**FEMA’s Higher Education Program Bits and Pieces**

**National Emergency Training Center, Emmitsburg, MD**

**27 March 2015**

**Higher Education Program News:**

* **EM Hi Ed Webinar Series:**

The Higher Education Program is continuing with the webinar series started in 2013.  The webinars will be used to increase the flow of information and knowledge to the emergency management higher education community.  Knowing what is important and essential to your programs is important.  To that end, we request that you provide us topics that are of particular interest and necessary to your academic programs or your institution.  An April webinar is currently in the planning stages.  Ideas for webinar topics may be sent to Lillian Virgil at [Lillian.virgil@fema.dhs.gov](mailto:Lillian.virgil@fema.dhs.gov).

* **Webinar Series – Session I - FEMA Emergency Management Higher Education Program**

**“In Emergency Response, Great Plans Are a Smart Thing: Training is *Everything*!”**

**April 23, 2015 11:00 am – 2:00 pm EDT**

**Presenter: Bo Mitchell,** President/Founder 911 Consulting

Smart plans are critical. But, if we don’t get the words off the paper and into people’s heads, we have failed. Thus, *training is everything* given that people can’t and won’t run to look at binders for response in a real emergency. What are the legal requirements for training? What are the current practices and obstacles on campuses regarding training? What are the proven ways to train for emergency response? How does your campus compare?

**Learning Objectives:**

1. What are the laws, regulations and standards that control emergency plan training?

2. How will law suits affect you and your campus?

3. What are –versus what should be—the overriding attitude of administrators in training

employees in emergency response?

4. What are the obstacles and consistent mistakes administrations make in emergency

training?

5. Do we need to train the Emergency Team differently than the rest of employees?

6. How to protect your administration?

Conference Number(s): 800-320-4330   
Participant Code: 316172  
  
To join the meeting: <https://fema.connectsolutions.com/he/>

For additional information: contact Lillian Virgil, Chief, Mitigation Branch, Emergency Management Institute, [Lillian.Virgil@fema.dhs.gov](mailto:Lillian.Virgil@fema.dhs.gov) or calling 301-447-1490

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If you have never attended an Adobe Connect meeting before:  
  
Test your connection: <https://fema.connectsolutions.com/common/help/en/support/meeting_test.htm>  
  
Get a quick overview: <http://www.adobe.com/products/adobeconnect.html>  
  
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* **CALL FOR ABSTRACTS - SECOND EMERGENCY MANAGEMENT THEORY AND RESEARCH WORKSHOP**

**Limited Time Remains to Submit to Present!**

Monday June 1, 2015

Emergency Management Institute, National Emergency Training Center

Emmitsburg, Maryland

Limited time remains to submit an abstract for consideration for the 2nd Emergency Management Theory and Research Workshop to be held June 1, 2015 at the FEMA Emergency Management Institute in Emmitsburg, Maryland. Abstracts will be accepted until April 6—the formal call for abstracts is attached. It would be wonderful if a diverse group of faculty and student scholars were able to participate in this year’s Workshop; and, it would be better yet if some of those faculty and students represented your institution.

*Last year’s workshop was very successful. It featured 17 presentations (selected from a large group of submissions) over the course of a single day in a single room and the room was packed with individuals interested in the work being presented. It was our hope that this year would be as successful. YET, thus far, there have been very few submissions to present and we will have to cancel the Workshop if that does not change. Please consider taking a moment to email the Workshop coordinator, Jessica Jensen, at* [*ja.jensen@ndsu.edu*](mailto:ja.jensen@ndsu.edu) *to let her know if you, your faculty, or your students might be planning to submit an abstract and simply have not done so yet. Also, please consider disseminating this announcement widely so that all interested parties are aware of the opportunity to present.*

**THE DEADLINE FOR ABSTRACT SUBMISSION IS April 6, 2014 at midnight.**

For more information for the workshop abstracts go to the Hi Ed website symposium section at <http://www.training.fema.gov/hiedu/educonference15.aspx>

* **Hi Ed Symposium – currently have 5 presentation slots open:**

**Call for Papers/Presentations is available at** <http://www.training.fema.gov/hiedu/educonference15.aspx> . Complete the form, attach abstract or proposal then email to [Barbara.Johnson3@fema.dhs.gov](mailto:Barbara.Johnson3@fema.dhs.gov).

Application and pertinent information for the symposium is posted to the Hi Ed website at <http://www.training.fema.gov/hiedu/educonference15.aspx>. When submitting the application complete, signed and returned to the NETC Admissions office at [netcadmissions@fema.dhs.gov](mailto:netcadmissions@fema.dhs.gov). The applicant’s signature is the only signature required on the application. **Deadline for submitting applications is May 8, 2015.** Applications received after this date will not be accepted. **All non-U.S. citizens attending the symposium must have a security clearance conducted and completed before they are accepted.** **A security clearance takes 8-12 weeks to complete**. **Non-U.S. applicants must submit a complete and signed application by February 13, 2015. Applications received after this date will not be accepted.**

**Application Information - Course Code - E0392 Annual EM Hi Ed Symposium**

*Everyone attending or presenting at the Emergency Management Higher Education Symposium must submit an application and be notified of acceptance. Individuals without an accepted application will not be granted admittance to the NETC.*

Symposium applicants will be notified by email of their acceptance to the higher education symposium. Make sure your email address is legible on the application. If you have not heard from the Admissions office 1 week after receipt of your application please contact Admissions at [NETCAdmissions@fema.dhs.gov](mailto:NETCAdmissions@fema.dhs.gov) or the Higher Education Program Office for assistance.

* **Moderators/Facilitators Needed for the Hi Ed Symposium**

We are in need of moderators/facilitators for the symposium.  Moderators/facilitators are very important to the operation of the symposium.  They are responsible for keeping the breakout session to the allotted time, introduce speakers and maintain a cool and professional atmosphere for speakers and participants.   If interested please contact Shannon Cool, [Shannon.Cool@associates.fema.dhs.gov](mailto:Shannon.Cool@associates.fema.dhs.gov) or Barbara Johnson, [Barbara.Johnson3@fema.dhs.gov](mailto:Barbara.Johnson3@fema.dhs.gov). For more information about moderator/facilitator duties go to the Hi Ed website symposium section at <http://www.training.fema.gov/hiedu/educonference15.aspx> and click on the Symposium Moderators/Facilitators Information bullet.

* **Student Volunteer Information**

Students currently enrolled in a college/university emergency management program are needed as student volunteer interns for the 17th Annual Emergency Management Higher Education (Hi Ed) Symposium.  Students will be assigned one or more breakout session for reporting assignments and will be expect to perform general conference duties. The reports will be incorporated into the post-symposium proceedings posted to the FEMA Emergency Management Higher Education Program website.

Generally graduate students will be assigned primarily to take detailed notes during the concurrent breakout sessions and to write summaries of those breakout sessions which will be posted to the post-symposium “proceedings”.  Reports will be 3-4 pages per session and will highlight the most significant aspects of the session. Graduate students will be assigned at least one breakout session to report but may be assigned up to three reports during the conference.

Generally undergraduate students are assigned various aspects of the symposium i.e., passing microphones during plenary sessions, assisting with symposium registration, passing out symposium folders, taking hard copies of presentation materials to classrooms, posting breakout session classroom assignments and various other duties.

In addition one or more students will be assigned to assist the Hi Ed Program Manager and as well as the Hi Ed Program Assistant throughout the week.

Student volunteer interns **are required to attend 100% of the symposium** beginning with Monday workshops and ending on Thursday afternoon with the last breakout sessions. The typical volunteer obligations comprise about 20% of the symposium. When not acting in a volunteer capacity students are free to attend breakout sessions at their leisure.

**We currently have 21 students committed to volunteering at the symposium. Schools with students participating are Jackson State University, Arkansas State University Jonesboro, York University, Canada, University of Akron, Frederick Community College and the University of South Florida.**

If interested contact Barbara Johnson, Hi Ed Program Assistant, at [Barbara.Johnson3@fema.dhs.gov](mailto:Barbara.Johnson3@fema.dhs.gov) or (301) 447-1452.

**College / University News and Information:**

* **Dr. B. Wayne Blanchard Award for Academic Excellence in Emergency Management Higher Education**

Greetings, emergency management higher education friends and colleagues!

