



INSIDE:

Tucson Tragedy: The CISM Response — Pg. 1

Team Profile: Lake Havasu City Police Department's CISM Team — Pg1

LifeNet

Is a publication of
the International
Critical Incident Stress
Foundation, Inc.

ICISF is a non-profit non-governmental organization in special consultative status with the economic and social council of the United Nations

3290 Pine Orchard Lane
Suite 106
Ellicott City, MD 21042
Tel: (410) 750-9600
Fax: (410) 750-9601
Emergency: (410) 313-2473

Website: www.icisf.org

TUCSON TRAGEDY: THE CISM RESPONSE

Cynthia Dowdall, Ph.D, Director, NWFD Interagency Team

On January 8, 2011, Northwest Fire's Commander, Chief Lane Spalla, dispatched the NWFD Critical Incident Stress Management (CISM) Interagency Team to the Safeway in Northwest Tucson, for a mass shooting killing five adults, and a nine-year-old girl along with an assassination attempt on Congresswoman Gabrielle Giffords' life. The NWFD Interagency Team consists of 29 different agencies that include fire/EMS, law enforcement, hospitals, dispatchers, schools, the University of Arizona, Chaplains, and the United States Border Patrol. Our Peer Support Team Members have been trained by the International Critical Incident Stress Foundation, with many having years of experience in CISM. The Peer Support Team Members who responded to the scene began to assess the situation and to gather information for strategic planning. One piece of information given to our Peer Support Team was by someone on-scene monitoring news reports that Congresswoman Giffords was dead. Our team had received information

from Emergency Medical Services Command that this was not accurate, so we immediately had a Public Information Officer on-scene get the correct information to the media. This correction was of high importance in mitigating stress responses of our first responder personnel, and also to the public and especially Congresswoman Giffords family.

While on-scene, our Peer Support Team Members worked with law enforcement, fire/EMS, victim services, local businesses and their Employee Assistance Programs (EAP's), hospitals, and the American Red Cross to strategically plan for interventions to be implemented. A Rehab Unit was established on-scene at one of the local restaurants. We waited for interviews of some first responders to be concluded by investigators prior to implementing demobilizations and one-on-one interventions. All personnel were given stress mitigation information and suggestions for returning to duty while maintaining their optimum levels of performance and

Continued on Pg 5

TEAM PROFILE: LAKE HAVASU CITY POLICE DEPARTMENT'S CISM TEAM

Detective Tom DePuydt, Professional Standards Bureau

The Blackberry started to vibrate at 8 am on August 29, 2010, while my family and I were out of town shopping. I looked at the text message from a member of our Critical Incident Team of the department. I sat in disbelief as I read the message: "Bad night; five dead from a shooting." It took several minutes for the message to register what had happened in our small resort town of Lake Havasu City, Arizona. Lake Havasu City, Arizona is located on the western edge

of the state along the Colorado River. It is approximately 150 miles south of Las Vegas, Nevada and 200 miles northwest of Phoenix. It has an elevation of approximately 494 feet above sea level. The city is home of the historic artifact, The London Bridge. The London Bridge is one of the top tourist attractions in the state next to the Grand Canyon. Using the measurement of what a city's average high temperature is in July, the hottest U.S. city is in Lake Havasu City which averages 111 degrees.

Continued on Pg 6

July 13-17, 2011

∴ Columbia, MD

ICISF

October 5-8, 2011

∴ Toronto, ON

Peel Regional Police

October 27-30, 2011

∴ Victoria, BC

Archipelago CISM Society

December 1-4, 2011

∴ San Diego, CA

San Diego County Critical
Incident Stress Team

Additional dates and
locations soon to be
announced!

