

DISASTER NEWS YOU CAN USE

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This Month in Disaster History

Witch Storms & the Sinking of the Ed Fitzgerald

The "November Witch" or "Witch Storms" represent a notorious chapter in the meteorological history of the American Midwest, particularly along the Great Lakes. These late-autumn gales, often peaking in November, have long terrorized mariners with their sudden ferocity, earning their eerie moniker from the unpredictable and malevolent nature of the weather. Historical records trace these storms back centuries, but the 19th and 20th centuries provide the most documented devastation. The Great Lakes Storm of 1913, dubbed the "White Hurricane" or "Big Blow," stands as the deadliest example, raging from November 7 to 10 and claiming over 250 lives while sinking or stranding dozens of vessels across all five lakes. This event, combined with others like the 1940 Armistice Day Storm, underscored the seasonal peril when warm lake waters clashed with frigid Canadian air masses, birthing explosive low-pressure systems. These storms not only reshaped shipping practices but also embedded a cultural dread in Great Lakes folklore, immortalized in Gordon Lightfoot's ballad "The Wreck of the Edmund Fitzgerald."

At their core, Witch Storms are a product of the Great Lakes' unique geography and seasonal thermodynamics. In November, the lakes retain summer warmth—often above 50°F (10°C)—while Arctic air plunges southward...

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November 2025

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Crisis Communications for EM

Bridging Crisis Communications Theory & Practice in Emergency Management

Crisis communication models and theories provide foundational frameworks for emergency managers to navigate the complexities of high-stakes situations, ensuring timely, empathetic, and effective information dissemination. Key theories include Apologia, which focuses on rhetorical strategies for self-defense in the face of accusations; Image Restoration Theory, developed by William Benoit, which outlines tactics like denial, evasion of responsibility, and corrective action to repair reputational damage; and Situational Crisis Communication Theory (SCCT), proposed by Timothy Coombs, which guides response selection based on the crisis's attributed responsibility and threat level. Complementing these are

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Crisis Communications for EM

Continued...

Bridging Theory & Practice of Crisis Communications in EM

Continued

Diffusion of Innovations Theory, which explains how preventive messages spread through social networks to encourage adoption of safety behaviors, and the Excellence Theory from public relations, emphasizing two-way symmetrical communication for building trust with stakeholders. In contemporary emergency management, these models integrate with practices like the Centers for Disease Control and Prevention's (CDC) Crisis and Emergency Risk Communication (CERC) model, which adapts messaging to phases of a crisis while prioritizing empathy and transparency to counter misinformation.

Emergency managers can apply these theories across diverse threats by tailoring responses to the crisis type and audience needs. For natural disasters like hurricanes, SCCT's bolstering strategies—such as reinforcing community resilience—pair with Diffusion of Innovations to rapidly disseminate evacuation alerts via social networks, as seen in FEMA's real-time apps. In cyber threats, Image Restoration becomes critical post-breach to rebuild public trust through corrective actions like transparency reports, while Apologia defends against blame in high-visibility incidents. For acts of terrorism or active shooter attacks, Excellence Theory supports symmetrical dialogue with law enforcement and media to coordinate unified messaging, reducing panic; civil disturbances, meanwhile, benefit from SCCT's diminishment strategies to attribute causes externally without escalating tensions. These applications underscore a shift toward proactive, audience-centered communication, leveraging digital tools for speed and reach.

Throughout the emergency management lifecycle—mitigation, preparedness, response, and recovery—managers must consider phase-specific dynamics in applying these models. In mitigation and preparedness, Diffusion and Excellence Theories inform educational campaigns that foster long-term behavioral change, such as community drills emphasizing two-way feedback to address vulnerabilities. During response, SCCT demands rapid, attributable messaging to maintain control, with considerations for cultural sensitivities and accessibility (e.g., multilingual alerts). Recovery phases require Image Restoration tactics to acknowledge failures and outline rebuilding, while monitoring for secondary crises like mental health impacts. Across all phases, ethical considerations include avoiding overload from multichannel delivery, combating disinformation through verified sources, and evaluating post-event feedback to refine strategies.