It is time again to solicit nominations for the Dr. B. Wayne Blanchard Award for Academic Excellence in Emergency Management Higher Education sponsored by North Dakota State University. Nominations will be accepted until April 8, 2015.  Nominations will be reviewed by the Award Committee and the recipient will be notified shortly thereafter.

Previous winners of the Blanchard Award are: Dr. Thomas E. Drabek (2008), Claire Rubin (2009), Dr. David McEntire (2010), Dr. William Waugh, Jr. (2011), Dr. Brenda Phillips (2012), Dr. Michael Lindell (2013), and Dr. Richard Sylves (2014).

As always, the nomination solicitation is being forwarded across various channels.  I apologize if you receive it more than once (or conversely, one too many times).  Please feel free to forward it on to those who may be interested in submitting a nomination.  If you have questions about the award, please do not hesitate to contact me.

Thank you in advance for helping us recognize academic excellence in emergency management higher education under the auspices of the Blanchard Award.

Carol Cwiak, J.D., Ph.D.

Department of Emergency Management

North Dakota State University

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[carol.cwiak@ndsu.edu](mailto:carol.cwiak@ndsu.edu)

* **Seeking Expert Reviewers for School Safety Grant Applications**

You may find the following opportunity from National Institute of Justice (NIJ) to review grant funding under the Comprehensive School Safety Initiative (CSSI) of interest.

If you are interested in participating on writing a grant proposal in this subject area, please let me know. There are a variety of funding opportunities that may be available.

Thanks and have a wonderful and restful weekend!

Best regards, Keith

Keith Clement, Ph.D.  
Associate Professor, Department of Criminology  
California State University, Fresno  
Chair, University Undergraduate Curriculum Committee  
Chair, College of Social Sciences Election Committee

Planning Director, CSU Council for Emergency   
Management and Homeland Security (CEMHS)  
[www.calstate.edu/cemhs](http://www.calstate.edu/cemhs)  
<http://cemhs.blogspot.com/>

**Emergency Management/Homeland Security News****:**

* **Disaster Information Outreach by Librarians** [**DISASTR-OUTREACH-LIB@LIST.NIH.GOV**](mailto:DISASTR-OUTREACH-LIB@LIST.NIH.GOV)

**\*\*MARCH 31st WEBINAR POSTPONED - SLA Free Webinar to Explore Role of Special Libraries in Disaster Preparedness**

Unfortunately, our esteemed speaker, Dr. Chris Hagar, has had a death in the family and has asked us to reschedule her 3/31 webinar.  I will send out the NEW date and time as soon as I have it.

**\*\*New Open Educational Resource for Disaster Research**

Researcher Dr. John Weiner recently developed an open educational resource for disaster research studies.  Using linguistic analysis programs, he extracted the salient "ideas" from abstracts in PubMed.  This resource shows topics ranked by their prevalence in the literature.  There are links to PubMed citations.

<http://researchdisaster.com/>

Feel free to contact him at [weiner.john@tutorghost.com](mailto:weiner.john@tutorghost.com) with questions or comments!

\*Selections from over 100 e-sources\*

\*Follow NLM\_DIMRC on Twitter:  [http://twitter.com/NLM\_DIMRC\*](http://twitter.com/NLM_DIMRC*)

\*\*\*Easy Access to Ebola Health Information Resources\*\*\*

The National Library of Medicine has made use of the US Health and Human Service (HHS) tool that allows libraries, public health departments, emergency management agencies, and others, the ability to seamlessly pull in HHS/NLM content to their own Web site rather than linking to it, so visitors stay on your site. Through a process known as “content syndication”, users simply register for an account on the HHS Content Syndication Storefront, and find the content they want to add to their Web site.  NLM has just added the “Ebola Outbreak 2014-2015: Information Resources” <http://disasterinfo.nlm.nih.gov/dimrc/ebola_2014.html> topic page to the Storefront. Take a look at how this works, and give it a try!

NLM Ebola Outbreak Content Syndication Registration Page: <https://digitalmedia.hhs.gov/storefront/showContent/3202>

Ebola Outbreak 2014-2015: Information Resources HHS Content Syndication Question/Answer: <https://digitalmedia.hhs.gov/storefront/qa>

\*\*\*Preparing Healthcare Workers to Work in Ebola Treatment Units (ETUs) in Africa: Training Toolkit Announcement\*\*\*

Centers for Disease Control and Prevention (CDC)

The CDC has designed a training toolkit to help organizations replicate their 3-day in-person training course to help prepare healthcare workers (HCWs) to work in ETUs in Africa. It contains information from similar courses developed by Médecins Sans Frontières (MSF) and the World Health Organization (WHO), and on CDC guidelines for infection prevention and control. The course is taught using blended learning methods of lectures, tabletop exercises, and hands-on interactive exercises in a mock ETU. Register now to download the planning materials that will assist trainers in securing the physical facility and supplies needed to sponsor this training course.

Register: <https://www.oidsa.cdc.gov/mrIWeb/mrIWeb.dll?I.Project=EBOLATK&id>

\*\*\*FEMA Calls for 2015 Individual and Community Preparedness Awards Applications\*\*\*

The Federal Emergency Management Agency (FEMA) has announced that the application period for the 2015 Individual and Community Preparedness Awards is now open. These awards highlight innovative local practices and achievements by recognizing individuals and organizations that have made outstanding contributions toward making their communities safer, stronger, better prepared, and more resilient. To be considered for this year’s awards, all applications must be sent to [citizencorps@fema.dhs.gov](mailto:citizencorps@fema.dhs.gov) by April 10, 2015 at 11:59 P.M. E.T. and must feature program activities occurring between January 1, 2014 and April 10, 2015.  It would be great to see a partnership between and a library and an emergency management organization win an award!

<http://www.ready.gov/citizen-corps/citizen-corps-awards>

\*\*\* Webinar: Emergency Preparedness for Clinicians - From Guidelines to the Front Line\*\*\*

CDC Clinician Outreach and Communication Activity (COCA)

Free Continuing Education

Thursday, March 26, 2015 2:00 – 3:00 PM (EST)

Participate by Phone

\*888-323-9813 (U.S. Callers)

\*212-547-0291 (International Callers)

Passcode: 3257688

Natural disasters, industrial accidents, terrorism attacks, and pandemics all have the capacity to result in large numbers of critically ill or injured patients. A barrage of patients with various clinical needs can quickly exhaust the care delivery capacity of a healthcare system. It is important for clinicians to have a disaster response plan that addresses approaches to maintaining quality care during times of patient surge and resource scarcity. During this COCA Call, participants will learn about the series of suggestions that focus on the management of multiple critically ill patients during a disaster or pandemic, and the importance of collaboration among front-line clinicians, hospital administrators, professional societies, and public health or government officials.

Join the Webinar: <https://www.mymeetings.com/nc/join.php?i=PW1955511&p=3257688&t=c>

Call information: <http://emergency.cdc.gov/coca/calls/2015/callinfo_032615.asp>

\*\*\* Webinar: Explore the New National Preparedness Training Plan\*\*\*

Tuesday, April 21, 2015 2:00 PM (EST)

Office of Public Health Preparedness and Response Learning Office (OPHPR LO) at the Centers for Disease Control and Prevention (CDC)

This webinar will introduce frontline public health workers to the high-quality, current trainings that have been assigned one or more of the Public Health Preparedness and Response (PHPR) Core Competencies and/or the Public Health Preparedness (PHEP) Capabilities, and focus on the creation of a national emergency preparedness training plan around these competencies using TRAIN. TRAIN is a learning management system offered as a free service of Public Health Foundation and operates through collaborative partnerships with state and federal agencies, local and national organizations, and educational institutions.

<http://www.phf.org/events/Pages/Training_for_Results_Preparedness_and_Emergency_Response_Core_Competency_Based_Training.aspx>

Register on TRAIN: <https://cdc.train.org/DesktopModules/eLearning/CourseDetails/CourseDetailsForm.aspx?tabid=62&CourseID=1054874&backURL=aHR0cHM6Ly9jZGMudHJhaW4ub3JnL0Rlc2t0b3BTaGVsbC5hc3B4>

\*\*\* Preparing for the Health and Mental Health Consequences of Climate Change\*\*\*

Friday, April 17, 2015 8:15 AM- 4:30 PM (EST)

SUNY New Paltz, New Paltz, NY

12th Annual Institute for Disaster Mental Health Conference

In Spring 2015, the Institute for Disaster Mental Health will hold its 12th annual conference. The 2014 event, sponsored by NYS DHSES, focused on the importance of communications in disaster preparedness and response, though several presenters also emphasized the urgent need to prepare for the diverse threats presented by climate change. This conference is intended to jump-start the group planning and preparedness process by giving emergency services responders, health and mental health professionals, and students preparing to enter these fields understanding of how to recognize and mitigate this upcoming health, public health, and mental health crisis.