FROM THE HOTLINE COORDINATOR

By George Grimm, CTR

When CISM/CISD was first introduced several decades ago, the ICISF established a "HOTLINE" phone number on a 24/7/365 basis, so that organizations or individuals needing assistance would have access to the limited number of teams that had been organized. Because of the growing acceptance of CISM and more training being offered, more individuals getting that training, and more teams being established, the number of calls to this HOTLINE has been considerably reduced as local teams are more readily available to handle their own requirements and also, in some cases, provide assistance to other teams within their local areas. This HOTLINE number is still available; however, most of the calls for assistance now come directly to the ICISF office from organizations or agencies looking for assistance at larger incidents, from civilians needing help who have used the ICISF website, or from established teams who need assistance from other CISM teams or personnel.

Currently there are 735 teams worldwide listed in the HOTLINE database. From this database ICISF has been able to provide referrals for many

large local and major national disasters. Recently, however, fewer of these teams have supplied the up-to-date contact and activity information that ICISF requires on an annual basis. Therefore, ICISF cannot always provide reliable information about many teams when called on to do so. As of today, of the 735 teams in our database only 174 have kept their information current enough to be reliable. These teams are listed on the ICISF webpage under "CISM Teams/ CISM Team Listing." Only those who have supplied information during the past year are on that list.

If your team is not on the list, it is because ICISF does not have current information from you and has been unable to contact the team from the information we have. If your team is still functional and would like to be considered for referrals, the team information needs to be brought up to date, and your team should file a "Team Information Form" annually. This form can be downloaded at <http://www.icisf.org/images/stories/PDFs/teaminfo.pdf>. For more information regarding your team's status, please contact the HOTLINE Coordinator at hotline@icisf.org.



Bring ICISF training to your area

The latest training and education on
Comprehensive Crisis Intervention Systems

Speakers Bureau Program

- Dynamic speakers
- Avoid travel costs - train your staff at your site
- Highest quality professional programs
- Wide variety of stress, crisis intervention and disaster psychology courses
- Specialized topics to suit your needs
- Earn Scholarships to attend classes
- Choose classes to suit your training needs
- Earn a portion of the conference net profit
- Network with other CISM Practitioners from around the World
- Discuss issues facing you or your team with ICISF faculty & staff

ICISF 11th World Congress on Stress Trauma and Coping Awards

ICISF Lifetime Achievement Award
Presented to:

**Monica Kleinman B.A, Dip.Ed,
M.Ed, MAPS-Australia**

This award is presented to an individual/organization to honor his/her/their life-long contributions to the field of Crisis Response and/or ICISF, Inc.

ICISF Community Service Award
Presented to:

Peter Kueffer - Melbourne, Australia. This award is presented to an individual/organization that has made a significant contribution to their Community through Crisis Response.

ICISF Excellence in Training and Education Award Presented to:

Dennis Potter - Grand Rapids MI
This award is presented to an individual/organization for their excellence and/or innovations in the Training and Education of individuals/organizations in the field of Crisis Response.

ICISF Cofounders Award Presented to:

Joerg Leonhardt - Darmstadt, Germany

These awards are presented to an individual/organization for their actions and commitment in the continued legacy and spirit of ICISF's Cofounders, Dr. Jeffrey T. Mitchell, Ph.D. and Dr. George S. Everly, Jr., Ph.D. This award shall have four categories.

Excellence in Crisis Intervention and/or Disaster Response

Innovations in Crisis Intervention

Excellence in Crisis Intervention/Trauma Research

Collaborative Outreach in the Field of Crisis Response

ICISF Journalism and Media Award Presented to:

Levita Ferrer - Bethesda, MD

This award is presented to an individual/organization for their contributions, through their medium, which have made a positive impact on the field of Crisis Response.

ICISF Pioneering Spirit Award
Presented to:

James Jeffrey - Media, PA

The ICISF Pioneering Spirit Award recognizes individuals, and/or organizations that have exemplified the pioneer character in the advancement in the field of CISM and ICISF. Recipients are those who have worked diligently over time to enhance the effectiveness and viability of the central precept of "Peer Support" through their actions and deeds in the service to others.

