



# The Mitigator



**Emergency Administration and Planning Program**  
**Department of Public Administration**  
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**Fall 2015**

## A NOTE FROM THE COORDINATOR

**DR. LAURA SIEBENECK**

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Dear EADP Alums, Students and Friends,

Greetings! Welcome to the Fall 2015 semester and to our latest edition of the program newsletter. The past few years have been an exciting time for our program as well as a period of transition. This past summer, we bid farewell to Dr. David McEntire, who accepted a position as Dean of the College of Aviation and Public Services at Utah Valley University. Additionally, as of January 2016, Dr. Sudha Arlikatti will be leaving UNT for a faculty position at Rabdan Academy in Abu Dhabi, United Arab Emirates. Both Dave and Sudha have done so much for our program

over the years, and while we are sad to see them go, we wish them only the best in their new endeavors.

This past September, I assumed the role as EADP Program Coordinator, a position that Dr. Sudha Arlikatti held for the past four years. Sudha did a wonderful job leading our program and I am honored for the opportunity to serve in this capacity. My goal for this first year centers on building relationships. Throughout the past 33 years, the EADP program has graduated hundreds of students, many of whom are leaders in the emergency management community. We are proud of the achievements of our alumni and as a program, we want to do a better job keeping our



alumni up to date with the happenings in EADP. To do this, our program is reintroducing our newsletter, The Mitigator, on a bi-annual basis to keep alumni, students, and friends apprised on department news. We also created a department Facebook page so that this information can be shared even more quickly.

The faculty have been working very hard to elevate the profile of the EADP program.

*(Continued on page 2)*

### FOLLOW US ON FACEBOOK!!

- Get up to date information about the program!
- Network with alumni, students, and faculty!

<https://www.facebook.com/EADPatUNT>

## IAEM-SC: STUDENT CHAPTER OF THE YEAR

The International Association of Emergency Managers Student Chapter (IAEM-SC) at the University of North Texas has been selected as the 2015 Student Chapter of the Year by the International Association of Emergency Managers. As noted by the association, "...this award recognizes an IAEM-registered student chapter which has made significant contributions in promoting

IAEM, the Student Council and the field of emergency management through public awareness, increasing membership, showing leadership and initiative in education, and increasing the professionalism of emergency and disaster management." Our student group will be recognized at the upcoming IAEM Conference this November in Nevada.

We are very proud of our students and are grateful for all the guidance and encouragement they have received from their faculty adviser, Dr. Sudha Arlikatti. Congratulations!

University of North Texas  
**IAEM-SC**



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## **A NOTE FROM THE COORDINATOR** CONTINUED FROM PAGE 1

Many have been recognized for their excellence in teaching and all have been very active in hazards, disaster, and emergency management research. Over the last three years, our EADP faculty have brought in \$566,044 dollars in external funding, published 28 journal articles and book chapters, and have given presentations at numerous conferences both here in the United States and abroad. As an undergraduate program, we continue to attract bright and passionate students. Every semester, I am impressed with the work ethic of our students and their strong desire to learn. When asked why they want to pursue a career in emergency management, many of them note their strong desire to serve others in times of great need. We are fortunate to have an active and motivated student organization, IAEM-SC, and are proud of all their accomplishments this past year, especially the Student Chapter of the Year award they received from the International Association of Emergency Mangers. Finally, we have very generous alumni, some of whom regularly serve as guest speakers in our classes, host our students as interns, and act as mentors to our undergrads. Our alumni enrich our program so much, and we hope as the year progresses, we can engage our alumni even more and show them our appreciation

We have an exciting year ahead of us here in the EADP program. If you ever have any questions about the program, my door is always open; I would love to hear from you. Here's to a wonderful school year. Cheers!

Laura Siebeneck

## **DR. WEBB AND DR. DASH AWARDED NSF GRANT**

Dr. Gary Webb, Professor in the EADP program, and Dr. Nicole Dash, Associate Dean of the College of Public Affairs and Community Service, recently received a \$327,000 grant from the National Science Foundation to conduct a study of disaster preparedness among Native American communities in the United States. The research is utilizing a combination of focus group interviews, surveys, and GIS analysis to identify the hazards faced by these communities, measure their levels of disaster preparedness, and better understand the challenges they face in their preparedness efforts.

While there has been a significant amount of past research on disaster preparedness, most of that work has addressed households and organizations, not the whole community. Webb and Dash's study, therefore, addresses an important gap in our knowledge by attempting to measure preparedness at the community level of analysis. Additionally, although researchers have devoted considerable attention to the study of socially vulnerable populations in recent years, Native Americans in particular have been largely ignored. As a result, the research by Webb and Dash promises to expand and significantly improve our understanding of social vulnerability.

Disasters in the U.S. are on the rise and their financial impacts have grown exponentially. Hurricane Sandy, for example, which struck the northeast coast in 2012, caused more than \$60 billion in damages and losses, and as staggering as those numbers are, the financial toll of Hurricane Katrina in 2005 exceeded \$100 billion. In the face of such catastrophic threats, disaster preparedness and increased resilience have become national priorities.