Proposed changes to FEMA in 2025, including the Fixing Emergency Management for Americans (FEMA) Act, introduce significant considerations for crisis communications. This bipartisan overhaul elevates FEMA to cabinet-level status, streamlines grants for faster local access, and incentivizes mitigation while reducing red tape—potentially enhancing communication agility but risking delays in funding approvals that could hinder response messaging. Agencies must prepare for shifted cost-sharing thresholds and smaller-scale incident exclusions, which may strain local resources and necessitate more robust pre-crisis partnerships. At the local government level, schools, universities, and NGOs, considerations include customized plans: schools prioritize child-friendly, trauma-informed comms under SCCT; universities leverage digital networks for Diffusion; and NGOs focus on equity in reaching underserved groups. Interagency collaboration, as in public-private partnerships, ensures consistent narratives amid these reforms.

Continued on Page 3.

The Value of Preparedness

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Crisis Communications for EM

Continued...

Bridging Theory & Practice of Crisis Communications in EM

Continued

These models align seamlessly with best practices for engaging the public, stakeholders, and influencers in disaster cycles. Preparedness messaging, guided by Excellence Theory, builds symmetrical relationships through town halls with community power brokers, promoting buy-in for mitigation efforts like zoning reforms. Response best practices emphasize CERC's empathy-first approach, using unified, multi-platform updates to stakeholders for coordinated action. In recovery and mitigation, Image Restoration and Diffusion facilitate narrative shifts toward resilience, sharing success stories to influence policy advocates and sustain funding. Overall, integrating these theories fosters trust, reduces harm, and enhances adaptive capacity, proving indispensable in an era of compounding risks.

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Case Study: Applying Crisis Communications to FEMA Reform

The ongoing reform of FEMA under the Trump administration in late 2025, marked by Executive Order 14180's creation of the FEMA Review Council—tasked with assessing agency functions and recommending restructuring or potential elimination by May 2026—presents a high-stakes reputational and operational crisis that emergency managers can navigate using established communication theories. Applying Situational Crisis Communication Theory (SCCT), the administration could classify this as a preventable crisis due to perceived mismanagement in prior responses, opting for corrective actions like transparent council hearings and bolstering messages that highlight state empowerment through block grants to diminish attributed responsibility and rebuild trust with stakeholders such as fire chiefs and local governments. Image Restoration Theory guides defensive rhetoric, employing mortification (acknowledging past inefficiencies) paired with corrective appeals in public briefings to repair FEMA's image amid staffing purges and morale dips, while Apologia strategies defend reforms against Democratic critiques of reduced readiness by emphasizing accountability via cabinet-level elevation under the bipartisan FEMA Act. Diffusion of Innovations Theory informs proactive dissemination of reform "innovations," such as streamlined mitigation programs, through symmetrical dialogues with community power brokers per Excellence Theory, fostering adoption via social media campaigns and town halls to counter disinformation and ensure buy-in during the November 16 council report deadline. This integrated approach not only mitigates backlash but positions emergency managers to communicate resilience across preparedness and recovery phases, adapting to shifts like faster state aid delivery while monitoring for secondary crises like delayed disaster approvals.



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Best Practices Library

Industry Best Practices

Don't Let Disaster Strike Twice: Navigating the Complex World of Post-Disaster Funding



In the wake of a disaster, the road to recovery can be long and arduous. Applicants are often left to navigate a complex maze of requirements, deadlines, and paperwork, all while trying to rebuild their lives and communities. The consequences of not following proper protocol can be severe, leading to denied or de-obligated funds, leaving applicants without the resources they need to recover.



Integrated Solutions Consulting, Inc. (ISC) understands the

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On-Call Expert Support



Disaster History

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Midwest Witch Storms & The Edmund Fitzgerald

