the Council, subject to the Board's approval.

EMEC 2011, IAEM-Europa's First Annual Conference

The first of these projects will be EMEC 2011, IAEM Europa's first annual conference that will be held in Munich, Germany, 11-14 October 2011. We intend to hold a

training day and two conference days, alongside the InterAirport Show, for 250+ delegates.

InterAirport is Europe's largest airport operations show and therefore has a number of cross-overs with emergency management. The theme, "Civil Protection is Emergency Management – a new profession," is aimed at drawing those in civil protection into IAEM and having them recognise that what they do is in fact within the professional activities of an emergency manager. We will deliver three strands of presentations – transport, environment and professional development. The event was launched at the IAEM 58th Annual Conference in San Antonio; watch the *IAEM Bulletin* for developments.

Development of IAEM-Europa CEM® Commission

With the new President's support, I will work to develop the IAEM-Europa CEM® Commission and expand that programme into the council's geographical area. For IAEM-Europa, this a considerable challenge because of the large number of languages that we have to look at being able to deliver the programme in. The first steps towards this have been made in Spain, and this effort needs to be maintained; of course, Italy is another area upon which to focus.

Growth in Student Membership; Student and National Chapters

Linked to this is the growth of the student membership of IAEM-Europa. I am hoping that 2011 will be a good year for the development of new IAEM student chapters at the universities within our council that are delivering EM-related courses. Student chapters are an

important stepping stone for local activity, and in Europa, we need to start developing national chapters as we have done in Spain.

Local leadership will produce regional and council leaders for the future and overcome the constitutional difficulties we are currently dealing with to elect a new President. I am hopeful that in

(continued on page 3)

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Munich Trade Fair, Germany
11-12-13-14 October 2011

Global Newsboard

IAEM Student Council

By Nancy Harris, IAEM Student Council President

Congratulations and thanks! The Student Council would like to extend our most sincere thanks and appreciation to Amy Stephenson, former President of the IAEM-Oceania Student Region. Amy recently completed her doctoral degree at Canterbury University in Christchurch, New Zealand, and has returned to the UK.

Elections Around the World

Congratulations to the newly elected board of the new IAEM-Canada Student Region:

- President: Shannan Saunders
- Vice President (East): Avi Minkowitz
- Vice President (West): Sharf Chowdhury
- Secretary: Amy Gagnon
- Treasurer: Tali Spektor

The IAEM-USA Student Region recently held elections for their new slate of officers. All members of the 2009-2010 board were reelected to a second term. Congratulations to all.

The IAEM-Oceania Student Region will hold elections for a new slate of officers in the coming weeks.

New IAEM Student Chapters

A number of new IAEM student chapters have been added in recent months. Please join us in welcoming the following new chapters to the Student Council family:

- Florida State University
- Jacksonville State University
- Ohio Christian University
- Savannah State University (SSU)

If you are interested in starting an IAEM student chapter at your school, please contact Nancy Harris at njharris27@comcast.net for more information.

IAEM Student Council Awards

As the year draws to a close, it is time to recognize those IAEM student chapters, students members, advisors and allies who have made significant contributions toward promoting students in emergency management education and to the field of emergency management itself.

To learn more about the award categories and begin making plans for next year, please visit www.iaem.com/about/membership/regions/studentregion/studentregion.htm. Winners will be announced in late December.

Global Newsboard

(continued from page 2)

2011 we will see at least two new student chapters and three national chapters; the membership numbers in Belgium and England already support this ambition.

Members Must Reach Out to Colleagues to Promote Growth

IAEM-Europa needs your help. If you know of an emergency management professional in Europe, or wide afield in Europe, reach out to them and encourage them to join IAEM. If you know of a EM-related university programme in Europa and can introduce me to students or staff on those courses, please do so. Membership is key to all Councils' success. The more members we have, the more we can do to represent those members. More members will mean more "doers" to drive our programmes forward and continue our growth.

I hope a number of you will join us in Munich. The city has reassured me that it won't run out of beer in the preceding weeks' Oktoberfest!



Past, Present, and Future Leaders of IAEM Councils Take the Opportunity to Network at IAEM 2010 Annual Conference. *Left to right: Jeff Walker, CEM, IAEM-USA Second Vice President (2010-2011), Russ Decker (CEM), Past IAEM-USA President (2008-2009), and Arthur Rabjohn, CEM, IAEM-Europa President and Past IAEM-Global Board Chair, at the Presidential Banquet, a highlight of the IAEM 58th Annual Conference & EMEX 2010, San Antonio, Texas.*



CEM® CORNER

Successful Strategies from Recent CEM® Candidates, Part 2

By Brian V. Bovyn, CEM, CEM® Commissioner,
Emergency Services Supervisor, Manchester, New Hampshire Police Department

Editor's Note: This is Part 2 in a two-part series from successful recent CEM® candidates who have successfully navigated the CEM® application process.

David Kolb, MA, CEM, Tells His CEM® Success Story

Sgt. David Kolb, MA, CEM, of the New York State Police Emergency Management Office, begins his story: "When I decided to pursue my CEM® certification, I truly did not know where to begin." David knew of only one colleague in his agency who had successfully completed and attained his CEM®, but that was years earlier. The process had changed, and the colleague was unsure how much help he could offer.

David decided to undertake this pursuit by himself. David obtained the CEM® application, read it, and believed that he would never accomplish his CEM® certification successfully. David decided his biggest obstacle would be collecting all the required supporting documentation. "One strategy I implemented was photocopying the entire certification package so that I had a master copy and a copy I could write on and check off completed areas," he remembered. "This process helped me develop some structure, a road map to completing the process.

"The most important tip I can offer, for completing the certification process, is to approach the process in a highly organized manner. Read through the entire package a couple times before beginning. Write down any questions you have, and obtain answers to the questions before you start making mistakes.

"After I submitted my package, I received a call from a CEM®

Commissioner. The commissioner explained to me that I had misunderstood the requirement for emergency management conference attendance as one of the professional contribution requirements. I had not properly cited the required number of emergency management conference hours and supported each with validation documentation. The commissioner allowed me an opportunity to fax additional documentation, in order to validate the correct number of conference hours to meet the professional contribution requirement.

"One last suggestion: prior to beginning the process, assemble all training certificates, course syllabi, validation letters, diplomas and other key documentation, and place the documentation in a single folder for easy access and review. It's a lot of work, but it's worth it!"

Jay Hackett, CEM, Also Has a CEM® Success Story to Share

Jay Hackett, CEM, Director of Campus Safety and Risk Management at Milton Academy in Massachusetts, also successfully navigated the CEM® process and attained his CEM® certification. "After a few years of letting the CEM® application go from the top of the pile on my desk to the bottom, I finally got to work on it," said Hackett. "Just because you have 30 years experience as an emergency medical technician and as director of campus safety at an educational institution doesn't mean you qualify for the CEM® certification. I decided to make my CEM® a priority in the 2009-2010 academic year."

Jay notes that much of his disaster experience occurred outside the 10-year window and was not validated. Hackett's validated experience had come

recently during a four-day 30-community water contamination disaster in Massachusetts. Additionally, Hackett notes that at one point he had to become proactive and seek out opportunities to participate in disaster-related exercises sponsored by outside organizations.

Hackett identified education and training as easier components to meet the standard and validate since he had attained his master's degree. "My emergency management training was covered in five graduate courses," said Hackett. While the requirement is for 100 hours, I submitted 125 hours to give me some additional hours in case some hours were not validated.

"Finally, I strongly encourage all CEM® and AEM candidates to seek out support in your pursuit of the credential. This support can come from reading the monthly CEM® Corner articles in the *IAEM Bulletin*, or go to the IAEM website at www.iaem.com and check out the CEM® Corner at www.iaem.com/CEM. This job aid is available 24/7 and offers some really great tips on each of the portions of the CEM® and AEM requirements.

"Since I did not use my master's degree under the *Formal Education* requirement, I was able to use an internship that I had completed for the Town of Milton and apply that under "Special Assignments" as a *Professional Contribution*. I would recommend that anyone seeking CEM® certification should look to other CEM®s as a guiding resource to help them reach their goal."

What's Next in the CEM® Corner

In the next *IAEM Bulletin*, we will begin a three-part series on *Professional Contributions* to meet the CEM® requirement.

From the IAEM-USA President

IAEM Annual Conference Seen as Great Success; IAEM-USA Establishes Ad-Hoc Committee on Diversity

By Pamela L'Heureux, CEM, IAEM-USA Council President (2009-2010)

The IAEM 58th Annual Conference & EMEX 2010 in San Antonio, Texas, was a great success. The speakers were exceptional, both break-out session and plenary speakers. We offer a special thanks to Nathaniel Forbes, IAEM-Asia Council President, for stepping up and covering a general session when a speaker became sick. His presentation on the shortage of water was outstanding.

There was great participation, not only at the conference but all year, from the regional presidents and their vice presidents. The 10 regional presidents and their leadership teams make up an important part of this association, and they do not get enough credit for all they do. I thank them for their hard work and dedication in 2010. With close to 2,400 registrants and 189 vendors, this was IAEM's largest conference yet.