In 2011, for example, President Obama issued Presidential Policy Directive 8: National Preparedness, which is "aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters." A central part of that effort is the establishment of a National Preparedness Goal that applies to all levels of government, including state, local, territorial, and, importantly, tribal. Some communities, such as large metropolitan areas, will probably have no problems meeting the National Preparedness Goal, but others, particularly those that are socially vulnerable, including Native American communities, will likely face much greater challenges. Webb and Dash hope that results of their study, which is the first of its kind, will help shed light on some of those challenges and be beneficial to tribal governments as they attempt to make their communities safer and more resilient in the face of significant natural and technological hazards.



## WELCOME DR. RONNIE SCHUMANN



Growing up in southeastern Louisiana, I was acutely aware of the hazards around me. Petrochemical plants surrounded my school and occasionally threatened toxic airborne releases, floods routinely overwhelmed local pumping systems, and tornado sirens more often graced Christmas dinners than did the fluffy white stuff... I believe it's called snow? And then there were hurricanes: Andrew, which we rode out as a family in 1992, and Georges, Ivan, and Katrina, all of which we evacuated for. Cultural celebrations also punctuated life

near New Orleans. Crawfish boils, Mardi Gras parades, St. Joseph's altars, plantation tours, and street jazz all seemed quite the norm. It was not until I moved out of state that I realized how culturally distinct my home was. Undoubtedly, early influences in disasters and culture have shaped the trajectory of my career thus far.

I pursued a B.S. in meteorology at the University of South Alabama because of my interest in tropical weather. Hurricane Katrina hit the Gulf Coast during my junior year. While the storm provided classmates with fascinating fodder for post-hoc radar analysis, compelling questions about uneven disaster recovery loomed larger for me. These questions led me to the Carolinas where I earned an M.A. in geography with a focus on urban sociology and planning at UNC Charlotte and finally a Ph.D. from the University of South Carolina. My National Science Foundation-supported dissertation research blends cultural geography with disaster theory. I focused on post-Katrina long-term recovery along Mississippi's coast investigating the ways in which residents and emergency managers viewed and measured community recovery.

My work experience includes a stint as a GIS Technician for AECOM, where I coordinated field data collection efforts and assisted in geodatabase creation. To feed my cultural interests, I have served as a special programs coordinator at historic house museums in Alabama and North Carolina, championing social justice and diversity education through tours and living history presentations. During my doctoral degree I also worked as a research associate for the Hazards and Vulnerability Research Institute at the University of South Carolina. We used repeat photography, GIS, and public records to investigate long-term housing recovery after Hurricanes Katrina and Sandy along the Mississippi and New Jersey coastlines. Research trips to the affected areas every 6 months, coupled with first-person accounts of recovery struggles gleaned through interviews, afforded me a unique insider perspective that I am privileged to share with students and colleagues. It is an honor to now join UNT's accomplished Emergency Administration and Planning faculty. I am thrilled to bring my knowledge and experience to the EADP classroom and to contribute to the program's legacy of innovative research in disaster science and emergency management.

## FAREWELL TO DR. DAVID MCENTIRE



After 16 years in the EADP program, Dr. David McEntire left UNT to begin a new adventure as Dean of the College of Aviation and Public Services at Utah Valley University. In his time at UNT, Dr. McEntire served in a variety of capacities, including Program Coordinator for the EADP Program, Ph.D. Coordinator for the Department of Public Administration, Associate Dean of the College of Public Affairs and Community Service, and most recently, Director of Summer School at UNT. He is a prolific scholar and worked tirelessly to promote EADP and emergency management higher education nationwide.

When asked about one of his favorite memories while at UNT, Dr. McEntire writes: "About 8 or 9 years ago I was working on my computer in my office on the third floor of Wooten Hall. My door was cracked open a little, but someone walked by and pulled it shut. Perplexed by the situation, I got up from my desk to see what was happening. When I opened the door and peeked out, a UNT police officer asked me why I was still in the building. I told him I was working and then questioned why he wanted me to leave. He said a bomb threat had been called in during finals

week and said everyone was told to evacuate. For whatever reason, I did not get notified (I guess that showed how important I was in the scheme of things!). Anyway, had a bomb actually detonated, the headlines would have certainly read: "UNT Professor Fails to Evacuate - Counted among Dead." This was a fun memory and was a classic example about the value of comprehensive and recurring emergency notifications and warnings! "

The EADP program is forever grateful for all Dr. David McEntire did for us. While we are sad to see him leave, we wish him only the best in his new position at Utah Valley University.

