

New Era, or New Error?

**The expanding role of the emergency manager in the
21st Century**

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INTRODUCTION

Takeaways for Today

I hope you'll walk out of today's presentation with the following:

- Actionable tools to better work in the environment of a resilient community
- An understanding of the opportunities and strengths of the whole community approach
- An understanding of the Emergency Manager as a fluid and developing role
- A greater understanding of the value of relationships within ones community

INTRODUCTION

What is the role of the Emergency Manager?

EMERGENCY MANAGEMENT



What the Media thinks I do



What my Mom thinks I do



What society thinks I do



What LinkedIn thinks I do



What I thought I would do



What I actually do

HOW DID WE GET HERE?



QUESTION:

What President is responsible for the modern concept of Emergency Preparedness?

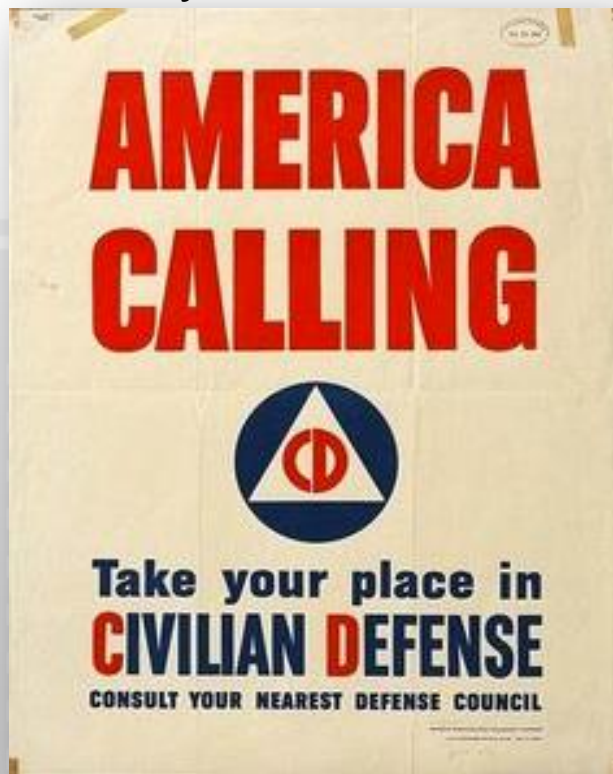
President Franklin D. Roosevelt



HOW DID WE GET HERE?

The Office of Civil Defense (OCD)

- World War II as an opportunity to unify the American people, encourage citizen participation, and strengthen American democracy



HOW DID WE GET HERE?

Federal Emergency Management Agency FEMA

- Created in in 1979 by presidential order
- The National Governor's Association sought to decrease the number of agencies and centralize federal emergency functions.
- All Hazards Planning



FEMA

HOW DID WE GET HERE?

3 Mile Island

- The Three Mile Island Unit 2 (TMI-2) reactor, near Middletown, Pa., partially melted down on March 28, 1979.
- Sweeping changes to regulation, process of notification, response, and training requirement to reduce the risk to public health and safety.



HOW DID WE GET HERE?

Robert T. Stafford Disaster Relief and Emergency Assistance Act

- Created process for presidential disaster declaration
- Orderly and systemic means of federal natural disaster assistance for state and local governments
- Constitutes the statutory authority for most federal disaster response activities

FEMA DOCUMENT SERIES

The Stafford Act

DISASTER RELIEF AND EMERGENCY ASSISTANCE



HOW DID WE GET HERE?

September 11, 2001

- Emergency management came to the front of awareness
- Operational Security
- Community Collaboration
- Responder Safety



Question:

What was the most devastating hurricane recorded to make landfall in the USA?

Hurricane Katrina



HOW DID WE GET HERE?