Creation of IAEM-USA Ad-Hoc Committee on Diversity

One of my last official duties as IAEM-USA President (2009-2010) was to establish an IAEM-USA Ad-Hoc Committee on Diversity. The committee's leaders will report to the IAEM-USA Board at the IAEM-USA 2011 Mid-Year Meeting. The IAEM-USA Ad-Hoc Committee on Diversity will:

- Help cultivate an understanding of diversity as it coincides with IAEM's core value of unity.

- Help produce or offer guidance on diversity educational programs to stimulate intellectual growth and awareness within emergency management planning.

- Increase awareness and facilitate access to undergraduate

and graduate emergency management programs within the diversity of the students' communities.

- Foster an understanding of diverse communities at all levels within the field of emergency management.

- Bring together diverse professionals to identify and take the initial steps needed to help create successful options capable of promoting greater inclusiveness, such as panel discussions, etc.

John Laine will chair the committee. If you are interested in being a part of this IAEM-USA ad-hoc committee, please e-mail John at johnslaine@hotmail.com.

EMI Research Request

Included in our conference registration bags was a flyer, "Do you have preparedness ideas to share? We need your help!" This research request was from the Emergency Management Institute (EMI), working in partnership with IAEM to develop a compendium of preparedness best practices and success stories for inclusion in an upcoming independent study course.

If you lost your flyer or didn't have time to fill one out, please e-mail Tom.Marlowe@dhs.gov or call him at EMI, and



provide him with your best practices or success stories. (We all have some to share.)

Mentor EM Students

If you have time within the next year to get involved with students, please do. The knowledge and expertise of these folks (our future EM leaders) are a tribute to our current educators, mentors, EM agencies and employers. So start now; encourage and offer to mentor a student near you. The *Stakes Are High* for all of us.

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IAEM-USA Universities & Colleges Caucus (UCC) Fourth Annual Workshop a Smashing Success

By Marcia Nickle, CEM, UCC 2nd Vice Chair,
Brendan McCluskey, CEM, UCC Chair, and Andre LeDuc, UCC Vice Chair

A fire in a residence hall, a terrorist bomber on campus, and the report of a gas leak – if you add all these incidents up, what do you have? The EOC functional exercise put on by the IAEM-USA Universities and Colleges Caucus (UCC) as part of our annual pre-conference workshop. On Oct. 30-31, 2010, at the IAEM 58th Annual Conference in San Antonio, Texas, the UCC held its Fourth Annual Workshop for emergency management practitioners at higher education institutions.

More than 75 participants came together to share lessons learned, common issues, and updates or additions to federal regulations. The two-day workshop included formal presentations, small group discussions and ample time for interaction – plus a three-hour exercise that put

attendees into a time-pressured situation where they had to make decisions based on the scenario and injects.

Broad Range of Topics

The range of topics discussed at the workshop included incident command use on campus, grant applications, risk management, the Certified Emergency Manager® (CEM®) designation, planning for VIPs and large events, and many other topics relevant to emergency management in general and the campus-based EM practitioner specifically. The exercise, that simulated an active EOC during a large-scale disaster on campus, was adapted from the FEMA-EMI L363 – Multi-Hazard Emergency Planning for Higher Education course and exercises conducted at colleges and universities around the country.

One of the best things about the workshop is that it allows seasoned emergency managers to interact with newer practitioners, as well as those who are very familiar with campus operations with others who are less familiar or new to the college/university arena.



UCC workshop attendees put their heads together to “respond” to a scenario at a fictitious college campus. [Photo: Dave Bujak]



More than 75 emergency managers from universities and colleges around the world attended the 2010 UCC Workshop. [Photo: Dave Bujak]

The World Café

Since the workshops began four years ago, the favorite activity of attendees is the “World Café” session. This is a two-hour session where groups of attendees get to talk about topics of their choosing; throughout the session, people move around to different stations to get a chance to discuss all of the given topics. The subjects are picked through a pre-workshop survey of the registered attendees. Some of the issues discussed this year were the federal declaration and reimbursement process, use of higher education emergency notification systems, relating the emergency preparedness message to faculty, and the use of social media on college campuses.

First Annual Higher Ed EM Salary Survey Was Featured

The first annual higher education emergency manager salary survey, done in collaboration with the University of Oregon Emergency Management Program, was featured during a lunchtime presentation.

Every region in the United States was represented at the workshop, as was Canada and Australia. The workshop culminated in a caucus strategic planning session, where ideas about projects for the next few years were discussed.

About the UCC

The UCC is comprised of IAEM members who are college and university emergency management practitioners. For more information about the UCC, including how to contact the leadership, what our activities are, plus interesting news articles, please visit our web page at www.iaem.com/Committees/UCC.

Report from the IAEM-USA Conference Committee

By Carolyn J. Harshman, CEM, Chair, IAEM-USA Conference Committee

Even with the continuing challenges of difficult economic times, conference attendance and EMEX participation in San Antonio set new records with 2,349 conference registrants, 85 webcast attendees, and 189 EMEX exhibitors.

The San Antonio conference started out with the third offering of “EMI@IAEM,” with a total of 12 one- and two-day offerings attended by a total of 300 participants. Total attendance at pre-conference offerings was 609, of which 457 were Air Force and 76 were participants at the College and University Symposium.

Next, the conference provided an opportunity for 30 focus groups, caucuses, committees and regions to meet. Our Welcoming Reception was very different from previous conferences, offering a “Best of Texas” with dinner and entertainment. Creating a welcoming celebration was important to the Conference Committee, and the fact it was on Halloween made it even more fun for those who dared to come in costume (yes, that was me in the cow costume). Total tickets sold to the Welcoming Reception were 900.

San Antonio attendees saw a huge increase in the number of breakout presentations. We went from 36 to 70 in an effort to offer a wider variety of topics to our increasingly diverse audience. The online submission process for breakout speakers was new, and we’re still working with IAEM’s professional staff to make the process as effective and efficient as possible for all involved. This year, the most daunting task of the committee was to review nearly 500 breakout submissions.

The 2010 Conference Committee was restructured to allow for liaisons from various IAEM partners, caucuses and committees. The purpose of the restructuring was to better include connectivity

and to significantly impact our ability to serve the needs of the entire IAEM organization. The partners, caucuses and committees represented included: National Weather Service, Healthcare Caucus, Government Affairs Committee, IAEM-USA Board, IAEM Student Council, Private/Public Partnership Caucus, Uniformed Services Caucus, and the Universities & Colleges Caucus. As Chair for the 2011 Conference Committee for Las Vegas, I have already extended a new liaison opportunity to partner USGS.

Rapid Fire was another new offering consisting of five-minute presentations by members of the audience. Rapid Fire was offered twice – once during a breakout block and once in the evening following a day full of activities. The idea of Rapid Fire was to give people a stage to share findings, lessons learned or an opinion in front of peers. We had approximately 50 attendees who seized the opportunity to speak or listen.

Preparation for 2011

The list of conference preparation activities for 2011 will be: (1) review the 2010 evaluation results; (2) select a conference theme – that was done ahead for marketing purposes – “The Stakes are High for Emergency Managers”; (3) identify breakout track categories; (4) identify, contact, and contract with prospective general session speakers; (5) work with the contractor to develop an effective and efficient online submission process; (6) solicit and select pre-/post-conference workshops and breakout session presenters; (7) coordinate with EMI on pre-conference course deliveries; (8) plan off-site Saturday activity, Sunday welcoming reception and other special conference events; (9) update list for bookstore; (10) identify speaker liaisons to greet

and introduce speakers; (11) actively seek out new ways to network (according to evaluations this is the greatest value of attending); and (12) review evaluations.

Just to clarify long-standing confusion, the Conference Committee is *not* responsible for the following: (1) location of future conferences, which is a decision made by the Board of Directors, and (2) all things related to registration fees (including waiving of registration fees for breakout speakers) – also a decision made by the Board.

We Welcome Your Input

In closing, the Conference Committee is always seeking input from IAEM members and other prospective Annual Conference attendees. We’d like to know what you think about the existing **content and format**.

■ **Content.** We rely heavily on our liaison members to keep us up-to-date with the subject matter needs of the membership.

■ **Format.** We’ve long used the hour-long breakout format, but do you think that works well? Should some of the sessions be 1.5 hours to allow for more in-depth discussions and concepts? Also, what did you think of having 70 breakout choices? Did we provide you with too many choices or just enough? Are the general session speakers meeting your needs, or would you rather have more breakouts?

Please funnel your ideas for the Conference Committee through the IAEM partners, caucuses and committees, or contact me directly at epc@pacbell.net. We are here as representatives of the IAEM membership and aspire to produce a creative, networking environment where new and old concepts can be shared.

IAEM 58th Annual Conference



IAEM-USA Regional Presidents take oath of office for 2010-2011 term, as administered by Pamela L'Heureux, CEM, IAEM-USA Council President.
[Photo: Landon Densley]



Left to right: Kristin Hoskin, CEM, IAEM-Oceania Council President; Khaled Al Mansoori, IAEM International Council President; and Jane Rovins, Ph.D., CEM, IAEM Scholarship Commission Chair.



EMEX 2010 was a center of activity throughout the IAEM Annual Conference as attendees learned about the latest in EM-related technology and products.



Left to right: Rick Cox, CEM, IAEM-Global Board Chair; Lt. Col. N. Thomas Greenlee, CEM, CEM Commission Chair, Beth Armstrong, MAM, CAE, IAEM-Global CEO; Nick Crossley, CEM, IAEM-USA Region 7 President; and Pamela L'Heureux, CEM, IAEM-USA Council President (2009-2010).



