Emergency Animal Sheltering Options
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**Podcast – Pandemic Influenza: Advice &
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Moderated by Andrew Roszak

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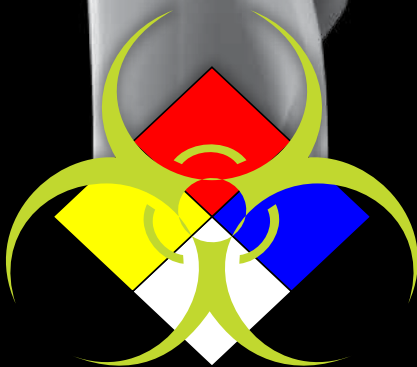
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Don't Procrastinate – Collaborate
By Catherine L. Feinman

After a disaster, stories often emerge about companies and organizations that provided resources and services to aid in the response efforts. Sometimes these are prearranged formal agreements, but often they emerge more spontaneously as the need arises within communities. It, of course, is not possible to plan for every potential threat or scenario. However, there are many actions that could be taken in advance of an emergency to build resilience into any ensuing scenario.

Identifying obtainable resources, building relationships with potential partners, and providing interactive opportunities such as meetings and tabletop exercises are just a few examples. Research, healthcare threats, sheltering, and response surge are four key topics addressed in this issue requiring public-private collaboration:

- A complete picture of threats, resource needs, response efforts, etc. cannot be created when research lacks practitioner input or practitioners fail to integrate research. "Pracademic" collaboration provides insight and direction for building more resilient communities.

- Pandemic influenza and other healthcare disasters require inter-jurisdictional collaboration to identify signs and symptoms because biological threats know no boundaries. In a short amount of time, such threats can travel unseen from city to city and country to country.

- Sheltering is one aspect of disaster response that would significantly benefit from pre-disaster collaboration. With collaboration, public and private agencies and organizations can identify community needs for people and animals, locate resources, and develop plans and contingencies.

- Whether formal or informal, collaboration should be a priority in disaster preparedness efforts to identify potential resources and better anticipate response surge. By identifying "predictable surge," agencies are able to respond more efficiently and better allocate resources.

Collaboration is not a step in the disaster mitigation-preparedness-response-recovery spectrum. Rather, it is a process that must be woven into and nurtured at each phase and must start now.

Emergency Animal Sheltering Options

By Richard Green & Timothy Perciful

When there is a need for sheltering animals, there are several options – each comes with advantages and disadvantages. Conditions, agency policies, experiences, resources, or timing typically drive the decision as to what type of shelter is used. Regardless of the type of shelter utilized, the primary goal is to provide quality daily care until animals are reunited with their families or rehomed to new families.

Most jurisdictional areas have a minimum hold period for animals brought in as strays – typically 3-5 days. During disasters, the gold standard is 30 days. The response team must make every effort possible to try and reunite the animal with its family. Without exception, no disaster animal should be euthanized simply because of space and, similarly, no shelter animal should be put down to make room for a disaster animal. There are too many other options available and too many groups willing to assist in a disaster for that to happen.

Any time animals are sheltered, a well-organized intake, tracking, and discharge process should be in place to establish accurate record keeping and ensure that animals and families stay together or are eventually reunited.

Animal-Only Shelters

In an animal-only shelter (AOS), the care of the animal falls completely on the sheltering team. There are a host of reasons why this type of shelter might be needed, including:

- Abandoned animals;
- Unowned animals;
- Owners not able to be located or have perished;
- Owners relinquishing their pets; and
- Owners not able to take care of their pets.

Interestingly, many communities and a number of national groups still prefer this type of sheltering. The sheltering team does not have to deal with family. They can better control the environment and provide the level of care they feel is most appropriate. The staffing ratio for an AOS is approximately 10-15:1 – depending on disposition, responder experience, and type and size of kennel. A 300-animal shelter may require 20-30 responders. Veterinary support is needed either at the shelter, at a nearby facility, or on call.

Unfortunately, an emergency AOS likely ends up with unclaimed animals. Not all pet owners are the same when it comes to the steps they are willing to take to be reunited with their pets. This may lead owners to relinquish their animals to an already overpopulated municipal shelter. Teams should plan on a 5-10% unclaimed rate whenever standing up an AOS (see Green, 2019).

