

出國報告（出國類別：研究）

生物防護應變技能研習

服務機關：衛生福利部疾病管制署

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摘要

2014 Emergency Preparedness & Hazmat Response Conference 是由 Southeastern Pennsylvania Local Emergency Planning Committee (LEPC)主辦，另由美國的國土安全部(Department of Homeland Security/Office of Infrastructure Protection)合作辦理的會議。本會議的主要目的，是教育及訓練緊急應變人員，以及建立緊急應變人員間的聯絡網絡(networking)。大會提供的議程很多樣。同一個時段，常有數個不同主題的會議議程提供與會者選擇。議程主要分為 Training course 和 workshop。重要的心得與建議如下：

- 一、 多機構的協力合作。參與本次會議聆聽美國災害或緊急應變的處理時，感受到美國重視各機構的協力合作，橫向聯繫包含國土安全部門(及其下的 Emergency Management 部門)，環保部門，警政部門，衛生部門，檢驗部門，各個機構都依其權責分工，縱向聯繫包含聯邦、州政府及郡政府等，一起處理災害或緊急事件。這種多機構協力合作的精神，是值得我們參考的。
 - 二、 生物物質採檢的工作細節。本次議程之一由實際負責採檢工作的人員講授採檢實務。部分採檢細節與目前台灣實務不盡相同，如每採一件檢體即更換手套，避免交叉污染；採檢時置放採檢框，方便事後追蹤採檢的位置；多種採檢情境(如地毯採檢)，使用不同的採檢設備；同一事件，採檢多處位置 (composite sampling)，增加採檢的 sensitivity 等。這些採檢的細節值得參考。
- 社群網站的應用。本次議程之一是社群網站(如 facebook)的應用實例簡介。澳洲昆士蘭警方長期經營 facebook 等社群媒體，在澳洲經歷重大風災時，發揮了重要的功能。社群網站的經營提供精簡、正確的訊息給閱聽大眾，並適度回應大眾的疑慮，可以在重大災難發生時，發揮重要的傳播功能。國內由政府經營社群網站仍不是主流的溝通模式，未來值得參考。

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目的

本次出國目的為學習先進國家緊急事件處理的實務與精神。本署歷年來積極整備防範生物恐怖攻擊，除了裝備練習外，多次進行演習。然國際間恐怖攻擊手法日新月異，本署並無實際生恐應變處置經驗。國際間提供相關實務經驗的訓練或參訪機會難得。因此，本次出國研究，希望達成的目標包含：1. 瞭解生物物質或生恐物質攻擊處置實例；2. 參酌美國對緊急事件處置的應變作為，提供未來本署生物恐怖攻擊事件的整備及應變參考。

Emergency Preparedness & Hazmat Response Conference 是一個美國舉辦的會議，依主辦單位的說明，該會議自 1999 年開始每年舉辦(網路上可查詢得到的是自 2009 年以來的會議資料)，歷年主辦的地點都在馬里蘭州的 Baltimore 或是賓州的 Pittsburgh, 今年首度於賓州的費城舉辦。主辦單位是當地州政府，依網路資料，部分年度的會議主辦單位包含美國的環保部(Environment Protection Agency)。今年的會議是由 Southeastern Pennsylvania Local Emergency Planning Committee (LEPC) 主辦，另由美國的國土安全部(Department of Homeland Security/Office of Infrastructure Protection)合作辦理。

本會議的主要目的，是教育及訓練緊急應變人員，以及建立緊急應變人員間的聯絡網絡(networking)。參加會議的人士，包含美國各地的緊急應變人員，另有少部分的國外報名人員，今年度的與會人員包含來自加拿大，澳洲和一個來自台灣的與會者。歷年參加這個會議者的身分，包含

- 緊急應變人員。
- 消防、急診、執法等的安全人員。
- 聯邦機構的環保、緊急應變或是安全事務人員。
- 業界的環保、健康照護或是安全事務人員
- 州政府的緊急應變成員
- 有害物質應變成員
- 地方緊急應變計畫代表
- 醫院的醫療、安全或環保人員
- 海事人員
- 運輸或是物流業人員
- 電力公司人員
- 大學院校安全或環保人員
- 反恐人員

參與會議的人員非常多樣，因此，大會提供的議程也很多樣。同一個時段，常有數個不同主題的會議議程提供與會者選擇。議程主要分為 Training course 和 workshop。Training course 的時間為一個上午或一個下午，而 workshop 則為 1 個小時又 15 分鐘。Training course 有時除了演講外，也提供與會者情境練習的機會，

而 Workshop 則以演講為主。參與 Training course 需於報名時即指定，但 Workshop 則只需要到會議的議場直接參加即可。大會提供本次會議的議程小冊子，含講師上課內容簡介，但不提供講師上課的詳細資料。

過程

議程

10月26日，星期天

8:00 am-4:00 pm Training course

10月27日，星期一

8:00 am - 2:15 pm Delaware Valley 災防指揮中心參訪

2:15 pm - 4:00 pm 開幕式大會演講

4:00 pm - 6:30 pm (海報)展示廳開放

10月28日，星期二

9:00 am - 3:00 pm (海報)展示廳開放

8:30 am - 9:45 am Workinshop_1

9:45 am - 10:15 am 茶點與交流

10:15 am - 11:30 am Workinshop_2

11:30 am - 1:15 pm 午餐

1:15 pm - 2:30 pm Workinshop_3

2:30 pm - 3:00 pm 茶點與交流

3:00 pm - 4:15 pm Workinshop_4

10月29日，星期三

8:30 am - 4:00 pm Training course

10:15 am - 10:30 am 茶點與交流

10:30 am - 11:45 am Workinshop_5

1:00 pm - 2:15 pm Workinshop_6

2:15 pm - 2:45 pm 茶點與交流

2:45 pm - 4:00 pm Workinshop_7

10月30日，星期四

8:00 am - 11:30 am/noon Training course

會議內容

10月26日 周日

Training course: Risk communication, an indispensable component of comprehensive crisis management

講師: Oliver S. Schmidt, Managing partner, C4CS

內容: 這位講師是來自一家專門進行溝通訓練和危機處理的機構: C4CS。在一個早上的課程中,他首先進行一些風險溝通概念與基本態度的介紹,講師以實例要與會的學員們演練。以下是本訓練課程的大綱:

1. Risk communication fundamental (風險溝通基本概念)
2. Key message (風險溝通的關鍵訊息)
3. Employee meeting (演練: 風險溝通: 以內部會議為例)
4. Community meeting (演練: 風險溝通: 以一般民眾說明會為例)
5. What your need (結論)

在第一部分,講師首先定義風險溝通: 風險訊息與意見交換的互動過程。風險溝通常常牽涉到複雜的議題或科學問題,民眾常常對於溝通者缺乏信任,或者溝通者所代表的機構過往的紀錄讓民眾不信任,民眾對於事實常有錯誤的概念或恐懼,以致於情緒往往超越了理智。在現今時代,以上這些風險溝通常見的樣態,常常在社群網路上發酵,增加風險溝通的困難。

因此,負責風險溝通的人,需要有一些基本的原則: 將利害關係人視為夥伴,傾聽這些利害關係人,和他們坦誠以對(絕對不能欺騙他們),尋找可靠的夥伴一起協力解決,滿足大眾媒體的需求,最後,提供利害關係人未來擬進行的解決辦法。對於風險的處理,需要的是專業的技術,然而,一般民眾(或利害關係人),常常是情緒的,和個人經驗有關的。因此,進行風險溝通時,我們的目的在於提供事實,讓利害關係人有信心,提高利害關係人的覺醒。

在實際的技巧上,進行風險溝通時,提供的資訊要精簡,讓人印象深刻,並且可以引用,講師希望大家提供的資訊中,要包含” sound bites”,也就是能擊中聽眾需求的關鍵主題。在這樣的前提下,提供的關鍵訊息不應超過3則,說明還要能表達同理心,適時搭配肢體語言。另外,為了配合電視或廣播媒體工作特性,這些關鍵訊息最好能在5秒鐘內完成,便於電視或廣播媒體記者剪接。

對於所要溝通的主題,要提供較前瞻性的看法,若主題中仍有一些不確定的因素,

也應該要坦誠地說明。若要比較風險溝通主題與其它過往已知議題的風險程度時，則應小心為之(盡量避免比較)，另外，進行這些風險溝通時，如能準備一些視覺的輔助，如圖，表，相片等，則效果會加倍。

在第三和第四部分中，講師讓與會學員以美國目前最熱門的伊波拉感染症為例，分別以服務機構內出現伊波拉感染症病例及社區出現伊波拉感染症病例，將學員分為聽眾及緊急應變人員兩組，進行實地演練，最後講師進行講評。

心得: 風險溝通並非無往不利的，有時風險溝通會遇到困難的議題，可以適度讓聽眾的情緒得到發洩; 要確認民眾最深層的顧慮是什麼; 溝通時站在民眾的立場，設身處地，比如說發言適時加入「讓我們一起來…」這樣的發語詞，想辦法讓民眾感受到發言者的同理心; 確認發言者在這樣困難的情況下仍能傳遞出所要傳遞的訊息; 提供事實的資料，佐證想要傳遞的訊息; 清楚說明未來的方向和策略，包含進行的時間表等。這次風險溝通的課程，再次提醒風險溝通的重要性，也提供與會學員溝通的準則。

Training course: Hospital decontamination

當日原本有一個全天的醫院清消課程，原本報名且預計參加當天下午的下半部分課程，但該課程最後濃縮於一個上午結束，因此下午並無開課。

10月27日 週一

參訪 Delaware Valley Intelligence Center (DVIC)

上午大會安排的議程之一是參訪位在費城周圍的一個資訊機構: DVIC，心想難得可以參觀美國的情報機構，於是報名本次參訪。這個機構的硬體設施是由一間二次大戰期間的工廠改裝而成，雖然外觀看起來像是一座歷史悠久的工廠，裏面的設施卻是非常現代化。DVIC 的外觀非常低調，但門禁森嚴，大門有警衛看守，隨時上鎖，大門安裝防彈玻璃，訪客進入大門後，一律需登記並換識別證，再經兩道安全門才得進入實際辦公區域，辦公區域一律禁止照相、錄影、錄音，因此，本參訪報告憑記憶所及記錄下來。

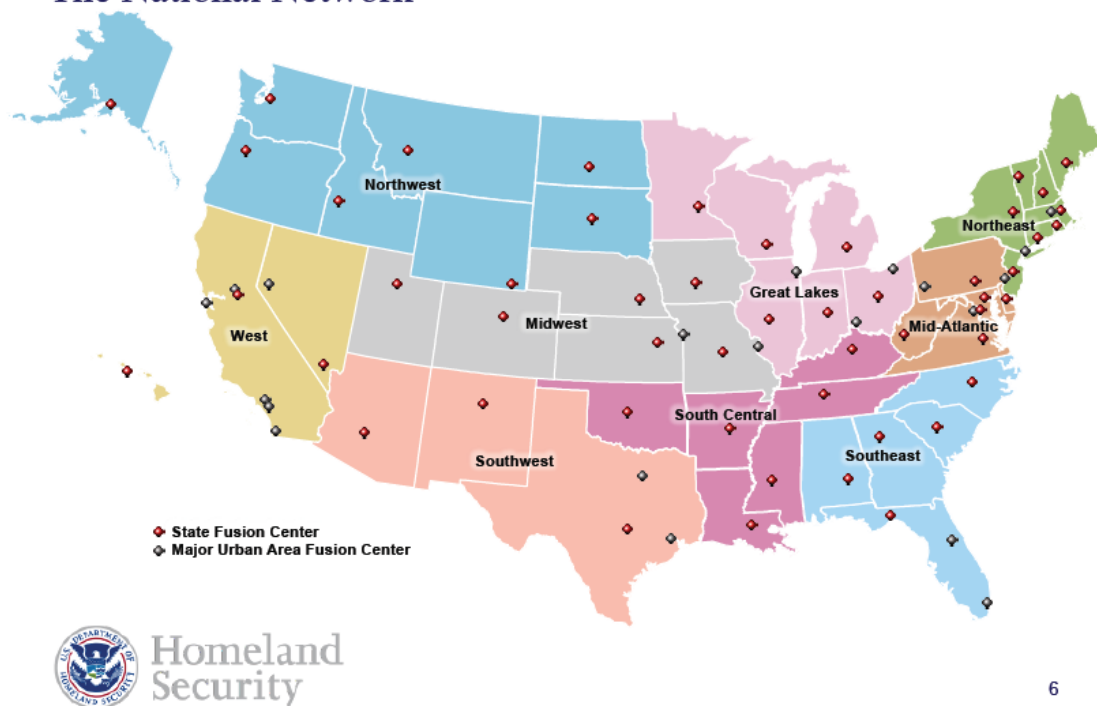
這個這座情報中心是包含兩個部分，一是 Delaware Valley Fusion Center，一是 Emergency Operations Center。今日的參訪重點是其中的 Delaware Valley Fusion Center。