IAEM Conference Staff. Front L-R: Sue Denston, Clay Tyeryar, Beth Armstrong, Mary Ackleson, Kristina Wise, Ken Neafcy, Michelle Savoie. Back L-R: Dawn Shiley-Danzeisen, Frank Danzeisen, Sharon Kelly.



Carolyn Harshman, CEM, Chair, and Mike Martinet, Co-Chair, IAEM-USA Conference Committee.

IAEM 58th Annual Conference



Keynote Speaker Lieutenant General Guy C. Swan III, CEM, Commanding General, United States Army North (Fifth Army).



Left to right: Randy Duncan, CEM, IAEM-USA Government Affairs Chair; Russ Decker, CEM, IAEM-USA Past President; and Martha Braddock, IAEM-USA Policy Advisor. [Photo: Kristin Hoskin]



Left to right: Pamela L'Heureux, CEM, Carolyn Harshman, CEM, and Ellis Stanley, CEM, enjoying EMEX 2010.



FEMA Administrator Craig Fugate meets with Khaled Al Mansoori, IAEM International Council President. [FEMA Photo: Bradley Carroll]



Presentation of Colors, U.S. Air Force Honor Guard, Randolph Air Force Base.



A record number of attendees were present at the 58th Annual Conference of the International Association of Emergency Managers. [Photo: Kristin Hoskin]

IAEM 58th Annual Conference



Chief Jack Colley's son and daughter accepted the IAEM-USA Career Excellence Award on behalf of their late father, Chief of the Texas Division of Emergency Management, who was recognized as a leader who made significant contributions throughout his career to promote and improve the emergency management profession in the United States. Left to right: Pamela L'Heureux, CEM, IAEM-USA President; Christopher Colley; Jennifer Colley; and Craig Fugate, FEMA Administrator.



Fresenius Medical Care North America (FMCNA) received the IAEM-USA and the IAEM-Global Business & Industry Preparedness Awards for its comprehensive disaster preparedness efforts to ensure that patients receive life-sustaining dialysis following a disaster. Left to right: Pamela L'Heureux, CEM, IAEM-USA President; Bill Numbers, FMCNA Vice President of Operations Support and Incident Commander for Disaster Response and Planning; Mike Blaney, Director of Operations Support, Deputy Incident Commander for Disaster Response, FMCNA; Babajide Salako, MD, Director of Global Pandemic Response Operations at Fresenius Medical Care; and Craig Fugate, FEMA Administrator.



The RxResponse Coalition received a Certificate of Recognition in the IAEM-USA Partners in Preparedness Award category. Left to right: Pamela L'Heureux, CEM, IAEM-USA President; Erin Mullen, Rx Response Director; and Craig Fugate, FEMA Administrator.



Watch for the
Call for Entries
for the 2011
IAEM-Global Awards
Competition in
Spring 2011 at
www.iaem.com/Awards
and in the
IAEM Bulletin.



Khaled Al Mansoori, IAEM International Council President, congratulates Major General Martin Chukudi Osahor (RTD) FNSE, CON, CEM, who had just taken the oath of office as IAEM International Council Vice President.



The "Best of Texas" Welcoming Reception included dinner and entertainment.

[Photo: Sarah Miller]

SAVE THE DATE
IAEM 59th Annual
Conference & EMEX 2011
Nov. 12-17, 2011
Rio All-Suites Hotel
Las Vegas, Nevada, USA

H. Edward Hicks, CEM, Director, Morgan County Emergency Management Agency, Takes Office as IAEM-USA President

Eddie Hicks, CEM, Director of the Morgan County Emergency Management Agency in Decatur, Ala., has taken office as 2010-2011 IAEM-USA President. Outgoing IAEM-USA President Pamela L'Heureux, CEM, passed the gavel to Hicks on Nov. 3, during the IAEM-USA Presidential Banquet, at the IAEM 58th Annual Conference & EMEX 2010, in San Antonio, Texas. Also sworn in at the banquet were IAEM-USA First Vice President Hui-Shan Walker, MPA, CEM, VaPEM, and IAEM-USA Second Vice President Jeff Walker, CEM, MEP.

During his acceptance speech, Hicks discussed the importance of the four D's: dedication, definition (of work), duplication (mentoring), and delivering (on the work plan). "As the need for trained emergency management professionals continues to grow, it is important for IAEM and its members to mentor our profession's future leaders," said Hicks. "This needs to happen across the spectrum – not only in our local, state and federal governments, but also in colleges and universities, hospitals and private corporations. I am honored and humbled to be leading IAEM for the next year. I hope to be an example for others and challenge our established members to mentor newcomers to the profession of emergency management."

"Eddie's skills as a local coordinator will carry IAEM-USA into the next 12 months as he sets his goals for the U.S. Board," said Rick Cox, CEM, IAEM-Global Board Chairman and Senior Planner, IEM, Inc. "Under his leadership, the U.S. membership will see an expansion of services to members and improved communications from the Board to the membership."

"This is a huge accomplishment for the state of Alabama and the citizens of Morgan County, to have

Eddie Hicks serving in such a prestigious organization," said Alabama Emergency Management Agency Director Brock Long. "Being prepared for an emergency is something we take seriously in Alabama, and seeing a county EMA director leading the U.S. Council of the International Association of Emergency Managers indicates his level of dedication and commitment to his profession."

Hicks has been a local emergency management director for 31 years, beginning for the first 17 years as the director in Colbert County in northwest Alabama. In 1997, he was appointed as director of Morgan County Emergency Management Agency in Decatur, Ala. He has served three separate terms as president of the Alabama Association of Emergency Managers. Additionally, he was appointed by Alabama's Governor to two terms as Commissioner of the Alabama Service Commission.



Incoming IAEM-USA President Eddie Hicks, CEM, addresses IAEM members at Presidential Banquet, IAEM 58th Annual Conference, San Antonio, Texas.

Hicks has a B.S. degree in public safety administration from Athens State University and an associate degree in fire science management from Shoals Community College. He earned his Certified Emergency Manager® (CEM®) designation in 2001.

Call for Articles: IAEM Bulletin

"The Stakes Are High for

Emergency Managers – Food Safety"

Deadline for Article Submissions: Jan. 10, 2011

Food is critical to all emergency managers – consumption, supply and biosecurity. This special focus issue of the *IAEM Bulletin* will be devoted to all things related to food safety.

Article suggestions:

- Quality assurance of food supplies for operations.
- Sourcing food for isolated communities.
- Disposal of contaminated food.
- Meeting special dietary needs of populations, i.e. nursing homes in an emergency.
- Keeping go kits stocked with non-expired supplies.
- Food-linked events, e.g. mad cow disease, e. Coli, bird flu.

Read the Author's Guidelines at www.iaem.com/Bulletin before submitting your article to *IAEM Bulletin* Editor Karen Thompson at thompson@iaem.com, and keep your article at or below the 750-word limit.

The complete list of 2011 special focus issues of the *IAEM Bulletin*, based on the IAEM 2011 Annual Conference theme, is now available at www.iaem.com/Bulletin.



IAEM BULLETIN
SPECIAL FOCUS ISSUE

FEMA Administrator Challenges Emergency Managers to Plan for Entire Community in Keynote Speech at IAEM Annual Conference

Federal Emergency Management Agency (FEMA) Administrator Craig Fugate on Nov. 2 encouraged emergency managers and stakeholders from the private sector, public health and other fields to consider the capabilities and needs of the entire community, including people with disabilities and children, when planning for disasters.

Fugate delivered this message as part of his keynote address at the IAEM 58th Annual Conference in San Antonio, Texas. During his remarks, Fugate also urged the audience to participate in a new public challenge that FEMA is hosting, to come up with creative ideas on how we can prepare communities before disaster strikes.

“Considering the needs of all members of our community and planning for worst case scenarios is exactly why we need a strong emergency management team – a team that FEMA is only one member of,” said Fugate. “We know government can’t do it alone – many of the most innovative ideas for how we can protect all

members of our community from the impacts of disasters will come from you. That’s why we are engaging the entire team in this effort to crowd source solutions by submitting creative ideas to <http://challenge.gov/fema>.”

In addition, Fugate discussed the need for all stakeholders to prepare for worst case scenarios, what he calls “Maximum of Maximums” – disasters that go beyond the capability of government resources.

Under Fugate’s leadership, FEMA has focused on engaging a diverse group of stakeholders in these efforts. In September, FEMA hosted the first-ever National “Getting Real” Conference, which brought together leaders from the emergency management and disability communities to discuss strategies to integrate the entire community into emergency planning. FEMA also recently hosted its first-ever Latino Leadership Summit and Black



Craig Fugate, FEMA Administrator, Delivers Keynote Address at the IAEM 2010 Annual Conference. [Photo: Sarah Miller]

Leadership Forum, which engaged stakeholders in discussions about how to better involve the entire community in emergency planning. Fugate launched FEMA’s new public challenge the previous week week at a separate conference in San Diego, Calif., following through by extending the challenge on Nov. 2 to IAEM Annual Conference participants.

IAEM Thanks EMEX Flag Donors Who Contributed \$500 or More to Scholarships...

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The Basket Bonanza raises money each year for IAEM scholarships for emergency management students.