Co-Located Shelter

As the name would imply, a co-located shelter (CLS) is a sheltering situation where the family and pets are either in the same building, different rooms, adjacent buildings, or nearby facilities. Responsibility for the care of animals falls on the owners. The sheltering team assists as needed. If done properly, a CLS requires few daily care staff. The approximate staffing ratio for a well-managed CLS is 50-100:1. This suggests that, with a shelter population of 300, three-six individuals should be able to ensure quality of care and that hygiene levels are maintained, equipment and supplies are readily available, and operational protocols are being followed. Veterinary support is usually available on call and at the owner's request.

> *Co-habitated sheltering has proven to be the gold standard for emergency sheltering for displaced people with pets.*

Although a CLS may sound like the perfect choice for emergency animal sheltering, they also come with some challenges. People displaced from a disaster may have regular obligations that may limit the amount of time available to care for their animals. They also may not be able to exercise their animals two or more times a day due to work or other commitments. Even with some of the challenges associated with a CLS, it is a much better solution to housing over an AOS. Requiring owners to care for their animals is a win-win situation: the owners are happier and less stressed and emergency management is not struggling to find volunteers to staff the shelter.

Co-Habitated Shelter

In a co-habitated shelter (CHS), owners are housed in the same area as their pets. A section of floor space is assigned to a family and they can configure it however they see fit. A suggested footprint for cohabitation is 180 square feet for a family of four plus two pets. There are rules for containing their animals but, in essence, they stay together as a family unit. If the animal is not suitable for a CHS due to behavior issues, it may be denied access and sent to a CLS. In a mixed shelter, it is advisable to separate the families with pets from the families without pets.

The sheltering team has very little responsibilities. In most cases, depending on the agency in charge, shelter staff remains on call. If veterinary support is needed and not provided by the authority having jurisdiction (AHJ), then it is the owners' responsibility to contact and transport animals as needed.

Owners caring for their animals in the same living space may help eliminate the stress and worry associated with their pets since they can check on them anytime. This also allows owners to know when the animals were fed, had exercise, given medications, etc., so the owners understand the wellbeing of the animal. This model may also be beneficial to animals since they are living with their families and are likely to exhibit fewer negative behaviors.

Louisiana Floods, 2016

Louisiana experienced one of the worst floods in its history in 2016. Two feet of rain fell in 48 hours – eventually resulting in 13 deaths and 60,000 homes damaged or destroyed. Very quickly, human and animal shelters were established. Louisiana has had much experience with disasters and has solidified its sheltering process. Interestingly, all three of the sheltering types discussed here were used following the floods at a single facility.

The Lamar Dixon Expo Center in Gonzales, Louisiana, quickly became the site for large animals. Many livestock owners brought their camping trailers and parked right next to the stalls they were using. In many cases, they had their pets with them in their trailers and their livestock within feet of them. That was classic CHS.

Lamar-Dixon Expo Center, Louisiana Floods (*Source:* Courtesy of ASPCA, 2016).

An animal shelter in Ascension Parish occupied one end of Barn 1. After receiving extensive damage from the flood, that shelter evacuated its animals to Lamar Dixon, where it stood up an AOS.

About 400 yards from the barns was a human shelter run by the American Red Cross, with a CLS situated in the main arena. So, on the grounds of Lamar Dixon were well over 1,300 animals being cared for either by their owners or by responders. The people who had their animals with them gladly welcomed support of food and veterinary care but, for the most part, all they needed was a roof over their heads. The CLS had between 10 and 30 responders caring for animals, where the owners were not caring for their animals properly or they were not able to care for their animals (working, meetings, etc.). The AOS was a never-ending whirlwind of activity with volunteers coming and going at all hours of the day trying to keep up with 100+ parish-owned pets.

In Baton Rouge, a spontaneous CHS appeared at the Celtic Studio 4 as 2,000 people arrived. There was no time and little effort taken to separate families and pets. They just needed a dry place to stay. That became the first state-supported CHS in Louisiana's history and it worked amazingly well. There were few if any interpersonal issues. In addition, very few incidents required outside animal support. Interestingly, when assessment teams traveled from Lamar Dixon to the Celtic Center, they did not want to go back. It was so quiet and peaceful at the CHS. The only real problem came when the state needed to return the Celtic Center to the

owners for an upcoming show. The people without pets simply moved to another shelter. However, the pet-owning families were sent to a CLS, which they were not happy about. Complaints found their way to the commissioner of the Department of Agriculture and even to the governor demanding that they be able to stay with their pets.