Announcement: <http://sites.newpaltz.edu/counseling/2015/03/12th-annual-institute-for-disaster-mental-health-conference/>

\*\*\*New in DisasterLit\*\*\*

<http://disasterlit.nlm.nih.gov/latest/?pg=&pgSize=100&PubYear=&PubTypeID=&AuID=&SourceID=&ResearchDocument=&period=14>

Sendai Framework for Disaster Risk Reduction 2015-2030

United Nations International Strategy for Disaster Reduction Secretariat (UNISDR), March 2015

This 25-page document provides information about the post-2015 framework for disaster risk reduction that was adopted at the Third World Conference on Disaster Risk Reduction, held on March 14-18, 2015, in Sendai, Japan. The conference represented an opportunity for countries to adopt a concise, focused, forward-looking, and action-oriented post-2015 framework for disaster risk reduction; complete the assessment and review of the implementation of the Hyogo Framework for Action 2005-2015; and consider the experience gained through the regional and national strategies/institutions and plans for disaster risk reduction and their recommendations.

<http://disasterlit.nlm.nih.gov/search/?searchTerms=ID%3A10349&search=Search&search.x=27&search.y=19>

\*\*Addressing Preparedness Challenges for Children in Public Health Emergencies

Centers for Disease Control and Prevention (CDC), March 2015

This one-hour presentation features speakers who discuss strategies to address the unique vulnerabilities of children in every stage of emergency planning. Presenters highlight the strong progress that has been made in pediatric disaster readiness, as well as the collaboration that is still needed between public health professionals and pediatric care providers to improve the outcomes for children during emergencies.

<http://disasterlit.nlm.nih.gov/search/?searchTerms=ID%3A10356&search=Search&search.x=0&search.y=0>

**\*\*\*WEBINAR: Thursday, April 9th, 2015 at 1:30 pm ET featuring Patrick Meier, PhD**

**WHAT:**  Disaster Information Specialists Program webinar

**WHEN:**  Thursday, April 9, 2015 at 1:30 PM ET

**WHO CAN PARTICIPATE:**The Disaster Information Specialist monthly webinar is free and open to **everyone** – please spread the word and invite others in your organizations, send to your email lists, and post to your social media accounts.

**TOPIC:  *Digital Humanitarians***

Our April 9th webinar will feature **Patrick Meier, PhD**. Patrick is an internationally recognized speaker and thought leader on humanitarian technology and innovation.  He will talk about being a digital humanitarian which is the subject of his recent book entitled "Digital Humanitarians: How Big Data is Changing Humanitarian Response."

Patrick is currently the Director of Social Innovation at QCRI where he both develops and deploys unique next generation humanitarian technologies in partnership with multiple humanitarian groups.  Among his many accomplishments, Patrick served as Director of Crisis Mapping for Ushahidi, leading major crisis mapping efforts in Haiti, Libya, Somalia and Syria. He has consulted extensively for many inter-national organizations and programs including the UN Secretariat, UN Global Pulse, OCHA, UNDP, UNICEF, USAID, and the World Bank. He also co-founded the CrisisMappers Network, the Standby Volunteer Task Force and the Digital Humanitarians Network. Patrick has received a numerous awards and recognitions for his work, including being named as a National Geographic Emerging Explorer.  Read more about Patrick and his work at <http://irevolution.net/bio>.

This webinar will be presented live through Adobe Connect and recorded for future viewing at <http://disasterinfo.nlm.nih.gov/dimrc/dismeetings.html>.

**LOGIN:** To join the meeting at 1:30 pm ET, Thursday, April 9, click on <https://webmeeting.nih.gov/disinfo>

Enter your name in the guest box and click "Enter Room".

A box should pop up asking for your phone number.

Enter your phone number and the system will call you.

For those who cannot use this call-back feature, the dial-in information is:

Dial-In:  1-888-757-2790

Pass-Code: 745907

For your own subscription to Disaster Information Outreach by Librarians, sign up at <http://disasterinfo.nlm.nih.gov/dimrc/dimrclistserv.html>.

The DISASTR-OUTREACH-LIB archives are available at <https://list.nih.gov/archives/disastr-outreach-lib.html>.

* **Emergency Management Solutions**

March 2015 **Volume 7 No. 3**

**In This Issue:**

**Monthly Video – Duck and Cover (1951) Bert the Turtle Civil Defense Film**

In this age of high tech threats and terrorism, it's difficult to remember that there was a time when the country felt we were on the brink of Armageddon and was actively preparing the population for the possibility of nuclear war. This training video from 1951 seems quaint and humorous until you recall the context and remember that the government was deadly serious about the threat and the idea that such a war was survivable. Whether this video was intended to ease public fears or to provide real survival skills is a matter for debate. However, it does remind us that allowing our fears to drive decisions can sometimes result in unrealistic solutions.

**Blog Highlights –** The following are excerpts from my blog Canton on Emergency Management. Please visit my blog to see the rest of my articles.

[Reputational Risk and PG&E: A Cautionary Tale](http://r20.rs6.net/tn.jsp?f=001ZtnxfgjIup-0dHp6HvJm_o1prX3ECoUOBTn1hyd_239RGVilDOoOY9mEwz-3cXRB-44pU8ed7xIwhszM7hH5up0_HwNffcYdrwY0aTwYm1d4ISo8aYaGZQDI0Zz3psDd3mc_dc4cJNDBWxvRRwv7wui7j8989WBcKOKM4AQBv2Ix-jzIgp0OpLpgBKlZGVliS_SUWEHYbik_9RBTc6vlkgS8rZ9NKGiqjnTXIyNOPp5pbTf_JpxTbIURl6bdU-FVXUhr_EavvVUyRXczDTguVDrl8rw7fYyq5jxypz2Vun9bMDgC5rUPIvl6z5ud1VuEVZ15jwGnhe6w7FAt3CNhzdz5vK1YKrS0VlhiyTA2PLdRB3G7ffT4vO8zedam68UOBG6cKESr8_gEVj4sIpmVNcjhCCcooP93&c=zMYuYmr1hfUuhZJnmBpQhh7Xb3X1QVkl1xn2HA7z9MMOA1ryS3T8Lw==&ch=6pTEx8Ku5qoFamrCwlFJpHygem2IIdIo3Wq9iC4pPSeVGnk40YU4JA==) 03-10-2015

Losing public trust leads to increased scrutiny and an increasingly downward spiral to your reputation.[...»](http://r20.rs6.net/tn.jsp?f=001ZtnxfgjIup-0dHp6HvJm_o1prX3ECoUOBTn1hyd_239RGVilDOoOY9mEwz-3cXRB-44pU8ed7xIwhszM7hH5up0_HwNffcYdrwY0aTwYm1d4ISo8aYaGZQDI0Zz3psDd3mc_dc4cJNDBWxvRRwv7wui7j8989WBcKOKM4AQBv2Ix-jzIgp0OpLpgBKlZGVliS_SUWEHYbik_9RBTc6vlkgS8rZ9NKGiqjnTXIyNOPp5pbTf_JpxTbIURl6bdU-FVXUhr_EavvVUyRXczDTguVDrl8rw7fYyq5jxypz2Vun9bMDgC5rUPIvl6z5ud1VuEVZ15jwGnhe6w7FAt3CNhzdz5vK1YKrS0VlhiyTA2PLdRB3G7ffT4vO8zedam68UOBG6cKESr8_gEVj4sIpmVNcjhCCcooP93&c=zMYuYmr1hfUuhZJnmBpQhh7Xb3X1QVkl1xn2HA7z9MMOA1ryS3T8Lw==&ch=6pTEx8Ku5qoFamrCwlFJpHygem2IIdIo3Wq9iC4pPSeVGnk40YU4JA==)