Live auction fun. [Photos: Landon Densley]



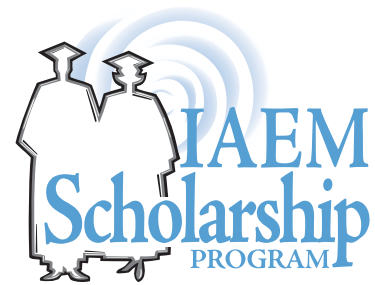
IAEM Raises \$27,880 for EM Scholarships

IAEM is proud to announce that the money raised for scholarships at the IAEM 58th Annual Conference and EMEX 2010 in San Antonio, Texas, totaled \$27,880.53. Many thanks to all members and exhibitors who contributed to fundraising efforts for the IAEM Scholarship Program.

The IAEM Scholarship Live Auction was sponsored by American Military University, and while raising \$15,915 for the fund, it also provided a fun evening for everyone who participated. The Silent Auction raised \$2,886.53, while the

Basket Bonanza brought in \$4,984. The students running the Basket Bonanza should be applauded for their efforts, which earned \$1,851 more than the same event in 2009. A total of \$3,500 was received in the EMEX exhibitor flag donation program, and personal donations totaled \$595.

Show your commitment to the future of emergency management by making your tax-deductible donation today at www.iaem.com/scholarships.



Scenes from the very lively and entertaining IAEM Scholarship Auction. [Photos: Landon Densley]



IAEM's 2010-2011 Scholarship Recipients

The IAEM Scholarship Commission awarded scholarships to three students in emergency management, disaster management and related programs for the 2010-2011 school year. Congratulations to this year's scholarship winners!

■ **Matthew R. Hart**, the recipient of the \$2,500 DRI International Lacy Suiter Emergency Management Scholarship, is working toward a bachelor of science degree in emergency management at Massachusetts Maritime Academy, with a planned graduation date of June 2011. He is the Regimental Emergency Management Operations Officer within the Regiment of Cadets at the academy, the highest ranking cadet in the emergency management degree program holding one of the top 11 leadership positions within the Regiment. He has worked with a fellow cadet to reestablish the inactive IAEM student chapter at the academy and create activities for the chapter.

■ **Christopher A. Gaylord** is working toward a master's degree in emergency services administration at California State University, Long Beach, with a planned graduation date of May 2012. Since April 2007, he has been the campus emergency manager for the University of California Santa Cruz (UCSC), with responsibilities for overall emergency management programs, including

campus-level emergency planning, assisting units and divisions with their own emergency planning efforts, coordinating the campus Emergency Operations Center, providing preparedness and response training to students, faculty and staff, and serving as the liaison to the County of Santa Cruz Office of Emergency Services and other local, state and federal agencies. Gaylord is the first person in this position at this campus, and also is a sworn member of the UCSC Fire Department, with the rank of Captain. He received a \$1,500 IAEM Scholarship.

■ **Brendan Manning** is the third recipient of the \$1,000 Command Sergeant Major L. Ken Fisher Emergency Management Scholarship. He is working toward an MPH in global health at Loma Linda University, with a planned graduation date of March 2011. He earned his undergraduate degree in health sciences from Ithaca College while participating in a bunker program, which allowed him to live and work at the firehouse committing to two night shifts a week. As an undergraduate, he volunteered on humanitarian projects in Central and South America and chose to enter the Peace Corps following graduation. Manning chose the global health MPH because it combined his passions for international work and emergency response.

How Do You Get More than 100 Participants in 11 States to Collaborate in a Tabletop Exercise? Why...Online, of Course!

By Ric Skinner, GIS, Owner/Consultant, The Stoneybrook Group LLC, Sturbridge, Massachusetts, and Chris Floyd, Principal, Disaster Resistant Communities Group LLC, Tallahassee, Florida

On Oct. 30, 2010, more than 100 community preparedness volunteers and professionals met “virtually” in the first ever nationally staged, neighborhood level, online tabletop exercise (TTX). The scenario was a Category 2 hurricane that struck “Northtown,” a fictitious coastal community. “Northtown” has about 800 homes and 2,400 residents, many of whom are senior citizens.

Based on more than 500 pages of participant responses to 28 exercise injects and hotwash comments, the exercise was a huge success. All those who participated will receive a copy of their group’s After Action Report. The TTX was the first in the “Formidable Footprint – A Neighborhood Tabletop Exercise Series.” Developed by Chris Floyd, Disaster Resistant Communities Group LLC, and Ric Skinner, GISP, The Stoneybrook Group LLC, the series of disaster exercises are designed to provide an opportunity to neighborhood preparedness groups to assess their ability to work together to respond to and recover from a variety of natural disasters, which can affect the lives of neighborhood residents. Such groups could include Citizen Corps, Community Emergency Response Teams, Map Your Neighborhood Teams, Neighborhood Associations, Neighborhood Emergency Response Teams and Neighborhood Watches.

Plausible TTX scenarios in the series, staged at different simulated but realistic locations around the U.S., include:

- Earthquake (Jan. 29, 2011)
- Flood (Feb. 11, 2001)
- Wildfire (Mar. 26, 2011)
- Tornado (Apr. 30, 2011)
- Pandemic (May 28, 2011)
- Hurricane (June 25, 2011)

Each TTX scenario will have a

three-hour HSEEP¹-compliant exercise devoted to neighborhood actions that would need to be taken to reduce damage and loss of life and to assist in disaster response and recovery.

Recognizing that GIS is an essential tool for situational awareness, decision support and a common operating picture, the “Formidable Footprint” exercise series incorporates interactive exercise-relevant maps, making the exercise more real and meaningful.

Thanks to series supporters (Depiction, FedHealth, The Maguire Group, Propac and Volunteer Florida) there is **no charge** to participate in any of the neighborhood exercises. The TTXs are facilitated via an Internet-based application entitled **ON-Line eXercise (ONX) System**, which will allow each participating neighborhood (groups or individuals) to take part in the exercise from a computer in the community, e.g., senior center, municipal meeting room or a neighbor’s home. A few days before each TTX, there will be a webinar providing an overview of the TTX and use of the interactive maps. These will be announced to those who have registered for an exercise.

For neighborhood and community organizations planning to participate in any of the exercises, it is recommended that a minimum of three individuals participate in the exercise, working together as part of a community disaster planning or response team. By working together as a team, you will be able to strengthen disaster readiness and enhance the knowledge of neighborhood residents and/or members of your organization on the roles they could assist with during a disaster. All individuals who will be participating in an exercise will need to register, because important

situational awareness materials will be e-mailed to them prior to the beginning of the exercise.

Additional information can be obtained at:

- “Formidable Footprint” – www.drc-group.com/project/footprint.html
- Disaster Resistant Communities Group LLC – www.drc-group.com
- The Stoneybrook Group LLC – www.healthgisguy.com
- **ONX System** – www.ONXSystem.com

Advertise in the IAEM Bulletin in 2011

Advertising in the *IAEM Bulletin* is a cost-effective way to reach IAEM members with your company’s services and products. The *IAEM Bulletin* is distributed monthly to more than 5,000 IAEM members worldwide, plus others with government and legislative roles in emergency management.

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¹ Homeland Security Exercise and Evaluation Program

CNCS Seeks External Peer Reviewers with Specialized Experience for 2011 Grant Competitions

The mission of the Corporation for National and Community Service (CNCS) is to improve lives, strengthen communities, and foster civic participation through service and volunteering. For more than 15 years, CNCS – through its Senior Corps, AmeriCorps, and Learn and Serve America programs – has helped to engage millions of citizens in meeting community and national challenges through service and volunteer action.

On Apr. 21, 2009, President Obama signed the Edward M. Kennedy Serve America Act, the most sweeping expansion of national service in a generation. This landmark law not only expands service opportunities, but also focuses national service on key outcomes; builds the capacity of individuals, nonprofits, and communities to succeed; and encourages innovative approaches to solving problems.

What External Peer Reviewers Do

Peer reviewers support CNCS by assessing grant applications submitted to CNCS for funding. The FY2011 peer reviews will utilize a distance-based field review model, allowing reviewers to complete their review responsibilities remotely, without the need to travel to a central location for review participation. Some reviewers who have been identified with appropriate skills may be invited to serve as panel chairs in a facilitator role.

External Reviewer Qualifications

External reviewers must have a college degree (graduate degree preferred). If no degree, a minimum of five to seven years of relevant experience in a particular field is required.

The skills and experience required to serve as a reviewer include: (1) strong oral and written communication skills, (2) the ability to collaborate with peers, and (3) experience or a background especially in at least one of the areas below. In particular, CNCS is looking for qualified reviewers in the areas **highlighted in bold**:

- **Disaster Services**
- **Healthy Futures**
- **Education**
- **Environmental Stewardship**
- **Economic Opportunity**
- **Veterans and Military**

Families

- National or Community Service Programs
- Grant Making
- Nonprofit Management
- Volunteer Management
- Strategic Planning
- Others

Qualified reviewers should have experience in one or more of the following roles within the areas identified above:

- Consultant
- Practitioner
- Educator
- Public Administrator
- Staff or Board Member
- Funder
- Administrator/Manager
- Analyst, Researcher or Evaluator
- Volunteer

What to Expect

■ **Peer Review Panel Participation.** Each Reviewer will be assigned to a review panel. Reviewers: (1) read and assess their assigned applications individually, (2) participate in panel discussions regarding each assigned application, and (3) submit individual rating and comments for each assigned application. Reviewers are required to collaborate, coordinate, and communicate with other panel

participants and CNCS staff, and submit review products on time. The review process duration is two weeks and can take 40 to 50 hours of work time to complete, depending on individual and panel working styles. Panel member responsiveness is a key component of success. There are mandatory orientation and training sessions, as well as panel calls that will require alterations to your normal work and/or activity schedule.