Key Takeaway From a National-Level Exercise

The bottom line is that a CHS is the gold standard. For the 2016 Cascadia Rising National Level Exercise, it was estimated that at least 50,000 pets would need to be moved from the west side of Washington to the east side if a major earthquake were to hit the Pacific Northwest. The Washington State Department of Agriculture stressed upon the exercise players that traditional sheltering would not work for this many evacuees. The only model that made sense was CHS. The plan that was finally agreed upon was to set up tent camps along the I-90 corridor in state parks. Families with pets would be in one part of the park in the same tent. Walking and playing areas would be established, and the family unit would stay together.

Animals are a huge part of humans' lives and, in most households across the country, pets are part of the family. Consequently, all emergency plans must address how the community is going to care for people that are evacuating with their pets (PETS Act of 2006). Recent disasters have shown how effective co-habitated shelters (CHS) can be for dealing with large numbers of evacuees. They require little animal supervision, encourage adherence to evacuation orders and compliance with sheltering protocols, and reduce stress. If communities are not in a position to set up a CHS, they should have plans for establishing co-located shelters (CLS). How many of the total shelters will allow pets will be determined by the number of families impacted but, in general, half of all shelters should be pet-friendly.

Richard (Dick) Green (pictured above left) is the senior director of disaster response for the American Society for the Prevention of Cruelty to Animals (ASPCA). Before the ASPCA, he was the emergency relief manager for disasters at the International Fund for Animal Welfare (IFAW). He has responded to well over a hundred international and national disasters. International responses include typhoons in Taiwan, Philippines, and Australia, volcano eruptions in Philippines and Iceland, and earthquakes in China, Haiti, and Japan. Recent domestic responses include the Hawaii lava flow, Butte County Fire, Santa Barbara Mudslides, and Hurricanes Harvey, Irma, Maria, and Florence. He has trained hundreds of responders in disaster prevention and response and has developed training curricula for Slackwater Rescue, Water Rescue for Companion Animals, and Rope Rescue for Companion Animals. His book, "Animals in Disasters," was published in February 2019.

Timothy (Tim) Perciful (pictured above right) is the disaster response manager for the American Society for the Prevention of Cruelty to Animals' (ASPCA) Field Investigations & Response Team. His responsibilities include responding to major incidents involving animals across the country and working with jurisdictions to help prepare for various disasters. His background in the fire service and animal rescue has allowed him to respond to various incidents involving both humans and animals including landslides, tornadoes, hurricanes, and wildfires. This experience has allowed him to teach animal emergency response, wildland firefighting, technical large animal rescue, swift water rescue, and much more.

Pandemic Influenza:
Advice & Suggestions From an Expert

With the myriad of threats that communities prepare for, influenza pandemic is consistently at the top of the priority list. In recent years, strains such as H7N9 and H1N1 have caused concern among health officials. It is no mystery why, considering the 1918 influenza pandemic – which infected over 500 million individuals around the world and caused tens of millions of deaths. Domestic Preparedness Advisor Andrew Roszak recently had the opportunity to sit down with one of the world's leading pandemic experts, Dr. Lisa Koonin. Dr. Koonin recently retired from a 30-plus year career at the U.S. Centers for Disease Control and Prevention. She was one of the leads for pandemic influenza preparedness and response efforts.

In this podcast, Dr. Koonin reflects back on her years of service as a health official, discusses the importance of preparing for pandemic influenza, offers tips and suggestions on how organizations can begin thinking about preparing for pandemics, and offers advice to students seeking to start a career in public health. She also discusses the importance of partnerships and her new role as the founder of Health Preparedness Partners.

Click to listen.