## FAREWELL TO DR. SUDHA ARLKIATTI



In January 2016, Dr. Sudha Arlikatti will be leaving UNT to begin working as a professor at Rabdan Academy in Abu Dhabi, United Arab Emirates. Dr. Arlikatti joined the department as an assistant professor in Fall 2006, and beginning in 2011, she served four years as the Undergraduate Program Coordinator for the EADP program. In her time at UNT, Dr. Arlikatti published numerous articles and was a dedicated and passionate teacher. She led numerous study abroad courses to places such as Turkey, Thailand, and India and her research took her literally around to the world.

When asked to recall her favorite memories at UNT Sudha writes:

“I have spent 9-1/2 years here at UNT teaching primarily in the EADP program and have way too many favorite memories to list all. But some that come to mind are: (1) Watching my students grow from the first class that they took with me, to their graduation and then being gainfully employed as EM's with cities, hospitals, universities and nonprofits locally and across the country. (2) Our alumni network that is so very strong and eager to give back to the program in different ways. If they were to be ranked, I would say the best EM alumni network in the nation! But then I may just be a wee bit biased! (3) My colleagues and staff from the EADP program and the Department of Public Administration. Each one of them puts their students interests before all else. It is evident through their passion for teaching, research and mentoring. I have learnt so much from each one of them and made long lasting friendships. I will miss this collegiality when I leave.

I recently interviewed 24 EMs from the DFW region to examine the challenges they faced during the Ebola response last year and was amazed that 21 of them were graduates of our program and 15 of them were alumni I had personally taught. I think I grew a couple of inches taller with pride, seeing them doing such good work to make their citizens safe. Each one of them is proud of the EADP program and UNT and bleed green. I believe they contribute in a big way to making the State of Texas one of the best prepared state in the nation. Kudos to all of them for their public service.”

The faculty are going to miss Sudha very much. She is a great scholar, colleague, and friend. Best of luck in your new adventure, Sudha!

## FACULTY ALCOLADES

**Dr. Gary Webb and Dr. Niki Dash** were awarded an NSF Grant totaling \$327,091 to fund their three year project, “An Exploratory Study of Disaster Preparedness among Native American Communities in the United States .”

**Dr. Ronald Timmons** was recertified as a Certified Emergency Manager (CEM) by the International Association of Emergency Managers on October 19, 2015. The five year certification is bestowed upon demonstrated contribution to the profession. The CEM® designation is presently held by 1,620 people in the emergency management profession.

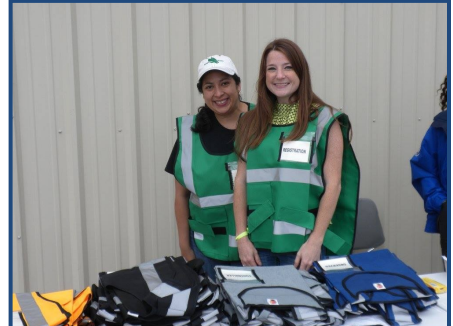
**Dr. Laura Siebneck** was selected as a fellow for the National Science Foundation—sponsored Next Generation of Hazards and Disaster Researchers Program, which is a nationally competitive program that pairs early-career faculty with prominent senior scholars to provide mentorship in the development of a strong research grant proposal. She was also elected to a two year term as Chair of the Hazards, Risk and Disasters Specialty Group for the Association of American Geographers.

**Dr. Simon Andrew and Dr. Sudha Arlikatti** were awarded an NSF Rapid Grant totaling \$39,939 to fund their project, “Modeling Communication Management and Trust Networks in Ebola Response in Dallas Fort Worth.

**Dr. Abraham Benavides and Dr. David McEntire** were awarded an NSF RAPD Grant totaling \$38,536 to fund their project “Spontaneous Planning, Governmental Structure, and a Public Health Emergency: Ebola in Dallas Texas.

# City of Denton Disaster Drill

Last May, students from the EADP program participated in the City of Denton Disaster Drill at Denton Enterprise Airport. The Drill, named Operation Icarus, involved an airplane crash scenario in which there were mass casualties and fatalities. Our students volunteered to be disaster victims, complete with fake blood and moulage. This was a great opportunity for our students to witness first-hand the various activities that occur during a full-scale exercise. Thank you to Mike Penaluna, the City of Denton Emergency Management, for providing this great opportunity for our students!



## City of Disaster Drill: A Student's Experience

I had the privilege of being a part of the Denton full scale drill back in May. It was such a great experience to see all the first responders in action. I saw first hand the challenges firefighters and paramedics face when responding to a disaster with mass casualties. I played a victim in a plane crash where I pretended to have my stomach torn open. I was carried of the mock plane by firefighters and sent to the hospital by ambulance. The paramedics used all their training and began working on me in route to the hospital. This was just a drill but everyone treated it like it was a real disaster, which made this drill a great learning experience for everyone who participated. I cannot wait to participate in more drills like this one and I encourage EADP students to be apart of disaster drills around the area.