■ **Collaboration.** External peer reviewers must have strong written and oral communication skills, demonstrated ability to collaborate, and proficiency using computers/technology for all aspects of the review. Online tools allow for virtual collaboration during panel reviews. A comfort level with basic Internet technologies and regular access to a high-speed Internet connection are important. Reviewers download applications from an online collaboration tool that can be printed or viewed on the computer. Review documents for individuals as well as review panels are shared and posted using online collaboration tools. E-mail responsiveness is also an essential part of the collaborative process, but its use may be defined by the panel.

■ **Honoraria.** CNCS offers Reviewers and Facilitators, with the exception of federal employees, a modest honorarium for their participation in a grant review. The honorarium amount varies, but begins at \$700, depending on the participant's role and the expected deliverables.

How to Respond

Go to www.surveymonkey.com/s/cncrevieweroutreach to indicate your interest in applying for a review opportunity and for information on how to apply. Please respond as soon as possible to ensure that you are considered.

Reasons to Exercise

By Ann Potter, Project Specialist, ERI Institute, Washington Hospital Center, Washington, D.C., and Mitch Saruwatari, Vice President, Quality and Compliance, LiveProcess, Verona, N.J.

Considering the effort, time, resources and cost associated with doing emergency preparedness exercises well, it's important to understand the reasons for doing them in the first place to ensure that your preparedness program reaches its goals.

The following are seven key reasons for developing an effective exercise program.

1. It tests and assesses current plans and procedures. All-hazards and incident-specific plans should be tested for their effectiveness and comprehensiveness, especially when plans are newly developed or revised. Exercises can demonstrate the usefulness of plans and identify any gaps in responsibility or redundant actions as well as serve as training for staff. It's always better to provide a non-threatening opportunity for staff members to work out uncertainties and coordinate actions than wait for an actual event to occur.

2. It identifies gaps in targeted mitigation efforts. Mitigation efforts should be tied to the threats identified in the Hazard Vulnerability Analysis (HVA) and included in exercise design. For example, healthcare facilities may determine that a security emergency is a high probability threat. One mitigation strategy might be to issue picture identification badges to all employees. A targeted security lockdown exercise should include ensuring that all employees are wearing their badges. The exercise also may show that non-hospital personnel, including visitors and vendors, constitute a large number of persons in the facility, posing an additional security concern. The follow-up may lead to new procedures to identify all persons entering the facility.

3. Testing demonstrates the success of mitigation and preparedness activities. Mitigation

strategies reduce the impact of identified threats, while preparedness activities provide direction for successful response and recovery. Tasks and actions taken in both the mitigation and preparedness phases can be tested in exercises. Severe weather, from winter storms to flooding, is a hazard faced by many hospitals. Actions taken to mitigate the impact of flooding, such as the procurement of wet vacuums and snow removal equipment, may reduce the impact of water-related damage. Preparedness activities should include plans to utilize mitigation measures, beginning with operational direction on deployment, equipment use and assignment of roles.

4. It sets a baseline to measure improvement over time. Objectives of the emergency management program provide an opportunity for continuous quality improvement. The after-action review should pinpoint gaps and strengths of plans, with follow-up actions to address issues for resolution. As action items are addressed and completed, they should be tested again in subsequent exercises. In this approach, exercises provide not only a baseline to test plans and procedures, but also an opportunity to "plan, do, check, and act" the activities of the program.

5. It ensures community partners are able to plan and respond collaboratively. Hospital response plans must dovetail with those of community partners. Functional exercises that engage all potential response partners can identify gaps, clear misconceptions, and forge relationships that lead to a successful response and recovery. For example, as the need for decontamination programs has moved into the forefront of healthcare emergency planning, the role of fire and law enforcement services was often assumed. Many healthcare partners believed that

fire and law partners would provide immediate response to hospitals, but were surprised when these same public safety agencies reported to the scene of the release. As collaborative planning continued, plans were revised and subsequently exercised with realistic response expectations.

6. It can help reveal unknown impacts of actual hazards.

Exercises developed to address the hazards most likely to impact the hospital also can predict the potential impacts of those hazards. Hospitals should test their plans and procedures in real time, carrying out the actions to be taken during the response. Trained personnel evaluating the exercise should monitor results, including the impacts of actions on the overall plan. For example, a procedure for campus lockdown may be exercised to include control of movement to all buildings. Access control may result in delayed deliveries, redirection of ambulances to alternate entries, and stress patients and visitors. These unexpected consequences of the plan can be corrected before an actual event occurs.

7. It addresses licensing, accreditation and regulatory requirements. For most emergency coordinators, conducting exercises is simply the "right thing to do," though in many cases, mandatory compliance is an added incentive. Emergency planners must be familiar with all compliance requirements that apply to their institution, and the savvy planner will maximize exercise design to check off several compliance elements while testing plans and procedures.

For more information on exercise planning or to download a free checklist, please visit www.liveprocess.com.

IAEM Bulletin Online Edition

The online edition of this issue includes additional material beginning on Page 21, available for members at www.iaem.com.

■ IAEM New Member Listing, Sept. 16-Nov. 15, 2010.

■ “EMERCOM of Russia First All-World Forum on Firefighters, Rescuers and Emergency Managers,” by Kay Goss, CEM, Senior Advisor for Emergency Management and Continuity Programs, SRA International.

■ IAEM 2010 Annual Conference Webcast On-Demand Still Available. Details can be found in the online edition of this issue or at www.iaem.com/Conference.



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IAEM-USA Begins Public-Private Partnership Initiative with NEMA/NIMSAT

By Shane Stovall, CEM, Co-Chair, IAEM-USA Public-Private Partnership Caucus, and Director, Emergency Management, City of Plano, Texas

IAEM has begun a collaborative initiative with the National Emergency Management Association (NEMA) and the National Incident Management Systems and Advanced Technologies Institute (NIMSAT) at the University of Louisiana at Lafayette to build a document, *Public-Private Partnerships in Emergency Management: A Compendium of Best Practices*.

If you or someone in your community has a public-private partnership (PPP) that you would like to showcase in the *Best Practices* document, we encourage you to complete the survey at www.nimsat.org/PPPhandbooksurvey.

Some of you recently may have completed a similar survey from the Private Sector Office of the U.S. Federal Emergency Management Agency (FEMA). While FEMA's survey results will be referenced, essential information provided by the results of this survey will be the foundational source for the development of the handbook. Also, it must be noted that both NEMA and NIMSAT also will be looking for their respective members and associates to complete this survey, so if you get an e-mail looking for your input on this survey from someone else, you only need to complete it once.

Your responses will help identify and profile best practices, common

issues and creative solutions to challenges presented to communities and states that are engaged in integrating businesses and the broader private sector in every phase of emergency management.

Once all questionnaires have been submitted, we will be conducting follow-up telephone interviews with some of the respondents. You may receive a call from Project Director Mickie Valente and be asked to share further details about the creative initiatives in which you are involved.

We thank you for your interest, and if you have any questions, please don't hesitate to contact me at shanes@plano.gov.



Martha Braddock, IAEM-USA Policy Advisor; Hui-Shan Walker, IAEM-USA First Vice President; and Brendan McCluskey, IAEM-USA Universities & Colleges Caucus Chair, tour the EMEX Exhibit Hall.



Ronnie Adair (left) accepts the Clayton R. Christopher Memorial Award from John "Rusty" Russell, IAEM-USA Region 4 Secretary-Treasurer. IAEM-USA Region 4 presents the award annually to a local emergency manager for unselfish devotion and outstanding contributions to the profession of emergency management.



Avagene Moore, CEM (left) accepts the IAEM-USA Membership Award for sponsoring the most new IAEM-USA members. Presenting the award is IAEM-USA President Pamela L'Heureux, CEM.

Many Thanks for Conference Photos

The IAEM-Global Communications Work Group and *IAEM Bulletin* Editor Karen Thompson thank the following IAEM members for contributing to the IAEM Annual Conference photos published in this issue: Sarah Miller, CEM, IAEM-Global Communications Work Group member; Landon Densley, IAEM-USA Website Committee Chair; Kristin Hoskin, CEM, IAEM-Oceania President; and Dave Bujak, IAEM-USA Universities & Colleges Caucus Immediate Past Chair.