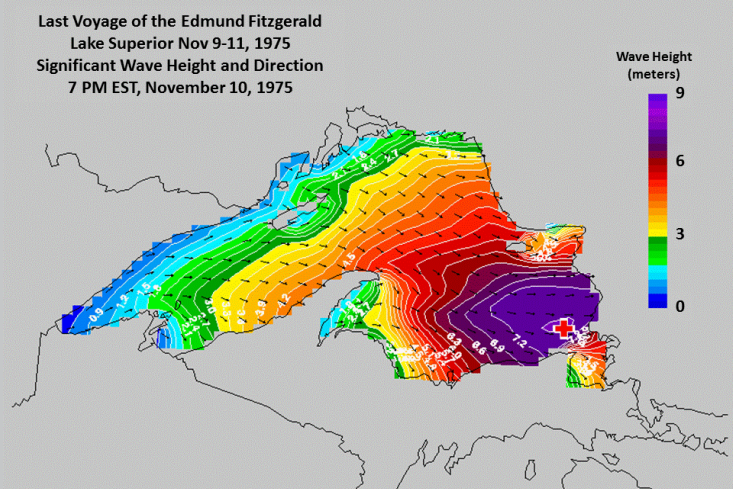
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creating sharp temperature gradients that fuel rapidly intensifying cyclones. Winds can exceed 70 mph (113 km/h), whipping up waves of 20-35 feet (6-11 meters), with rogue waves occasionally surging higher. These systems, akin to extratropical cyclones, draw moisture from the lakes, spawning blizzards, whiteouts, and lake-effect snow squalls that obscure visibility to near zero. The phenomenon's danger amplifies in the confined basins of Lakes Superior and Michigan, where fetch—the distance over which wind builds waves—can exceed 200 miles, turning placid waters into churning maelstroms. Unlike hurricanes, these storms evolve quickly, often evading early detection in an era before modern satellites, making them the "witches" that bewitch and betray with little warning.

No Witch Storm exemplifies this peril more hauntingly than the one that claimed the SS Edmund Fitzgerald on November 10, 1975. The Fitzgerald, a 729-foot iron ore bulk carrier dubbed the "Queen of the Lakes," departed Superior, Wisconsin, bound for Detroit with 26,116 tons of taconite pellets. As a high-pressure ridge gave way to a deepening low off the Canadian coast, forecasts underestimated the storm's explosive growth. Captain Ernest McSorley, aware of the brewing gale, opted for a northern route along Lake Superior's Canadian shore to seek shelter, but the maneuver exposed the ship to the full brunt of shifting winds. By evening, sustained winds hit 80 mph (129 km/h), generating 25- to 35-foot waves that battered the vessel. Around 7:10 p.m., the Fitzgerald vanished from radar, sinking abruptly just 17 miles from the safety of Whitefish Point—likely due to catastrophic flooding through weakened hatches or a collision with the lake bottom, as theorized in subsequent investigations. All 29 crew members perished, marking the worst Great Lakes maritime disaster in decades and silencing the ship's final radio call: "We are holding our own."

The broader impacts of Witch Storms on the Great Lakes ripple far beyond individual tragedies, profoundly disrupting vital shipping arteries and regional economies. The lakes handle over 200 million tons of cargo annually, including iron ore, coal, and grain, fueling industries from steel production to agriculture. November gales historically halt operations, as seen in 1913 when 19 ships were lost and \$1 million in cargo (equivalent to \$30 million today) vanished, stranding vessels and delaying supply chains across the Midwest. Businesses suffer cascading losses: mills idle without ore, farmers face grain pileups, and ports like Duluth and Detroit see revenue plummet. Even today, storms force freighters to "lay up" in harbors, inflating insurance premiums and rerouting traffic to costlier rail alternatives. These disruptions exacerbate vulnerabilities in interconnected economies, where a single gale can cascade into multimillion-dollar setbacks for shipping firms and lakeside communities reliant on maritime trade.

The Edmund Fitzgerald's sinking yielded profound lessons for emergency management, emphasizing the perils of complacency and the imperative of proactive risk assessment. Investigations revealed overlooked factors, such as overloaded hatches prone to failure under wave stress and captains' reluctance to fully heed evolving forecasts—McSorley's bonus incentive for early delivery may have subtly pressured haste. For emergency responders, the event highlighted communication gaps; the Coast Guard's delayed search underscored needs for real-time vessel tracking and survival gear mandates. Contemporary takeaways urge the emergency management community to prioritize "no-regret" strategies: integrating hyper-local weather models...



Lake Superior Wave Heights on November 11, 1975 -
National Weather Service

Disaster History

Continued...

Midwest Witch Storms

Continued

into decision-making, fostering inter-agency drills for rapid response, and embedding psychological safety in protocols to encourage deviation from risky routes. By viewing the Fitzgerald as a case study in systemic failure, planners today stress holistic vulnerability mapping, ensuring that human factors like fatigue and economic pressures are as rigorously addressed as technical ones.