[The Killer Hiding In Your Home!](http://r20.rs6.net/tn.jsp?f=001ZtnxfgjIup-0dHp6HvJm_o1prX3ECoUOBTn1hyd_239RGVilDOoOY9mEwz-3cXRBP3x6_NtBJW05-D_a8SwD31f7vd0rZiAk-GcdZ3SRYQ3t40w3yn3_LsJHVGpwb4M4HaVuh2DzO-a43e8C2M2IpmOactFUhCNLBBBB_tkgN1HM3kC3ZSSHBlgRtRRLIBD6xEY8oNaNdyMbJFzqJC5KR0PfH9RjlZYnS7OjH0ekgMiQZhOd-o2SqS1gRzY6vW3c-8bLFHTaGEKfsjqKQhQfVtdNId2b6pG_p-B09tk8u3Sj7fK8vDi6ESuxtK6mBNBt945ZT26IWF4-9HTf2NhCclT9pwaY0UwpYdnocOzF0PQtTNL05ehN5lXqJOuTKSWjx8daP75eDGuu43Sqyok3H3kHX-Jgvhlt&c=zMYuYmr1hfUuhZJnmBpQhh7Xb3X1QVkl1xn2HA7z9MMOA1ryS3T8Lw==&ch=6pTEx8Ku5qoFamrCwlFJpHygem2IIdIo3Wq9iC4pPSeVGnk40YU4JA==) 02-27-2015

Understanding the difference between real and perceived risk can lead to better preparedness and peace of mind.[...»](http://r20.rs6.net/tn.jsp?f=001ZtnxfgjIup-0dHp6HvJm_o1prX3ECoUOBTn1hyd_239RGVilDOoOY9mEwz-3cXRBP3x6_NtBJW05-D_a8SwD31f7vd0rZiAk-GcdZ3SRYQ3t40w3yn3_LsJHVGpwb4M4HaVuh2DzO-a43e8C2M2IpmOactFUhCNLBBBB_tkgN1HM3kC3ZSSHBlgRtRRLIBD6xEY8oNaNdyMbJFzqJC5KR0PfH9RjlZYnS7OjH0ekgMiQZhOd-o2SqS1gRzY6vW3c-8bLFHTaGEKfsjqKQhQfVtdNId2b6pG_p-B09tk8u3Sj7fK8vDi6ESuxtK6mBNBt945ZT26IWF4-9HTf2NhCclT9pwaY0UwpYdnocOzF0PQtTNL05ehN5lXqJOuTKSWjx8daP75eDGuu43Sqyok3H3kHX-Jgvhlt&c=zMYuYmr1hfUuhZJnmBpQhh7Xb3X1QVkl1xn2HA7z9MMOA1ryS3T8Lw==&ch=6pTEx8Ku5qoFamrCwlFJpHygem2IIdIo3Wq9iC4pPSeVGnk40YU4JA==)

**Leadership Coaching –** Effective emergency managers understand the importance of collaboration. Our work depends on building trust and fostering relationships. In each encounter, we should seek to make others feel more powerful, competent and able to do more than they thought possible.

The research shows that actions of this sort make our constituents feel 30% more engaged. The real surprise is that leaders who encourage collaboration are seen as ***60%*** more effective.

**Enable Others to Act** is the fourth practice of the **Five Practices of Exemplary Leadership**.

To find out more about the **Five Practices of Exemplary Leadership**, consider taking **The Leadership Challenge**. *[https://my.leadpages.net/leadbox/14335aa73f72a2%3A170627adab46dc/5681777339269120/?utm\_source=Newsletter%3A+March+2015&utm\_campaign=Newsletter+March+2015&utm\_medium=email](March%2027,%202015.docx)*

**Featured Article - Defusing Conflict with a Simple Phrase***Don't threaten-solve the problem!*

**The Concept:** In my experience, conflict arises primarily because the person you're dealing with either has no interest in helping you or does not have sufficient authority to help you. The problem is that they don't often tell you their reasons for resisting your request and instead come across as unwilling to help or overtly hostile. Regardless, they pose an obstacle to getting things done.

**Professional Development - Upcoming Education Opportunities**

[***National Hurricane Conference***](http://r20.rs6.net/tn.jsp?f=001ZtnxfgjIup-0dHp6HvJm_o1prX3ECoUOBTn1hyd_239RGVilDOoOYxzmecTAcc4E_Qvt_j3G3V04buibbQliQJQwsu7wFA7AWWL3tJbG7NDpo80iMiYnhNSvj9OPMq86ByEW-J7Bj5hllUS30LESAf2rR-1YK5REfPFM8-hP9z7T8hTfzcvqFnhaKWKeVYxF5ajzBsH68WRsTdEIKEgC8vZ2OAnwwC99iLkUNHx9ZlrLlrFjlU-i6zH9kA80o-FCexg-CP7yLbA2ujfQV8C_A8M9HP3YJ-g2MSO-5ktBScK1kHMvRuNW57VtFjefgbtCQpNp5MxNH1I=&c=zMYuYmr1hfUuhZJnmBpQhh7Xb3X1QVkl1xn2HA7z9MMOA1ryS3T8Lw==&ch=6pTEx8Ku5qoFamrCwlFJpHygem2IIdIo3Wq9iC4pPSeVGnk40YU4JA==)

March 30-April 2, Austin, TX

The primary goal of the National Hurricane Conference is to improve hurricane preparedness, response, recovery and mitigation in order to save lives and property in the United States and the tropical islands of the Caribbean and Pacific. In addition, the conference serves as a national forum for federal, state and local officials to exchange ideas and recommend new policies to improve Emergency Management.

[***Managing Fire, Understanding Ourselves: Â Human Dimensions in Safety and Wildland Fire***](http://r20.rs6.net/tn.jsp?f=001ZtnxfgjIup-0dHp6HvJm_o1prX3ECoUOBTn1hyd_239RGVilDOoOYxzmecTAcc4EQgtRLAfZ5jW1fdgKb--i0R3tOyb9219TyGtpEJy9eCBxSS6L-6ExSZ0-JiEeQEQGt8eV-5P2hOxhSFcbzhPtdeFJEp3TPDiPtK63lM4rbZP8VFeq364Gh-ltjY65tY1bo7krOdcdA79CIxc_ISY88pFJXwl9TYbkrJxdPCgWLv7WE1v2nbn4VM63DqaDgL5gJxCTWcF-Zf7jh6gBrZW5Vc04WemwE30UgP_HCgDYsa_rPttDYrqUF8LQbtsBLpkD_LMSPTjxA2VMw7yT0PiSVAQBksOtgqAV&c=zMYuYmr1hfUuhZJnmBpQhh7Xb3X1QVkl1xn2HA7z9MMOA1ryS3T8Lw==&ch=6pTEx8Ku5qoFamrCwlFJpHygem2IIdIo3Wq9iC4pPSeVGnk40YU4JA==)

April 20-24, Boise, ID

Over the past decade fire researchers and practitioners have developed a significant body of knowledge about many social aspects of fire management. This conference will provide participants with an opportunity to present, discuss, and learn about the latest research findings, management innovations, and best practices in the US and elsewhere.

[**17th Annual Emergency Management Higher Education Symposium**](http://r20.rs6.net/tn.jsp?f=001ZtnxfgjIup-0dHp6HvJm_o1prX3ECoUOBTn1hyd_239RGVilDOoOY9mEwz-3cXRBSwEh-8d8w58z2ypXAtQi9XdjLTDqKsgh4wdYx-4jF35MjjzQ-PQBJ-ojXSW4w0Ov3u9D2JxDGIBjg9FJCHgJzv2Y_g9mx5Os6uhchlPBeVZX1d8wIEf_XipdamLpC-pz6aSFYbVF-n4SqlZ1o7BSN7oXP8A0QcpXc-gaxJ5Wavn8NrtVb8NEltq6AXWYzyPdmdHDYCH_fvtzrMUP6wQTwci73GgaplE1DhCSkclmmrQ9oMkpsfMaE4ocd1v7qMcg9btMSzhl2QIGzt3O15FkQyC28hBEvsT6QUh0fNWvbX4=&c=zMYuYmr1hfUuhZJnmBpQhh7Xb3X1QVkl1xn2HA7z9MMOA1ryS3T8Lw==&ch=6pTEx8Ku5qoFamrCwlFJpHygem2IIdIo3Wq9iC4pPSeVGnk40YU4JA==)

June 1-4, Emmitsburg, MD

The annual Emergency Management Higher Education Program Symposiums bring together academics representing colleges and universities with emergency management programs to discuss the needs of potential course users and emergency management degree program developers, as well as general items of interest pertaining to hazards, disaster and emergency management higher education. The primary purpose of the Symposium is to encourage and support inter-school dialogue on a variety of issues and problems related to hazard, disaster, and emergency management higher education, as well as to facilitate direct dialogue between the Emergency Management Higher Education Program and representatives of colleges and universities.