~Brendan Wiltshire (EADP Major)



# IAEM-SC: Update from the President

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The International Association of Emergency Mangers Student Chapter at University of North Texas (IAEM-SC at UNT) is devoted to increasing awareness among members and furthering the cause of emergency management. IAEM-SC at UNT endeavors to uphold a professional reputation, while educating members and the community about emergency management related issues and protocols. IAEM-SC at UNT is under the governance of the International Association of Emergency Mangers Student Council, which consists of 31 chapters across the United States, Canada and Europe.

IAEM-SC at UNT has held many meetings, activities, and gatherings within the 2015 school year. During Spring 2015, our chapter held monthly meetings to discuss chapter business and to have guest speakers. Guest speakers during Spring 2015 included Brad Scott – Director of Emergency Preparedness and Insurance Management at the University of North Texas; and Josh Roberts – Emergency Administration Coordinator for the City of Lewisville. During Fall 2015, our chapter welcomed Mark Armour – Director of Global Business Continuity at Brinks to come speak. The chapter is looking forward to inviting more guest speakers for the remaining Spring and future semesters.

During Spring 2015, our chapter participated in several activities, trainings and conferences including: Haslet Fire Camp; Texas Division of Emergency Managers Conference; Emergency Preparedness Summit & Fair; Regional Emergency Managers Meeting; Skywarn Storm Spotter Training; Emergency Management Association of Texas Symposium; local disaster exercises & drills; and Flu Prevention Tabling for UNT. So far during Fall 2015, the chapter has participated in UNT's First Flight, UNT's Mean Green Fling, Denton Preparedness Day, UNT Student Organization President's Dinner, and local exercises and drills. The chapter will continue to provide more activities and trainings throughout the remainder of the Fall semester.

Our chapter is rooted deeply in the belief of networking and relationship building. During Spring 2015, our chapter hosted its annual Picnic at the Park Day to give members an opportunity to have fun while networking with other members. Our chapter is also starting a new tradition of having disaster movie nights on campus in order to provide members with more opportunities to bond together.

~Major Youngblood  
President, IAEM-SC, UNT



# TOM JOSLIN MEMORIAL SCHOLARSHIP

In 1994, friends and alumni of the Emergency Administration and Planning (EADP) program at the University of North Texas established the Tom Joslin Memorial Scholarship in honor of one of the program's early faculty members. Following a career with the Federal Emergency Management Agency, Mr. Joslin joined the UNT faculty and worked tirelessly until his death in 1993 to promote the EADP program and enhance the professionalization of emergency managers. Established as an endowed scholarship, the Tom Joslin Memorial Scholarship is annually given to carry forward his vision for the EADP program and profession. Interest from the endowment provides a scholarship for tuition and fees for undergraduate study at UNT. The award is up to \$1,000, payable in two installments (1/2-amounts in both the fall and spring semesters). In order to be eligible, students must be (1) at least a sophomore at the time the award is made; (2) have an overall 3.0 GPA in all coursework; (3) provide evidence of a commitment to a career in emergency management such as participation in appropriate professional development opportunities (seminars, workshops, professional meetings) and membership in relevant professional associations such as IAEM-SC, and (4) have the ability to demonstrate leadership qualities and involvement in community service activities.

## TOM JOSLIN MEMORIAL SCHOLARSHIP

THE APPLICATION IS  
due by March 31, 2016.

- \$1000 award!
- [Link to scholarship criteria and application:](http://pacs.unt.edu/public-administration/content/eadp-scholarships)  
<http://pacs.unt.edu/public-administration/content/eadp-scholarships>

## EADP STUDENT AWARDS 2015

### TOM JOSLIN AWARD



The Joslin Memorial Scholarship for the Spring 2015 semester was awarded to EADP Senior, Sawyer Hicks. This award supported Sawyer in balancing his classes and internship work. With regards to his internship, Sawyer states: "I completed an internship with Southwest Airlines back in May, working in their Emergency Response department and with the Business Continuity team. This position was SO much fun, and I learned a lot about emergency response in aviation and the private sector. I was even able to fly out to Atlanta to participate in a full-scale drill the airport was running. Atlanta Hartsfield-Jackson Airport is the busiest airport in the world and seeing a full-scale emergency drill was a priceless opportunity!"

Since then, I have been working to finish my classes. I will be graduating in December with a degree in EADP and a minor in Geography. I'm looking for jobs in the aviation or transportation industry, with more prospects back at Southwest Airlines upon graduation. Until then, I'll keep slinging lattes at Starbucks!"