Andrew Roszak, Moderator,
Executive Director, Institute for Childhood Preparedness
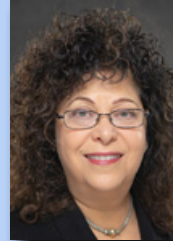
Lisa M. Koonin,
Founder and Principal, Health Preparedness Partners

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Predictable Surge:
Improving Public-Private Collaboration

By Eric J. McNulty & John Campbell

Public-private collaboration in disaster preparedness and response is currently sub-optimal in its organization and operational performance. This may be due to the perception of government entities that all collaboration must be formal in nature. As a consequence, small, medium, and even large private organizations may be reluctant to become involved in preparedness planning. However, reality suggests that organizations without existing contracts or partnerships are willing to participate in response efforts. This tension effectively limits the ability to anticipate the contributions that will come from entities outside of formal partnerships. "Predictable surge" is a new framework through which public and private entities, particularly at the state and local levels, may better work together to build preparedness and foster community resilience.

Currently, the participation of private partners in emergency preparedness and response is sub-optimal. There is awareness of and coordination with collaborators that are engaged in formal, contracted public-private partnerships (PPPs) with government. However, there is little or no visibility into the potentially much larger subset of organizations that could productively participate. This creates blind spots to both challenges and opportunities for emergency managers, especially at the state and local levels where formal PPPs are most rarely found.

The organizations participating in formal PPPs tend to be large, well-resourced, national or regional corporations. Smaller, local organizations are generally neither capable of meeting the stipulations of a formal agreement nor financially able to repurpose their operations in their entirety. Therefore, smaller organizations are not typically incorporated into disaster or emergency planning scenarios. Additionally, there are global organizations, such as Airbnb, whose dispersed structure make their actions highly localized.

Experience reveals a different situation: Despite the absence of PPPs – and, therefore, despite being under-represented in planning scenarios – local-level private organizations often demonstrate the same determination and willingness to provide assistance as their larger counterparts. Given this reality, it is a mistake to not engage these organizations in the planning, preparedness, and response processes.

Four Categories

Public-private coordination and collaboration can be divided into four categories, based on the structure of the agreement between the government and private organization: formal, semi-formal, informal, and disengaged.

Formal PPPs are structured around clearly defined resource requests of the private partner by the government agency. These entities are generally integrated directly into the formal command structure of the response. In PPPs, the private organization operates under

an agreed-upon governance structure, within clearly delineated roles and responsibilities. Formal PPPs provide structure and create protocols within which the private organization operates. The current industry definition of a PPP only includes this category.

Semi-formal coordination can arise with private organizations that regularly provide aid or assistance in emergencies. However, they do not operate under the same written rules as organizations that participate in formal PPPs. Generally, these organizations have interacted alongside the government before, are comfortable doing so, and have clearly self-delineated roles in emergency response – even though they are not formally obligated to provide assistance.

Organizations in the informal category are self-organized groups, such as the "Cajun Navy," which provided valuable rescue, transportation, and other services in response to Hurricane Harvey in 2017. These informal groups arrive at an emergency with a desire to help and whatever resources they can muster. Motivations vary, from simple desire to help, to proximity to the emergency, to seizing an opportunity to build a positive image or reputation. Although the assistance provided by these organizations is often invaluable, their non-credentialed status can create a liability for emergency managers, causing reluctance among emergency managers to utilize these potential collaborators.

Disengaged organizations simply do not provide aid in an emergency, despite the potential to do so.

A Failure to Plan for Reality

It may seem appropriate to incorporate solely formal PPPs into plans as only they offer the certainty inherent in a legally binding agreement. We suggest that this is a mistake. Semi-formal and informal relationships can be as useful as formal ones, and organizations in the disengaged category offer similar potential, and thus the potential of these organizations should be addressed in emergency plans. Multi-sector Meta-Leadership Summits for Preparedness – conducted by the National Preparedness Leadership Initiative at Harvard in collaboration with the CDC Foundation and the Robert Wood Johnson Foundation in 36 cities across the United States – revealed numerous unanticipated resources such as a ballet company volunteering its rehearsal hall for triage in a mass-casualty event and a bus company offering its vehicles and drivers for evacuations. More recently, companies such as Airbnb and Lyft have found ways for their independent "gig workers" to offer complimentary housing and transport, respectively, in response to disasters.