所謂的 Fusion Center 是美國國土安全部成立後，在美國全國各地協助設立的單位。簡報 Fusion Center 的官員以投影機呈現出各地的 Fusion Center 分佈圖，以下是網

路上擷取的分佈圖:

UNCLASSIFIED//FOR OFFICIAL USE ONLY

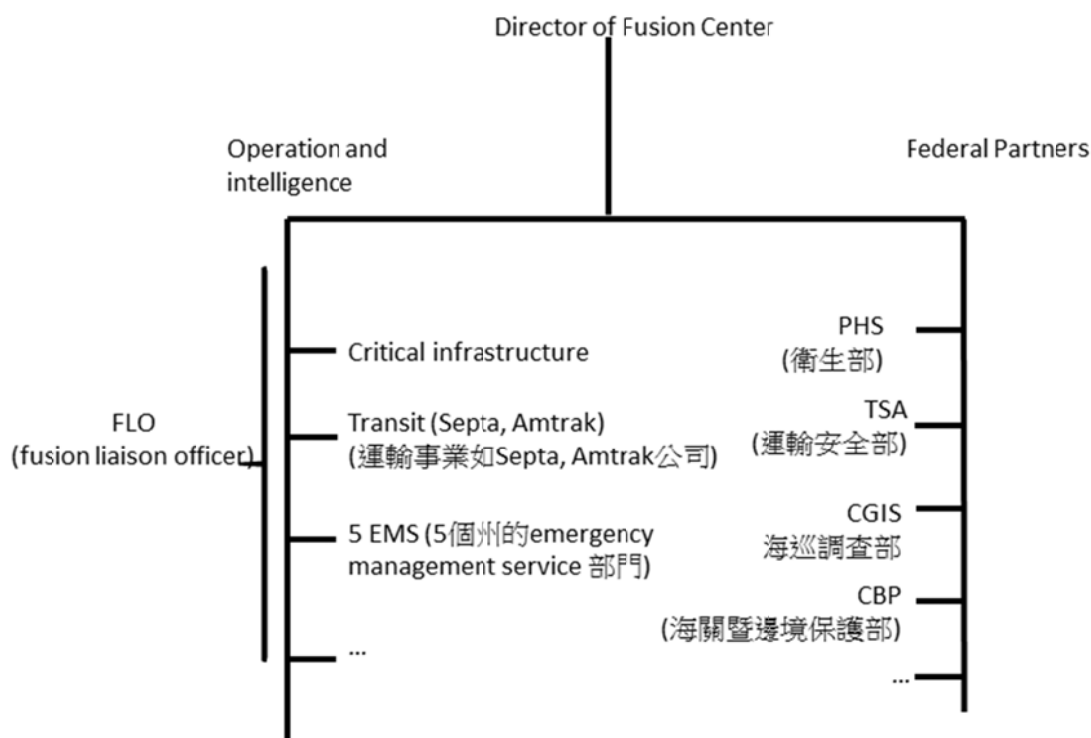
The National Network



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Fusion Center 設立的主管機關是各地的州政府，但 Fusion Center 設立的準則和營運的方向，多是由國土辦公室建立的，Fusion Center 營運所需的人力，部分來自國土安全部，經費則相當一部分來自國土安全辦公室，國土安全部定期對各地的 Fusion Center 進行查核，依據查核結果輔導 Fusion Center 改善，並依據查核結果給予補助。

這個 Fusion center 實際「管轄」的範圍，包含賓州南部、馬里蘭州北部，紐澤西州南部，達拉威州北部，在這些地區的各個政府階層，包含州，地方，部落和領地(state, local, tribal and territorial (SLTT))以及各個私人的機構如運輸業等，進行情資的收集，分析，匯整和分享等工作。他們的情報工作是雙向的，也就是各單位可以向這個 Fusion Center 取得來自國土安全部等的情報，Fusion Center 也向他們收集所需的情報。各部門間的情報整合、收集和發佈，是由該中心 10 數個 Fusion Liaison Officer 負責。整個 Fusion Center 架構的示意圖如下：



這個 Fusion Center 目測實際辦公空間約 200 至 300 坪，其中有 4 分之 1 的空間由國土安全辦公室的人員進駐使用，另外 4 分之 1 的空間由費城警察局使用，費城警察局在這個 Fusion center 設立一個「戰情中心」，其配置類似台灣疾病管制署的疫情中心一般，有很多螢幕連結市區重要的地標和路口的攝影機，隨時監測市中心的一舉一動。這座戰情中心並且隨時都有約 3-5 人輪值，分別負責不同的監測任務。這座 Fusion center 的其它空間，進駐了各個不同的相關機構，如路線涵蓋整個大費城地區的 Amtrak 鐵路公司代表，或是負責整個大費城地區的都會交通路網公司(SEPTA)的代表等。

DVIC 的 Emergency Operation Centers (EOC)功能與台灣的災害防救中心一致，是一個多單位協力的中心，整合各個單位的資訊和資源。EOC 主要的功能是在對某一事件發生時，可以協調，溝通，資源分配，收集、分析、提供相關的資訊。在他們的設計中，EOC 的功能可以是事件處理時的「外部單位」，提供權責單位處理事件所需的資源，也可以是直接在現場指揮處理的單位。在 Delaware Valley Intelligence Center，EOC 的人力和功能在平常時候很少，但在有緊急事件發生時，EOC 可以迅速擴大，依事件的性質，加入所需的成員並發揮實際的功能，常見的加入的單位包含消防，執法人員，醫療人員，或是事件發生時的所屬的權責管轄單位等。所以 EOC 是一個很有彈性的組織。

Fusion Center	EOC*
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定義	Fusion Center 是兩個以上的單位協力的組織，各單位貢獻其資源，專業和情報，以達到對犯罪或是恐怖活動的偵測、預防、調查	EOC 是一個可以在情報和資源上協力合作的中心，組織開設的地點可以移至事件的現場。
目標	主要是對未發生的犯罪和恐怖活動的預防	主要是對已發生的事件的處理和復原
組織	隨時維持常規的人員，持續進行情報的收集和發送。	平時可以保持最低限度的人力和業務，但事件發生時，可以立即調集所需人員。
聯邦政府的角色	Fusion center 是由州政府或地方政府成立，但經費相當部分來自聯邦等各政府階層的支援，特別是國土安全部	主要的人員和經費都由州政府支應，聯邦政府角色很少。

*EOC: emergency operation centers

心得: 參觀美國的 DVIC，瞭解到美國的制度很重視各級政府及單位間的權責分工，彼此扮演不同的功能。在 911 後設立的 fusion center，則除了政府間的分工外，還強調各機構間的整合，達到訊息共享的目的。對美國政府制度上的分工與合作，是最大的心得。

開幕式_Keynote speech: Special event planning: the super bowl

講師:Lenny Bandy, Director of Security Services, National Football League。

內容: 這次大會的 Keynote Speech 邀請到(美國)國家美式足球聯盟安全部門主管:Lenny Bandy 演講(如下圖)，他的演講內容是以 2014 年 1 月底 2 月初在紐約舉行的美式足球聯盟的 Super bowl(超級盃)為例，說明他們的安全工作。Super bowl 安全工作的挑戰很巨大，但 Super bowl 是一個民間單位，無法和一般的政府的安全工作一樣有強大的公權力，民眾來參加 Super bowl 的球賽，也無法像一般進入政府機關的民眾一樣，進行徹底的安全檢查。Super bowl 的主辦單位是民間的單位，但因 Super bowl 的影響層面很廣，舉辦期間的安全計畫是由紐約市的警方擬定，由包含 Super bowl 主辦單位的各個機構協力完成。Super bowl 的安全單位最大的權限是一旦發現疑似的重大安全顧慮，可以停止比賽進行，但不具有民眾疏散的權限(evacuation)，因為 Super bowl 的安全工作具備這麼高的困難度，而 Super bowl 又是美國舉國注目的體育活動，因此，其安全部門和美國各主要的政府安全部門進行密切的合作，包含紐約警察局，紐澤西州警察局，FBI，聯邦緊急處

理部(Federal Emergency Management Agency, FEMA)(目前隸屬國土安全部的機構), 國土安全部, National Infrastructure Coordinating Center 等等十數個聯邦和州政府部門都是合作的對象, 甚至美國的密勤局(United States Secret Service)和國防部(Department of Defense)都和這次的大聯盟進行密切合作。與國防部合作的原因是大會在舉辦期間, 需限制會場上空的飛行器, 因此, 也和美國的空軍司令部有合作關係(North American Aerospace Defense Command)。在反恐部分, 主要是和國土安全部合作。

Super Bowl 舉行期間, 其人員的管理主要是靠識別證, 不同的識別證有不同的出入權限。主要的安全措施包含: 大會的安全部門在會場的周圍設立檢查哨, 參觀民眾需接受檢查, 包含背包檢查等, 大會的安全人員會帶著磁性檢測器(金屬探測器)在會場周圍到處巡視。



10月28日 周二

Workshop_1: Sampling for biological incidents

講師: Leroy Mickelsen, US EPA CBRN consequence management advisory team

內容: 這門 Workshop 是由美國環保部(EPA)的人講授實際採檢的過程。講師先以一個實際發生於 Mississippi 的蓖麻毒素事件為例,說明採檢的過程。某個嫌疑犯寄了一封含蓖麻毒素的信給總統和參議員, FBI 介入調查,追蹤到了在 Mississippi 的一處位置可能藏有蓖麻毒素, EPA 因此介入進行採檢和清消。講師提醒在採檢之前,各方的機構互相討論彼此的權限,掌握彼此的訊息是很重要的。

第二部分,講師說明一般採檢的處理原則。生物事件的採檢牽涉到不同的權責單位,如執法單位,衛生單位和環保單位,彼此間的任務可能會有重疊。因此,一開始彼此間應作好協調。在美國,這類的採檢工作可能由衛生單位或是環保單位完成,端視事件本身的特性,不同情況可能會由不同的單位處理完成,也更強調跨單位間協調的重要性。另外,如果事件是重要的生恐事件,可能由美國聯邦層級處理,但如果是較不嚴重的生物污染事件等,也可能視情況,由州政府層級甚至由郡(county)的層級處理。在生恐事件時,檢體的運送是由警方來負責的。

本次課程,講師講授的採檢細節和疾病管制署現行的生恐事件採檢常規不盡相同,以下列舉講師所說的採檢過程:

1. 在不同的採檢環境使用不同的採檢設備。如在平面的環境,可以使用拭子、海綿或是小鏟子;被採檢物如是固體或是一大塊,可以用鑷子或是剪刀、盒子等採檢器材盛裝;如被採檢物是液體,則可以使用吸管,無菌的杓子等;如果要採檢空氣,則可以使用類似小吸塵器的設備,前端加裝過濾網,濾除可能的微粒。
2. 採檢時,應有至少兩個人一起進行,最好的情況下,應有三人一起進行。其中一人負責紀錄,並當助手。採檢時,每採一個檢體就換一副手套,由助手協助採檢者更換手套。採檢前,可以在採檢位置上放一個正方形或是長方形的方框,在方框內採檢。方框的作用是標記採檢的位置,方便事後對照採檢結果與採檢位置。
3. Composite sampling。在採檢時,疑似的位置不要只採一處,可以多採幾個位置,增加採檢的陽性率。

左圖: 採檢時使用方框標記位置。右圖: 空氣採檢設備



心得: 參與本次講座，可以實地瞭解美國生物或化學物質採檢的實務運作，採檢前的分工嚴密而周到，採檢時，各種不同的環境適用不同的採檢方法，與目前疾病管制署的採檢作業程序相較，美國的採檢過程有值得參考之處。

Workshop_2: Healthcare coalition communications, coordination and exercise management

講師: Mark Ross and Jason Brown, Emergency Preparedness, The hospital & health system association of Pennsylvania

內容: 本次議程原定是由 Frederick Peterson 分享 Emerging diseases-latest concerns from the front lines。但臨時取消，改由原定 10 月 26 日上午的上述題目議程。本次議程討論的議題是南賓州及大費城地區的醫院聯盟，這個聯盟涵蓋的人口達 420 萬人，包含大費城地區和 5 個郡(counties)，原有 48 個急性醫院，12 個外傷中心，44 個專科醫院，4 個郡的衛生局(public health departments)，一個州立的衛生中心。各醫院間原本的立場應是競爭的關係，只有很少的 communication 和 coordination，透過聯盟成立，強化彼此的合作關係。該聯盟成立的目的是 1. 增進彼此的瞭解與信任。2. 分享與協力災難應變計畫。3. 建立互相支援的協定。4. 增加溝通。聯盟成立後，聯繫人會定期發佈工作報告，讓聯明內的醫院可以