Hurricane Katrina

August 29, 2006

- Coordinating all levels of government
- Organizing medical response efforts
- Infrastructure protection
- Warning and notification
- Redundant communications
- Security measures
- Animal planning

Hurricane Sandy

October 2012

- Need for adaptation and the importance of resiliency efforts
- Longer-term preparedness and recovery efforts
- Infrastructure protection
- Promote resilient rebuilding

The 21st Century Emergency Manager



21ST CENTURY EMERGENCY MANAGER

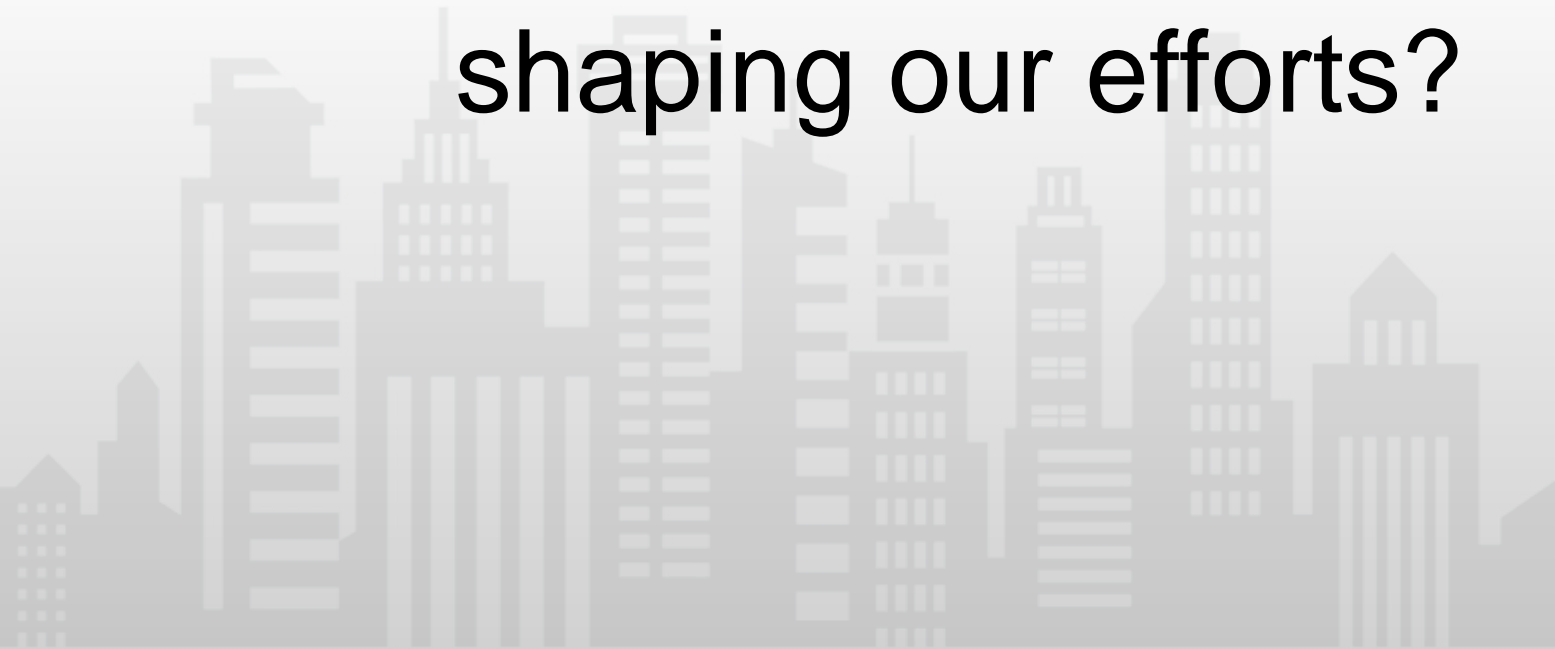
Emergency Management-isms...

- Navigating New Normal
- Relationship Building is Key
- Lessons Learned
- Don't Reinvent the wheel



“RESILIENCY”

So what is it and how did it come to be the word that is shaping our efforts?