Organizations sort into their respective categories for reasons that have not been addressed sufficiently by government engagement efforts. The legal framework of a formal PPP is extensive – and expensive – which can discourage small- and mid-sized organizations from participating. Semi-formal and informal participation, such as in the examples above, lacks legal agreements, which can present both opportunities and risks. These actors likely are not integrated into protocols and plans. However, the better able an emergency manager is to predict such a surge of engagement, the better able he or she will be to seize opportunities and avoid risks. Thus, engaging actors across all four categories *without requiring formal PPP agreements* is paramount in building community preparedness, response capacity, and, ultimately, resilience.

Meeting Needs, Enhancing Resilience

A model of "predictable surge" is a path to better engaging potential private participants and more fully populating an emergency manager's understanding of his or her jurisdiction's true capacity and capability for response and recovery. This begins by matching organizations to meet various community needs in emergency response:

- *Resilience/fast rebound* – When organizations such as food, fuel, and hardware/home improvement stores resume their pre-emergency state of operations quickly, the public can utilize them to meet their needs.

- *Logistics/materiel surge* – These organizations, such as trucking companies, have existing ability to distribute and transport goods and provide services. Their participation allows the government to spare expense and critical time in creating new supply chains in the event of an emergency.

- *Capacity surge* – As in the examples of Airbnb and the bus company above, these organizations have the ability to create a surplus of necessary goods or services.

- *Capability surge* – These organizations provide specialized resources or skillsets that are useful to response efforts, which may be difficult or cost-prohibitive for the government agency to operate independently. Consider an engineering firm willing to deploy staff to assess structural safety across a region.

- *Information surge* – These organizations can quickly gather or disseminate information via internal networks, bolstering situational awareness on the part of the government and amplifying the reach of official messaging distributed through these channels. Companies with emergency alert systems for employees are an example.

- *Communications surge* – These organizations have the capability to increase the communications network of the government, by provision of network access implements, such as portable cellular telephone repeaters or radio equipment.

From Needs to Resilience

Each community has organizations that could meet these needs, or who already are. With needs met, communities are more robust and resilient in the event of a disaster. It is just a matter of knowing how to more fully engage these potential collaborators.

A good beginning is to ask what the private entity is *likely* to do under a given scenario. Another approach is to ask *under what circumstances* the entity is prone to offer some kind of support. This may be for their employees, their employees' families, or the general public. The goal is to make such participation more predictable. With a grasp of who is likely to step up, in what ways, and under what conditions, the emergency manager assembles a more complete picture of what a combined formal, semi-formal, and informal response would be.

These should be bidirectional needs assessments, with the emergency manager assessing their own needs from potential private collaborators, while also taking stock of what those

potential collaborators would need to receive from the emergency management apparatus to spur participation. One reason that potential collaborators remain less-than-optimally engaged is a failure to address their needs. For example, the bus company's offer mentioned above was conditioned on receiving advance credentials for both its vehicles and drivers to ensure that they would able to get to where they were most needed. This is much more than fitting private actors into the Incident Command System (ICS) – flexibility is essential. Thus, emergency managers should expect to give as well as get in these conversations.

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A second reason for sub-optimal engagement is reluctance by the government agency to enter into any less-than-formal engagements explicitly governed by contractual obligations and other enforceable constructs. By initiating conversations with a wide range of potential collaborators, the emergency manager is better able to point out legal restrictions, liability concerns, and other considerations that could affect the relationship. This give-and-take may help identify opportunities where each side can leverage the distinct capabilities of the other without a formal agreement – or point out activities that one or the other must undertake independently.

Cultivating Partners

Simply engaging partners is not enough to construct a reliable network of resources for emergency preparedness, response, and recovery. For example, Houston, Texas, engages its local partners in a Business Emergency Operations Center, which keeps concerned stakeholders at the table throughout a response sequence. This construct in its current iteration is simply transactional, a conduit for businesses to access government resources and present their needs and for government to deliver information. Although this engages stakeholders at one level, it does not build collaborative relationships for preparedness, response, or recovery.

Instead, community collaborators should be integrated into the general emergency operations plans with their likely surge contribution and a point of contact. If possible, designate a community engagement liaison function within the government emergency management hierarchy that can quickly determine which identified semi-formal and informal groups will participate and to what extent. This function can also serve as ombudsperson for potential participants who emerge in the moment.