互相瞭解聯盟合作情況。這些報告以電子形式發佈，聯盟成員除了接受這些報告外，還定期見面開會。講師最後並以伊波拉病毒感染症疫情為例，聯盟的聯繫人統一向CDC詢問醫療人員防護工作，並一起建立伊波拉病毒感染症的防疫策略，一旦聯盟的醫院收治伊波拉病患，將由聯盟的發言人統一發言。

最後，講師的結論是 1. 如果可能，在災害來臨前建立醫院間的溝通管道; 2. 建立醫院聯盟後，要設立並維持一定的活動排程(如定期以電子郵件提出報告等)，這樣的活動排程目的之一是維持彼此協力的步驟，但活動排程在事件來臨時，可以進行變更; 3. 聯盟緊密的程度不宜過多或過少，適度最好。

心得: 美國醫院間的關係較台灣的鬆散，可能因為健保制度或國情的關係，美國醫院的自主性遠高於台灣，在災難來臨時，個別的醫院可能因此而受到更嚴重的損害，因此，設立這樣的聯盟有助於美國醫院間的整體利益。同樣的情況亦適用於台灣，台灣醫院間的聯盟並不罕見，一方面台灣有不少的大型「連鎖」醫療體系，如公立的署立醫院群，大學附設醫院群，大型私人企業的醫院群或是宗教團體的醫院群，榮民醫院群等; 另一方面，不少的中小型醫院也常和大醫院聯盟，以獲得醫療資源的支持。但這些醫院集團或聯盟間較少以災害防救或是緊急事故為重心，這是未來可以參考的部分。

Workshop_3: Top 10 most common mistakes made during a crisis

講師: Mark Norton, Director of Continuity Planning, Agility Recovery

內容: 講師以企業或機構營運的觀點，列出 10 個常見的緊急事件或災難事件處理的 10 個錯誤:

1. Reliance on single point of failure: 遇到災難時，困難常不止一端。如電力中止，交通中斷等，多種重要的議題會同時暴發。
2. Failure properly inform and prepare employee: 員工在災難來臨前，常常還沒有足夠的訓練，處理的知識和能力不足，如對計畫本身的認識不足，無法在家工作，員工對於危機來臨時，無法承擔額外的任務，運輸的問題或是員工家庭安置的問題等。
3. Too much focus on IT recovery only: 過度重視資訊系統的復原，其實企業持續營運的前提不是只在於完整的資訊系統能力。
4. Failure to test your plan: 有了完整的計畫，還需要在危機來臨前，實際測試過計畫的可行性。如測試資料復原的能力，測試危機通知的能力，測試員工對於危機處理計畫熟稔的程度等
5. Failure to anticipate costs of recovery: 誤判復原所需的經費。災害復原所需的經費是可觀的，包含在災害期間疏散再復原所需的費用，重新建立業務網絡的費用，辦公室或機構常規使用物品的費用，或是重要資料的救援或復原，都需要很高的費用。
6. Failure to properly and/or sufficiently insure: 在災害未來臨前，機構的保險金額

不足。這些不足額的保險，災害來臨時，可能面臨的重大損失包含實體財產的損失，停工期間的營運費用，營業額的下降，額外的開銷等，如果在災害來臨前就有足額的保險，這些重大的損失將不致於拖垮機構的營運。

7. Over-reliance on 3rd party information: 過度依賴第三方。這類的依賴包含電力等的回復，財務或是其它物質的支援等。
8. Failure to properly analyze supply chain disruption: 無法適度分析供應鏈的崩解，這些崩解包含第三方的資訊系統支援，供應商的支援，金融系統的支援，物流系統的支援等。
9. Failure to properly assess impact to customer base: 無法恰當地評估(災害)對顧客基礎的影響。如在災害後，無意維持原有的顧客基礎，或是無法持續維持原有的顧客基礎，這些都會影響到原有的顧客基礎。
10. Failure to properly manage restoration of operation: 無法適當地處理營運的回復。講師建議應該要照著擬定的計畫執行，可能會遇到的困難包含顧客大量流失，或是機構的營運已經回復了，但是供應鏈還未回復，導致整體功能無法回復等。

持續營運可能會犯上述的錯誤，因此，講師建議以下 10 個步驟以作好機構的持續營運:

1. Assess your risk-both internally and externally: 評估機構的風險: 包含機構內的風險和機構外的風險。
2. Identify your critical business functions: 確認機構的核心功能。
3. Research your insurance coverage: 研究機構的保險是否足夠。
4. Review your supply chain: 回顧自己機構的供應鏈
5. Create a communication plan: 建構機構的溝通機制
6. Create a crisis management plan: 創建危機處理計畫
7. Back up your data: 重要資料備分
8. Assessable an emergency kit: 彙整危機處理的快速包
9. Plan for an alternate location: 安排另一個營運位址
10. Test your plan: 測試計畫的可行性

心得: 本 workshop 探討持續營運的常犯的錯誤，探討的方式偏向由機構的角度出發。持續營運是大危機來臨時，社會和機構都需面臨的挑戰。本次課程對未來社會及機構的持續營運計畫，提供值得參考的建議。

Workshop_4: Key factors in effective continuity of operations

講師: Michael Sharon, Federal preparedness coordinator, FEMA Region III

內容: 本次演講的講師來自於美國素負盛名的 Federal Emergency Management Agency (FEMA)，講師說明 National Continuity Policy(NCP)對國家的重要性。在美國，NCP 的執行是依照 National Continuity Policy Implementation Plan (NCPIP)進行

的，目的在對於無法預測的威脅，如地震，意外，恐怖攻擊事件等發生後，重要的聯邦機構能夠持續營運。講師強調持續營運不是全有或全無，不是單純只是辦公場所搬遷的議題，重要的持續營運計畫包含 10 個元素: essential functions (確認並持續該機構最核心的業務)，Order of succession (應事先規畫當機構的重要人物無法履行職務時的繼任人選)，Delegations of authority (應事先規畫危機發生時，危機處理者授權的範圍)，Continuity facilities (危機發生時，機構仍有其它的處所或設備進行持續營運)，Continuity communications (危機發生時，能持續保持溝通的管道，如媒體等)，Vital records (危機發生時，重要的資料能保存下來，以維持機構及個人的法定及財務活動)，Human capital (要維持足夠的人力資產，以持續營運該機構。危機發生時，通常只能保有較少的人力執行關鍵的任務)，Tests, training, and exercises (TT&E) (危機發生前，計畫應持續測試，訓練，與演習)，Devolution (規畫在危機發生時，機構的權責可以順利轉移給其它機構承擔)，Reconstitution (當危機緩解時，復原原本機構的權責)。

講師也提出面對危機處理，有四個時期: readiness and preparedness (整備期)，activation and relocation (啟動應變計畫)，continuity operation (持續營運)，reconstitution (復原)。最後，講師以美國發生在 2005 年的 Katrina 颶風和 2012 年的 Sandy 颶風，說明緊急事件應變的持續營運與教訓。

心得: 持續營運是政府面對緊急應變的核心任務之一，講師以聯邦政府的角度，說明緊急事件中，持續營運的法源依據，重點及實例，對我們規畫未來持續營運的計畫，有相當的參考價值。

10 月 29 日 週三

Breakfast/General session: 1. West Virginia chemical spill; 2. Improving

chemical facility safety and security

講師:

1. Melissa Linden, USEPA
2. Scott Breor, USDHS, Infrastructure Security Compliance Div.; Thomas Carle, OSHA-Region III; Nitin Natarajan, USEPA Office of Solid Waste and Emergency Response

這場演講是由大會提供早餐，聽眾一邊早餐一邊與會聽講。講題有兩個，一是以 2014 年 1 月發生在 West Virginia 的一起化學物質污染河水的事件。污染的化學物質是 methylcyclohexanemethanol (MCHM)，這是一種除污劑，用於採煤業等。在 2014 年 1 月 9 日，一家叫作 Free Industry 的公司中有一 MCHM 儲存槽破裂，其內

的MCHM共有約7500加崙流至附近的Elk 河，Elk 河的下游是飲用水的進水口，事件發生後，共 300,000 居民沒有飲用水可用。講師說明此事件的緊急處理程序。接著報告的例子是發生在 2013 年的一起大爆炸案，2013 年 4 月 17 日，在德州的一家肥料工廠不明原因發生大爆炸，共有 15 人死亡，超過 160 人受傷，150 棟以上的建築物因此受損。後續的調查發現爆炸的起因可能是工廠內的 Ammonium nitrate 爆炸所致。

心得: 上午的早餐會議型式是國內研討會較少出現的會議型式。未來國內舉辦研討會，經費許可的情況下，可以考慮採用。會議的主題是緊急事件的處理，但本次會議的兩起緊急事件，型態與疾病管制署的傳染病防疫領域不同，雖然事件處理過程較無可參採之處，但過程中各單位的合作與協力，令人印象深刻。

Workshop_5: Protective security advisors-securing the nation's critical

infrastructure-one community at a time

講師: John Guest, Regional director for the mid Atlantic area

內容: 在這個講座中，John Guest 擔任 Moderator 的角色，另邀請 9 名講者，這 9 名講者都是 US Department of Homeland Security 中的 Office of Infrastructure Protection 的 security advisors，各地區的 security advisor 依 National critical infrastructure prioritization program 計畫的內容，負責分析處理該地區重要的 infrastructure。這幾個講者負責的區域都是 region III(美國紐約以南的東北部區域)，包含 Philadelphia, Harrisburg, Pittsburgh, Delaware, Maryland, National capital region, Richmond, Norfolk, 和 West Virginia。每位講者約用 10 分鐘說明負責區域的人文及地理特性，Critical infrastructure and key resources (CIKR)，如核電廠，重要橋樑，重要能源或水源的輸送管路，及 Incidence response 的計畫，如緊急應變的機制和曾發生事件的處理過程等。

心得: 美國經歷 911 恐怖攻擊事件後，成立國土安全辦公室，強化美國國土內重要建設的保護，這個講座的內容，介紹 security advisors 對境內 CIKR 的掌握和應變。來參加本次會議的路程中，經過美國的機場，公共運輸交通工作(火車等)，及火車站等，在這些 CIKR 設施都可以看到美國對防範恐怖攻擊的著力。如費城火車站內的大廳隨時都有 10 名左右的警察及軍人巡邏，遇見形跡可疑的旅客，也常會攔截並詢問。在機場的安檢則非常嚴格，除了行李的檢查外，人員都要經過 X 光全身篩檢。這些嚴密的檢查目的是為了防範攻擊事件，只是旅客的權益也難保不受影響。如筆者在費城火車站查詢網路資料時，當地警察見我一個外國人在他們的車站逗留，過來盤查，語氣不友善，又如行李在經過美國海關時，在未通知的情況下，可能因為遭強行撬開檢查，行李箱鎖頭及其內的物品皆損壞了，

國家安全及人民權益的平衡，是一個困難的議題。

Workshop_6: The disaster of mass evacuation

講師: Brock Long, Exec. vice pres., Hagerty Consulting

內容: 講座一開始，講師自我介紹他的豐富經歷，他曾實際處理各種災害應變，曾任 Alabama Emergency Management Agency 的 director，是一個經驗豐富的講師。大災害來臨時(如水災等)，可能會啟動撤離，讓居民遷至安全的避難所。但撤離不是萬靈丹，甚至反而造成另一波災難。大撤離時，他舉例如果所有的人都用私人交通工具，交通幹道的擁擠將會嚴重影響撤離工作。大撤離時，常見的迷思是撤離的權責單位不明;撤離時，為避免交通阻塞，開放逆向車道是直覺的想法，但可能不可行; 撤離時，老年人的撤離工作是很困難的，醫院等機構的撤離工作也會很困難; 撤離的距離越長，遇到的問題越多; 撤離時，居民可能陽奉陰違; 社經地位高者，撤離後的避難所較不是問題; 訊息溝通在撤離時很重要; 撤離的路徑遇到交叉路口容易阻塞，影響撤離工作進行; 應提供多種不同的撤離交通工具選項; 外地旅客遇到撤離是最棘手的問題等。因此，主政者對撤離命令的啟動和執行，應謹慎為之。

心得: 台灣的地理位置也很容易受到颱風襲擊。經過歷年的經驗累積，特別是 2009 年莫拉克風災重創後，每逢重大風災來臨前，消防單位都會對災害高風險區域進行預防性撤離，撤離的位置常是附近的廟宇或是活動中心。疾病管制署每逢重大風災來臨時，亦會提供民眾所需的消毒用品，有時亦會前往這些災區探訪，預防災後傳染病發生。所以台灣的各級政府已有撤離的實務經驗。台灣的撤離工作很少是大規模的撤離，也很少因為撤離工作造成大規模的交通阻塞。但反思我們曾參與的撤離工作，也有該講座所描述的部分問題，如撤離的避難所大多很克難，高社經地位者也許不受影響，但普羅大眾撤離期間的生活機能大受影響; 台灣民眾面對消防單位的撤離要求陽奉陰違，也是所在多有。