Susan E. Hamilton, PhD Award

Presented in honor and memory of Susan Elizabeth Hamilton, PhD.; 1943-2010. Presented to:

Ms. Cheryl Tyiska – Silver Spring, MD

Dr. Kevin Ellers - Algonquin, IL

This award is given to an individual or an organization in the field of crisis management and or crisis response for their distinctive leadership and achievement of collaboration and strategic consensus between agencies and or organizations in successfully creating an atmosphere of cooperation and proactive communications. These resulting actions lead directly in the identifying, defining and securing of effective solutions toward common goals that best address current and emerging challenges within Disaster response.

Share Your Team's Milestone with *LifeNet* Readers

ICISF would like to acknowledge CISM Teams that have reached significant milestones in organizational longevity (i.e. five, ten, fifteen year anniversaries, etc.) in future issues of *LifeNet*. If your team reached such a significant anniversary date in 2010, please contact George Grimm, ICISF CISM Team Coordinator (via email at hotline@icisf.org) and provide the appropriate information so we may proudly list your Team in a future *LifeNet* and provide a Certificate of Appreciation.



Award and Scholarship Recipients

As a benefit of hosting an ICISF conference, ICISF awards Certificates of Appreciation in recognition of outstanding contributions in the field of CISM. Additionally, ICISF offers the Marlatt Scholarships in remembrance of Erin and Colleen Marlatt to deserving individuals selected by the local host.

Recipients are acknowledged and presented with awards at the conference Award Ceremony & Town Meeting.

Congratulations on being chosen as a Certificate of Appreciation or Marlatt Scholarship recipient at ICISF's Ft Wayne, IN Conference held April 13-16, 2011

Certificate of Appreciation

Patsy Hendricks, RNBC, MS,
Megan E.B. Kelly, MSW
Marlatt Scholarship

Patt Kite – FT Wayne Public
Safety Agency
Amy Biggs - Fire & Rescue

Congratulations on being chosen as a Certificate of Appreciation or Marlatt Scholarship recipient at ICISF's San Antonio, TX Conference held May 12-15, 2011.

Certificate of Appreciation

Denise Thompson
Chief Paul Tabor
Marlatt Scholarship
Dustin Beaudoin- Spring Branch
Fire & Rescue

Stephanie Anderson-Bulverde Spring
Branch EMS
Michelle Ruiz-Bulverde Spring Branch
EMS
Jesus Lopez- Randolph AFB Fire &
Rescue

From the Approved Instructor Department

We would also like to congratulate the participants of the most recent Approved Instructor Candidate Program. The following individuals recently completed Law Enforcement Perspectives in Ft Wayne, IN, April 13-14, 2011

Tim Lucas
Thomas Matava

John Robertson
Daniel Sweeney

We would also like to congratulate the participants of the most recent Approved Instructor Candidate Program. The following individuals recently completed Advanced Group Crisis Intervention in Atlanta, GA, April 28-30, 2011.

Melinda Albright
Ted Embry

Pam Frasier
Helene Gabourie

Monica Kleinman
Jay Martin

(Continued on the next page)

Comments, Questions or Suggestions

Please direct any comments or questions regarding the contents of this issue to the attention of Victor Welzant, PsyD, Editor, at lifenet@icisf.org. Letters to the Editor are also welcome. Have an idea for an article in a future issue of *LifeNet*? Send your suggestions to the attention of Michelle Parks, Content Editor, at lifenet@icisf.org. We welcome your input.
Thank you!

If your article is approved and used in an issue of the LifeNet you will receive a complimentary Level One-1 year ICISF membership (\$50.00 value)

Make Sure We're Able to Stay in Touch!

To be sure ICISF emails get through to your inbox, be certain to add ICISF email addresses to your address book. If you have a spam filter, adding ICISF.org to your "white list" of acceptable senders will also help to ensure that our emails get through. Thanks!