21ST CENTURY EMERGENCY MANAGER

Understanding, Managing, and Reducing Disaster Risks



- **Risk management**

- is the identification, assessment, and prioritization of risks.

- **Risk communication**

- is any purposeful exchange of information between interested parties about risks.

- **Disaster Risk:**

- aims to reduce the damage caused by natural and manmade hazards, through an ethic of prevention.

- **Sources of Risk:**

- Structural (construction related)
- Nonstructural (non-construction related):

21ST CENTURY EMERGENCY MANAGER

**21st Century Emergency Managers
Understands their Communities**



THE RESILIENCY OFFICER

- The Rockefeller Foundation is offering the chosen cities an opportunity to help mitigate those shocks and stresses.
- Twenty four cities are in the U.S.
- Each officer will have different challenges, they will collaborate on how each goes about the job.



21ST CENTURY EMERGENCY MANAGER

Competencies Grounded in:

- Leadership
- Writing & grammar
- Logic
- Analytical skills
- Communication
- Public Speaking

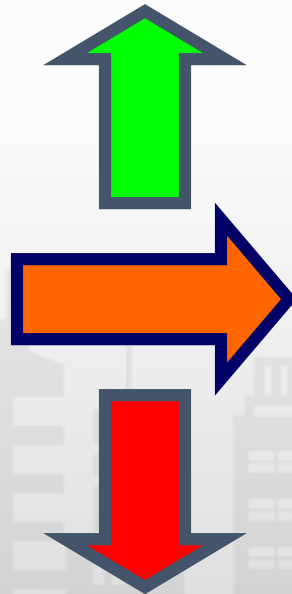


21ST CENTURY EMERGENCY MANAGER

“Unlearning” & “New Learning”

NEW “PATTERNS” TO DEPLOY IN AN EMERGENCY

We Get
“INVESTED”
in a
Particular
Solution



Difficulty of
“UNLEARNING”
Something in
Which We Have
Invested

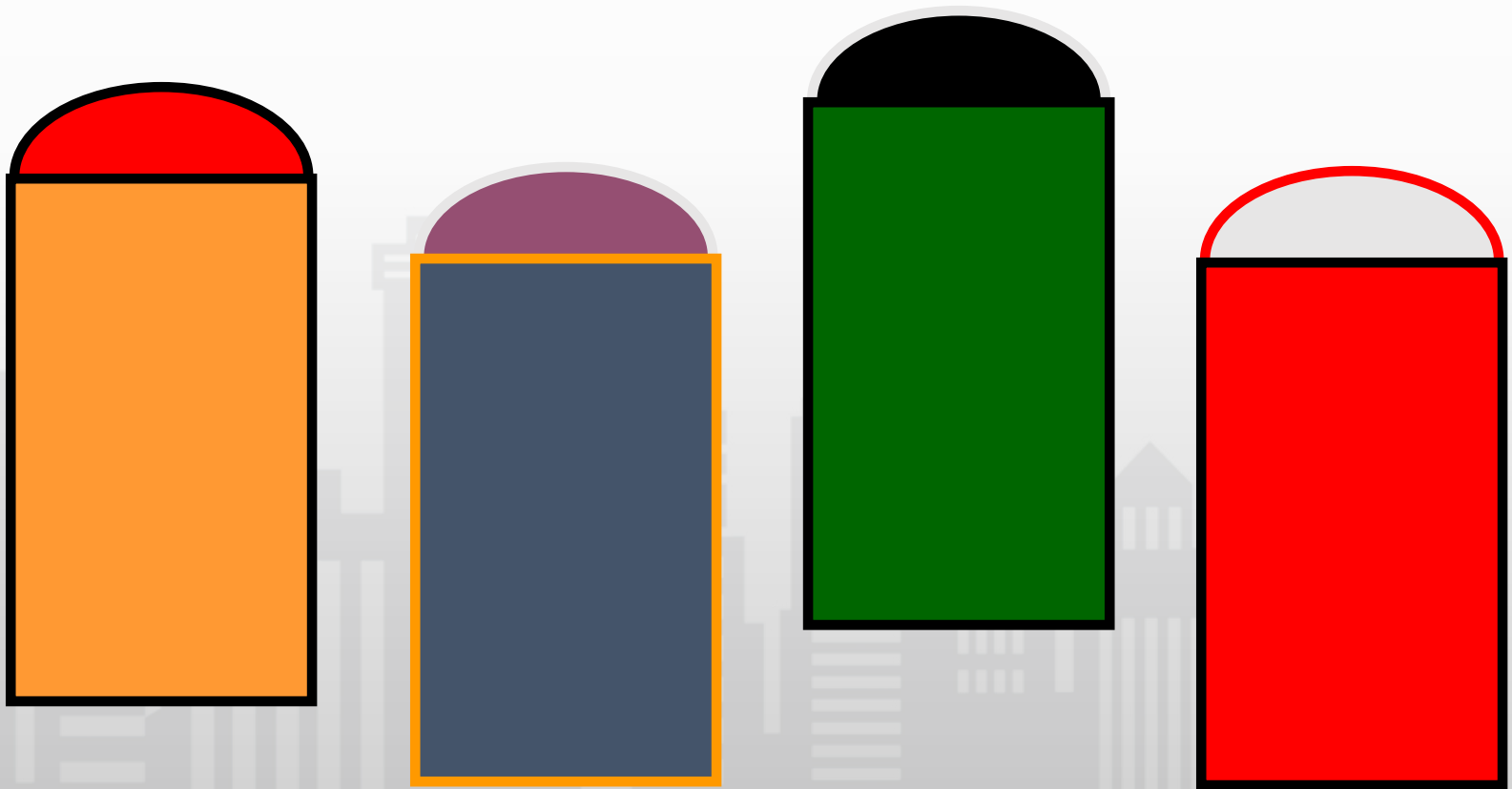
RESISTANCE TO CHANGE:

Difficulty of Incorporating
Something New

21ST CENTURY EMERGENCY MANAGER

Dis-Connectivity

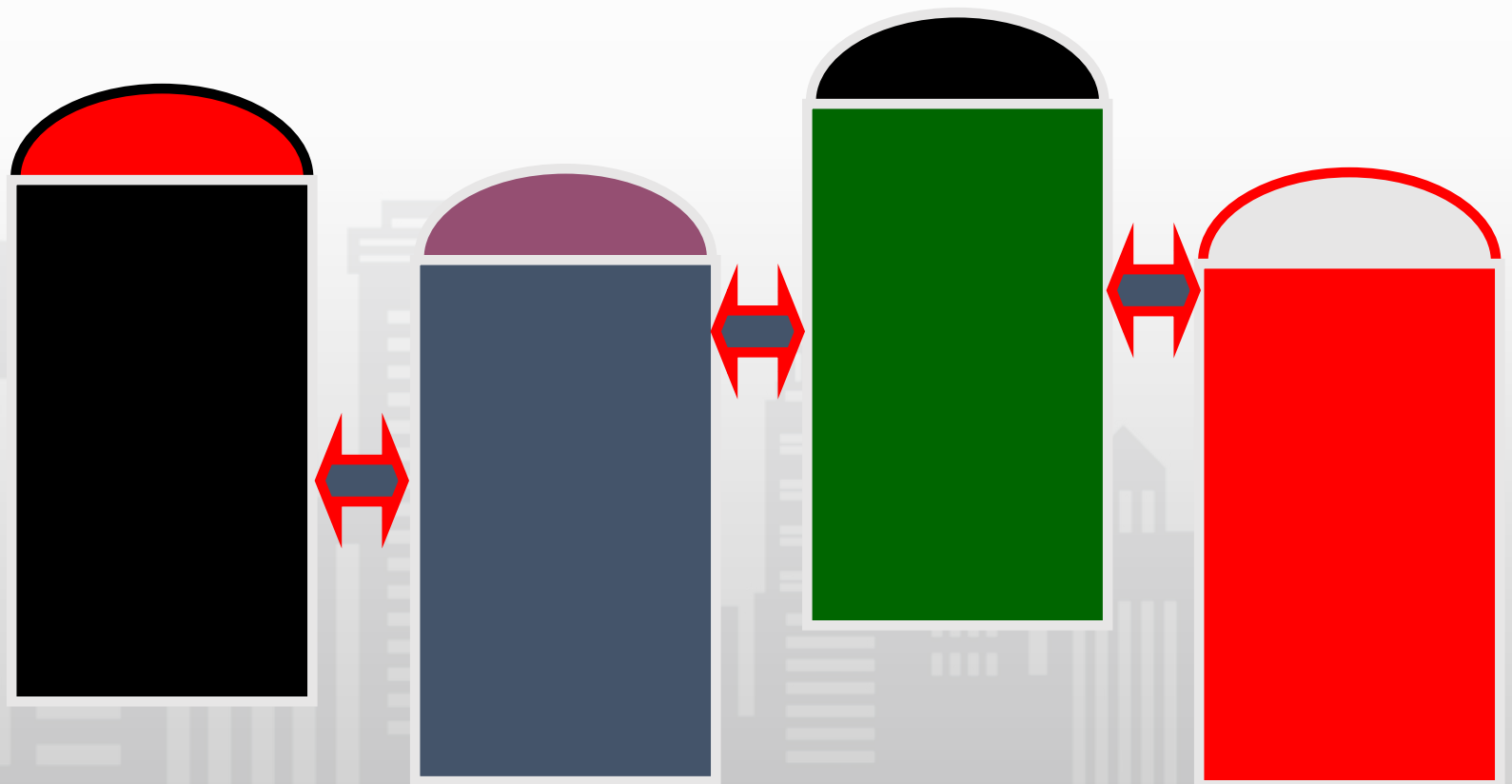
The “SILO” Mentality



21ST CENTURY EMERGENCY MANAGER

Beyond Leadership Dis-connectivity