EM Calendar

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

- Feb. 22-23 10th Annual Emergency Management Conference, Wellington, New Zealand, **supported by IAEM-Oceania.**
- Mar. 7-11 International Wireless Communications Expo (IWCE), Las Vegas, NV, **supported by IAEM.**
- Apr. 13-14 IDER 2011, Florence, Italy, **supported by IAEM.**
- Apr. 19-20 Counter Terror Expo 2011, London, England, **supported by IAEM-Europa.**
- Apr. 26-27 Partners in Emergency Preparedness Conference, Tacoma, WA, www.piepc.org.
- May 8-11 ISCRAM 2011 Conference, Lisbon, Portugal.
- May 9-12 Hydrologic Warning for a Changing World, San Diego, CA.
- May 15-20 25th Annual Governor's Hurricane Conference, Fort Lauderdale, FL.
- June 7-10 TIEMS 18th Annual Conference 2011, Bucharest, Romania, **supported by IAEM.**
- June 9-11 **IAEM-USA 2011 Mid-Year Meeting**, EMI, National Emergency Training Center, Emmitsburg, MD.
- June 19-22 World Conference on Disaster Management (WCDM 2011), "Innovative Solutions to the Increasingly Complex World of Disaster Management," Toronto, Canada, **supported by IAEM.**
- Oct. 11-14 **EMEC – IAEM-Europa 2011 Annual Conference**, "Civil Protection is Emergency Management – a new profession," Munich Trade Fair Centre, Germany. This event will take place in conjunction with InterAirport Europe.
- Nov. 12-17 **IAEM 59th Annual Conference & EMEX 2011**, "The Stakes Are High for Emergency Managers," Las Vegas, NV.

IAEM-Europa Council Announces Winners of 2010 Public Awareness and Business & Industry Preparedness Awards

IAEM-Europa has announced the winners of the Council's 2010 Public Awareness Award and Business & Industry Preparedness Award.

■ **The IAEM-Europa Public Awareness Award** (*Division 1, Local Emergency Management*), recognizes outstanding public awareness programs or public education products related to emergency management, homeland security, and/or disaster preparedness. The 2010 winner is **Freiwillige Feuerwehr Wels** for its fire protection design, an objective method for designing defensive fire protection of the future.

■ **The IAEM-Europa 2010 Business & Industry Preparedness Award** recognizes excellence in implementing a program that plans for multiple hazards, sets implementation priorities, is cost-effective, links all levels of the organization, and coordinates with local emergency response and management agencies. The program must be repeatable by similar organizations in business and industry. The 2010 winners are **SPAR Corporation** and **Alarm & Plan Safety Management** for their integrated all-hazards planning for the retail sector, judged to be a significant piece of partnered work between industry and business that enhanced the primary partners' resilience whilst contributing to a greater level of support for its communities' first responders.

More details about the winners of these awards are available at www.iaem.com/PressRoom.

Learn more about the IAEM-Europa Awards Competition at www.iaem.com/Awards, where the 2011 Call for Entries will be posted in Spring 2011.



IAEM-Global Board Chair Rick Cox, CEM (center), accepts a \$500 donation from Air Force Emergency Management to the IAEM Scholarship Fund.

[Photo: Landon Densley]



Mayor Julian Castro welcomes IAEM Annual Conference attendees to the City of San Antonio, Texas. [Photo: Sarah Miller]



Featured speaker Ana-Marie Jones, Executive Director of CARD (Collaborating Agencies Responding to Disasters). [Photo: Sarah Miller]

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■ Representation on federal level working groups addressing vital issues such as terrorism preparedness, emergency management, program standards, communications, disaster assistance delivery, and others.

■ A unified voice at the federal, state and local levels to educate

decision makers about the impact of policies and legislation on emergency management services.

■ The *IAEM Bulletin*, a monthly newsletter that is the definitive source for emergency management news and information.

■ Conferences and workshops to enhance networking and inform members about legislative issues. Our Annual Conference and EMEX Exhibit offers networking and information on current EM issues.

Visit our Annual Conference Web page at www.iaem.com/Conference for the latest information. Council and regional conferences give members the chance to exchange information with colleagues closer to home.

■ WWW.IAEM.COM is the portal to the world of emergency

management. The IAEM Web site offers discussion groups and a wealth of other professional tools, including the popular career center.

■ Alliances with a network of related associations and organizations to further the profession and its members.

■ Professional recognition of individuals through an annual awards program.

■ Scholarship opportunities and funds for students enrolled in emergency management courses of study.

■ Professional development through in-person meetings, networking and training opportunities.

■ Discounts on certification program fees, selected publications, conference registration and more.

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EMERCOM of Russia Holds First All-World Forum on Firefighters, Rescuers and Emergency Managers

By Kay C. Goss, CEM, Senior Advisor for Emergency Management and Continuity Programs, SRA International

It was my honor to be invited to Moscow on Oct. 1-2, for the 20th Anniversary of the founding of EMERCOM of Russia, the nation's FEMA-type agency, which has been led all of these years by Minister Sergey Shoigu. The Forum was sponsored by EMERCOM and co-sponsored by the International Civil Protection Association, headquartered in Geneva, Switzerland, represented by Secretary-General Nawaf B. S. Al Sleibi. The two sponsors spoke first, welcoming the group to the EMERCOM training facility, which is the equivalent of FEMA's Emergency Management Institute. Then, Dr. Yuri Vorobiev, originally the First Deputy Minister of EMERCOM and now a Senator in Russia's Federation Council, spoke of the early days of EMERCOM, its progress over the years and its bright future, thanking those in attendance for being supportive.

My presentation was fourth, in which I saluted the achievements and outreach of EMERCOM, remembering the 1996 official signing of our mutual collaboration agreement. Our relationship continues very strongly at the present time, and EMERCOM leaders told me of the meetings, agendas and work plans, as did FEMA leaders, and I complimented

both for that, indicating that a part of EMERCOM's success has been (1) its continuity of leadership under Minister Shoigu, an international and iconic figure who was named Humanitarian of the Century a few years ago, and (2) its holistic approach to emergency services, including search and rescue, hazardous materials, emergency medical services, radiological/nuclear, aviation, fire services, wildland firefighting, civil defense and schools. I also saluted the profession, generally indicating that I viewed it as the most important profession in the world, saving lives, protecting property, and giving assistance in the time of people's greatest need.

Building Future Partnerships

Looking to the future and from my perspective as a private citizen now, no longer a public official, I proposed some ways to continue our personal partnership:

■ Dr. Clair Blong, formerly Director of FEMA's Office of International Affairs, and I would like to join with members of EMERCOM in writing a chapter for a college textbook for FEMA's Emergency Management Institute on U.S. and Russian emergency management systems.

■ Dr. Blong and I also are interested in collaborating with EMERCOM on a book on U.S. and Russian emergency management systems, including preparedness, response, recovery, mitigation, international assets,

technology and best practices, with a discussion of the methodologies, perhaps at a future similar forum.

■ Dr. Blong and I would like to learn more about, support and visit Minister Shogu's historic preservation and archeological project in Tuva.

■ As we build the profession and strengthen IAEM around the world, I

would like to see a Russian chapter, starting with EMERCOM officials, and I offered a display of IAEM literature at the Forum.

■ I am quite interested in continuing to build on the FEMA Higher Education Program internationally, including developing an international emergency management Ph.D. program, which has some support at Istanbul Technical University and could include participation by a Russian university.

The Forum was well attended by representatives from many countries and continents. Several representatives made short presentations about disasters in their countries and assistance they had received from EMERCOM, such as Pakistan, Uzbekistan, Paraguay, Egypt, Turkey, Egypt, Kyrgyzstan, Ukraine, Romania, Poland and Croatia. Those present on Oct. 1 voted unanimously to approve a resolution supporting "the initiative of arranging forums similar to that organized by EMERCOM of Russia in conjunction with the International Civil Defense Organization. Such meetings can be conducted in various countries on a regular basis aimed at discussing emergencies, actual problems and

(continued on page 22)



Kay C. Goss, CEM, spoke at the EMERCOM All-World Forum.



Minister Sergey Shoigu, EMERCOM; Dr. Yuri Vorobiev, Senator in Russia's Federation Council; and Kay Goss, CEM.

EMERCOM Forum

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ideas in the sphere of people protection from natural and man-made disasters. It appears to be an additional opportunity for working out recommendations useful for our professional activity and touching all emergency services personnel. The results of the [Forum] reflect our common aspiration to realize the principles of mutual assistance and struggle with disasters which do not acknowledge any borders. All this demands further development of professional skills and possibilities.”

Demonstrations of Multiple Disaster Scenarios

During the Forum, EMERCOM conducted an impressive show of technology, equipment and personnel, in the multiple scenarios of train wreck; hazardous materials incident, including massive decontamination; house fire; explosion; plane crash; chemical spill; wildland fire, including helicopters; aircraft (their famous Alucian 76, which dumps 42,000 tons of water at a time); jaws of life; large trucks; bull dozers; portable hospital; plastic sheeting; crisis counseling (headed by Minister Shoigu’s daughter Julia); personal protective equipment; MREs; water; and much more, all of which was preceded by an amazing demonstration of the history of emergency services worldwide, starting by response on foot, then by horseback, then by wagon, then small vehicles, to the present enormous response equipment.

Afterward, all participants gathered under a tent with a lavish banquet, for traditional toasts and exchanges of gifts and salutation.

Minister Shoigu closed out the festivities by indicating that he looked forward to another country hosting the next forum, and that if no country volunteered to do so, he would host it again in two years. I hope to be there.

IAEM Annual Conference Webcast On Demand

While nothing can replace the unique educational and networking benefits of attending a conference in person, you can still register for on-demand webcasts of the 58th IAEM Annual Conference from San Antonio, Texas, November 1-2, 2010. On-demand webcast attendance will earn 8.5 hours credit for the IAEM Certified Emergency Manager® program.