Today, mitigation efforts blend technological innovation with resilient infrastructure, transforming the Witch's curse into a manageable foe. Post-1975 reforms mandated survival suits, radar reflectors, and load-line regulations to prevent overloading, while satellite meteorology now delivers precise, hour-by-hour forecasts via tools like the National Weather Service's Great Lakes Storm Prediction Center. Vessel tracking systems, including AIS (Automatic Identification System), enable real-time monitoring, allowing diversions that saved ships during recent November gales. Broader strategies include coastal wetland restoration to buffer erosion and flooding, green infrastructure for stormwater absorption, and community-based hazard mapping under initiatives like the Great Lakes Coastal Storms Program. These measures not only safeguard shipping—reducing wrecks by over 80% since 1975—but also bolster emergency preparedness, ensuring the lakes' economic lifeline endures against nature's November wrath.

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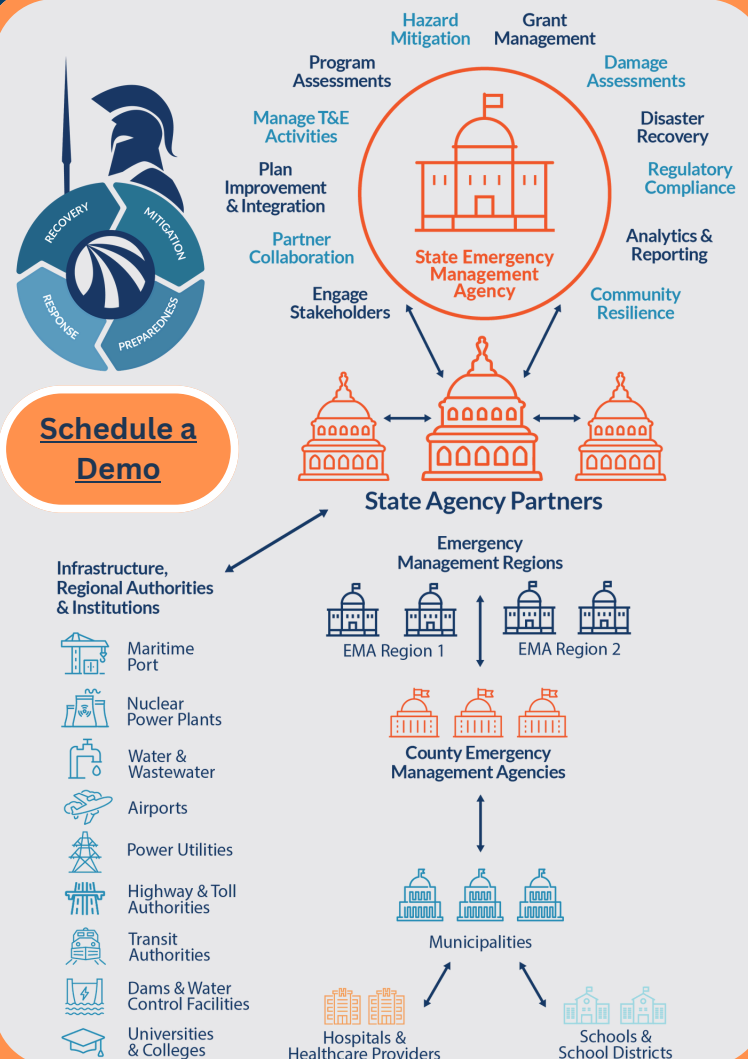
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Disaster Policy & Research

October 2025

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Preparedness Best Practices: *Evidence-Based Evacuation Planning*



Evacuation Planning – Critical Tool for Communities

Evacuation orders are a common instrument for Emergency Managers to move individuals away from impending hazard threats. An evacuation order is no easy task. Planning, training, and exercising the processes and procedures of a mass evacuation is critically important.

Leverage Evidence- Based Lessons Learned

Evacuations have been studied for over 50 years by social scientists, creating a large repository of evidence-based knowledge on the subject that is rarely referenced. ISC has merged this empirical evidence with modern lessons learned and best practices to provide our clients with evacuation plans that are germane to their community and include reliable operational strategies for evacuating or sheltering-in-place



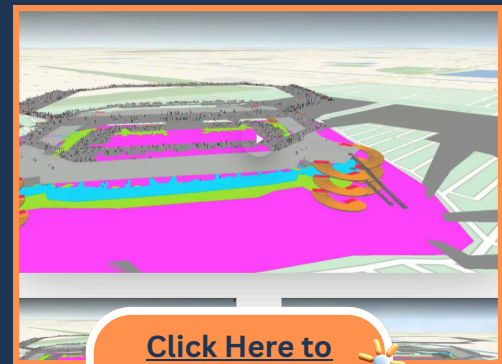
Case Study:

Evacuation Modeling Using Social Behavior Analysis

Communities cannot underestimate the importance of conducting an evacuation study and the value of evacuation clearance time modeling to help facilitate good decision-making and operational effectiveness. Recent new advancements in technology will not only improve decision-making but also serve as an invaluable tool to operationally visualize evacuation behavior patterns and improve evacuation operations.