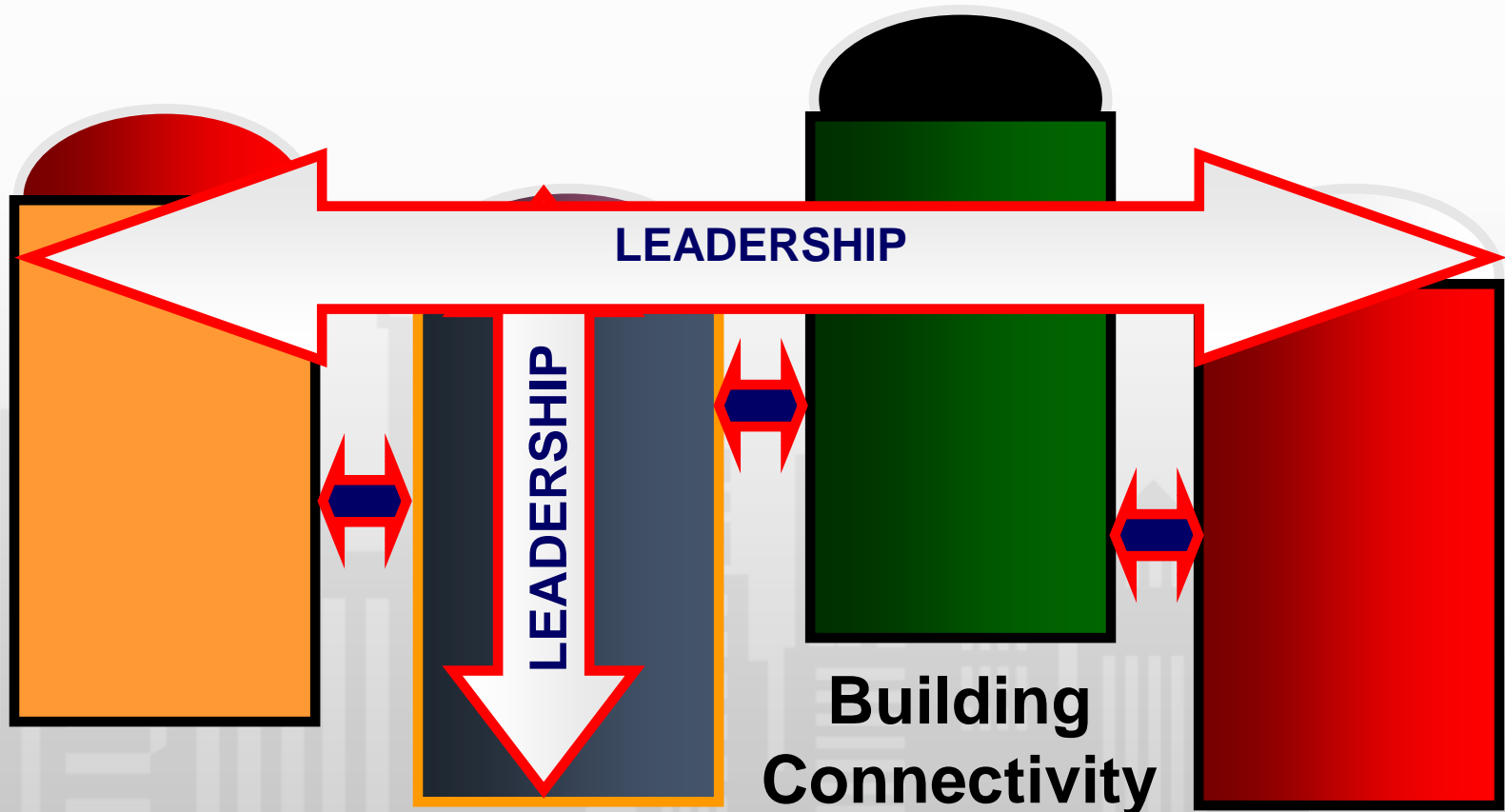
The “SILO” Mentality



21ST CENTURY EMERGENCY MANAGER

Connectivity

Beyond The “Silo” Mentality



21ST CENTURY EMERGENCY MANAGER

Connectivity

Beyond The “Silo” Mentality

“GUIDING OPERATIONAL ASSUMPTIONS”

Guiding