Benefits of Conference Webcast

For only \$179 (\$149 for IAEM Members), utilizing the latest web conferencing technology, you will be able to:

- View conference video.
- Listen to audio.
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- Receive a complete electronic copy of the conference documentation.
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Here are some of the presentations that were webcast from San Antonio:

■ W. Craig Fugate, Administrator of the Federal Emergency Management Agency.

■ Lieutenant General Guy C. Swan III Commanding General United States Army North (Fifth Army), Lessons Learned from the Fort Hood Incident.

■ Margaret Davidson, Director of the NOAA Coastal Services Center, Linking Economic Recovery and Community Resilience.

■ Ana-Marie Jones, Executive Director of CARD (Collaborating Agencies Responding to Disasters), Marketing Emergency Services: The, Prepare to Prosper Approach.

■ Madhu Beriwal, President and CEO of IEM, Doing More with Less: Emergency Management in the 21st Century.

For information on how to register, visit www.knowledgepress.com/viewpublication.php?event_id=371&act=fea.



Attention IAEM Members:

Changing job, address or e-mail?

If your contact information is changing, please let IAEM and your fellow members know. Take a couple of minutes to update your IAEM Member Profile in the members only area at www.iaem.com. It’s worth the time...

We want your colleagues to be able to find you. And we want you to stay informed, access the latest IAEM Bulletin, receive IAEM-Global Headquarters updates, and stay in touch with your Council’s activities. Please update your member profile whenever you have a change to report.

New Members: Sept. 16-Nov. 15, 2010

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I can't join now, but I would like to receive more information on the benefits of IAEM membership.

New Members

(continued from page 23)

Sultan Al Kaabi
Al Ain City, UAE

Khalifa Ali Alkaabi
Abu Dhabi City, UAE

BRIG GEN Samuel Owoicho Ameh
Kaduna, Kaduna State, Nigeria

Heri Aminudin
Ras Laffan
Qatar

Dr. Debbie Abuvini Antonza II
Kaduna, Kaduna State, Nigeria

James Enemon Atabo
Kaduna, Kaduna State, Nigeria

BRIG GEN Eyo Offiong Ekpenyong
Kaduna, Kaduna State, Nigeria

Godwin T. Thickman
Maitama, Nigeria

LT COL Florence D. Gyang
Jos, Plateau State, Nigeria

Wayne J. Harris
Doha, Qatar

Gary Irvine, MSc
Abu Dhabi, UAE

CDRE Ben Alabo Nathus
Festac Town, Lagos State, Nigeria

Bellow George Ogirima
Okene, Kogi State, Nigeria

Donovan Ryan
Doha, Qatar

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Dr. Michael E. Eburn
Australia

Daniel Forsdyke
Perth, Australia

Jessica Hare
Wellington, New Zealand

Ben Lester
Melbourne, Australia

Andrew R. Murray
Banyo, Australia

Alicia J. Palmer
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Erin K. Pogmore
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Bede Wilson
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Russellville, AR

Salem Alkuwaiti
Russellville, AR

Lina Anani
Dearborn Heights, MI

Joaquin J. Andujar
APO, AE

Maysaa Ambusaidi
Denton, TX

Gary Anderson
N. Little Rock, AR

Donna L. Antol
Port Saint Joe, FL

Paul E. Austermehele, EMT, PA-C
Fountainville, PA

David F. Bailey
Flower Mound, TX

William B. Bailey
Tulsa, OK

Libby Barland
Boca Raton, FL

Michael S. Beal
Addison, TX

Joseph G. Bechtold III
Peoria, IL

Robert C. Beckmann, Jr.
Glen Cove, NY

Christopher Besse
Beverly, MA

Jason M. Biermann
Everett, WA

Aaron L. Bingaman
Fort Smith, AR

Daniel Birch
Fair Oaks, CA

Stephen Bogan
Brick, NJ

Craig Brein
Denton, TX

Ryann E. Bresnahan
Holliston, MA

Dylan Bunger
Russellville, AR

Michael R. Bunt
Richmond, VA

Bethany L. Burger
Palmyra, PA

Micah A. Burkey
FL

Travis Campbell
Circleville, OH

Nicole Candelaria
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Denton, TX

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Gilbert, AZ

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Walden, NY

Jennifer Cartwright
Circleville, OH

Michelle L. Cassabon
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Shreveport, LA

Christian Clavell
Bronx, NY

Eric Collier
Russellville, AR

Ronald N. Collins
Glen Burnie, MD

John B. Cook
Crownsville, MD

Willie Copeland
Forest Hill, TX

Dianna C. Cotter
Newberg, OR

Bobby B. Cox
Paragould, AR

Quentin E. Cummings
Sandy Springs, GA

Jeffrey Daniels
Front Royal, VA

Melissa David
Plano, TX

Emily Deatrich
Sanger, TX

Carrie N. DeHay
Fargo, ND

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Please join us in welcoming these new IAEM members.

New Members

(continued from page 24)

Joshua Delph Circleville, OH	Mathew G. Gaines, Jr. Pooler, GA	Patricia A. Hansen Bay City, TX	David A. Johnston Chehalis, WA
David DiCola Stafford, VA	Daniel Galizia Denton, TX	Andrew J. Harding Clarksville, TN	Chris S. Jones Arlington, WA
Kendra Dixon Circleville, OH	Christy Galvan Circleville, OH	Catherine Hartwell Toms River, NJ	Major Kenneth Jones Harvey, LA
Elliott Dobbs Frisco, TX	Jimmy Galvan Circleville, OH	Mary R. Hauprich Islesboro, ME	Robert Kappler Bisbee, AZ
Justin H. Dodge East Bridgewater, MA	Stacey L. Gantt Killeen, TX	Richard C. Hazel Washington, DC	Erin Karpovich Ramsey, NJ
Steven Dormann Denton, TX	Timothy D. Garland Killeen, TX	Kelly E. Hecker Ewa Beach, HI	Casey Karsten Goshen, NY
James Doyle Irvine, CA	Scott C. Gay Carrollton, TX	Cris Hodgers Henderson, NV	Justin A. Kaye Cleveland Hts, OH
Pamela Jane Drake Millersville, PA	Vernon-John Gibbins San Diego, CA	Ronald S. Hollister Danbury, CT	Christian J. Kazmierczak Brandon, FL
Benjamin T. Eddowes Lancaster, PA	Kimberly B. Gill Wilmington, DE	Jack V. Holmstedt Pewaukee, WI	Jeanne P. Kelley Mattituck, NY
Tracy Eichenberger Russellville, AR	Shane J. Gilley Kalamazoo, MI	Emily Hudson Denton, TX	Ellie S. Kidder Minneapolis, MN
Somer A. Erickson Norman, OK	Ronald John Godlewski South Lyon, MI	Seth Hudson Denton, TX	Marilynn J. King Malden, MO
CPT Micahael P. Ficznier Alexandria, VA	Lori Duggan Gold Garden City, NY	Renee N. Hupp Richmond, VA	Logan Kise Denton, TX
Brittany Forsstrom Jamison, PA	Elizabeth Gorgoshidze Brooklyn, NY	Denise L. Hurt Metairie, LA	Cheryl L. Klein Oklahoma City, OK
Cody Frank Circleville, OH	Mary K. Gorman Richmond, VA	Ashley Irvine Circleville, OH	Melissa H. Knapp Waldorf, MD
Heather Franks Atkins, AR	John Tyler Grant Conway, AR	John C. Jacobs Fargo, ND	Edward D. Kolar Disputanta, VA
Jon Franquez Waipahu, HI	Matthew E. Grossman Richmond, VA	Dev D. Jani Hopewell Junction, NY	Robert M. Krupa Acushnet, MA
Kristina M. Freas Roseville, CA	Delilah Gose Circleville, OH	Dave Jeffries Novato, CA	Afua E. Kwartneg Denton, TX
Tommy L. Fuller, Jr. St. Gabriel, LA	Paula Gregory Circleville, OH	Cierra Jenkins Arlington, VA	Nicholas Lagrassa Denton, TX
Jonathon Funkhouser Russellville, AR	Meredith M. Hall Buzzards Bay, MA	Stephen E. Jensen Clovis, NM	Neil Lakin W. Covina, CA
Andre B. Gagne Cornelius, NC	Nicholas B. Hambridge Cambridge, MA	Inman S. Johnson Woodbridge, VA	Mark R. Landahl, CEM Frederick, MD
	Ean Hammond Circleville, OH	Marvin Johnson Little Rock, AR	