ISC recently conducted all-hazards evacuation clearance time study utilizing a robust and state-of-the-art modeling software that allows users to systematically analyze multimodal evacuation strategies across the full transportation network to include pedestrian flow patterns. Data inputs can be manipulated to include statistical data of known evacuation behaviors such as type of vehicles, number of vehicles pulling trailers, and other evacuation behaviors. The following pictures and video simulate the mass evacuation of a 65,000-seat stadium based on an active assailant/terrorist threat scenario.

Crowd flow modeling can help to understand security needs to manage pedestrian flow patterns, crowd flow patterns for concerts, mass evacuation of stadiums, and many other applications for crowd management strategies.



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Response Best Practices:

Critical Lifelines Continuity



Keeping Communities Running: The Critical Role of Lifelines in Disaster Response

As development expands and technologies advance, infrastructures become:

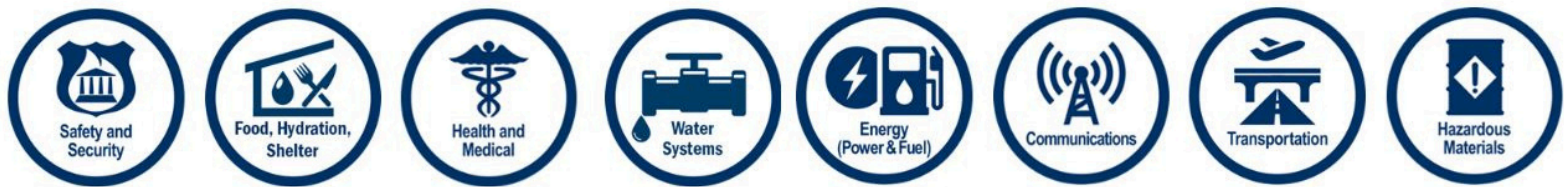
- Regionally, nationally, and globally interconnected.
- Increasingly complex and interdependent.
- Progressively critical to a modern functioning society.



When disasters like hurricanes, earthquakes, or even pandemics strike communities, critical infrastructure fails and services get disrupted. Without electricity, passable roads, healthcare, or running water, communities grind to a halt, with cascading impacts on human health, safety, and economic functions. The immediate priority for response teams must be stabilizing and reconnecting these critical services that communities rely on.

FEMA refers to these essential services as “Community Lifelines” – the infrastructure, assets, capabilities and services that enable all aspects of community functionality. Lifelines are the foundation that supports societies through day-to-day operations and in times of crisis. When disasters sever access to lifelines, decisive and rapid intervention is imperative in order to enable broader community recovery. FEMA established the Community Lifelines concept for disaster management to:

- Reframe incident information into plain language: Lifelines simplify complex infrastructure into easy-to-understand critical services like Food, Water, Shelter, Transportation, Energy. This helps promote unified understanding across government, NGOs, and private sector partners.
- Understand real-world impacts on communities: With lifelines framing, assessments reveal actual access and service delivery issues affecting disaster survivors – not just infrastructure damage. This focuses response on urgent human needs.
- Prioritize response based on community stabilization needs: Lifelines make it clear which services require immediate intervention for community functioning vs longer-term recoveries. Response priorities focus on rapid reconnection of critical lifelines.
- Simplify communications with the public: Lifelines-framed public messaging conveys response progress in straightforward terms related to restoring electricity, healthcare access, roads, etc.



The Community Lifelines concept has already been validated during major disaster responses including hurricanes, typhoons, earthquakes, and the COVID pandemic. With each activation, lessons learned further refine the construct to make it an increasingly effective disaster management approach.