Leadership
Influence
Leverage

Operational

Activities
Resources
Logistics

Assumptions

Beliefs
Experiences
Data

MANAGEMENT IN THE 21ST CENTURY

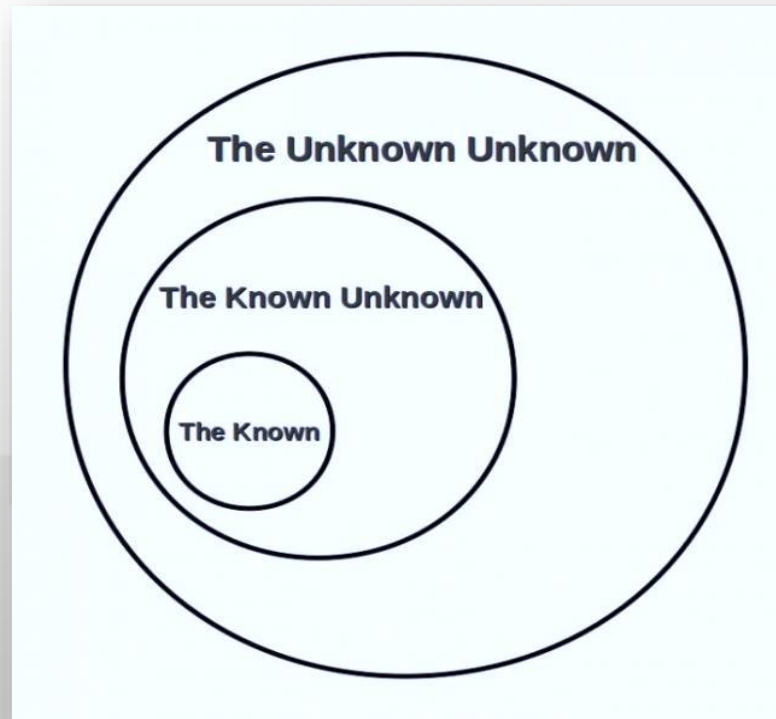


21ST CENTURY EMERGENCY MANAGEMENT

“There are known knowns.