### JOHN MAXWELL AWARD

The John Maxwell Award for Outstanding EADP Student is awarded to a student who has not only excelled in his or her academic coursework, but was an active member in the student organization. This award was established by the EADP program in honor of John Maxwell, the former City/County Emergency management coordinator of Denton and strong supporter of the EADP program. This year, the faculty selected Kyle Linville and Kelly Trietsch Hall for this award. (pictured on the right). Of his time in the EADP program, Maxwell winner Kyle Linville writes:

"In the three years that I was part of the EADP program, I learned many skills that are valuable in multiple aspects of my career, and I have formed friendships that I hope to maintain for a lifetime. Interactions with fellow EADP students, as well as with faculty, prepared me for the professional world, taught me the value of hard work, and helped me find the direction I wanted my future to take. As an EADP student, I began working as an intern for the City of Denton Watershed Protection Department. This experience allowed me to explore the option of applying the profession of emergency management to the field of environmental policy. The skills I attained from the EADP Program have prepared me to pursue a career in creating comprehensive policy initiatives to protect water resources. After graduating in May 2015, I continue to work for the City of Denton Watershed Protection Department, while I also prepare to continue my education with a Master's degree in the fall of 2016. As I move forward, and work towards addressing water-related issues, I will always be grateful for the skills, knowledge, and experience I gained while in the EADP program."



# EADP Students Attend HotZone Conference

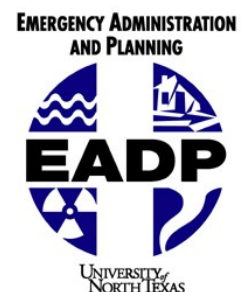


This year five UNT students from the EADP program attended the 2015 Hotzone Conference in Houston, TX. This conference aims to continuously improve HAZMAT technical training and promote professional relationships within Region 6 as well as meet the unique needs of this region. To meet the unique needs of this region, this conference focuses on bringing together municipal and industrial fire fighters from around the World with HAZMAT responsibilities but also seeks to educate other local, State, and Federal agency personnel who play an integral role in Unified Command at the scene. Our UNT students were primarily Emergency Administration and Planning majors, and this conference provided them with technical HazMat training as well as an understanding of how their profession will affect the first responders they will be working with in the future. They attended daily training classes, along with site tours such as Harris County EOC, NRG Stadium, and Lubrizol Petroleum Factory. Our UNT students were also exposed to a variety of hazmat and emergency management professionals, including UNT Alumni, Molly McFadden, the current Director of the North Central Texas Council of Government. Congratulation to the following students for representing UNT at this years HOTZONE Conference; Lydia Cooper, Kevin Martin, Alayna Payne, Marshall Perry, and Rebecca Windham.



## Department Announcements

- The EADP program recently received approval to hire two new assistant professors to join our program. These new hires will teach in our EADP program as well as offer courses in our Department of Public Administration's MPA and PhD programs. The job announcement will be posted on the UNT Human Resources Employment page later in November. The new hires will begin in the Fall 2016 semester. We are very excited to be adding to our faculty!
- Are you considering graduate studies? Our department offers a Masters in Public Administration Degree and a PhD in Public Administration. Applications for the Fall 2016 are currently being accepted. There are lots of scholarships available! If you are interested in these programs or would like to learn more, please contact our MPA coordinator Dr. Lisa Dicke ([Lisa.Dicke@unt.edu](mailto:Lisa.Dicke@unt.edu)) or our PhD coordinator Dr. Skip Krueger ([Skip.Krueger@unt.edu](mailto:Skip.Krueger@unt.edu)) for information.
- Interested in learning more about the current and cutting edge research in the fields of Emergency Management and Public Administration? Join us for Friday Colloquiums, where we meet for an hour and hear presentations on current research faculty, graduate students, and friends are working on. For a schedule of speakers, please contact Dr. Hee Soun Jang at [HeeSoun.Jang@unt.edu](mailto:HeeSoun.Jang@unt.edu).





## Study Abroad in Nicaragua: Maymester 2016



Are you curious to learn about Nicaragua's geography, culture, and people to see how these factors, by themselves and in interaction with one another, affect disaster mitigation, preparedness, response, and recovery? Rather than learning in a sterile, windowless classroom, you will be provided the opportunity to study, learn, and explore in one of the most scenic laboratories in the world: the beautiful country of Nicaragua! This program, entitled International Disaster and Crisis Communication in Nicaragua, will be co-led by Dr. Laura Siebeneck and Dr. Brian Richardson, a professor in the Communication Studies Department. This multidisciplinary course will provide students the opportunity to study geologic and meteorological hazards present in Nicaragua, learn about historical disasters, explore emergency management structure in Nicaragua, and learn how crisis and communication techniques are being implement-

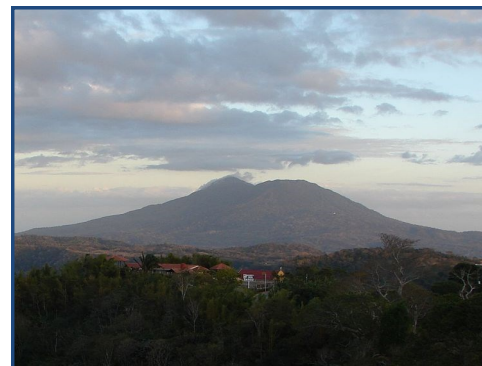
ed at the national, local, and organizational level to educate and warn citizens in times of crisis and disaster. Highlights of the trip include day trips to Laguna de Tiscapa, city tours of Managua, Granada, and Leon that focus on how their hazard history has shaped its society, and the Mombacho Volcano tour, where students will get an up close view of a real volcano.