Further, invite these collaborators to selected drills and exercises. Again, the Meta-Leadership Summits mentioned above serve as a model. This will help them see the important

role they can play, give them an understanding of the formal response structure, and help refine the tasks each is able and willing to undertake.

Conclusion

Although coordination across the public and private sectors for emergency preparedness, response, and recovery is sub-optimal, evidence shows that private entities are willing to become engaged in these efforts if their own needs can be reliably met. The following recommendations proliferate effective, reliable, and sustainable public-private collaboration:

1. Conduct a needs assessment. Without understanding the needs of the community or the needs of potential participants, there will be a mismatch in requests for aid as compared to available aid and the conditions necessary for each party. Start with the top 10 employers or most necessary services.

2. Structure collaboration at the comfort level of the participants. Do not attempt to force formality; partners are generally inclined to help if they can. Requiring their participation be bound by contract is likely to deter rather than include.

3. Continuously engage partners. Simply assessing needs and coming to a stated agreement does not build enduring, mutually beneficial relationships. Cultivating reliable collaborators requires engaging them in all preparedness processes – drills, planning, resilience study, and other activities. Ongoing dialogue also enhances predictability as each entity has better situational awareness.

4. Provide for further engagement by assigning a community engagement liaison function to uphold the above tenets. If community organizations have an equally engaged contact in the government emergency management apparatus who can regularly meet, discuss, and address their needs, they are more likely to feel appreciated and understood, and therefore more likely surge in predictable ways.

If these four tenets can be put into practice, then public-private collaboration can become the norm among private enterprises of all varieties, scopes, sizes, and industries. This is a paradigm shift that will serve to benefit all involved parties and their communities.

Eric J. McNulty (pictured above) is associate director of the [National Preparedness Leadership Initiative](), a joint program of the Harvard T.H. Chan School of Public Health and the Center for Public Leadership at Harvard's John F. Kennedy School of Government. Many of the program's more than 750 executive education alumni hold senior preparedness and response positions across the public, private, and nonprofit sectors.

John Campbell is a paramedic and public health emergency preparedness planner working in the Boston area. He holds a B.A. in Psychology from the University of Rochester, and an M.S. in Healthcare Emergency Management from Boston University. His research focuses on unburdening the emergency healthcare system through novel use of existing community resources.

A "Pracademic" Approach to Homeland Security

By Terry Hastings & Eric Stern

It is important for academics and practitioners to collaborate and learn from each other. Academic research can help to address real-world challenges, and practitioners are uniquely positioned to provide meaningful insight to help shape research agendas.

Academics and practitioners often view the world very differently, especially in first responder-oriented disciplines such as homeland security (narrowly defined) and emergency management. Academics conduct research, examine practices from an evidence-based perspective, and formulate theories, whereas practitioners focus on the immediate real-world operational realties and intense pressures they face each day. Academics are often criticized for being too high-minded, abstract, and detached from reality. As such, practitioners sometimes fail to appreciate the value of research and are often unwilling to learn and adapt for a multitude of reasons. These stereotypes contain some truth. However, as the discipline of homeland security has matured, academics and practitioners are increasingly recognizing the importance of learning from each other and collaborating in the production of usable, actionable knowledge. This "pracademic" approach to homeland security can produce relevant and useful insights for all parties involved.

Overcoming Obstacles

The proliferation of homeland security and emergency management degree programs has been coupled by a growth in basic and applied academic research as well. Researchers from colleges and universities are examining a myriad of homeland security issues (broadly defined), to include the study of terrorism, the use of unmanned aircraft systems, and disaster resilience, just to name a few areas of academic interest. Additionally, there are now several homeland security-related academic journals to complement the previously existing disaster science and emergency/crisis management journals for researchers to publish their work.

Unfortunately, practitioners often do not have easy access to or the time to read and digest the various academic-oriented research products. Even when they do, academics generally write their articles for other academics, not practitioners. Dense journal articles with numerous citations and academic theories rarely resonate with practitioners. Additionally, first responders and other homeland security officials must contend with an ever-evolving list of threats and hazards, to include extreme weather, terrorism, public health emergencies, and many other concerns. The sheer volume and pace of work – especially for state and local agencies – can be overwhelming. Many agencies are focused on addressing the issue of the day or immediate challenges with little ability to dedicate any effort to more strategic-level issues. Furthermore, the "peer review publish or perish" pressures faced by tenure track academics (already juggling academic research projects,

teaching, and university service/administration demands) often create strong disincentives to collaborate with practitioners – especially for vulnerable junior scholars.