**Life Balance - It Only Costs A Little More to Go First Class!**

"It only costs a little more to go first class." was one of the favorite sayings of the First Sergeant of the company to which I was initially assigned many years ago. If you do any traveling, you know that this is not strictly true but Top wasn't talking about flying. What he meant was that it only took a bit more effort to turn a good job into a great one.

We're not talking perfection here. In our line of work, we seldom have the time to bake the cake, let alone put icing on it. My guru, Alan Weiss, frequently says, "When you're 80% ready, go!" Sometimes that extra 20% isn't worth the effort to achieve it.

So how do we go "first class" when we know we're only going to be 80% complete? The answer is in attention to detail, to what's important in the project. Fancy graphic design isn't as important as the information you've put together. That 80% needs to have everything you need for success. It takes a bit of effort to do that.

My old First Sergeant was all about getting the job done and done right, not about making it pretty. That was his definition of "going first class."

**From the Bookshelf - Earthquakes in Human History: The Far-Reaching Effects of Seismic Disruptions.** By Jelle Zeilinga de Boer and Donald Theodore Sanders

In my December newsletter, I profiled a book by these authors that covered volcanoes in human history. This companion book takes on the subject of earthquakes in the same interesting and accessible style.

These books grew out of a series of lectures intended to convince liberal arts students that science is not "bloodless" and that who we are as humans can be understood by how we are affected by disaster. As such, the books are excellent in putting disasters into the context of human experience.

In this current volume, the authors use the same approach as in their book on volcanoes. Each chapter focuses on an earthquake prone region or specific event and begins with a discussion of the seismicity involved. This is then followed by a summary of the event and the impact on the victims. Two United States earthquakes are studied: the 1811 New Madrid earthquake and the 1906 San Francisco earthquake and fires. But the book also covers some unexpected ground in early history: earthquakes in the Holy Land and their influence on the Bible, the earthquake that caused the collapse of Sparta, and the effect of earthquakes on Elizabethan literature.

If you're looking for an interesting and informative read, definitely check this one out.

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* **IAEM Dispatch, March 26, 2015**

**IAEM-ASIA NEWS**

[**Fujitsu deploys smartphone-based, participatory disaster information-sharing system for Jakarta, Indonesia**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2026&&&http://multibriefs.com/ViewLink.php?i=5512b5f6b6cd3)   
**Phys.Org**   
Fujitsu announced that it has built a participatory disaster information-sharing system for Jakarta's Regional Disaster Management Agency, BPBD DKI Jakarta, that lets residents share disaster information by using a smartphone app. BPBD DKI Jakarta this month commences operation and provision of the smartphone app to the city's 10 million residents.

**IAEM-EUROPA NEWS**

[**MPs report: 1 in 6 UK homes at risk from flooding**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2033&&&http://multibriefs.com/ViewLink.php?i=5512bae162ff2)   
**The Guardian**   
England's ability to sustain current levels of flood protection for homes and businesses faces "major risks," MPs have warned. Some five million properties across the country, or around one in six, are at risk of flooding from coastal, river and surface water, and climate change is increasing the risks of extreme weather and floods, a report by the public accounts committee said.

**IAEM-USA NEWS**

[**FEMA Disaster Reform Act introduced — next action scheduled for Apr.15**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2039&&&http://multibriefs.com/ViewLink.php?i=5512b0dc2df33)   
**IAEM**   
The [FEMA Disaster Reform Act, HR 1472](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2040&&&http://transportation.house.gov/uploadedfiles/hr1471.pdf), a bipartisan bill by the House of Representatives Committee on Transportation and Infrastructure was introduced on March 19 and is scheduled to be marked-up by the Committee on Apr. 15, 2015. Some of the key policies changes are:

· Raising the public assistance small projects threshold to $1 million to reduce administrative costs, expedite assistance, and help communities recover more quickly;

· Establishing rates to reimburse states and local governments for the administrative costs incurred to implement disaster recovery projects, providing a fixed cap to avoid uncontrolled administrative costs;

· Reinstating a three-year statute of limitations on FEMA's ability to reclaim funds, based on a change in policy determination, after an applicant has spent the funds on previously determined eligible projects and when there is no evidence of fraud, waste or abuse; and

· Clarifying mitigation activities related to wildfires and earthquakes.

The bill also clarifies liabilities and compensation for the Urban Search and Rescue Response System, reauthorizes the Emergency Management Assistance Compact Grants, and commissions an assessment of trends in disaster losses and recommendations to reduce losses and increase cost savings. The committee has provided additional [summary and background information](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2041&&&http://transportation.house.gov/news/documentsingle.aspx?DocumentID=398753).

**EM RESOURCES**

[**NOAA chronicles land cover changes across the US**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2049&&&http://multibriefs.com/ViewLink.php?i=5512ad025aeb8)   
**Government Security News**   
The National Oceanic and Atmospheric Administration has issued a series of reports detailing land cover changes across the U.S. from 1996 to 2010. The Coastal Change Analysis Program reports focus on the Great Lakes, Gulf Coast, Northeast, Southeast and West Coast. The five regional studies show that between 1996 and 2010, 64,967 square miles in coastal regions — an area the size of Florida — experienced changes in land cover, including a decline in wetlands and forest cover, with development a major contributing factor.

**ANNUAL CONFERENCE UPDATE**

[**Call for Speakers opens Monday, March 30 for *IAEM presents EMvision Talks***](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2055&&&http://multibriefs.com/ViewLink.php?i=5512b11a58340)   
**IAEM**   
This is your chance for five minutes of fame on the plenary stage, Nov. 17, 2015, at the IAEM 63rd Annual Conference. Modeled on the well-known TED™ Talk format, *IAEM presents EMvision Talks* are a new way to communicate thought leadership in emergency management. View the [Speaker Guidance](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2056&&&http://www.iaem.com/documents/EMvision-Talk-Speaker-Guidance.pdf) for more information and get ready to be a part of this exciting new conference addition. To be considered for participation [upload](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2057&&&https://submit.iaem.com/EMvisionTalk2015/Submit) your EMvision Talk submission starting Monday, March 30, 2015.

**EM NEWS**

[**Scientists: Wild animals can help 'predict' earthquakes**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2064&&&http://multibriefs.com/ViewLink.php?i=5512ba2da7197)   
**NBC News**   
Wild animals can "predict" earthquakes several weeks before they strike, and motion-activated cameras that track their movements could be adopted in quake-prone countries as an affordable early warning system, scientists said. A series of cameras placed in an Amazon region of Peru recorded changes in animal behavior three weeks before a 7.0 magnitude quake hit the area in 2011, according to a study published in the journal *Physics and Chemistry of the Earth*.

[**Cost to earthquake-proof L.A.'s crumbling pipe system? $15 billion**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2070&&&http://multibriefs.com/ViewLink.php?i=5512ba87129b0)   
**Los Angeles Times**   
Mayor Eric Garcetti's call to strengthen Los Angeles' water system — one pillar of his ambitious plan to ready the city for a major earthquake — would cost as much as $15 billion and require decades of work, Department of Water and Power engineers estimate. The previously undisclosed cost projection, contained in an internal DWP report reviewed by the *Los Angeles Times*, could mean sharply higher water bills for those who live and work in L.A. It also underscores the financial uncertainty surrounding a key element of the mayor's first-term agenda.

**IAEM NEWS**

[**IAEM Editorial Work Group seeks articles on 'Social Media & Emergency Management' — article submission deadline is April 10, 2015**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2078&&&http://multibriefs.com/ViewLink.php?i=5512b1ba181a2)   
**IAEM**   
The IAEM-Global Editorial Work Group and the IAEM-USA Emerging Technology Caucus (ETC) are partnering on the upcoming *IAEM Bulletin* special focus issue on the topic of "Social Media & Emergency Management." ETC members will provide a technical review focusing on accuracy and best practices included in articles that are submitted for the issue. In order to allow time for this collaboration, the article submission deadline for the issue has been changed to **April 10, 2015**. Examples of articles could include, but are not limited to: how to reach out to businesses, schools and other groups who don't normally get involved in EM ideas and concepts; lessons learned: what marketing techniques worked for your program and what didn't work; how and with whom you coordinated your marketing program; and methods for integrating or collaborating with stakeholders. Please read the [Author's Guidelines](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2079&&&http://www.iaem.com/page.cfm?p=resources/newsletter/author-guidelines&lvl=2) before submitting your article to [Editor Karen Thompson](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2080&&&mailto:thompson@iaem.com).