Workshop_7: Use of social media in crisis/natural disasters

講師: Ken Bemis, Police officer, Queensland police service, Australia

內容: 這次的講座由一位澳洲昆士蘭警察局的一位警官講授。澳洲沒有 emergency management 的專責機構，緊急事件由警方負責處理。這位警官的工作之一是媒體與群眾溝通，他以曾經發生的 Brisbane 水災和 Yasi 大風災為例，說明 social media 在其間發揮了很大的功能，適時提供水災災情資料及撤離等防災措施，水災期間，昆士蘭的網路還是大體暢通，電力也大體能供應，因此，social media 傳播訊息的功能，並未因為天災而受到大幅影響。在這些天災期間，該 facebook 收到前所未

有，極高的按「讚」數。

昆士蘭的 social media 是由昆士蘭警察局的媒體部門負責。共有 5 個專責的人力負責 social media，包含 Facebook 和 Twitter 等媒體，24 小時輪班，全年無休，監測網路上對緊急應變或其它警察部門相關的輿論，適時提供政府的資訊給 social media 的閱聽大眾，並回覆閱聽大眾的質疑。這些質疑的回覆和資訊的供給，負責單位是警察局的媒體部門，每則訊息自決定發佈於 social media 到媒體部門核決為止，約 1 小時的時間，因此可以掌握時效性，即時回覆。

這位 Bemi 警官說明他們經營 Social media 能成功的最大要素警察局及長官們的支。經營 social media 帶來的好處包含: 1. 得以迅速散佈大量的資訊。2. 在主流媒體(如電視)無法滲透的族群，social media 可以補其不足。3. 在災難現場，可以立刻得到災民的回饋。4. 主流媒體(如報社)也可以參考其上發佈的資料，再轉發給主流媒體的讀者。他認為昆士蘭警察局的 social media 滿足了民眾對「可靠資訊」和「適時回饋」的需求，因為群眾在災難來臨時，需要可靠而常規的資訊來源，他建議學員所屬的機構可以聘請 social media 的專家加入，如果學員的單位還未經營 social media，可以考慮設立此一媒體管道，特別是 social media 大都是免費的。講師也說明經營社群網站不宜提供過多複雜的資訊。

心得: 這位澳洲來的警官以昆士蘭警察局的例子，說明 social media 在政府機構可以發揮的角色，令人印象深刻。國內的政府機構較少以 social media 作為和民眾溝通的橋樑，這可能是未來可以考慮的方式之一。

10 月 30 日 週四

Training course: Protecting your people, property, productivity & your

posterior

講師: Bo Mitchell, 911 consulting

內容: 這位講師以機構的角度，說明緊急應變整備的重要性，他以長期輔導各機構進行緊急應變的經驗，說明機構緊急應變常見的不足。30-80%的美國企業都說他們有緊急應變的計畫，然而這些計畫常常是不足或是不可行的, under planned, under trained, under exercised, under drilled 都是常見的問題。企業還常見一個迷思是一旦出現緊急事件，只要打 911 就可以了，殊不知 fire officer 在美國，人員數量逐漸下降，預算亦逐漸緊縮，是否真能在第一時間馳援大有疑問。緊急事件發生時，機構應該靠自己(You are on your own)，因此應該常常更新計畫，也常常依計畫演習。應變計畫不止是對天災或傳染病，很多機構最常見的緊急事件是暴力事

件，依照以往的調查資料，單身男性是最常見會犯暴力罪的族群，70%的暴力事件發生在工作場合。然而依照統計資料，幾乎所有的暴力事件由發生到結束在 8 分鐘內，這麼短的時間不夠 911 等人員抵達現場，更說明了機構自己進行緊急事件處理的重要性。

心得: 講師以機構的角度說明緊急應變，提供我們不同的視野和思考。企業持續營運或危機管理在台灣的企業間並未提到應有的重視，未來值得我們在行政工作上思考如何讓各機構(政府部門和非政府私人企業等)都能投注更多的資源。

心得與建議

三、 多機構的協力合作。參與本次會議聆聽美國災害或緊急應變的處理時，感受到美國重視各機構的協力合作，橫向聯繫包含國土安全部門(及其下的 Emergency Management 部門)，環保部門，警政部門，衛生部門，檢驗部門，各個機構都依其權責分工，縱向聯繫包含聯邦、州政府及郡政府等，一起處理災害或緊急事件。這種多機構協力合作的精神，是值得我們參考的。

四、 生物物質採檢的工作細節。本次議程之一由實際負責採檢工作的人員講授採檢實務。部分採檢細節與目前台灣實務不盡相同，如每採一件檢體即更換手套，避免交叉污染；採檢時置放採檢框，方便事後追蹤採檢的位置；多種採檢情境(如地毯採檢)，使用不同的採檢設備；同一事件，採檢多處位置 (composite sampling)，增加採檢的 sensitivity 等。這些採檢的細節值得參考。

五、 社群網站的應用。本次議程之一是社群網站(如 facebook)的應用實例簡介。澳洲昆士蘭警方長期經營 facebook 等社群媒體，在澳洲經歷重大風災時，發揮了重要的功能。社群網站的經營提供精簡、正確的訊息給閱聽大眾，並適度回應大眾的疑慮，可以在重大災難發生時，發揮重要的傳播功能。國內由政府經營社群網站仍不是主流的溝通模式，未來值得參考。

2014 Emergency Preparedness & Hazmat Response Conference

Sponsored by
Southeastern Pennsylvania LEPCs in partnership with
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George Giles

City of Wilmington Office of Emergency Management/LEPC

Jacob Morente

New Castle County LEPC

Thanks to the many Federal and local agencies and industry partners who participated in the agenda planning and in providing speakers and training for the 2014 Conference.

CONFERENCE SCHEDULE AT A GLANCE

SUNDAY, OCTOBER 26		
7 am - 6 pm	Registration Desk open	Grand Foyer
8 am - 4 pm	Training Programs	See schedule
10 am - 10:30 am	Refreshment Break	Grand Foyer
2 pm - 3 pm	Refreshment Break	Grand Foyer
MONDAY, OCTOBER 27		
7 am - 6:30 pm	Registration Desk open	Grand Foyer
8 am - 4 pm	Training Programs & Off-Site Visit	See schedule
9 am - 3 pm	Exhibitor Move-in	Convention Center, Pennsylvania Room
10 am - 10:30 am	Refreshment Break	Grand Foyer
2:15 pm – 4:00 pm	Opening General Session	Convention Center, Delaware Room
4 pm - 6:30 pm	Opening Reception & Exhibits	Convention Center, Pennsylvania Room
TUESDAY, OCTOBER 28		
7:30 am - 4:30 pm	Registration Desk open	76 Foyer
9 am - 3 pm	Exhibit Hall Open	Convention Center, Pennsylvania Room
8:30 am – 4:15 pm	Training Programs	See schedule
8:30 am - 9:45 am	Workshop Session 1	See schedule
9:45 - 10:15 am	Refreshment Break in Exhibit Hall	Convention Center, Pennsylvania Room
10:15 - 11:30 am	Workshop Session 2	See schedule
11:30 - 1:15 pm	Walk-Around Lunch & Learn	Convention Center, Pennsylvania Room
1:15 pm - 2:30 pm	Workshop Session 3	See schedule
2:30 pm - 3 pm	Refreshment Break in Exhibit Hall	Convention Center, Pennsylvania Room
3:00 pm - 4:15 pm	Workshop Session 4	See schedule
7 pm - 11 pm	Networking Event Sponsored by CSX at King Of Prussia Volunteer Fire Dept Hall	Bus leaves from Radisson lobby entrance; continuous loop from 7 to 11 pm
WEDNESDAY, OCTOBER 29		
7 am - 4:30 pm	Registration Desk open	76 Foyer
8 am – 10:15 am	General Session/Breakfast	Grand Ballroom
8:30 am – 4 pm	Training Programs	See schedule
10:30 - 11:45 am	Workshop Session 5	See schedule
1:00 – 2:15 pm	Workshop Session 6	See schedule
2:15 - 2:45 pm	Break	Independence Foyer
2:45 – 4:00 pm	Workshop Session 7	See schedule
THURSDAY, OCTOBER 30		
8 am - noon	Registration Desk open	76 Foyer
8:30 – 11:30/noon	Training Programs	See schedule
9:30 am - 10 am	Refreshment Break	Independence Foyer

TRAINING PROGRAMS SCHEDULE

PROGRAM	INSTRUCTOR	SCHEDULE	LOCATION
Hazmat Safety Officer	John Clawson, Delaware State Fire School	Sun: 8 am – 4 pm Mon: 8 am – 4 pm	Valley Forge Park Ballroom
Risk Communication	Oliver Schmidt, C4Cs ^(R)	Sun: 8 am – noon	GS-1
Hospital Decontamination	Joe Leonetti, St. Francis Hospital	Sun: 8 am – 4 pm	GS-2
Advanced Radiation Instrumentation	Tom O'Connell, DOE TEPP	Sun: 8 am – noon	North Ballroom
Radiological Incidents and Accidents	Tom O'Connell, DOE TEPP	Sun: 1:30 pm - 4 pm	North Ballroom
LEPC Best Practices	Facilitated by Steve Wittmer; Jacob Morente; Steve Wilharm; Steve Michelone; Paul McCarter; CP Hsia; Ed Doyle	Sun: 1:30 pm – 4 pm	GS-1
Principles of Chemical Emergency Preparedness	Rich Fetzer, Raj Sharma, Francesca DiCosmo, US EPA	Mon-Wed: 8am - 4pm Thurs: 8 - 11:30 am	GS-5
Social Media In Emergency Management & Disaster Response	Peter Herrick, FEMA Reg III	Mon: 8 am – noon	GS-1
Glowing Booms--Response to Nuclear Weapons and Dirty Bombs	Eric Gaull, Applied Research Assoc Jeffrey Williams DoD	Mon: 8 am – noon	GS-2
Designing Effective Training and Exercises	Brian Bennett, EHS Excellence Consulting	Mon: 8 am – noon	North Ballroom
Healthcare Coalition Communications, Coordination and Exercise Management	Mark Ross and Jason Brown, The Hospital & Healthsystem Association of Pennsylvania	Mon: 8 am – noon	South Ballroom
IED Search Procedures	US DHS	Tues: 8:30 am - 4:15 pm	GS-1
Transporting Crude Oil (Tabletop Exercise)	Michael Austin, CSX Transportation	Tues: 1:15 pm - 4:15 pm	Valley Forge Park Ballroom
Active Shooter Preparedness	Bill Ryan, DHS; Joe Metzinger, FBI; Joe Rovnan, Phila PD; Jim Birch, Liberty Property Trust; Mark Ross, Hospital and Healthsystem Assoc of PA	Thurs: 8 - 11:30 am	Hancock
Pipeline Emergency Awareness	PPL Interstate Energy Company Transco Williams	Thurs: 8 - 11:30 am	Franklin
Strategic Overview of Disaster Management for Water Utilities	Stanley States & Rick Hinkle, TEEEX	Thurs: 8 am - noon	Adams
Protecting Your People, Property, Productivity & Your Posterior In Emergency Response, Great Plans are a Smart Thing. Training is Everything!	Bo Mitchell, 911 Consulting	Thurs: 8 - 11:30 am	Ross

SCHEDULE - SUNDAY

HAZMAT SAFETY OFFICER (Pro Board Certification) (Valley Forge Park Ballroom) John Clawson, Instructor, Delaware State Fire School

This course provides students with the necessary skills, knowledge and tools to perform the Hazardous Materials Safety Officer functions within the incident command system at a Hazardous Materials/WMD incident. As the Hazardous Materials Safety Officer, you will assist the Incident Commander with the task of analyzing the safety of the scene, evaluating hazards and response information, assisting in planning a safe response, ensuring the implementation of a safe response, evaluating those objectives and making changes when needed, and bringing the incident to a proper termination. The class involves tabletop exercises, including a possible large-scale incident. This class meets the requirements of the NFPA's standard for Hazmat Branch Safety Officer. The course covers the competencies of NFPA 472-2012, Chapter 11 for Hazardous Materials Safety Officers.

CLASS SCHEDULE: Sunday, 8 am to 4 pm, and Monday, 8 am to 4 pm

RISK COMMUNICATION: An Indispensable Component of (GS-1) Comprehensive Crisis Management Oliver S. Schmidt - Managing Partner, C4CS®

During the course of a regular day, most people talk about risks at home and at work. But how do you best communicate about risks in connection with the response to a crisis, for instance an accidental chemical release or a hurricane? Effective risk communication can save lives and plays a critical role in protecting and even enhancing organizational reputation and the bottom line. We achieve these goals by bridging perception gaps through effectively communicating risk information that increases understanding and trust among stakeholders. This workshop will introduce the development and delivery of risk messages that keep risk in perspective and enable the desired stakeholder action. Group exercises and mock media interviews will be used to enhance participant learning and skills building.