From the Approved Instructor Department(Cont'd)

We would like to congratulate the newest Approved Instructors to the ICISF Family. The following individuals recently completed the Group Crisis Intervention Approved Instructor Program held in San Antonio, TX, May 13-15, 2011

Blaine Allan
Donna Alton
Scott Arcement
Debborah Arnold
Marti Barton
Robyn Berger-Gaston
Graham Bettes
Monique Campos
Sterling Claypoole
Careen Condrotte
Devon Corpus

Christine Cunningham
William Dorman
Michelle Eaton
Gary Eno
David Fair
Jerry Foster
Lori Gray
Patrick Hamlin
Carole Jewett
Fuzzy Lake
William Lotz

Bryan McKelvey
William Mitchell
Stephanie Morris
Lester Palmer
Corinne Pascoe
Kenneth Rietema
Kristen Strother
David Tetrault
Kay Toben
Larry Weis

TUCSON TRAGEDY: THE CISM RESPONSE

(Continued from page 1)

the continuance of mitigating stressors while off duty. Personnel working 24-hour shifts were offered the choice to go off duty, if they were fatigued or unable to operate at their optimum levels of performance. Some fire/EMS personnel went off duty, with the majority returning to their stations. The mind-set of many uniformed personnel was that they wanted to stay with their crews because it was this support system of talking amongst each other that would help them to process the incident and help them to return home with a better mindset. Some first responders also stated that getting back into service helped them to reset their mindset for peak performance. We had Peer Support Team members meet with all agencies back at their stations/substations where defusings and one-on-one interventions were held. Peer Support Team Members were on-scene a minimum of ten hours strategically planning and providing demobilizations, defusings, and one-on-one interventions for uniformed personnel, hospital staff, and dispatchers. Our Peer Support Team Members established a Rehab Unit in the Emergency Department

to support the hospital staff and to provide demobilizations and one-on-one interventions when needed. The team also worked with dispatchers on site, providing interventions to all personnel prior going off of duty.

The following day, a number of agencies, including our NWFD Interagency Team, met at University Medical Center that to begin planning for continued PHASE 1 Interventions. By Friday post-incident, our team had met with over 525 individuals and by two-and-one-half weeks after the shootings, our team had worked with over 850 individuals, including first responders, hospital staff, dispatchers, leadership, and family support. The interventions provided were demobilizations, defusings, and one-on-ones within the first 24 hours. Critical Incident Stress Debriefings were planned for those personnel who were involved in rescue, recovery, and treatment. Crisis Management Briefings were scheduled for agency staff members. Leadership Briefings took place to educate agency leaders on recovery aspects of this incident. PHASE 2 interventions of one-on-ones, CMB's, CISD's, or follow up were performed with personnel that had immediate and

continued exposure to this incident. Law enforcement interventions were delayed until PHASE 2, due to the sensitivity of this investigation. PHASE 3 planning continued with follow ups and one-on-ones. PHASE 4 continues with our Peer Support Team members being available to assist with legal aspects of this case, continued media coverage, and memorial dedications. Dedications will include the new NWFD Training Center, where a piece of Iron from the World Trade Center will be dedicated to the victims of 1-8-11.

Additionally, our Peer Support Team has been included in the Post-Incident Review of all agencies on-scene. We've also accompanied first responders as they met with Civilians on-scene who wanted to say "thank you." (This is PHASE 5.)

During our interventions, we educated personnel on effective coping strategies for continued mobilization and strategic efficacy for peak performance. Additionally, incorporated throughout the CISM intervention phases and processes, were discussions of effective coping strategies, including social support (peer support), discussion of planful problem solving, and the exploration of positive reappraisal

TUCSON TRAGEDY: THE CISM RESPONSE (cont'd)

to meet the challenge. The above coping research is based on the late Richard Lazarus and Susan Folkman's work and the research work of this author dealing with mobilization efficacy and strategic efficacy that leads to outcome coping efficacy of firefighters.