To learn more about the program, please check out our webpage:

[https://studyabroad.unt.edu/index.cfm?](https://studyabroad.unt.edu/index.cfm?FuseAction=Programs.ViewProgram&Program_ID=12306)

[FuseAction=Programs.ViewProgram&Program\\_ID=12306.](https://studyabroad.unt.edu/index.cfm?FuseAction=Programs.ViewProgram&Program_ID=12306)

Please direct all questions to Laura Siebeneck ([laura.siebeneck@unt.edu](mailto:laura.siebeneck@unt.edu).)



## EADP 4040 TAKES STUDENTS AROUND THE WORLD!

Throughout the last decade, EADP faculty have been active in providing students opportunities to study abroad. Many of these courses focus on themes related to hazards, historical disasters, vulnerability, and emergency management organizations in other countries. Recent courses offered by our faculty have taken our students to places such as Thailand, India, Turkey, Mexico, and Peru. As noted by the UNT Study Abroad Office, the benefits of taking a study abroad experience are numerous. Among several of the significant benefits of international travel include broadening your world experience, gaining a new perspective and understanding of another culture, and dispelling stereotypes we may have about other people and places. We encourage our students, if afforded the opportunity, to take advantage of the study abroad offerings at UNT. While we would love to see our EADP students take the EADP 4040 International Disasters course abroad, the Study Abroad Office sponsors numerous courses from a variety of different departments on campus. We encourage you to explore these opportunities as they greatly enrich your undergraduate education.



Jaipur Fort – Wiintermester 2015 Study Abroad in North India – International Disasters, Disability and Society lead by Drs. Sudha Arlikatti and Rachita Sharma.



Katie McCarty petting baby llamas in Peru, Maymester 2014.



Machu Picchu, Peru 2014 Study Abroad lead by Dr. Laura Siebeneck and Dr. Brian Richardson (Communication Studies).

# EADP ALUMNI SPOTLIGHT

## RYAN ABBOTT, 2010



Soon after graduating from UNT in 2010, I began seeking new growth opportunities outside of the university environment where I was also employed as a full-time emergency manager. Not wanting to limit myself to one geographic area of the country, I decided to search in all corners. At the City of Philadelphia Office of Emergency Management, I found stimulating work and a myriad of opportunities to grow as an emergency manager. In a short period, I have worked dozens of small-scale emergencies and special events, Hurricane Sandy, the 2015 Amtrak derailment, and a Papal visit.

I was initially hired in 2011 to be an Energy Assurance Planning Coordinator, a temporary position funded by the American Recovery and Reinvestment Act, and was responsible for leading preparedness initiatives for electricity, natural gas, and motor fuel disruptions. Shortly thereafter, I was promoted to a new position, Infrastructure Program Man-

ager, where I additionally supervised planning for post-disaster recovery and restoration. Last summer, I found an opportunity to further expand my knowledge base and chose to move laterally within Philadelphia OEM to lead the Logistics Program. Here, I am tasked with managing the OEM warehouse and inventory of equipment, supplies, and vehicles as well as leading efforts to develop and implement emergency logistics plans, policies, and procedures.

Philadelphia OEM is unique in that in addition to our day-to-day work, all staff members are assigned to one of three rotating field response teams, for one of which I am a team leader. In this role, we coordinate on-scene support for large-scale special events and emergencies that impact the community, such as multi-alarm fires, water and gas main breaks, and building collapses. I recently had the opportunity to combine my role as team leader with my job as logistics manager by leading a team that planned for and managed the logistics operation that supported responders working the Pope's visit to Philadelphia. Over a period of months, my team built an operation that provided facilities, equipment, supplies, and personnel for numerous tactical field operations. To accomplish this, we submitted and filled resource requests for more than 300 equipment resources, procured close to \$1,000,000 in supplies and equipment not available through resource requests, and established use agreements with the owners of numerous buildings and parking lots. To ensure accountability of incoming resources, we activated a Receiving and Distribution Center to inspect, credential, track, fuel, and provide direction to each arriving vehicle and equipment resource. We opened staff dormitories for more than 1,000 incoming mutual aid personnel and built a feeding operation that supplied meals, snacks, and water to thousands of personnel over a three day period. All of this was managed through our Logistics Center, which served as the coordination point for planned logistical operations and

resolution of unanticipated resource requests. Needless to say, this was one of the biggest events to occur in Philadelphia in recent memory and one of the coolest experiences of my career. For students considering or currently pursuing a career in emergency management, I would offer some advice. First, be open to finding opportunities in unexpected places. Consider looking for employment in new and unfamiliar locales. Even if you are unable to move to some far-reaching corner of the country for your next job, be willing to try something new to diversify yourself and broaden your field of view.