Despite the obstacles, the urgent nature of the threats and hazards communities face makes it clear that academics and practitioners must make time to collaborate and look for opportunities to work together. Congress, the U.S. Department of Homeland Security, and many other federal agencies have encouraged the formation of multi-university Centers of Excellence, funded research, and encouraged the formation of mixed scholar-practitioner communities focusing on natural hazards and emergency management education. This approach is already yielding important results. For example, the collaboration between University of Delaware Professor Joseph Trainor and first responder practitioner Tony Subbio on Critical Issues of Disaster Science and Management paired researchers and practitioners to explore key issues of mutual and public interest. Impact360 is another new and promising effort that seeks to connect research and practitioners.

The Managing Chaos Workshop in Albany, NY (*Source:* Courtesy of DHSES Twitter, January 2019).

Collaborating Through the Chaos

State and local homeland security and emergency management agencies should also be exploring new ways to collaborate with their academic counterparts. One such example of an effective academic and practical collaboration at the state level relates to the creation of a "Managing Chaos" workshop for senior officials. With funding support from the Federal Emergency Management Agency's (FEMA) Complex Coordinated Terrorist Attack program, the New York State Division of Homeland Security and Emergency Services (DHSES) worked with both academics and practitioners to develop a half-day workshop for senior officials, to include political leaders and first responder agency executives. The workshop involves facilitated discussions around the concepts of crisis leadership, crisis decision-making, and crisis communication.

In developing the workshop, DHSES collaborated with several academic institutions, including the College of Emergency Preparedness, Homeland Security, and Cybersecurity at the State University of New York at Albany, and the Center for Homeland Defense and Security at the U.S. Naval Postgraduate School. These entities were able to provide DHSES

with the latest academic thinking related to crisis management. In addition, DHSES relied heavily on the concepts outlined in The Politics of Crisis Management, Meta-Leadership, and other contemporary academic works. Practical perspectives were incorporated as well, to include the insights and lessons learned from jurisdictions that dealt with complex

> *Academic/practitioner collaboration offers broad, yet useful, perspectives on how to better manage crisis situations based on proven techniques and strategies.*

insights, to include Orlando, Las Vegas, San Bernardino, Aurora, and others. DHSES also collaborated extensively with Daniel Linskey, the former superintendent-in-chief of the Boston Police Department and incident commander during the Boston Marathon Bombing. Linskey's real-world experiences further amplified the academic research. The result of this academic/practitioner collaboration is a unique workshop that provides senior officials with a broad, yet useful, perspective on how to better manage crisis situations based on proven techniques and strategies.

To date, DHSES has delivered the workshop to more than 200 senior officials from across New York with very positive feedback. The research and real-world insights resonate with the participants, plus the workshop concludes with a scenario-based exercise using mock news clips that help to reinforce the learning objectives. This type of hands-on pedagogy is particularly relevant for adult learners, as they tend to learn better by doing and appreciate the opportunity to apply the concepts, not just listen to them.

Most state and local homeland security and emergency management agencies are not overrun with extra staff and time, so partnering with academic institutions can serve as a force multiplier. In addition to helping with research, colleges and universities can also provide interns, faculty-supervised student "consulting" teams (capstone projects), and other types of support. Managed effectively and in a spirit of mutual collaboration and respect, the academic/practitioner partnership can yield impressive results and produce useful products and insights. Yet, like any relationship, it takes time, commitment, and communication to succeed. Therefore, academics and practitioners must be willing to invest the necessary level of effort.

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Eric K. Stern (pictured above bottom), Ph.D., is professor of political science at the College of Emergency Preparedness, Homeland Security, and Cyber-Security at the University at Albany (SUNY). He holds a Ph.D. from Stockholm University and a B.A. from Dartmouth College. He has published extensively in the fields of executive leadership, crisis and emergency management, crisis communication, resilience, security studies, foreign policy analysis, and political psychology.

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