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New Members

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Kyle Landenberger Circleville, OH	Jessie McClain Barling, AR	Joshua Ourso Russellville, AR	Laurence Rosenberg, Jr. Little Egg Harbor, NJ
JoAnna M. Larsen Lindon, UT	Scott J. McRitchie Hinckley, OH	Lauren Palmer Denton, TX	Donald W. Rudnickas, Jr. Lexington Park, MD
Sarah E. Lawrence Tuscaloosa, AL	Steven S. Michaels Lynnwood, WA	Amanda Patrick Circleville, OH	Destiny Ruffin Savannah, GA
Desiree F. Leone Stony Point, NY	Mark S. Milam Seven Hills, OH	Colonel Dort B. Payne Fort Sam Houston, TX	Ali Rye Russellville, AR
Candace H. Lerman Tallahassee, FL	Danaann L. Miller Huber Heights, OH	Margaret A. Petrillose Elmira, NY	Kimberley S. Sabens Williamsburg, VA
Jordan Lettow Allen, TX	Dominique Miller Russellville, AR	Eric R. Picone Paramus, NJ	Linda K. Salzar College Station, TX
Dawn Lewis Danielson, CT	Christie Minner Benton, AR	Jesse L. Pink San Angelo, TX	Kristin A. Samulkewitsch Tallahassee, FL
Kim Lippes Stony Point, NY	Steve E. Moore Tempe, AZ	Aleksandr Pitel Forest Hills, NY	C. F. Schermerhorn New York, NY
Yongruo Liu Russellville, AR	Heather Morgan Lancaster, PA	Justin C. Pratt Pooler, GA	Royce A. Shipley, CEM Great Falls, MT
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Selena MacArthur Ashburn, VA	Frank J. Mueller Evansville, IN	LuAnn Redding Fort Worth, TX	Thomas Sines Denton, TX
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John C. Mason DPO, AP	Anneli Myrick San Antonio, TX	Michael J. Resto Tallahassee, FL	Jennifer A. Spinney Norman, OK
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	Brian Ostermann Eglin AFB, FL	Darren Romig Rolesville, NC	

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New Members

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Narvaez L. Stinson Atlanta, GA	Ronald Weeks Vuidon, MS	Felicia A. Porawski East Freetown, MA	Warren Acuncius McLean, VA
Ben St. John Tallahassee, FL	William S.A. Wells Richmond, VA	Ludwig J. Schumacher Essex Junction, VT	J. Lawrence Bak Media, PA
Ryan Stutler Lewisville, TX	Allysun Werner Dallas, TX	Robert F. Seger Boston, MA	Donna Banks Washington, DC
Lauren Supple Circleville, OH	Michael S. Werner Panama City, FL	Robert Weaver Danbury, CT	Scott L. Brillman Baltimore, MD
Richard D. Surdel, Jr. Dundalk, MD	Craig N. Westerman Gonzales, LA	IAEM-USA Region 2	Doug Britvec Fairview, WV
Michael J. Surette, Jr. Lynn, MA	Joshua Whightsel Circleville, OH	Dr. Wassilly J. Bonet San Juan, PR	Wayne D. Brown Baltimore, MD
Robert Teachenor Lewisville, TX	Jeffrey D. Williams Bellaire, TX	Clayton P. Bronson Ithaca, NY	Kassandra Cinatl Arlington, VA
Brad Thomas Alma, AR	Anthony S. Williams Sevierville, TN	Ihab Dana New York, NY	Carolle M. Cox Frederick, MD
Michele L. Thorne Prince Frederick, MD	Kayla Williams Savannah, GA	Donald J. Decker Long Island City, NY	Michael A. Cusano Christiansburg, VA
Kelsey Tobin Burke, VA	Lucas Wolfe Circleville, OH	Ali M. Gheith New York, NY	Ron Davison Vienna, VA
Damian Torres Denton, TX	Gil Zavlodaver Ventura, CA	Peter B. Gudaitis, M.Div. New York, NY	Michael Dickey Andrews AFB, MD
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	Josh M. O'Neill Providence, RI	Samantha R. Achey Lebanon, PA	

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New Members

(continued from page 27)

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Buckhannon, WV

Noe Hatchuel
Washington, DC

Randy Jones
Washington, DC

Mark F. Junghans
Fort Monroe, VA

Steven G. Kral
Washington, DC

Michelle P. Lacey
Annapolis, MD

Travis M. Lindsey
Richmond, VA

Lisa M. Lofton
Washington, DC

Jonna Long
Washington, DC

Robert Maloney
Timonium, MD

Raymond C. Maloney
Alexandria, VA

Jason Marineau
Washington, DC

Stephen J. McManus
Swiftwater, PA

William M. Mitchell
Columbia, MD

Alfred E. Mullins
Woodbridge, VA

John B. Nassif
Arlington, VA

Patrick W. Nowlan
Baltimore, MD

Arlene A. Patel
Laurel, MD

Stephen Pezzetti
Washington, DC

Thomas E. Poulin, PhD
Chesapeake, VA

Evan Resnikoff
Philadelphia, PA

Dr. Babajide A. Salako
Washington, DC

James R. Sharpe
Sykesville, MD

John Smart
Brookeville, MD

Edward H. Smith, CEM
Marietta, PA

Thomas M. Sullivan
Eagleville, PA

Benjamin Tacy
Buckhannon, WV

Jessica Thompson
Falls Church, VA

Lora Brooke White
Crofton, MD

Karen D. Wilson
Columbia, MD

Herbert O. Wolfe
Falls Church, VA

Donald Zipp III
Blakeslee, PA

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Tampa, FL

Michael J. Boucher
Durham, NC

Lewis W. Broome, CEM
Charlotte, NC

John M. Brown
Blythewood, SC

Glenn C. Clapp
Holly Springs, NC

Scott E. Davis
Vero Beach, FL

Glenn Eckhardt
Lynn Haven, FL

Joseph A. Farland III
Jacksonville, NC

John R. Fenn
Eastaboga, AL

William M. Fitzpatrick
Lawrenceville, GA

Robert L. Gallo
Stockbridge, GA

Brian E. Gard
Knoxville, TN

BG John W. Heltzel
Frankfort, KY

Dustin Hinkel
Perry, FL

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Lawrenceville, GA

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Miami, FL

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Perry, FL

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Montgomery, AL

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Greenwood, SC

John P. Pepper
Miami, FL

Christopher Pizzano
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Erin Rider
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Katie Ritchie
Bradenton, FL

John M. Roberts
Blue Ridge, GA

Sandy A. Smith
Lawrenceville, GA

Michael T. Stanley
Kevil, KY

Karyn S. Tareen
Orlando, FL

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Charlotte, NC

Joe Waller
Panama City, FL

Peter C. Webb
Dothan, AL

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Chicago, IL

Steven Fronk
Milwaukee, WI

Tracy L. Jones
Columbus, IN

Dr. William C. Metz
Naperville, IL

Thomas E. Rolan (CMSgt
Ret.)
Beavercreek, OH

Debra S. Warshefski
Fort Gratiot, MI

IAEM-USA Region 6

Thomas E. Anderson
Baton Rouge, LA

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Marrero, LA

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Mark Chadwick
San Antonio, TX

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Dallas, TX

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Killeen, TX

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Pearland, TX

Jared C. Gartman
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San Antonio, TX

John Herbold
San Antonio, TX

Jim Jones
DeSoto, TX

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Haslet, TX

Lawrence R. Lane
Dallas, TX

Odilia Ann Leal
Brownsville, TX

James B. Looney
Killeen, TX

Peggy S. Morales
Arlington, TX

Steve Palladino
Oklahoma City, OK

Zachary T. Pope
San Angelo, TX

Shari Ramriez-Mackay
San Antonio, TX

Nicholas A. Robison
Irving, TX

Lorenzo D. Sanchez
San Antonio, TX

David P. Schwartz
Dallas, TX

Amy Sebring
Corpus Christi, TX

Angela Smith
Houston, TX

Jose P. Sosa
Fair Oaks Ranch, TX

Douglas R. Templeton
Cedar Creek, TX

Mark A. Wilkins
Denton, TX

Jessica Woydziak
DFW Airport, TX

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Lebanon, MO

Ty Davisson, CEM
Republic, MO

Matt Lawrence
Merriam, KS

Scott P. Lee
Fort Leavenworth, KS

Michael S. Peters
Urbandale, IA

IAEM-USA Region 8

Mark Lueker
Fort Collins, CO

James T. McSherry
Golden, CO

Jeanine M. Neipert
Lakewood, CO

Paige Petrucka
Westminster, CO

Adam A. Powers
Bismarck, ND

Sarah M. Stokesbury
Denver, CO

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COL Mark H. Armstrong
San Ramon, CA

Lonna M. Calhoun, CEM
San Pedro, CA

Laura Chapman
Arcata, CA

Michael Cummings
San Francisco, CA

Ardath M. DeRose
Spring Valley, CA

Arthur J. Deyo
Honolulu, HI

Michael J. Doggett
El Cajon, CA

Troy Harris
Santa Barbara, CA

Jim Holko
Chandler, AZ

Jill Littlefield
San Francisco, CA

James P. O'Brien, Ph.D.
Las Vegas, NV

Shirley Ono
Fremont, CA

W. Ross Sippel
San Francisco, CA

Anna M. Strong
Mercury, NV

Claudio S. Taniguchi
Hawthorne, CA

COL Craig S. Wroblewski
Sparks, NV

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Kirkland, WA

Ken Armstrong
Seattle, WA

Joe Brentin
Tacoma, WA

Robert A. Dolhanyk, Jr.
Marysville, WA

Douglas C. Fessler
Portland, OR

Jamaal Folsom
Portland, OR

Vickie S. Fontaine
Brier, WA

Jason B. Golden
JBLM-McChord Field, WA

Andrew J. Mattern
APO, AP

Eric Mohrmann
Soldotna, AK

Susan Pelaez
Seattle, WA

Brian Schaeffer
Spokane, WA

Darrell Small
Tacoma, WA

Jennifer V. Warmke
Bothell, WA