In all Critical Incident Stress Debriefings, flashbacks were normalized. In the Teaching Phase, research on "Ironic Processing," where it is important to not fight flashbacks of sights, sounds, smells, taste, or touch, but instead to allow them to surface in order for these memories to dissipate, was addressed. Ironic processing is a sports psychology term researched by Daniel Wegner, which shows that suppression of flashbacks can make them worse. Our education also included dose exposure with the media and reverse social immersion, which is defined as getting to know victims through the media. Other reactions of armchair quarterbacking, blame, on-scene envy, response envy, and overt criticism were also addressed as storming stages that may create crew and agency team divisiveness. The replacement behaviors of encouragement for renormalization, team unity, and focusing on lessons learned for future

calls creating team unity and team peak performance were taught.

Our team worked with Federal Victim Services and the United States Federal Court System to provide Critical Incident Stress information to employees. We also provided school counselors from our team to respond to community-planned interventions with Community Partnerships of Southern Arizona, which oversees county mental health in Pima County.

The NWFD Interagency Team has been on several high profile and national incidents that have resulted in Incident Commanders, like NWFD Chief Spalla and Pima County Sheriff's Department Captain Frank Duarte, understanding the importance of Peer Support Team Members being on-scene and providing post-incident interventions. Because NWFD Commander Chief Lane Spalla created the CISM Group under Operations during the Second Operational Period, the NWFD Interagency Peer Support Team Members were able to assess, triage, and implement interventions within all responding agencies in an expedient and well orchestrated

response. Continued strategic planning for the next year continues where the NWFD Interagency Team will be providing continued services at three months (PHASE 6), six months (PHASE 7), and two to three months prior to the incident anniversary (PHASE 8), the anniversary (PHASE 9), and second-year (PHASE ten). These phases are to help strategically plan for delayed and cumulative stressors to prevent coping fallout, which interferes with life and work connections and optimum levels of functioning and performance. Peer Support Team Members from the NWFD Interagency Team are to be commended for their dedication to their peers, their ability to team with those within their own agencies, with others, and for the extraordinary services they provided in supporting their peers to maintain their elite first responder mind-set. Likewise, agency leaders and the Commanders on this scene are to be commended for their leadership and for creating a CISM Group, during the Second Operational Period of the Incident Action Plan, in the aftermath of these horrific shootings. Their support of the NWFD Interagency Team is why 850 individuals received services post-incident and continue to function at

Team Profile: Lake Havasu City Police Department's CISM Team

(Continued from page 1)

The Lake Havasu City Police Department was founded in July 1979. The department started with twelve officers and worked out of temporary buildings until 1981, when the department found a permanent home on London Bridge Road. In 1994, a new, expansive building was opened on McCulloch Boulevard where the department currently resides. The department has 133 employees (91 sworn, 32 civilian, and ten part-time positions). "The department has grown to become one of the leaders in progressive police

services in the state of Arizona." I am the coordinator of the Lake Havasu City Police Department's Critical Incident Team (Critical Incident Stress Management Team). It is made up of seven team members and one coordinator. The team officially formed in 2009 after a year of preparation and training for our team members. We attended a variety of CISM conferences throughout the state to get the basic fundamentals of developing and starting a team. There were many

obstacles to overcome to develop this team from scratch. The biggest task was finding the available time to conduct their research. All tasks were divided up equally among the team. Team members worked midnights, afternoons, weekends, and holidays. Coordinating team meetings where everyone could attend was also very difficult. The team persisted with many lessons learned from failures.

WHY AND HOW THE TEAM WAS FORMED

Due to budget restrictions and cutbacks, the city's Employee Assistance

Team Profile: Lake Havasu City Police Department's CISM Team

Program was dropped a few years ago. There was not a formal process in place for employees to seek in dealing with critical incidents. The Chief of Police was aware that a formal process was needed and authorized the development of the team. The initial step was to send two employees to an ICISF conference. The main courses we focused on were Individual Crisis Intervention, Group Crisis Intervention, and Law Enforcement Perspectives for CISM Enhancement.