In a crisis, the trajectory of the disaster aftermath hangs on the ability to rapidly stabilize and reconnect Community Lifelines. Doing so stems the tide of expanding impacts to human health, public safety, and broader economic functions. By framing disaster management around critical lifelines, assessment and response practices become focused on community priorities, easily understood by all partners and the public. Rapid lifeline stabilization paves the way for accelerated recovery towards full community resilience.

Recovery Best Practices: *Inclusive Decision-Making*



Autonomous & Inclusive Decision-Making

Tough decisions are to be expected in any community's disaster recovery process. Communities will be presented with multiple recovery alternatives whose benefits and challenges may not always be obvious or be supported with unilateral agreement. Sustainable community recovery is dependent upon not only the thorough analysis of recovery alternatives but also informing decision makers and the public of the benefits and challenges of each recovery alternatives based on predefined criteria.

Suggested Criteria for Analyzing Recovery Alternatives

- Technical Feasibility
- Economic Benefits
- Environmental Impact
- Community Acceptance
- Staffing, Funding and Maintenance
- Political Support
- Historical Projects of similar scope or magnitude
- Increase the resiliency or at-risk group
- Legal Authority
- Ability to migrate disaster or improvement community resiliency
- Offer a significant benefit to the community in relation to its cost.
- Have an organization with appropriate authority to coordinate implementation.

[Read the Full Article Here](#)

Read more on the Community Disaster Recovery Success Series.

[Part 1: Establish a Recovery Governance](#)

[Part 2: Create a Recovery Management Strategy](#)

[Part 3: Disaster Recovery Committee
Coordination](#)

[Part 4: Thoroughly Assess Impacts & Needs](#)

[Part 5: Importance of Community Outreach](#)

[Part 6: Be Prepared for Disaster Recovery](#)

[Part 7: Take Advantage of Grant
Opportunities](#)

[Part 8: Disaster Recovery Funding Strategy](#)

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[Part 10: Track and Report Recovery Success](#)

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Case Study: Detailed Damage Assessments

360 Degree Damage Inventory Windshield Survey

With the introduction of new FEMA program timelines and opportunities, documenting your disaster damages has never been more important. Being able to show your community before and after the devastation is critical in securing vital disaster assistance funding and advocating to FEMA and others well after the disaster has left the mainstream news cycle. With our 360 Degree Damage Windshield Survey, communities can not only conduct detailed street-level damage assessments of their community within hours but also document the before/after the disaster for future reference. This new technology serves as a best practice for securing disaster assistance funding for your community. [Click on the image to see this technology in action.](#)

See the 360 Damage Inventory Windshield Survey in Action



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Recovery Innovations](#)



Mitigation Best Practices: Streamline Mitigation Funds



Streamline and Maximize Mitigation Funding

Innovations in Pre- and Post-Disaster Mitigation Grant Management

Although disasters are devastating and disruptive, it is important to recognize that every disaster brings about opportunity for communities to improve their conditions and to build a more resilient future. That is, IF communities effectively manage important federal disaster assistance programs such as the FEMA Public Assistance Program.



After a disaster, time is of the essence. It is crucial that communities are well prepared to manage their recovery efforts. Disaster recovery programs, like FEMA Public Assistance, allow for a limited amount of time to identify emergency expenditures, conduct damage assessments, complete debris removal operations, and report their EMA claim. Not properly documenting these costs or following the FEMA eligibility requirements will result in a loss of funding or adverse audit findings. It is a daunting task for even the most prepared and robust of communities. Communities need a suite of tools to manage the FEMA Public Assistance process quickly and accurately.

Successful community disaster resilience is directly correlated to the community's ability to leverage all available funds to rebuild a more resilient future. Odysseus offers a unique perspective, providing a platform for communities to manage, track, and monitor disaster recovery funds from multiple federal and state grant assistance programs. The result is an opportunity to leverage every available dollar, identify gaps in disaster funding, and maximize your community's disaster recovery potential. By utilizing Odysseus, communities can streamline the complex process of securing and managing disaster recovery and mitigation funds, ensuring that no opportunity for financial assistance is missed.