Finally, know yourself. Are you a generalist or a specialist? It is often said that emergency management requires knowledge that is a mile wide and an inch deep. For some people and jobs, this is absolutely true. However, some people may benefit from finding a niche area and working to become a subject matter expert. This is a huge (and growing!) field with a need for people of all backgrounds, interests, and skillsets. You can best provide for the safety of others, manage your own professional growth, and ensure your future happiness by striving to discover what makes you tick and then applying it.



EADP Alum Ryan Abbott outside the Logistics Center during the recent Papal visit. In the picture, Josh is speaking with Philadelphia Mayor Michael Nutter and OEM Director of Emergency Management Samantha Phillips.

# EADP ALUMNI SPOTLIGHT



## KEVIN DODGE, 2012

I am very grateful for the experience and knowledge I gained in the EADP program at UNT. We are fortunate to have a well-rounded and widely recognized program of professors teaching future professionals. I have had the pleasure of re-acquainting myself with several professors at conferences and workshops around the country discussing current trends.

After my graduation I was able to interview with the New Mexico Department of Homeland Security and Emergency Management (DHSEM). A deciding factor in my hiring was my knowledge and experience in the Hazard Mitigation and Preparedness course (EADP 3035). Specifically, the activities of reviewing and documenting deficiencies within a Hazard Mitigation Plan on the Plan Review Tool allowed me to articulate successfully my understanding of the process which no other applicant was able to do.

With this and other experiences from UNT I have been the Mitigation Specialist at DHSEM since late 2013. I have had an active role in both the response to natural disasters working in the Emergency Operations Center, and the subsequent follow-up of FEMA grants. Our State has had four presidentially declared disasters in the two years I have been here in New Mexico, plus six declarations from previous years.

This employment has opened numerous opportunities for me within this career field. I have been assigned as Situation Unit Leader and Planning Section Chief during EOC activations and volunteered as the EOC Duty Officer on a rotating schedule. I have attended over 150 hours of classroom trainings, participated in two state-wide exercises, and am a Certified Staff Instructor for the agency.

My advice to anyone entering this profession or enrolled in this degree program would be to volunteer for any exercises and training opportunities that are available. They will make you a well-rounded candidate that potential employers will take notice of and you'll become more visible to others in our profession. I look forward to an opportunity to speak in one of the EADP classes the next time I am visiting Denton.

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4. Move the cursor to the Select One drop down box. Under Dept. of Public Administration click on the desired scholarship or award account. Currently, the Tom Joslin Memorial Scholarship, which is awarded to outstanding EADP students on a competitive basis, is available to receive electronic donations.
5. Complete the remaining boxes on this page as appropriate, then move cursor to Click to Pay. This will take you to a secure website for entering credit card or e-check information. After submitting your online gift, please notify Katrina Thompson in the Department of Public Administration by email ([katrina.thompson@unt.edu](mailto:katrina.thompson@unt.edu)) that you made an online gift and the award program(s) that you designated. This will help us insure that your gift is properly credited and recognized.



If you have any questions, feel free to contact either Laura Siebeneck ([laura.siebeneck@unt.edu](mailto:laura.siebeneck@unt.edu)) or Katrina Thompson ([katrina.thompson@unt.edu](mailto:katrina.thompson@unt.edu)). Thank you for considering the EADP program.

## Research Spotlight

### Mapping Communication Networks in Ebola Response: An Examination of Emergency Managers in the Dallas-Fort Worth Metropolitan Region

Drs. Simon A. Andrew and Sudha Arlikatti

On September 30, 2014, the CDC announced that Thomas Eric Duncan a 45 year old Liberian national visiting the United States from Liberia, was diagnosed with Ebola in Dallas, Texas. He was treated at Texas Health Presbyterian Hospital Dallas but unfortunately succumbed to the virus on October 8. Subsequently two of the nurses who attended to Mr. Duncan also contracted the virus but recovered. These cases in the Dallas Fort Worth region naturally resulted in a frenzy of activity among the first responder community including city and county emergency managers, hospitals and universities emergency management officials, epidemiologists and officials from the County Health departments, the Mayor and County Judge's office, Independent School District officials and Fire and Police departments, in their efforts to communicate the risk to their constituents and manage the moral fear through effective response in a timely manner. This was by no means a small feat as it was the very first time that an Ebola victim had died on US soil leading to constantly changing directives resulting in escalating distrust in the government among the general public spurred by traditional and social media attention and framing.



Dr. Simon Andrew

Drs. Simon A. Andrew and Sudha Arlikatti received funding from the National Science Foundation in early 2015 under the RAPID grant mechanism to collect ephemeral data on the ad hoc communication networks that emerged in responding to the Ebola outbreak in the Dallas Fort Worth (DFW) Metropolitan Region within a month of the first victim succumbing. The aim of their study is to better understand how to design or redesign a crisis communication system that will help local government organizations be better prepared for surprise events such as the spread of infectious diseases like Ebola.