**NEW INSIGHTS**

[**Pay for fighting wildfires like natural disasters**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2082&&&http://multibriefs.com/ViewLink.php?i=5512acc8e3fae)   
**The Sacramento Bee**   
An out-of-control wildfire is just as much a natural disaster as a hurricane or flood. Just ask Californians who fled for their lives or saw their homes burn down in recent years. But that's not how wildfires are handled in the federal budget, and it's taking money away from worthwhile programs in our national forests and parks. This has to change.

**IAEM MEMBER NEWS**

[**IAEM Member Richard Flinn, CEM, is new leader of PA Emergency Management Agency**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2089&&&http://multibriefs.com/ViewLink.php?i=5512b1da92531)   
**IAEM**   
IAEM member Richard Flinn, CEM, is the new leader of Pennsylvania's Emergency Management Agency. On Jan. 15, Governor Wolf tapped Richard Flinn, then deputy director of the Operations Division for FEMA, to join his administration. Flinn, who has accumulated more than 35 years of military experience, earned his Bachelor of Science in Health Planning and Administration from Penn State. He later earned his Master's Degree in Governmental Administration from the University of Pennsylvania. Prior to working in the public sector, Flinn worked as the executive director of the Pennsylvania Emergency Health Services Council, a non-profit organization that advised the Secretary of Health on all matters involving emergency health services. Before joining FEMA in 2010, he served as the deputy director for operations for the Pennsylvania Emergency Management Agency. As the head of Pennsylvania's Emergency Management Agency, Flinn will carry out and further develop operating procedures in line with FEMA standards to ensure that Pennsylvania is ready to handle various crises that may arise.

**CEM® UPDATE**

[**Prepare now for next round of certification application reviews — submit by April 30**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2091&&&http://multibriefs.com/ViewLink.php?i=5512b21164ce2)   
**IAEM**   
Online certification applications (CEM® or AEM) received by Apr. 30, 2015, will be reviewed in May and June 2015. Candidates will be notified of the results during the week of June 21, 2015. Submit any questions to [Kate McClimans, IOM, QAS, CVEP](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2092&&&mailto:KMcClimans@iaem.com).

**AROUND THE WORLD**

[**New England at risk for floods after snowy winter**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2107&&&http://multibriefs.com/ViewLink.php?i=5512ad2f88e89)   
**USA Today**   
New England's snowy winter has set the stage for what could be a flood-marred spring. Rivers in eastern New England have the greatest risk of spring flooding, in part because of heavy snowpack coupled with possible rain, according to the National Oceanic and Atmospheric Administration's spring outlook.

[**Plane crash kills 150 people in French Alps; black box found**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2101&&&http://multibriefs.com/ViewLink.php?i=5512b03d71dee)   
**The Associated Press via The New York Times**   
A black box recovered from the scene and pulverized pieces of debris strewn across Alpine mountainsides held clues to what caused a German jetliner to take an unexplained eight-minute dive midway through a flight from Spain to Germany, apparently killing all 150 people on board. The victims included two babies, two opera singers and 16 German high school students and their teachers returning from an exchange trip to Spain. It was the deadliest crash in France in decades.

[**Is El Nino behind our record-slow start to tornado season?**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2118&&&http://multibriefs.com/ViewLink.php?i=5512b8a607bc7)   
**The Washington Post**   
Not that we're complaining, but it's been a really slow start to this year's severe weather season in the United States. More than really slow — record slow. Slow enough for the Storm Prediction Center to call it "uncharted territory." But just four years ago, in 2011, we were dealing with uncharted territory on the other end of the spectrum. If you're wondering why this year has been so slow, when just a few years ago the central U.S. saw one of the most devastating tornado seasons in decades, then you’re not alone.

[**With Ebola waning, new case in Liberia concerns officials**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2124&&&http://multibriefs.com/ViewLink.php?i=5512bbded989f)   
**NPR**   
Liberian officials have confirmed a new case of Ebola in the country, dashing hopes that the deadly epidemic of the disease that began last year had finally been extinguished. Authorities in the West African nation, which has borne the brunt of the deaths in the current outbreak — 4,200 of the approximately 10,000 who have died in the region —had hoped that a patient discharged on March 5 would be the last. If the country had been able to go 42 days without another case, the World Health Organization would declared it Ebola-free. No such luck.

[**'Extremely resilient' Vanuatu rebuilds after Cyclone Pam, as island nation moves forward**](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129787&messageid=2129787&databaseid=Mailing.DS129787.2129787.113446&serial=17354546&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2131&&&http://multibriefs.com/ViewLink.php?i=5512b6d9821ab)   
**The Associated Press via The Huffington Post**   
A week after the cyclone tore through the South Pacific archipelago with winds of 270 kilometers (168 miles) per hour, people are focused on the task of rebuilding. The signs of progress are everywhere but the task remains enormous. Many of the outlying islands still don't have any way to communicate with the outside world, while tourism, vital to the economy, has taken a huge hit, with many operators fielding call after call to cancel bookings. Throughout Vanuatu, many people remain worried about the most basic necessities: water, shelter and food.

Did someone forward this edition to you? [Subscribe here](http://strongmail1.multiview.com:80/track?type=click&eas=1&mailingid=2129168&messageid=2129168&databaseid=Mailing.DS129168.2129168.112681&serial=17350647&emailid=barbara.johnson3@fema.dhs.gov&userid=39051324&targetid=&fl=&extra=MultivariateId=&&&2162&&&http://multibriefs.com/optin.php?iaem) -- it's free!

* **March 2015 Natural Hazards Observer**

The mission of the Natural Hazards Center is to advance and communicate knowledge on hazards mitigation and disaster preparedness, response, and recovery. Using an all-hazards and interdisciplinary framework, the Center fosters information sharing and integration of activities among researchers, practitioners, and policy makers from around the world; supports and conducts research; and provides educational opportunities for the next generation of hazards scholars and professionals. The Natural Hazards Center is funded through a National Science Foundation grant and supplemented by contributions from a consortium of federal agencies and nonprofit organizations dedicated to reducing vulnerability to disasters.

**Content includes:**

* From the Editor
* **Eighty Years of Dust—The Dustbowl Revisited.** A photo essay by Tiffany Hagler-Geard
* **New Orleans' Jazz Musicians a Decade after Hurricane Katrina**. By Bruce Boyd Raeburn
* **A Tornado, a Town, and a Team—Football as a Catalyst for Disaster Recovery.** By Jack L. Rozdilsky and Nick Swope
* **Outside the Walls—Flood Vulnerability and the Paradox of Protection at the Edges of New Orleans.** By Zachary Lamb
* Librarian’s Pick
* Conferences and Training
* Contracts and Grants
* Announcements
* **Mid-Atlantic Center for Emergency Management**

**Proudly Presents - Enhancing Disaster Survivability of Diverse Populations**

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population in American communities. Attend this important conference, delivered by

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regardless of an individual’s race, ethnicity, religion, sexual orientation and disability. A

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* **Naval Postgraduate School - Greta E. Marlatt; email:** [gmarlatt@nps.edu/](mailto:gmarlatt@nps.edu/), **March 23, 2015**