The next step we took was to gather as much research material on different department's policies concerning their CISM teams and modifying the information to apply to our department. One exceptional website was the International Association of Chiefs of Police (IACP). This also included criteria for applicants to join the team. The department accepted applications to fill the members authorized for the formation of the team. Using the criteria and reference material through ICISF, team members were selected. The important characteristics the department looked at for team members were:

- Employees with experience in handling stress and critical incidents.
 - Employees that are not currently experiencing serious personal problems.
 - Have a variety of age, gender, sworn personnel, and non-sworn personnel from different divisions so they would be approachable for all personnel.
- Referring to the CISM Group Crisis Intervention book written by Jeffrey T. Mitchell, Ph.D., C.T.S., the team followed the steps outlined concerning the fifteen primary elements of a CISM Program. In following these fifteen steps, it provided guidance in the development of the department's policy. The fifteen steps written by Jeffrey T. Mitchell are:
- Clearly defined scope and limitations of team functions.
 - Strategic approach.

- Comprehensive package of tactics, procedures, and interventions.
- Appropriate staffing.
- Properly trained team members.
- Standard principles and application models.
- Effective leadership.
- Organizational endorsement of the program.
- Clear policies and procedures.
- Flexibility and innovation.
- Emergency call out procedures.
- Mutual aid agreements.
- Follow-up and referral programs.
- Team maintenance.
- Evaluation.

The policy was completed and approved by our administration and was implemented. The main points in the policy are:

- Introduction
- Definitions
- Defining the Critical Incident Stress Management Program
- Definition of the team
- Selection for the team
- Documentation
- Confidentiality guidelines/exceptions/ breach
- Activation of the team
- Discretionary Activation of the team/ member
- The coordinator's responsibilities
- One on one sessions, defusings, and debriefings.

Since the policy and team were new, the department requested that I would brief the supervisors and staff to inform them what the team is capable of and how to activate the team. Based on the sensitivity and confidentiality of the team, it was decided I report directly to the Chief of Police. In the short existence of our team, we have held several debriefings after tragic events occurred to include:

- A driverless vehicle rolling down a driveway knocking the mother and infant child underneath the moving vehicle. The infant succumbed to the injuries.
- Officer involved fatal shooting which included multiple officers.
- A two vehicle accident involving an

Get Your Own
Permanent Record!
Great reference
materials
for you, your team,
your co-workers!

**Get an All-Access Pass
to
11th World Congress
Recorded Presentations**

It's the next best thing to
being there!

Two Versions Available

Standard Electronic Proceedings

(mp3 format)
Full audio recordings
of 48 Main Congress
recorded
presentations plus
handout materials
(up to 61 total
presentations)

\$124

Premium Electronic Proceedings

Full audio recordings
of 48 Main Congress
recorded
presentations, *including
synchronization to
Power Point slides
when available (up to
48 presentations), plus
handout materials (up to
61 total presentations)*

\$150

**Place a Secure
Online Order with
CadmiumCD at**

[http://www.
conferenceproceedings.
com/icisf.htm](http://www.conferenceproceedings.com/icisf.htm)

or contact ICISF for
more information
(410) 750-9600 or
scohen@icisf.org



Team Profile: Lake Havasu City Police Department's CISM Team(cont'd)

intoxicated driver where a ten year old was trapped. The vehicle burst into flames and the victim died from the injuries. Officers and Fire personnel were on scene when the vehicle erupted.