These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know.

But there are also unknown unknowns. There are things we don't know we don't know.”



21ST CENTURY EMERGENCY MANAGEMENT

Emergency Managers must leverage all existing community resources to plan for known unknowns and unknown unknowns.

Community Partners and Resources

- Fire
- Police
- UASI
- Public Health
- Parks and Recreation
- Universities
- Faith Based Institutions
- Training Institutes
- Emergency Services
- Social Services
- Non-Profit Organizations



21ST CENTURY EMERGENCY MANAGEMENT

Technology

Today we have a number of large number of emerging technologies that offer unique services during disasters.

- Intellistreets
- The iDAWG — Intelligent Deployable Augmented Wireless Gateway
- IBM New Mainframe
- Drones



Question:

In the absence of 911, what is your secondary means of communication with emergency authorities?



21ST CENTURY EMERGENCY MANAGEMENT

Social Media

Social media has become the go-to communication tools that the public uses to obtain information.

How can you test your social media messaging capability?

- **SimulationDeck**



21ST CENTURY EMERGENCY MANAGEMENT

Today's digital crises can take many different forms

- A single post on your company's Facebook page.
- A senior executive posts an inflammatory comment on social media.
- A Periscope user live-streams an explosive confrontation.
- A hacker gains control of your Instagram account.
- An employee live-tweets about massive layoffs.
- An influential person such as negatively calls out your company on Twitter.
- A blogger publishes an inaccurate article about your company's treatment of customers.



21ST CENTURY EMERGENCY MANAGEMENT

10 Steps to Get a Social Media Crisis Under Control

1. Determine whether or not it's a real crisis
2. Pause your scheduled social posts
3. Publicly acknowledge what's going on
4. Inform your team
5. Work quickly but thoroughly
6. Give your audience frequent updates
7. Individually reply to concerned audience members
8. Post a long-form response on your website
9. Let the dust settle



21ST CENTURY EMERGENCY MANAGEMENT

Creating a Transformative Culture Change

"If you do not consciously Include... You unconsciously Exclude"

- Current demographics require that we integrate diversity and inclusion into existing training.
- Build trust, communication, and collaboration, one relationship and one team at a time.
- Focus on what connects all of us and helps us define ourselves.
- Explore why it's necessary and productive for co-workers to discuss their own unique traits.



Benefits of Long-term Culture Change

PROS

- Build Inclusion, Trust, Collaboration, and Engagement
- Work toward improved bottom-line results
- Identify opportunities for change from the inside out

CONS

- Inappropriate assumptions that create conflict and misunderstandings
- The exclusion of individuals whose differences haven't been considered
- A lack of enduring change in organizational culture
- An inability to change leadership behaviors, leadership representation, and the contributions of all employees.

CHANGING LANDSCAPE

Civil Disturbances

- Active Shooter incidents
- Protests
- Riots

- Community engagement prior to any emergency should be part of all emergency management strategies



**WHERE CAN WE GO
FROM HERE?**



WHERE CAN WE GO FROM HERE?

**“You Don’t Have to be Great
To Get Started**

**But You Have to Get Started
To Be Great”**

“You Don’t Have to Be Great

To Get Started

But You Have to Get Started

To Be Great”

**WHERE
CAN WE
GO FROM
HERE?**

**Defining Emergency Management
and the Emergency Manager**



WHERE CAN WE GO FROM HERE?

As Machiavelli said years ago...

“There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things.”

from *The Prince*

Questions:

In the realm of EM, do you believe that we are moving in the right direction?



QUESTIONS?



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