CLASS SCHEDULE: Sunday, 8 am to noon

HOSPITAL DECONTAMINATION (GS-2) Joe Leonetti Sr. Director of Support Operations, St. Francis Hospital

Students will review the Incident Command System and how it relates to the decontamination process. Students will become familiar with, and learn how to properly use, Personal Protective Equipment typically used by hospitals. Hospital Decontamination procedures and guidelines will be reviewed so that all students can safely operate in the Control Zones. This class also includes hands-on training with donning PPE and decontamination of patients.

CLASS SCHEDULE: Sunday, 8 am to 4 pm

ADVANCED RADIATION INSTRUMENTATION (*North Ballroom*)
Tom O'Connell, DOE TEPP

This session will take an in-depth look at the capabilities and limitations of common radiological instrumentation. Participants will gain an understanding of the importance of radiation energy on detector response and the fundamental issues important to proper selection, operation, and use of all radiation survey meters.

CLASS SCHEDULE: Sunday, 8 am to noon

INCIDENTS AND ACCIDENTS (*North Ballroom*)
Tom O'Connell, DOE TEPP

The session will review actual incidents and accidents involving radioactive material that have occurred domestically and abroad. Through an interactive environment, participants will learn how they can recognize, detect, and protect themselves and their community from potential radiological hazards.

CLASS SCHEDULE: Sunday, 1:30 to 4 pm

LEPC BEST PRACTICES (*GS-1*)

Facilitator: Steve Wittmer, Montgomery Co LEPC Chair

Speakers: Jacob Morente, New Castle Co. LEPC; Steve Wilharm, Allegheny Co. LEPC; Steve Michelone, PEMA; Paul McCarter, TAIT Environmental; CP Hsia, Baltimore LEPC; Ed Doyle, Delaware Co. LEPC

How do you attract and retain LEPC members? How can you ensure your LEPC meetings are effective and informative? What types of activities are LEPCs involved in? This session will include several presentations addressing these questions and more. You'll hear a broad range of ideas on activities including facility assessment and commodity flow studies. There will also be time for discussion so bring your ideas and questions.

CLASS SCHEDULE: Sunday, 1:30 to 4 pm

10:00 - 10:30 am Refreshment Break in Grand Foyer
2:00 - 3:00 pm Refreshment Break in Grand Foyer

Lunch on Own

SCHEDULE - MONDAY

HAZMAT SAFETY OFFICER (Pro Board Certification) (Valley Forge Park Ballroom)

Class continued from Sunday (see description above)

CLASS SCHEDULE: Monday, 8 am to 4 pm

PRINCIPLES OF CHEMICAL EMERGENCY PREPAREDNESS (GS-5)

Rich Fetzer, Raj Sharma, Francesca DiCosmo, US EPA

This 3-1/2 day training program focuses on the fundamental concepts for developing and implementing Community and Facility Chemical Emergency Response Plans. The course allows participants to understand how chemical emergency preparedness and emergency response plans are applicable to their own situation, either as a community emergency planner or facility emergency planner. The course is designed for all levels of public and private staff. Topics covered include: fundamental chemical emergency preparedness principles, understanding the safety continuum, organizing planning groups, the planning process, preparing/testing and evaluating the chemical emergency response plan including a table-top exercise, risk communication, and responding to large incidents.

**CLASS SCHEDULE: Monday, Tuesday and Wednesday (8 am to 4 pm);
Thursday (8 am to 11:30 am)**

SOCIAL MEDIA IN EMERGENCY MANAGEMENT AND DISASTER RESPONSE (GS-1)

Peter Herrick, External Affairs Specialist, FEMA Region III

This course will provide participants with the knowledge and skills of social media and its uses, as well as the current tools, methods, and models to properly make use of social media for crisis communication throughout the disaster cycle (preparedness, response, and recovery). This presentation will cover skills such as effective messaging, social media monitoring, and building a social media strategy in addition to discussion best practices and various resources to use social media effectively. This course will include content for the beginning social media user and the experienced user looking to better their skills.

CLASS SCHEDULE: Monday, 8 am to noon

GLOWING BOOMS--RESPONSE TO NUCLEAR WEAPONS AND DIRTY BOMBS (GS-2)

Response and Emergency Management Following an Improvised Nuclear Device Detonation

**Eric Gaull, Director, Public Safety & Emergency Management Programs
Applied Research Associates**

TV and movie portrayals of life following a terrorist detonation of a nuclear weapon are not a good basis for planning. This presentation is based on the best science available about what conditions would be like and what responders and emergency managers need to know to protect themselves and others following such an event. This presentation discusses what responders and emergency managers need to know in order to plan for and respond to the detonation of a 10 kT improvised nuclear device (DHS National Planning Scenario #1). The presentation reviews the principles of ionizing radiation and discusses what measures responders need to take to protect themselves and the public. The presentation describes the likely consequences of an IND detonation, so that responders and agencies can better prepare to carry out their mission "right of boom." Information about the specific health and medical effects following an IND detonation is presented, as is pre-

hospital care of exposed persons. Additionally, the presentation discusses the expected effects on critical infrastructure and supply chains, as well as emergency public communications following such an incident.

Dirty Bombs: Clearing Up the Confusion
Jeffrey Williams, DoD

Many people associate radiation only with fallout from mushroom clouds and the devastation from a nuclear weapon detonation. There is another possible source for a terrorist to unleash a radiological release. That source is a dirty bomb, or radiation dispersal device (RDD). Many news stories warn about the threat of a dirty bomb, but seldom are they discussed in any substantial, accurate detail. This presentation will dispel most of the myths and fears about these possible events, and provide the first responder with the knowledge to effectively understand and handle a RDD event. The presentation will focus on: * what a dirty bomb is....and what it isn't* the consequences of a dirty bomb detonation* the hazards in responding to an event* the medical issues for both the victims and the responders* the collateral public response to a dirty bomb

CLASS SCHEDULE: Monday, 8 am to noon

DESIGNING EFFECTIVE SCENARIO-BASED TRAINING & EXERCISES (North Ballroom)
Brian Bennett, Ph.D., CSP EHS Excellence Consulting; Chief, Iselin NJ FD

You have been tasked with developing this year's emergency response exercise. It could be a small exercise conducted within a single facility, or the "big one" with participation from multiple Federal, state and local agencies and the private sector. It doesn't matter if the scenario is the traditional fire or Hazmat incident or a security/counter-terrorism incident. Are you up to the challenge? This workshop will provide the latest information from DHS on exercise development and evaluation. Topics covered include: assembly of the exercise team; developing the scenario; planning and conducting the exercise; evaluating and critiquing the exercise; and, exercise follow-up. Examples of the two major exercise types—discussion based and operational—will be provided.

CLASS SCHEDULE: Monday, 8 am to noon

HEALTHCARE COALITION COMMUNICATIONS, COORDINATION (South Ballroom)
AND EXERCISE MANAGEMENT
Mark Ross and Jason Brown, Emergency Preparedness
The Hospital & Healthsystem Association of Pennsylvania

This presentation will provide information about current methods and approaches to routine coalition communications as well as a multi-tier approach to coalition coordination and communications during incidents and events. Exercise management and coordination using the same multi-tier approach used for event coordination will be highlighted as a method of reinforcement and skill refinement.

CLASS SCHEDULE: Monday, 8 am to noon

Monday, 9:00 am - 1:45 pm, Off-Site Visit to the Delaware Valley Intelligence Center & Lunch at the Reading Terminal Market (advance sign-up at Registration Desk required)

The Delaware Valley Intelligence Center is an all-threats/all-crimes/all-hazards regional fusion center established in August 2011. The Center develops actionable intelligence on immediate and emerging threats and shares it with first responders, private sector, emergency management, critical infrastructure, and federal, state, local and tribal partners in a timely manner. The visit will include a briefing, tour and opportunity for questions. After the fusion center tour, the bus will take attendees to Philadelphia's historic Reading Terminal Market for lunch on your own. The market is in walking distance to many historic attractions including the Liberty Bell, Independence Hall, and the National Constitution Center. The shuttle will leave from the Radisson lobby at 9:00 am.

OPENING GENERAL SESSION

MONDAY, 2:15 – 4:00 PM
Convention Center, Concourse Level, Delaware Room

WELCOME AND OPENING REMARKS CONFERENCE CHAMPION & STEERING COMMITTEE RECOGNITION

John Guest, DHS/Infrastructure Protection & Tom Sullivan, Montgomery County Public Safety

KEYNOTE SPEAKER

Special Event Planning: The Super Bowl ***Lenny Bandy, Director of Security Services, National Football League***

In 2014, Super Bowl XLVIII set a new record by being the most-viewed television broadcast of any kind in American history. The Super Bowl is also one of the most watched sporting events in the world. Come learn more about the planning that goes into ensuring the Super Bowl is a safe event for participants and spectators.

As the Director of Security Services for the National Football League, Lenny is responsible for the administrative and operational oversight of various NFL events including Pro Bowl Security and the Super Bowl Communications Center. He also oversees business continuity/disaster recovery plans for NFL Headquarters in New York, NFL Films in New Jersey, and NFL Media in California.

Prior to joining the NFL, Lt. Col. Bandy was the Deputy Commissioner of Operations for the Pennsylvania State Police where he exercised operational, administrative and budgetary authority over approximately 4,300 state troopers. His duties included overseeing the operations of the State Police Gaming Enforcement Office, Executive Service Section (responsible for the personal security of the Governor and Lt. Governor) and the State Police bureaus of Patrol, Criminal Investigation, Emergency and Special Operations, and Liquor Control Enforcement. Bandy oversaw and participated in the deployment of 1,200 state troopers in Pittsburgh for the G-20 Economic Summit hosted by the President of the United States in 2009. His career with the Pennsylvania State Police included serving as an area commander based in Philadelphia. Bandy has also served as a detective, homicide unit, with the Montgomery County, PA District Attorney's Office. Bandy served in the U.S. Marine Corps from 1983 to 1987 and was a member of a State Police Special Emergency Response Team from 1993 to 2002. He graduated from the FBI National Academy in Quantico, Va., in 2006.

OPENING RECEPTION IN EXHIBIT HALL
Pennsylvania Room, 4:00 pm to 6:30 PM

SCHEDULE - TUESDAY

ALL DAY TRAINING PROGRAMS: 8:30 AM - 4:15 PM

IED SEARCH PROCEDURES (GS-1)

PRESENTED BY US Department of Homeland Security

This course increases IED awareness and educates participants on bombing prevention measures and planning protocols to detect improvised explosive devices by reviewing specific search techniques.

PRINCIPLES OF CHEMICAL EMERGENCY PREPAREDNESS (GS-5)

Rich Fetzer, Raj Sharma, Francesca DiCosmo, US EPA

Continued--See Description on Monday's Schedule

TUESDAY, WORKSHOP SESSION 1 8:30 AM - 9:45 AM

(GS-2)

EMERGENCY RESPONDER REHABILITATION

Brian Bennett, Ph.D., CSP

EHS Excellence Consulting; Chief, Iselin NJ FD

This session will cover the safety and health needs of emergency response team members operating at hazardous materials, firefighting, rescue, or emergency medical operations. Topics covered include: what is rehab and why is it necessary; how to properly set up a rehab area; pre and post -incident medical monitoring; recognition and treatment of heat and cold related illnesses; fluid replacement and nutrition; and other issues to ensure that emergency responders are able to continue functioning at an emergency incident.

(Ross)

HOSPITAL EMERGENCY PREPAREDNESS-- RECEIVING VICTIMS FROM A HAZMAT/MASS CASUALTY EVENT

**Frank Sullivan and Kevin Heym, Chester County
Hazmat Team**

If your community experiences a chemical or biological spill or emergency or if your public safety and emergency responder personnel are injured or exposed at a hazardous materials incident, are your local hospitals ready to respond? This course will provide a behind the scenes look at hospitals' capabilities to respond to a mass casualty event involving hazardous materials, including triage, decontamination, emergency operations and medical care.

(Hancock)

THE ROLE OF EXERCISES IN PREPAREDNESS

Gene Komondor, One Star Training

Exercises are the perfect tool to validate your emergency plans and to evaluate the capabilities of your personnel. They should be Capabilities-based and Objective-driven. A well-designed exercise affords the opportunity for schools, hospitals, private sector companies and other organizations to assess the level of their preparedness. In this practical, hands-on session you will identify the Core Capabilities required by the staff of your organization, based upon language from actual emergency response plans. Then you will determine the type of training needed in order for your staff to attain those Capabilities. You will then develop appropriate Exercise Objectives, which form the basis for effective evaluation, as well as Message Injects that are used to drive participant involvement in an Exercise. You will write Exercise Evaluation Guides, which are used to evaluate the Capabilities of participants, and complete the session by drafting an Improvement Plan for use in future training, exercise and preparedness efforts.