- A gunman entered a residence shooting and killing five people. It was a Domestic Violence incident. After killing the five citizens, the gunman took his two children and drove to California and safely dropped the children off at a relative's house before turning the gun on himself and committing suicide. We have received numerous positive comments relating to the debriefings. Some of the employee's comments included:

- This program should have been implemented years ago.
- Employees that had problems sleeping were now getting the proper rest after the debriefing.
- The reference material that we handed out on what to expect for the next few weeks were beneficial and the employees could relate to the symptoms.
- They were pleased with the confidentiality and sincerity of the team members.
- It was informative and they were

unaware of some of the important facts related by other employees in relation to the incident that were revealed.

- And numerous others.

Still, there are many employees that are skeptical of the program but we expected that. The more the team educates the employees about what the program entails, the more it will be accepted. The department is pleased with those who have attended the debriefings and benefited from the interaction.

Projects/Programs in Progress

We are currently working on a spouse/significant other meeting to inform and educate family members of employees of what the team is about and how to recognize and handle stress related problems. The spouses/significant others are usually the first ones to recognize changes in behavior in their loved ones and they may not realize the changes are a result of stress. It is to provide the basic information in stress related problems and what to do. We are establishing a form with the Critical Incident Team member's names and phone numbers to place around the department for all employees to view for times they may need us. The team

periodically sends out e-mails with reference material to be proactive in stress reduction. We have an enthusiastic and dedicated team that is willing to go the extra mile to keep the program running smoothly and useful to the department. We have had support from other agencies to include the Arizona Department of Public Safety, the Lake Havasu City Fire Department, and the Kingman Police Department. A special thank you goes to Robert J. Whalen, MSW, LICSW who graciously volunteers his time and experience while he visits Lake Havasu City during the winter months while he gets a break from the cold Minnesota winters!

Detective Tom DePuydl
Professional Standards Bureau
Background Investigations
Lake Havasu City Police Department
928-680-5406
depuydt@lhcaz.gov
fax 928-680-5430
Steadfast in the face of tragedy
Harrold referred to the department's
Critical Incident Stress Management
Team, also referred to as critical first-aid.

HAVE YOUR MANUSCRIPT PUBLISHED IN AN INTERNATIONAL PROFESSIONAL JOURNAL



The International Journal of Emergency Mental Health, an international, peer-reviewed journal, is seeking articles dealing with psychological trauma, disaster psychology, traumatic stress, crisis intervention, emergency services, critical incident stress management, war, occupational stress and crisis, employee assistance programs, violence, terrorism, emergency medicine and surgery, emergency nursing, suicidology, burnout, or compassion fatigue. Instructions for contributing authors can be found online at www.chevronpublishing.com/authorinfo.pdf

ICISF Staff Directory

Donald Howell
dhowell@icisf.org
Executive Director,
Media Relations

Ken Bohn
kbohn@icisf.org
Director of Operations,
Disaster Coordination,
Field Operations, Peer Liaison

Donald F. Gow, CTR
dgow@icisf.org
Logistics Specialist

Jeannie Gow, CTR
jgow@icisf.org
Information Specialist

Ethan Wilson
ethan@icisf.org
Webmaster
lifeNet Design

Shelley Cohen
scohen@icisf.org
World Congress Program Manager

George Grimm
hotline@icisf.org
CISM Teams/Hotline Coordinator,
Hotline Records

Lisa B. Joubert
lisa@icisf.org
Finance Director, Invoicing,
Accounts Payable

Amy Leonette
amy@icisf.org
Approved Instructor Support
Department

Kate Looram
kate@icisf.org
Approved Instructor
Program Coordinator,
A.I. Workbooks,
Certificates & Invoicing

Michelle Parks
mparks@icisf.org
Membership & CE
Program Coordinator,
Certificate of Specialized Training

Terri Pazornick
terrip@icisf.org
Education & Training Manager,
Speakers Bureau, Trade Shows

Michelle Warshauer
michellew@icisf.org
Conference Certificates,
Conference Registrar & Inquiries

Victor Welzant, PsyD
welzant@icisf.org
Training & Education Director
LifeNet Editor

lifenet@icisf.org
Suggestions, comments and/or
inquiries about this publication.