In June 2015 the team conducted 24 face-to-face interviews with city, county, hospital and university emergency managers, healthcare professionals and epidemiologists from the four big counties (i.e. Dallas, Denton, Tarrant and Collin) in the DFW region. Questions included, which local, state and federal level organizations did they receive information from and the response activities to be implemented in the first month of the Ebola scare, how did they receive this information (phone calls, conference calls, emails, informal conversations), which of these sources did they trust the most, what leadership styles did they use to ensure effective response from their organization, what were the challenges they faced in ensuring that their staff and populace were not stressed, and what changes--- ad hoc and/or permanent changes did they make to their infectious disease standard operating procedures (SOP).

Preliminary data from these face-to-face interviews was analyzed using Social Network Analysis (SNA), a strategy that allowed the mapping of ad hoc communication networks between first responder organizations in the first month of the Ebola scare. This methodology allowed for the identification of key individual actors or people (the nodes) and the strength of relationships or interactions (the ties or edges) that connected them. Findings underscore the



Dr. Sudha Arlikatti

benefits of bonding networks from longstanding close knitted collaborations between city emergency managers and county health departments in the four big counties in DFW. Simultaneously, it also highlights the strength of bridging networks between diverse others such as the Texas Department of State Health Services (TXDSHS), the Dallas County Judge's office, Dallas City Mayor and Dallas County Office of Emergency Management. Although nontraditional and ad hoc (or spontaneous) in the way disaster response is handled in the State of Texas, the latter demonstrates that when faced with an unfamiliar, rapid onset infectious disease (Ebola) event, oftentimes new organizations may occupy a central position to manage scarce resources and information. Despite immediate frustrations and challenges for smaller adjoining cities and county health departments, the timely response enabled by bonding and bridging collaborations is indeed laudable.

The research team is currently working on sending out an e-survey with close ended questions to capture a larger group of the first responder community from Texas to investigate the changes made to their infectious diseases emergency management protocols, by the first anniversary of the Mr. Duncan's death from Ebola. This research will result in key takeaways for practitioners and disaster scholars on how to effect better infectious disease emergency operations planning and public administration.

Source: Dallas County Health and Human Services (DCHHS) newsletter retrieved on October 12, 2015 from [http://www.dallascounty.org/departments/hhs/untresearchinterview\\_july2015.html](http://www.dallascounty.org/departments/hhs/untresearchinterview_july2015.html)



## EADP Students Complete Internships

Several students made presentations at the September 25, 2015 EADP 4800 class to complete their EADP 4810- *Internship Practicum* requirements.



Aubrey Cooley was accepted into the Texas A&M University summer Research Experience for Undergraduates program to serve as her internship. The A&M school of Sociology and Landscape Architecture and Urban Planning program focused on social disparity and social vulnerability. Aubrey's research product included a preliminary evaluation of availability of Spanish education materials on emergency management websites in the state of Texas. She will present her findings at the Association of Collegiate Schools of Planning Conference in October.



Troy Malette served as a Risk Management intern at the global headquarters of Mary Kay, Incorporated in Addison. He helped conduct a series of business continuity tabletop exercises and learned the private sector needs and approaches to risk management. Another highlight was staffing a safety booth at their huge local series of conventions drawing over 30,000 company representatives from around the world. One particularly interesting aspect of their Risk Management department is oversight of their fleet of iconic pink luxury vehicles.



Grant Norvell interned at one of the largest private sector emergency management companies in the area, Hulcher Services of Denton. Grant learned the business side of reacting to emergency situations nationwide from their Denton dispatch office. Hulcher started as a railroad emergency response company and today handles a variety of nationwide derailments, hazardous materials incidents and other industrial planning and preparedness services. The large Hulcher staff has a heavy representation of EADP alumni and Grant was able to secure a fulltime position after the internship as a Field Support Specialist.



Aaron Gill returned to his hometown to serve at the El Paso City and County Office of Emergency Management. Much of his time was spent reviewing and updating plans at the regional emergency management agency, as he applied concepts learned in the classroom. Aaron learned about federal audit record keeping and updated their files, gained experience in administration of the Community Emergency Response Team, and completed targeted FEMA training courses. He also attended inter-agency coordination events and shadowed senior emergency management personnel at meetings leading up to development of a full scale exercise.



Jason Womack also returned to his hometown of New Orleans, Louisiana where he previously served as a law officer during Hurricane Katrina. Public emergency preparedness was the main focus of Jason's internship experience at the Love In Action Outreach. The nonprofit operates to serve and administer to the needs of others by providing food, clothing and other available resources. He credited the leadership example set by the agency's founder as she led the group into neighborhoods still struggling to recover from Hurricane Katrina, by establishing trust and rapport with sometimes reluctant clients.

# Students, Faculty, and Alumni in the Field!