Class continues at 10:15 am - 11:30 AM

(Franklin)

BUILDING AND EVALUATING CYBER RESILIENCE

Bradford Willke, Supervisory Cyber Security

Advisor, US DHS

Joseph Marasco, FBI

This working session is designed to introduce emergency preparedness professionals and cyber

security stakeholders and practitioners to cyber resilience concepts and to build capability and capacity across key performance areas related to cyber security, IT operations, and business continuity within critical services. The session is geared toward both executive and operations management within critical infrastructure (public and private) sectors, and will result in tangible, useful “take-away” information related to risk-based decision-making and security planning for critical IT services underpinning core operations.

This session allows participants to practice, via group discussion, activities, and templates, process improvement and to demonstrate capability building over and above the mere production of improved IT security controls and countermeasures. Participants will also gain an awareness of modern cyber security threats and current trends in the context of protecting and sustaining IT services related to core business functions and mission objectives, and leave having built decision criteria for cyber incidents, vulnerabilities, and business continuity applications.

Class continues at 10:15 am - 11:30 AM

TUESDAY, WORKSHOP SESSION 2 10:15 AM - 11:30 AM

**(GS-2)
COAST GUARD RESPONSE TO SUPER STORM SANDY
CDR Eric Doucette, US Coast Guard Atlantic Strike Team**

Super Storm Sandy affected 24 states, killing 131 people in 8 states, and causing particularly severe damage in New York and New Jersey. New York City incurred over \$63 billion in damage, the destruction of thousands of homes, and more than 8 million people without electrical service.

Response to oil and hazardous materials incidents absent a natural disaster is carried out solely in accordance with the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) that is designed for worst case scenarios from individual vessels and facilities. The catastrophic wide area destruction with thousands of pollution sources required direct federal assistance to the most devastated state governments via FEMA's National Response Framework Emergency Support Function 10. This presentation will highlight how the National Contingency Plan and National Framework were utilized in the Port of New York and New Jersey for Hurricane Sandy by federal, state, local and industry responders. The presentation will include an overview of the 45 days of aggressive response operations.

**(Adams)
SAMPLING FOR BIOLOGICAL INCIDENTS
Leroy Mickelsen, US EPA CBRN Consequence Mgmt. Advisory Team**

This presentation will discuss the recent Tupelo, Mississippi ricin incident where a person suspected of sending letters containing ricin to the President and other elected officials had allegedly processed the highly toxic poison at a business and home in Tupelo. Leroy will also provide training on effective biological sampling methods.

BREAK IN EXHIBIT HALL (Pennsylvania Room)

9:45 – 10:15 am

**(Hancock)
THE ROLE OF EXERCISES IN PREPAREDNESS
Gene Komondor, One Star Training**
(continued--see description above)

**(Adams)
TACTICAL CONSIDERATIONS IN RESPONDING TO RAILROAD INCIDENTS INVOLVING CRUDE OIL
Michael Austin, CSX Transportation**

Railcars of crude oil are making their way across the nation's railroads each and every day. This presentation will help you understand the chemical and physical properties of crude oil and identify tactical considerations in responding to a railroad incident involving crude oil.

**(Ross)
EMERGING DISEASES--LATEST CONCERNS FROM THE FRONT LINES
Frederick Peterson,
Hospital & Healthsystem Association of Pennsylvania**

This presentation will provide an overview of systematic assessment, preparation and response to an array of possible emerging disease and will focus on currently emerging issues around MERS, Enterovirus D 68 and Ebola as examples.

(Franklin)

BUILDING AND EVALUATING CYBER RESILIENCE

Bradford Willke, Supervisory Cyber Security

Advisor, US DHS

Joseph Marasco, FBI

(continued--see description above)

WALK-AROUND LUNCH & LEARN
EXHIBIT HALL, Pennsylvania Room
11:45 AM to 1:15 PM

TUESDAY, WORKSHOP SESSION 3 1:15 PM - 2:30 PM

(GS - 2)

TOP 10 MOST COMMON MISTAKES MADE DURING A CRISIS

Mark Norton , Director of Continuity Planning, Agility Recovery

As one of the leading Disaster Recovery solution providers to businesses in the nation, it is one of the most frequently asked questions we receive: **What are the most common mistakes organizations make when confronted by a crisis?** During this session, you will learn details emerging from literally hundreds of disaster events, both large and small, and single out the most common mistakes and how to avoid them.

Mark will draw upon hundreds of recoveries throughout the past few years ranging from hurricanes and tornadoes, to building fires and plumbing leaks. He will comment on the decisions made, the plans not followed, the panic-induced mistakes and help you avoid those and lead your organization through a crisis. Real world case studies will be shared, along with easy to implement steps to take that are cost effective and efficient.

(Valley Forge Park Ballroom)

TRANSPORTING CRUDE OIL (Tabletop Exercise) PRESENTED BY CSX Transportation

A train traveling through your community derails, resulting in a release of petroleum crude oil and a resulting fire and spill. If you are the local fire, police, EMS, hazmat, emergency management, hospital, school, or business do you know what to do?

This exercise is an operational tabletop/functional exercise regarding a simulated transportation incident involving petroleum crude oil and the processes necessary to manage this type of incident utilizing local knowledge, skills, and experiences within the local community's Incident Command System and use of the

National Incident Management System. The exercise is conducted in a "no harm-no fault" learning environment.

Class continues 3:00 - 4:15 pm

(Franklin)

STATE AND LOCAL GOVERNMENT AGENCY ACCESS TO THE OIL SPILL LIABILITY TRUST FUND: POLLUTION REMOVAL FUNDING AUTHORIZATION AND CLAIMS

Vincent Zenone, On-Scene Coordinator, US EPA
Patrick Ryan and Robert Rioux, USCG

Do you respond to and clean up oil spills? If so, the costs of your response and cleanup actions (e.g. removal actions) may be eligible for compensation from the Oil Spill Liability Trust Fund (OSLTF). An On-Scene Coordinator (OSC) from the U.S. Environmental Protection Agency will provide an overview of the OSLTF, including statutory and regulatory thresholds for response to oil spills, notification requirements, when and how you should engage the EPA OSC to access the OSLTF through the Pollution Removal Funding Authorization (PRFA) and Claims mechanisms, and information on the preparation and submission of the documentation to be compensated for the costs of your removal actions.

Case studies will be presented as examples of the PRFA and Claims mechanisms, and the session will also provide time for questions about the OSLTF, PRFAs and Claims. In addition to the EPA OSC, a Claims Manager and/or a Case Officer, from the United States Coast Guard, National Pollution Fund Center have been invited to participate in the workshop and provide additional insights and answer questions regarding the PRFA and Claims mechanisms.

(Ross)
HEALTHCARE INFRASTRUCTURE CASCADES - AN OVERVIEW OF HIGH RISK "DOMINOS"
Thomas Grace, RN, PhD, Vice President, Emergency Preparedness
Hospital & Healthcare Association of Pennsylvania

This presentation will provide an overview of a management approach to failures impacting the High Risk Dominos of today's healthcare infrastructure. Using a 5 step management approach, the key utilities of power, water, HVAC, Phone and Data Systems will be discussed.

(Adams)
RADIOLOGICAL SAMPLING - WHAT'S NEW
Bill Thieben, Laurus Systems

The Rad-DX area monitor and the Mini Rad-DX personnel radiation monitor are part of the new family of DX products. Both use highly sensitive PMT-based scintillation detectors. What is unique to these products is their ability to network and transmit information using ethernet, wifi, or an internal mesh radio network. This

network can be formed quickly and easily and does not require an IT expert. Encrypted detection information can be transmitted to PCs, tablets, and smartphones. Alarms can be emailed or texted to selected individuals within seconds of the detection. The Mini Rad-DX uploads GPS-based logs automatically as it comes within range of an established Rad-DX network without requiring user intervention.

During this session, you'll learn how to establish a mesh network of multiple units, see a demonstration of the operation and monitoring on a PC, iPad, and smartphone, and observe how information is collected and logged. Units will be triggered with minor radioisotope sources and real-time alerts and email notifications will be demonstrated.

BREAK IN EXHIBIT HALL
(Pennsylvania Room)
2:30 – 3:00 pm

TUESDAY, WORKSHOP SESSION 4 3 PM - 4:15 PM

(GS - 2)
KEY FACTORS IN EFFECTIVE CONTINUITY OF OPERATIONS
Michael Sharon, Federal Preparedness Coordinator, FEMA Region III

An organization's resiliency is directly related to its continuity capability. Learn the 10 elements of a viable continuity program to ensure essential functions will continue during a crisis. Hear the many lessons learned from a thorough analysis of a number of recent incidents which have created a new urgency for strong disaster recovery and business continuity plans. Be better prepared for what can negatively impact your response and recovery efforts and avoid downtime for your organization's essential functions.

(Adams)
LOOK WHO'S TALKING! JOINT INFORMATION CENTER OPS
Mark Basnight, Argonne National Laboratory

In this session, we will cover the challenges of communicating public information to multiple audiences and utilizing the Joint Information System/Joint Information Center to your advantage. Do you and/or your Public Information Officer have a communication plan to incorporate all agencies involved? What's at stake if you don't? Communicating what has happened, what this means to those impacted by the incident, and

how response agencies are responding meets the basic needs of the population involved. In the age of 24-hour news coverage, citizen journalism, and social media, how do you accomplish this and avoid sending conflicting messages?

(Franklin)
CRISES ON CAMPUS: EMERGENCY MANAGEMENT STRATEGIES FOR COLLEGES AND UNIVERSITIES
Robert McCreight,
Penn State University

This workshop addresses the 8-step strategic approach to launching an effective campus based emergency management and crisis coordination program. Topics to be covered include:

- threat and vulnerability assessment
- emergency plans and contingency policies
- campus emergency team leadership
- emergency communications and advisories
- first responder strategies and crisis coordination
- consequence management
- exercising contingency plans and policies
- restoring order and calm

(Valley Forge Park Ballroom)
TRANSPORTING CRUDE OIL (Tabletop Exercise)
PRESENTED BY CSX Transportation - continued

(Hancock)
RESPONDING TO AMMONIA INCIDENTS
David Binder, Tanner Industries

Be prepared to handle anhydrous ammonia incidents effectively and efficiently. Session will review a customized guide card, including live release footage, for anhydrous ammonia which follows the sequence of a hazmat incident and provides specific reminders and information for anhydrous ammonia responses from size up through response tactics.

(Ross)
CHEMICAL SUICIDE – “10 SECOND RULE”
Chief Tom Glass, Chester County Hazmat Team

Chemical-assisted suicides are becoming common in the United States and are posing a tremendous safety issue to first responders. This workshop will take a look at some critical steps responders should take to protect themselves. Several case studies will reveal the hard, cold reality of chemical suicide, emergency response challenges, successes, and lessons learned.

TUESDAY NIGHT NETWORKING EVENT, 7 PM - 11 PM
SPONSORED BY CSX TRANSPORTATION
The Tastes & Sounds of Philadelphia

Hosted by CSX Transportation at the King of Prussia Volunteer Fire Co., this evening of food, refreshments and entertainment will be a fun way to network with your colleagues from across the country.

A shuttle bus will leave the Radisson front entrance starting at 7 PM and loop between the hall and the hotel until 11 PM. The fire hall is located at 170 Allendale Road, King of Prussia, and parking is available if you prefer to drive.

SCHEDULE - WEDNESDAY

BREAKFAST/GENERAL SESSION, 8 - 10:15 AM (Grand Ballroom)

West Virginia Chemical Spill
Speaker: Melissa Linden, US EPA

In January 2014, a chemical release into the Elk River occurred. The primary chemical involved in the incident was 4-methylcyclohexanemethanol (MCHM). This release impacted drinking water for approximately 300,000 residents in nine counties throughout West Virginia. This presentation will discuss state and federal roles during the initial incident and mitigation measures used at the facility.

Executive Order 13650 - Improving Chemical Facility Safety and Security

Speakers:

Scott Breor, Deputy Director, US DHS, Infrastructure Security Compliance Div.

Thomas Carle, CSP, Asst. Regional Administrator, Enforcement Programs, OSHA - Region III

Nitin Natarajan, Deputy Asst. Administrator, US EPA Office of Solid Waste and Emergency Response

The 2013 West, Texas disaster in which a fire involving ammonium nitrate at a fertilizer facility resulted in an explosion that killed 15 people, injured many others, and caused widespread damage, revealed a variety of issues related to chemical hazard awareness, regulatory coverage, and emergency response. This interagency panel will discuss the collaboration taking place and the next steps for implementing action from Executive Order 13650: Improving Chemical Facility Safety and Security, a Presidential order signed in August 2013 in the wake of the West, Texas incident.