**New or Updated Congressional Research Service (CRS) Reports:**

* Senate Committee Hearings: Witness Testimony. 98-392
* Health Care for Dependents and Survivors of Veterans. RS22483
* Recipients of the Congressional Medal of Honor, CRS Fact Sheet. Cmoh
* Balancing Tourism against Terrorism: The Visa Waiver Program, CRS Insights. IN10246
* Changes in the Arctic: Background and Issues for Congress. R41153
* U.S. Tsunami Program: A Brief Overview. R41686
* Overview and Issues for Implementation of the Federal Cloud Computing Initiative: Implications for Federal Information Technology Reform Management. R42887
* Cybersecurity: Legislation, Hearings, and Executive Branch Documents. R43317
* Commerce, Justice, Science, and Related Agencies: FY2015 Appropriations. R43509
* Environmental Protection Agency (EPA): FY2015 Appropriations. R43709
* Homeland Security Appropriations: FY2015 Action in the 114th Congress. R43884
* EPA's Proposed Clean Power Plan: Conversion to Mass-Based Emission Targets. R43942
* Federal Research and Development Funding: FY2016. R43944
* Health Insurance Premium Credits in the Patient Protection and Affordable Care Act (ACA) in 2015. R43945
* Research Tax Credit: Current Law and Policy Issues for the 114th Congress. RL31181
* The Federal Communications Commission: Current Structure and Its Role in the Changing Telecommunications Landscape. RL32589
* Mandatory Spending Since 1962. RL33074
* U.S. Strategic Nuclear Forces: Background, Developments, and Issues. RL33640
* Arctic National Wildlife Refuge (ANWR): A Primer for the 114th Congress. RL33872
* Debarment and Suspension of Government Contractors: Legal Overview. RL34753
* Congressional Liaison Offices of Selected Federal Agencies. 98-446

**Bipartisan Policy Center**

* Debt Limit Analysis (briefing) <http://bipartisanpolicy.org/wp-content/uploads/2015/03/Debt-Limit-2015-Update.pdf>

**Brookings**

* Better than You Think: Reframing inter-American Relations <http://www.brookings.edu/~/media/research/files/papers/2015/03/inter-american-relations-feinberg-miller-trinkunas/better-than-you-think--reframing-interamerican-relations.pdf>

**Center for Global Development**

* Bringing U.S. Development Finance into the 21st Century: Proposal for a Self-Sustaining, Full-Service USDFC <http://www.cgdev.org/sites/default/files/CGD-Rethinking-US-Development-Policy-Leo-Moss-Development-Finance-Corporation.pdf>
* Measuring Think Tank Performance: Updated with 2014 Data <http://www.cgdev.org/sites/default/files/measuring-think-tank-performance-2014.pdf>

**Center for International Governance Innovation (CIGI)**

* On the Nature of the Internet <https://www.cigionline.org/sites/default/files/gcig_paper_no7.pdf>

**Congress. House. Budget Committee**

* A Balanced Budget for a Stronger America <http://budget.house.gov/uploadedfiles/fy16budget.pdf>

**Congress. House. Homeland Security Committee**

* Agents of Opportunity: Responding to the Threat of Chemical Terrorism <http://homeland.house.gov/hearing/subcommittee-hearing-agents-opportunity-responding-threat-chemical-terrorism>
* Unmanned Aerial System Threats: Exploring Security Implications and Mitigation Technologies <http://homeland.house.gov/hearing/subcommittee-hearing-unmanned-aerial-system-threats-exploring-security-implications-and>
* Combating Terrorist Travel: Does the Visa Waiver Program Keep Our Nation Safe? <http://homeland.house.gov/hearing/subcommittee-hearing-combating-terrorist-travel-does-visa-waiver-program-keep-our-nation>

**Congress. House. Oversight & Government Reform Committee**

* A Review of the Department of Homeland Security’s Policies and Procedures for the Apprehension, Detention, and Release of Non-Citizens Unlawfully Present in the United States-Part II <http://oversight.house.gov/hearing/review-department-homeland-securitys-policies-procedures-apprehension-detention-release-non-citizens-unlawfully-present-united-states-part-ii/>
* Cybersecurity: The Evolving Nature of Cyber Threats Facing the Private Sector <http://oversight.house.gov/hearing/cybersecurity-evolving-nature-cyber-threats-facing-private-sector-2/>
* The Fiscal Costs of the President’s Executive Actions on Immigration <http://oversight.house.gov/hearing/fiscal-costs-presidents-executive-actions-immigration/>

**Congress. House. Transportation & Infrastructure Committee**

* Roundtable on the Rising Costs of Disasters <http://transportation.house.gov/calendar/eventsingle.aspx?EventID=398743>
* Naval Cooperative Strategy <http://transportation.house.gov/calendar/EventSingle.aspx?EventID=398723>

**Congress. Senate. Homeland Security & Governmental Affairs Committee**

* Examining Federal Rulemaking Challenges and Areas of Improvement within the Existing Regulatory Process <http://www.hsgac.senate.gov/hearings/examining-federal-rulemaking-challenges-and-areas-of-improvement-within-the-existing-regulatory-process>
* Securing the Southwest Border: Perspectives from Beyond the Beltway <http://www.hsgac.senate.gov/hearings/securing-the-southwest-border-perspectives-from-beyond-the-beltway>
* Examining Federal Improper Payments and Errors in the Death Master File <http://www.hsgac.senate.gov/hearings/examining-federal-improper-payments-and-errors-in-the-death-master-file>

**Congress. Senate. Judiciary Committee**

* Immigration Reforms Needed to Protect Skilled American Workers <http://www.judiciary.senate.gov/meetings/immigration-reforms-needed-to-protect-skilled-american-workers>

**Congressional Budget Office (CBO)**

* Answers to Questions for the Record Following a Hearing on the Budget and Economic Outlook for 2015 to 2025 Conducted by the House Committee on the Budget <http://www.cbo.gov/publication/49975>
* Report on the Troubled Asset Relief Program—March 2015 <http://www.cbo.gov/publication/50034>

**Department of Homeland Security  Inspector General**

* OIG 15-45 Allegation of Granting Expedited Screening through TSA PreCheck Improperly (Redacted) <http://www.oig.dhs.gov/assets/pr/2015/oigpr_031915.pdf>

**Government Accountability Office (GAO)**

* Criminal History Records: Additional Actions Could Enhance the Completeness of Records Used For Employment-Related Background Checks. GAO-15-162 <http://www.gao.gov/products/GAO-15-162>
* DOE Facilities: Better Prioritization and Life Cycle Cost Analysis Would Improve Disposition Planning. GAO-15-272 <http://www.gao.gov/products/GAO-15-272>
* Geospatial Data: Progress Needed on Identifying Expenditures, Building and Utilizing a Data Infrastructure, and Reducing Duplicative Efforts. GAO-15-193 <http://www.gao.gov/products/GAO-15-193>
* Homeland Security Acquisitions: DHS Should Better Define Oversight Roles and Improve Program Reporting to Congress. GAO-15-292 <http://www.gao.gov/products/GAO-15-292>
* Improper Payments: Government-Wide Estimates and Use of Death Data to Help Prevent Payments to Deceased Individuals. GAO-15-482T [testimony] <http://www.gao.gov/products/GAO-15-482T>
* Military Base Realignments and Closures: Process for Reusing Property for Homeless Assistance Needs Improvements. GAO-15-274 <http://www.gao.gov/products/GAO-15-274>
* Military Personnel: Actions Needed to Address Sexual Assaults of Male Servicemembers. GAO-15-284 <http://www.gao.gov/products/GAO-15-284>
* Municipalities in Fiscal Crisis: Federal Agencies Monitored Grants and Assisted Grantees, but More Could Be Done to Share Lessons Learned. GAO-15-222 <http://www.gao.gov/products/GAO-15-222>
* Operational Contract Support: Actions Needed to Enhance the Collection, Integration, and Sharing of Lessons Learned. GAO-15-243 <http://www.gao.gov/products/GAO-15-243>
* Security Clearances: Additional Mechanisms May Aid Federal Tax-Debt Detection. GAO-15-467T [testimony] <http://www.gao.gov/products/GAO-15-467T>

**National Academies Press**

* Aligning the Governance Structure of the NNSA Laboratories to Meet 21st Century National Security Challenges <http://www.nap.edu/catalog/19326/aligning-the-governance-structure-of-the-nnsa-laboratories-to-meet-21st-century-national-security-challenges>
* Opportunities for the Employment of Simulation in U.S. Air Force Training Environments:   A Workshop Report <http://www.nap.edu/catalog/21674/opportunities-for-the-employment-of-simulation-in-us-air-force-training-environments>
* Reliability Growth:   Enhancing Defense System Reliability <http://www.nap.edu/catalog/18987/reliability-growth-enhancing-defense-system-reliability>

**National Security Archive**

* The CIA and Signals Intelligence: Formerly Top-Secret Multi-Volume History Details Spy Agency’s Conflicts with NSA and Military over SIGINT Role <http://www2.gwu.edu/~nsarchiv/NSAEBB/NSAEBB506/>

**Oxfam**

* Redeveloping Disaster Risk Reduction <http://oxfamilibrary.openrepository.com/oxfam/bitstream/10546/346554/1/cs-redeveloping-disaster-risk-reduction-010614-en.pdf>