ALL DAY TRAINING PROGRAMS: 8:30 AM - 4:00 PM

PRINCIPLES OF CHEMICAL EMERGENCY PREPAREDNESS (GS-5)

Rich Fetzer, Raj Sharma, Francesca DiCosmo, US EPA

Continued--See description on Monday's Schedule

WORKSHOP SCHEDULE

WEDNESDAY, WORKSHOP SESSION 5 10:30 AM – 11:45 AM

(Hancock)

EPCRA TIER II REPORTING REQUIREMENTS & RISK MANAGEMENT PLAN INSPECTIONS

Perry Pandya, US EPA, EPCRA Coordinator
Kevin Daniel, US EPA, RMP Coordinator

Facilities covered by the Emergency Planning and Community Right-to-Know Act (EPCRA) requirements must submit an Emergency and Hazardous Chemical Inventory Form to the Local Emergency Planning Committee, the State Emergency Response Commission, and the local fire department annually. The EPCRA Tier II Reporting presentation will provide the audience with the basic requirement of Tier II reporting requirements and will provide information on the new 2014 requirements.

Risk Management Program (RMP) inspections are conducted under the Clean Air Act which provides that facilities that are over the threshold quantity for a listed chemical must submit to EPA their RMP plan. EPA's RMP inspections verify implementation of the program elements for the facility's RMP plan and verify that the facility has a documented RMP.

In contrast to RMP, there are no threshold amounts for application of the General Duty Clause. EPA has authority under the Clean Air Act to conduct these inspections of stationary sources from which an accidental release of an extremely hazardous substance may occur.

The RMP presentation will provide the audience with a general sense of what to expect when EPA comes to inspect a facility based on these two different concepts.

(GS-1)

PROTECTIVE SECURITY ADVISORS-SECURING THE NATION'S CRITICAL INFRASTRUCTURE--ONE COMMUNITY AT A TIME

Moderator: John Guest, Regional Director for the Mid Atlantic Area

Panel Members: William Ryan (Philadelphia), Stephen White (Harrisburg), Robert Winters (Pittsburgh), Ken Greeson (Delaware), Ray Hanna (Maryland), Kelly Wilson (National Capital Region), Robert Mooney (Richmond), Mark Milicich (Norfolk), and Ken Ullom (West Virginia)

Protective Security Advisors from the US Department of Homeland Security work closely with the public and private sector to reduce risk to the Nation's critical infrastructure. Their primary mission is to provide a safe, secure and more resilient national infrastructure by developing and sustaining strong partnerships with Federal, state, and local agencies, as well as the private sector. During this session, the 10 Protective Security Advisors assigned to the Mid-Atlantic States will discuss their concerns, challenges, initiatives, lessons learned and best practices in securing critical infrastructure in the region.

(GS-2)

ESTABLISHING EFFECTIVE SCHOOL SAFETY AND SECURITY THROUGH A STREAMLINED APPLICATION OF EMERGENCY MANAGEMENT

Steven Beck, School Safety Coordinator, Montgomery County, PA, Dept. of Public Safety

As school safety and security becomes more and more complex, maintaining an evolving safe and secure school environment is a constant challenge. As daunting as this challenge may seem, effective school safety and security can be achieved. By identifying, focusing on, and applying key emergency management components found within the five core capabilities mission areas of Prevention, Protection, Mitigation, Response and Recovery, school personnel can be trained in a streamlined manner to achieve preparedness. This level of achieved preparedness will enhance the use of information to make pre-crisis, crisis or post-crisis decisions associated with life safety, incident stabilization and property preservation.

(Ross)
**HOSPITAL RESPONSE TO RADIOLOGICAL
DECONTAMINATION AND VICTIMS**
Robert Saunders, Cooper Medical Center

This presentation will compare and contrast healthcare facility response and management facility and patient management in a radiological emergency. The unique aspects of radiological response will be highlighted.

(Adams)
**LEARNING THROUGH NEIGHBORS: NETWORKS
OF PREPAREDNESS & RESPONSE RESOURCES**
**Ilya Plotkin, Assistant Director, TRAIN
Public Health Foundation**

By providing a venue through which preparedness and response agencies and organizations can post resources, a learning network can develop. That growth can then inform and build skills through long-term, lifelong learning in a variety of formats. In exploring the foundational need for learning resource coordination, this presentation will use TRAIN (www.train.org) as a model.

TRAIN is a web-based learning management network, led by 28 state and federal agencies. The network allows agencies and organizations to share resources across jurisdictional lines. To date, nearly 4,000 providers have posted over 29,000 courses to a population of over 800,000 learners. This presentation will illustrate how providing the preparedness and response workforce with access to

shared resources and the tools to track learning is essential to understanding the cost-aware model of disaster planning in the future. Furthermore, it will be demonstrated how a network model facilitates the organic development of resource sharing.

(Franklin)
UTILITY SCALABILITY DURING STORMS
**Len Sanelli, Director, PECO Distribution System
Operations**

Attendees will gain insight on how a utility company trains and prepares for storms. Topics will include emergency preparedness at a utility company, how PECO ramps up during storms, and how PECO prepared for and responded to Hurricane Sandy and the Ice Storm.

(Valley Forge Park Ballroom)
**NEW REGULATIONS FOR SHIPPING CRUDE
OIL/FLAMMABLE LIQUIDS BY RAIL WHAT IT
MEANS TO FIRST RESPONDERS**
Michael Austin, CSX Transportation

New regulations on the safe transportation of crude oil by rail are rapidly being introduced and mandated, to shippers and railroads across the United States and Canada. These new regulations range from testing of crude oil to first responder training and new tank car designs. This session will review the new regulations and how these new regulations help first responders that must respond to rail incidents involving crude oil.

WEDNESDAY, WORKSHOP SESSION 6 1:00 PM – 2:15 PM

(Hancock)
EMERGENCY RESPONSE TO LPG PIPELINES
Kevin Docherty, Sunoco Logistics

Sunoco Logistics has recently begun transporting liquefied petroleum gasses (LPGs) through pipelines in Pennsylvania and other states. An LPG, such as propane, butane, or ethane, is liquid inside the pipeline under pressure, but upon escaping from a pipeline is converted to a gas. LPGs pose unique challenges for emergency responders, and proper response to an LPG pipeline release is essential. This session will review the LPG pipeline system operated by Sunoco Logistics and the fundamentals of emergency response to an LPG pipeline release. It will cover pipeline components, hazards associated with LPGs, the two types of LPG incidents that could occur, and response procedures.

(GS-2)
THE DISASTER OF MASS EVACUATION
Brock Long, Exec. Vice Pres., Hagerty Consulting

Is the emergency management and public safety community creating the disaster of “Mass Evacuation”? As a profession, is our current philosophy for evacuating citizens going to work in the future since roadway networks are not expanding as fast as the population of many large cities? This session will focus on ways to improve evacuation plans by understanding past lessons learned, describing how to establish zone-based and time-phased evacuation approaches, and reducing the distance evacuees must travel to seek safe shelter. Additionally, innovative and common sense approaches will be offered to rethink the way emergency management initiates evacuations in the future.

**(GS-1)
MANAGING RISK: KEY COMMUNITY
PREPAREDNESS AND THE REGIONAL RESILIENCE
ASSESSMENT PROGRAM (RRAP)**

**Moderator: John Guest, Regional Director for the
U.S. Department of Homeland Security (Region III-
Mid Atlantic)**

**Panel Members: William Ryan (Philadelphia),
Stephen White (Harrisburg), Robert Winters
(Pittsburgh), Ken Greeson (Delaware), and Robert
Mooney (Virginia)**

The Regional Resiliency Assessment Program (RRAP) is a cooperative, National Protection and Programs Directorate, Office of Infrastructure Protection led assessment of specific critical infrastructure and regional analysis of the surrounding infrastructure. The RRAP evaluates critical infrastructure on a regional level to examine vulnerabilities, threats, and potential consequences from an all-hazards perspective to identify dependencies, interdependencies, cascading effects, resiliency characteristics, and gaps.

During this session, the Protective Security Advisors assigned to the RRAPs in Pittsburgh, Delaware, Philadelphia and Virginia will discuss their challenges, initiatives, lessons learned and best practices in achieving resiliency in their respective regions.

**(Valley Forge Park Ballroom)
CONTINUITY OF OPERATIONS PLANNING FOR
PRIVATE INDUSTRY**

**Jason White, CPP, Complex Director, Safety and
Security
Hershey Entertainment**

Is your operation prepared for the next event that could lead to business disruptions resulting in lost revenues or damage to your brand? Do you know what to do when a shelter-in-place order is given? Every year many private businesses contend with events and incidents that could severely impede their ability to operate and sustain critical operations. While exploring recent incidents that have impacted the Northeast area, we will discuss the plans and recovery efforts employed by Hershey Entertainment and Resorts to minimize business impact and ensure business continuity.

**(Adams)
OPERATIONAL CONSIDERATIONS IN DEBRIS
PLANNING**

**Matt Werner, Infrastructure Program Manager, Office
of Emergency Management, City of Philadelphia
Greg Janiec, Disaster Response & Recovery
Director, Sovereign Consulting, Inc.**

Debris management is the most costly and time consuming activity following a major disaster. The process requires significant planning and coordination to ensure debris management is conducted efficiently. In addition, there are many considerations to ensure that the activities qualify for federal reimbursement under FEMA's Public Assistance reimbursement program. The City of Philadelphia has been a regional leader in developing and implementing its first disaster debris management plan

This presentation will leverage the unique experience of our two speakers to discuss the planning process for a large metropolitan city and operational challenges that need to be considered in this planning process. The speakers will also focus on the different planning needs of a small local event (e.g., ice storm) compared to a large regional disaster (e.g., hurricane or large wide-spread tornadoes). Following this joint presentation, the speakers will facilitate a group discussion on the debris planning challenges of the audience.

**(Franklin)
LESSONS LEARNED FROM TRAIN DERAILMENT
RESPONSE**

CAPT Kathleen Moore, USCG

On Friday, November 30, 2012, a train derailed on a bridge in Paulsboro, New Jersey, at 7 am. Four cars contained vinyl chloride with one being breached; one other car contained ethanol. Other concerns included a densely-populated community nearby, kids walking to school, and a Presidential visit scheduled later that morning in nearby Philadelphia. Twenty-two people were initially taken to the hospital, and both evacuation and shelter-in-place measures would be taken during the response. This presentation will detail the public safety concerns, the response operation, and the many lessons learned.

**(Ross)
INTEGRATED PUBLIC SAFETY RESPONSE TO
HAZMAT INCIDENTS: PROTECTING CRITICAL
INFRASTRUCTURE AND CONTINUITY OF
HEALTHCARE OPERATIONS**
**Michael Wargo, Chief, Dept of Public Safety &
Emergency Operations
Lehigh Valley Health Network**

This presentation will provide an overview of a unique healthcare facility approach to a facility based "Public Safety Model" for both internal as well as an integrated community support response model. Preparedness, Mitigation Response and Recovery across the full spectrum of hazards and events occurring in a community will be presented.

**BREAK - INDEPENDENCE FOYER
2:15 - 2:45 pm**

WEDNESDAY, WORKSHOP SESSION 7 2:45 PM – 4:00 PM

(Hancock)
HMEP GRANT PROGRAM AND HAZMAT INCIDENT REPORTING
Yolanda Braxton and Andrew White, US DOT HMEP Program

US DOT Hazardous Materials Emergency Preparedness (HMEP) grant program is intended to provide financial and technical assistance as well as national direction and guidance to enhance State, Territorial, Tribal, and local hazardous materials emergency planning and training. The HMEP Grant Program distributes fees collected from shippers and carriers of hazardous materials to emergency responders for hazmat training and to Local Emergency Planning Committees (LEPCs) for hazmat planning.

USDOT Incident Reporting is required notification when a Hazard Material is released during transportation. The fundamental understanding of transportation incidents allows PHMSA to establish performance standards to improve safety and minimize risk. The incident data is used to identify trends and provides insight to improve emergency response capabilities, policies and establish guidance for mitigating life, injury and property damage. PHMSA has taken steps to better refine and research the incident data to assist in emergency responders establish strategic plans and best practices to address Hazardous Materials incidents.

(GS-2)
USE OF SOCIAL MEDIA IN CRISIS/NATURAL DISASTERS
Ken Beml, Police Officer, Queensland Police Service, Australia

This presentation will incorporate two case studies, the Brisbane Floods and Cyclone Yasi. The Brisbane Floods consumed 70 towns and impacted more than 200,000 people, including Australia's third largest city, Brisbane. Cyclone Yasi was the costliest tropical cyclone to hit Australia, causing \$3.6 billion in damage and requiring 30,000 people to evacuate including several hospitals; residents were told to expect to be on their own for up to 24 hours before it would be safe for emergency responders. Hear how social media was a critical tool in these and other crisis situations.

(GS-1)
LEVERAGING PUBLIC PRIVATE PARTNERSHIPS FOR EMERGENCY PREPAREDNESS
Kris Mattson and Andy Mazzeo, Tetra Tech

The Tetra Tech Public Private Partnership (P3) program will provide participants with an overview of the need for

a formalized partnership structure to support all phases of emergency management. This program will break down the needs of the partnership by phase while showing the direct benefit to all entities involved. The program will wrap up with examples of programs around the country while providing recent success stories from an existing partnership in New Jersey.

(Adams)
WASTE AND DISASTER DEBRIS SUPPORT TOOLS
Paul Lemieux, US EPA
Timothy Boe, Oak Ridge Institute for Science and Education

This workshop will discuss two new unique tools that facilitate parts of the recovery process that are often forgotten or ignored. The Waste Estimation Support Tool (WEST) is a tool for estimating the potential volume and radioactivity levels of waste generated by a radiological incident and subsequent decontamination efforts. I-WASTE is a tool that provides quick and easy access to information needed for making decisions associated with handling, transport, treatment, and disposal of waste and disaster debris. Hear more about how these resources can be used during your next disaster or other emergency.

(Franklin)
SAFETY AROUND ELECTRIC AND NATURAL GAS FACILITIES
Brian Focht, PECO, Senior Training Specialist

This presentation will provide information to safely respond and perform during natural gas and electrical emergencies. Topics include utility systems, properties of electricity and natural gas, review of industry events and strategies for mitigating these events, and a discussion of the routine response.

(Valley Forge Park Ballroom)
FACILITY RESPONSE PLANS – A CRITICAL RESOURCE
Jules DiRocco (Delaware County, PA) and Beverlee Stemple (Montgomery County, PA)

This session will include a review of federal and state regulatory drivers, the value of comprehensive facility-specific response plans as a preparedness and response tool, the components of a typical off-site response plan, the role of Local Emergency Planning Committees in maintaining and managing off-site response plans and the necessity of LEPCs to collaborate on off-site plans for “boarder” facilities whose vulnerability zones affect multiple jurisdictions.

SCHEDULE - THURSDAY

PRINCIPLES OF CHEMICAL EMERGENCY PREPAREDNESS - Continued (GS-5)

(Hancock)

ACTIVE SHOOTER PREPAREDNESS AND RESPONSE INFORMATION FOR PUBLIC AND PRIVATE SECTORS

Bill Ryan, DHS; Joe Metzinger, FBI; Joe Rovnan,
Phila. PD; Jim Birch, Liberty Property Trust; Mark
Ross, Hospital and Healthsystem Assoc. of PA

Federal, State, and Local public sector officials, along with representatives from the private sector, will provide information to assist in preparing for and responding to an active shooter event. Topics will include: organizational planning; historical behavioral characteristics of shooters; individual employee decision-making during an event; law enforcement response; and additional available resources.

CLASS SCHEDULE: Thursday, 8:00 am - 11:30 am

(Franklin)

PIPELINE EMERGENCY AWARENESS PRESENTED BY PPL Interstate Energy Company and Transco Williams

This course will provide an overview of liquid and gas pipeline operations including preventive maintenance measures taken by the pipeline company to ensure safe product transport. Discussions will include an outline of the pipeline operator role in emergency response and suggested response protocols and resources for first responders to implement for a safe, effective response to pipeline emergencies. The program will culminate with an interactive tabletop exercise.

CLASS SCHEDULE: Thursday, 8:00 am - 11:30 am

(Adams)

STRATEGIC OVERVIEW OF DISASTER MANAGEMENT FOR WATER UTILITIES Stanley States and Rick Hinkle, TEEEX

Planning for and responding to disasters that affect drinking water and wastewater systems is critical. Participants will be introduced to the various natural and man-made (accidental or intentional) disasters to which water and wastewater systems may be vulnerable and the potential effects of disasters. Participants will be guided through the steps of the response and recovery processes. Case studies on a variety of disaster incidents, as well as hypothetical situations for water and wastewater incidents are examined. Participants are also given the opportunity to practice developing a

disaster response plan. The audience for this class includes water and wastewater operators and field personnel, utility board members, emergency managers and response personnel, elected officials, regulatory officials.

Attendees will need a FEMA Student ID number prior to attending. You can quickly obtain a number at <https://cdp.dha.gov/femasid>.

This class also offers four PA Department of Environmental Protection contact hours.

CLASS SCHEDULE: Thursday, 8:00 am - noon

(Ross)

PROTECTING YOUR PEOPLE, PROPERTY, PRODUCTIVITY & YOUR POSTERIOR Bo Mitchell, 911 Consulting

Recent incidents emphasize emergency planning for your workplace can be a matter of life and death and is subject to many Federal, state and local laws, regulations and standards. Most who are tasked with creating and maintaining emergency plans are confused or overwhelmed regarding those standards. Is your plan compliant? Learn what laws, regulations and standards apply to your emergency planning, training and exercises. Do you know how your own employees and clients hurt your response to a disaster? Learn what a lawsuit will do to you if you don't create a plan to standard. Do you know what should be the overriding attitude for managers in re-evaluating current planning? Learn the 17 mistakes organizations make in creating their plans today.

IN EMERGENCY RESPONSE, GREAT PLANS ARE A SMART THING. TRAINING IS EVERYTHING!

Smart plans are critical. But, if we don't get the words off the paper and into people's heads, we have failed. Recent incidents reinforce that *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, obstacles and consistent mistakes organizations make regarding training? What are the proven ways to train for emergency response? How do you protect your management? Do you need to train the Emergency Team differently than the rest of your employees? How does your organization compare?

CLASS SCHEDULE: Thursday, 8:00 am - 11:30 am

BREAK: 9:30 TO 10:00 AM Independence Foyer

EXHIBITOR INFORMATION

908 Devices, Booth 206

Contact: Alyssa Ludvino
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www.908devices.com

908 Devices is bringing the powerful capabilities of Mass Spectrometry out of the confines of centralized facilities and mobile laboratories. Our flagship product, M908™, is the first and only handheld tool utilizing high-pressure mass spectrometry™ (HPMS) providing speed, power and fidelity for CBRNE detection and identification at the point of action.

Argonne National Laboratory, Booth 103

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Through technological innovation, research-based solutions, and direct technical assistance, Argonne's Center for Integrated Emergency Preparedness provides emergency management practitioners with knowledge, skills, and tools to better mitigate, prepare for, respond to, and recover from natural, technological, and adversarial/human-caused hazards.

Commonwealth Safety Systems/Zumro, Booth 329

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www.csafety.com

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First Call, Booth 207

Contact: C.J. "Red" Delatte, CEM
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HEPACO, Inc., Booth 203

Contact: Karl Heebner
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Philadelphia, PA 19142
Phone: (215) 817-1761
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www.hepaco.com

Incorporated in 1984 and headquartered in Charlotte, NC HEPACO is a full-service environmental contractor providing emergency/spill response, remediation, facility decontamination, asbestos abatement, and industrial services from 23 locations throughout the East Coast including local service centers in Philadelphia & Bethlehem PA. OSRO, SCAA member, and ChemNet Responder.

Interspiro, (Booth 306)

Contact: Olof Rylander
10225 82nd Avenue
Pleasant Prairie, WI 53158
Phone: 262.496.6919
Email: olof.rylander@interspiro.com
www.interspiro.com

Provider of SCBAs and communication units for fire fighters and HazMat teams.

Knowledge Center, Booth 304

Contact: James Miorelli
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Phone: 412.206.2982
Email: jmiorelli@knowledge-center.com
www.knowledge-center.com

The Knowledge Center™ (KC) is a web-based, commercial off-the-shelf software solution supporting daily emergency management operations at all levels. Incident, resource, critical infrastructure, and document management - all connected by real time communications capabilities - connect your responders to their resources keeping you aware, informed, and making a difference.

Laurus Systems, Inc., Booth 201

Contact: Laura Lynch
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Ellicott City, MD 21043
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www.laurussystems.com

LAURUS Systems specializes in the sales, service, and calibration of radiation and chemical instruments to hazmat professionals, emergency responders, the nuclear industry, military and homeland security. LAURUS is a private, 100% woman-owned small business concern that offers its products and services through the GSA Advantage and the HIRE Multi-State Purchasing Contract.

Lewis Environmental, Booth, 311

Contact: Dave Lindenmuth
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Email: dlindemuth@lewisenvironmental.com
www.lewisenvironmental.com

Lewis Environmental has been a leader in the environmental contracting and emergency response industry since 1996. Headquartered in the Mid-Atlantic Region with service capabilities east of the Mississippi, Lewis has earned a reputation for producing the highest quality services utilizing the safest approach possible. We work alongside our customers, during planned remediation and emergency response projects in an effort to maintain a healthy balance between industry and the environment. The combination of delivering safe, high quality services and our commitment to satisfying our clients with professional and cost-effective solutions, has enabled Lewis to steadily expand our capabilities and service territory in order to meet the increasing needs of our customers.

Material Motion, Booth 202

Contact: Steve Schneider
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www.materialmotion.com

Material Motion is a global packaging and environmental solutions company based out of Atlanta Georgia. Material Motion was founded in 1992 as an Industrial Packaging Company. Over the past 20 years we have had tremendous growth both in revenue and product offerings. Our outstanding Quality Management System allows our business to consistently provide products that fulfill customer expectations and meet regulatory requirements. Material Motions commitment to continuous improvements and the diversity of our packaging offerings makes Material Motion the packaging and environmental solution experts.

Miller Environmental Group, Inc., Booth 107

Contact: George Wallace
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Miller Environmental Group's Emergency Response equipment and trained personnel are available twenty-four hours a day, seven days a week. MEG has over 100 HAZMAT/HAZWOPER trained employees and over 250 pieces of specialized cleaning, decontamination, and transportation equipment between our Northeastern US Operation Centers.

Mobil Satellite Technologies, Booth 100/102

Contact: Kirk Williams
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Email: kirk@mobilsat.com
www.mobilsat.com

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MyEMAapp.com/OCV, LLC, Booth 302

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www.myEMAapp.com

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Philadelphia University, Booth 303

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www.PhilaU.edu

The M.S. in Disaster Medicine and Management program prepares students to be leaders in all facets of disaster and emergency response and recovery. Our program incorporates experiential learning with intensive online work, interdisciplinary collaboration and research analysis.

ProPac, Booth 210

Contact: Harry Rollins
2390 Air Park Road
Charleston, SC 29406
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Email: propac@propacusa.com
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Qualified Spill Response, Inc., Booth 211

Contact: Rick Pulyer
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Phone: 866.774.5575
Email: rick@hasmatspillresponse.com
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Qualified Spill Response provides 24 Hour emergency response as well as training and consulting.

RAE Systems by Honeywell, Booth 310

Contact: G. Robert Ladzinski
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Phone: 856.986.8517
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REDCOM, Booth 204

Contact: Laura Craft
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Rigaku Raman Technologies, Booth 110

Contact: Michelle Goodwin
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Email: michelle.goodwin@rigaku.com
www.rigaku.com

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Tactical Defense Media, Booth 404

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Transcaer, Booth 402

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www.TRANSCAER.com

TRANSCAER® (Transportation Community Awareness and Emergency Response) is a voluntary national outreach effort that focuses on assisting communities prepare for and respond to a possible hazardous material transportation incident. TRANSCAER® members consist of volunteer representatives from the chemical manufacturing, transportation, distributor, and emergency

response industries, as well as the government. TRANSCAER® promotes safe transportation and handling of hazardous materials, educates and assists communities near major transportation routes about hazardous materials and aids community emergency response planning for hazardous material transportation incidents.

Trinity Highway Rentals, Booth 410

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900 Patterson Drive
Bloomsburg, PA 17815
Phone: 570.380.2856
Email: arthur.bruhn@trin.net
www.trinityhighwayrentals.com

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US DHS, Booth 101

Infrastructure Security Compliance Division
Office of Infrastructure Protection
Email: CFATS@hq.dhs.gov
www.dhs.gov

US DOT Pipeline and Hazardous Materials Safety Administration, Booth 115

Contact: Anthony Murray
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http://hazmat.dot.gov

U.S. Department of Transportation's Pipeline and Hazardous Materials Safety Administration (PHMSA) is responsible for the safe and secure movement of hazardous materials by all transportation modes. PHMSA publishes the Emergency Response Guidebook (ERG) used by firefighters, police, and emergency services personnel who may be the first to arrive at the scene of a transportation incident involving hazardous materials.

Walden University, Booth 205

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Witmer Public Safety Group, Booths 406/307

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