**World Economic Forum**

* Top 10 Emerging Technologies of 2015 <http://www3.weforum.org/docs/WEF_Top10_Emerging_Technologies_2015.pdf>
* **New Research from the Journal of Emergency Management**

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**Emergency preparedness of families of children with developmental disabilities: What public health and safety emergency planners need to know. By Susan Wolf-Fordham, JD; Carol Curtin, MSW; Melissa Maslin, MEd; Linda Bandini, PhD; Charles D. Hamad, PhD**

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**Evaluation of emergency drug releases from the Centers for Disease Control and Prevention Quarantine Stations. By Shahrokh Roohi, RN, MPH; Margaret Grinnell, BS; Michelle Sandoval, MPH; Nicole J. Cohen, MD; Kimberly Crocker, BSN, RN; Christopher Allen, RPh, MPH; Cindy Dougherty, PharmD, RPh; Julian Jolly, PharmD, RPh; Nicki Pesik, MD**

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**Emergency managers as change agents: Recognizing the value of management, leadership, and strategic management in the disaster profession. By Heriberto Urby Jr, PhD, JD; David A. McEntire, PhD**

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**The general use of outdoor warning sirens: A preliminary survey of emergency managers. By Jerald A. Brotzge, PhD; William R. Donner, PhD**

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**Public health incident management: Logistical and operational aspects of the 2009 initial outbreak of H1N1 influenza in Mexico. By Miguel A. Cruz, PhD; Nicole M. Hawk, MPA; Christopher Poulet, MS; Jose Rovira, MS; Edward N. Rouse, MPA**

January/February 2015; pages 71-77

* **New York Citizen Corps Communications Network, March 18, 2015**

**Keeping Your Emergency Kit Nutritious**

When gathering food for an [emergency kit](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZRcPX2bblFNN38OamY5mSEvkp4dCLCRRQXfRsN_pkGYo3XZKa0jSVwRwhkcGCJdKGUJxb3PuO4myW-UeNs6oZq1VUAUNOBaR8ZD4qNrrcYFtD_qslsJOEH76Hi4zV61B61A8lMKgpypghl5L2Ynwj7uN3ACHr0sEm&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==), we often think about items that do not require cooking or refrigeration and have a long storage life. Yet, we often forget to check the nutritional value of the food in our emergency kits. March is [National Nutrition Month](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZ5sBRdOpRqxct1ogSaY6beUU209OP1OHl66L-lX_mkBLSk1aXKiGCyqzgFZeNrShgUAYztCY6T2SBzgjXHcPpvBQ2MG99z141Wj3jPPqyuoZFZXYXjyGUW14-xUyPFgTh&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==) and a great time to review the food in your emergency kit and makes sure it is healthy and not expired. Here are a few healthy tips from the [Centers for Disease Control and Prevention](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDdPzUWJxpPrY37vkmsuTzjGfL1B66km0oJiBjv5buTjLVUxy2OPomRfkNhLP_BKhXnJiApZFmtPRF-gT1-4Swbwl2q46XCUv19YpQB0gbMuqfwip4x5qoho=&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==) to keep in mind when gathering food for your emergency kit and reviewing the food you have already stored.

1. **Avoid Salty Snacks** - Salty snacks make you thirsty and increase your need to drink water.
2. **Include Protein** - Nuts, protein bars and peanut butter can be sustaining foods that can help keep you full and are easy to store in your emergency kit.
3. **Look for High-Energy Foods** - Choose foods like nuts, dried meat, whole grains (crackers, cereal, etc.) and canned beans, fruits, or vegetables to help keep your energy up.
4. **Don't Forget** [**Water**](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZsIN9UUVxZ4d3ERw769IvoWuSkLIqdUDljoQbmaQCGuMKaH7Lapnrgy5VtYA0loxzgm5xWjzaB_odqKFwiCvFwTZUeXxx83Rm8EgYNjZi1ZUWDdLBWVcuxfzUPEx9oiijz5HIhgIFB_iqfrbP_5MRIAB5mCv2TJWRJNMXOm5O_oxc4SCf3iWJuQ==&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==) - Store at least 1 gallon of water per day for each person and each pet. If possible, try to store a 2-week supply of water or at least a 3-day supply of water for each person in your family.
5. **Make Sure Your Emergency Kit Food is Healthy and Safe** - [Regularly review](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZVFumEjSCyLx1qFdL94uNz-w6cPKzb-LMgp2rZfA1q89vgB-AVMQuMBwSsLB-Wuj5Z3eYH2uxpJi12wI7m12VmnEa801T-w9mAFHt90_7N6yEyVcw5Ns8-rcSMSuodt8fJ57Xll52zlohRsI3mImVdw==&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==) the content of your kit to make sure none of your food has expired or become dented or damaged. Keep the food in a dry, cool spot, out of the sun.
6. **Stick With What You Know** - Choose foods you know how to prepare and will want to eat. Don't forget about food allergies or dietary needs of your loved ones and consider how you will meet everyone's unique nutritional needs if you can only access your emergency kit food supply.

For more information about choosing and storing food for your emergency kit, visit CDC's webpage [http://emergency.cdc.gov/disasters/foodwater/index.asp](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZ5TbuXcfQi-b4Bzw5ChoTzll8CR7GZHcpn4FfZ2UiQYYjtU_GbCcQgTlqXvuuqErYFxeLtsSgekl3e4LQ2rqQXhy_nlLgrlMt48qS9Nqmgnv_dnepIfjXllDb0Vdv5UXZT9o0I2zB177U_FBrLcYzNrvvMq3yL34Q&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==).  
  
For the full article, please click [here](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZDSbWj7igULABj4Al5gX-nOyIv94OCJH8ynxt08kNwZ24ZpE4sNuujXyIGQ_cXKcJxO4uOqvShPGmOL-NVQeuPcCWra23NR9EmkI1TGHwIJfp3QmYq2OT2vOhK4dk1SRoJSiVeYI9U4FU2B4uusM7lwPg2fVYyXKY9KU2b3zBfu4WFz1usqC1NyKi8lIcOFVkj4Yc6mgcENo=&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==).

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[**NYC Emergency Management's Tip of the Week**](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDZ7HlSbK33DfNnCnBhkM7suI1FgRfjh6Bvvvpy3ofi-kRV3T8zkZ118u0yeD52KO7r7bzbIdg_3y16b1qpQ5jNGJWgBbORqAFQ9UzflYqxw74wEEti7qBduBq9D_Pe740Vb6kJ1Op-hKjvqU7yVE8FBiIysjn8_v61mlACTTLiwA&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==)

**Don't Let Finances Be Taxing**Tax season is under way, and it's a good time to prepare your finances for an emergency. Use the [Emergency Financial First Aid Kit](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZCl0b4gV8ZfhHgRPY1fiVvN_kBGAjwnSypQ1sBdQcCqH_XzfRaR4osINCDTXsW0M82Fswx19NXGn10Xz5GJmbghjFNmM58ZcBhkcIuaxBv8RvRwpNr11DJkEgt_rE5j6eymjvIz5lmRGPW1XzQxTAFMjRjBe_OzCC&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==) to identify important documents you may need in an emergency, including social security cards, mortgages or leases, bank and credit card statements, investment papers, tax returns, and insurance information. Review this information at least once a year to keep it current.

[Get more information about financial preparedness](http://r20.rs6.net/tn.jsp?f=001Z_FViQ6eBzdWtxEvX3iuXmKVmAap6tbSzCEEqHreb5xIzTGJ9hxmDeR7iPFx2ImZfF6-k-PabxMMd3DpRrpFIPXC1yAar7_Pz5kjsB-Eo9D-x2jjdzVw9tvqQO02FGpAJ9SpbA9gMFba4otyYC4OtKnd3VnRUObDn-kZ6lz1mv0serQpVUF1srAP1vG1CexJfnpEOnW4qFiOpTZgsj2aBMgu8Zym2nzQG7bNlImLxJB7oh8vFa36wg==&c=s8i_3XhWuaDJVBc9P5-2b8MHpXXmSWVAGcuA4GTko0XVyiRpGF4-KQ==&ch=RJYymbUm1gdVNrbYOOQgXRPbizfFeVPje5MrAsWs6NjP_5N9uB6iBw==)

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*Thank you and have an enjoyable weekend,*

Barbara

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