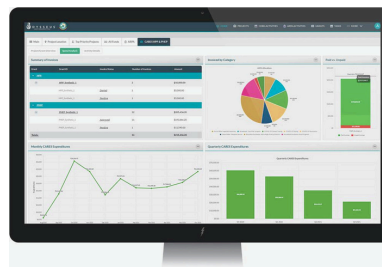


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Maximize Vital Community Disaster Recovery & Mitigation Funds



Odysseus Features for Disaster Grant Management Solutions



Disaster News

Current FEMA Disaster Declarations: October 2025

As lawmakers continue to haggle causing of one of the longest government shutdowns in US history, October proves to be yet another month for Presidential Disaster Declarations. In October 2025, President Trump has declared only four (4) Disaster Declarations. There were no Emergency Declarations or Fire Management Assistance Declarations. The Disaster Declarations include:



FEMA

Disaster Assistance Declarations

- Nebraska Severe Storms, Straight-line Winds, and Flooding (DR-4896-NE). Incident period August 8-10; declared October 22, 2025
- Leech Lake Band of Ojibwe Severe Storms and Straight-line Winds (DR-4894). Incident period June 21; declared October 22, 2025
- North Dakota Severe Storms, Tornadoes, and Straight-lined Winds (DR-4895-ND). Incident period August 7-8; declared October 22, 2025
- Alaska Severe Storms, Flooding, and Remnants of Typhoon Halong (DR-4891-AK). Incident period October 8-13; declared October 22, 2025

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OdysseusTM offers a suite of tools and systems designed, dedicated to the efficient management of comprehensive disaster and emergency management programs. The union of technological and programmatic features offers organizations an efficient and effective method to systematically design, develop, maintain, and continually improve all elements of a comprehensive emergency management program.



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EM Innovations in Work

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Statewide Comprehensive EM Program Management

State Emergency Management Agencies

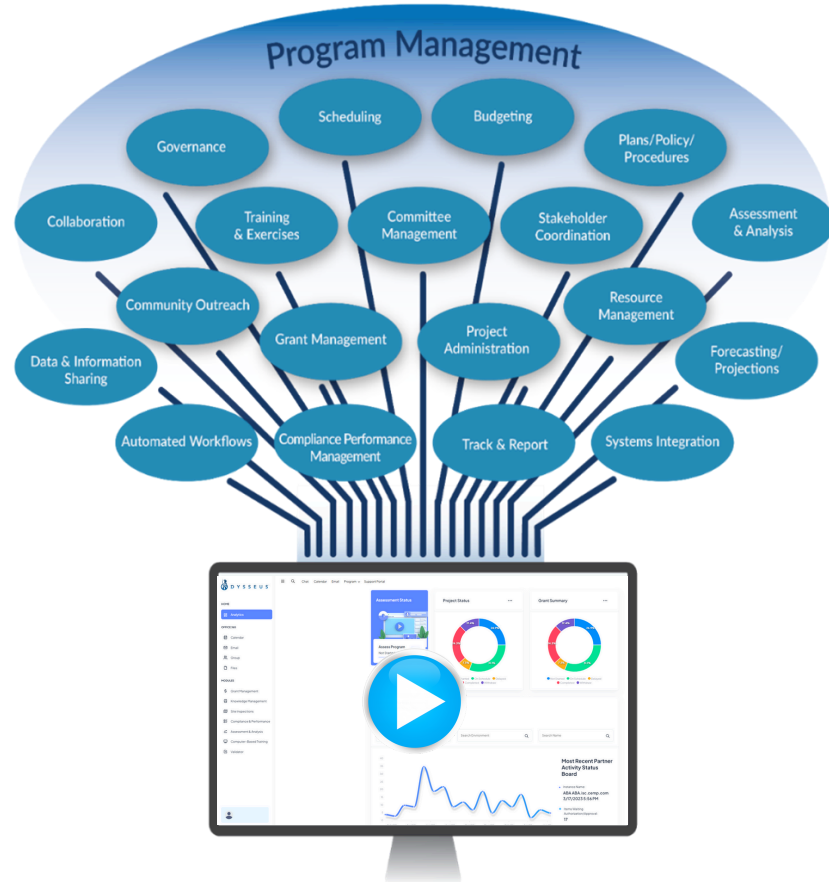
Although they provide much needed resources and capabilities during the time of a crisis or disaster, a State emergency management agency's (EMA) operational focus extends far beyond the response phase of an incident. The reality is that the success of a State EMA's response operation is intimately related to its ability to systematically track, guide, direct, monitor, manage, and administer all aspects of a comprehensive emergency management program across all state agency, county and municipal government partners, regional authorities, and other stakeholders.



Although the value is unmeasurable, many states think that coordinating a statewide comprehensive emergency management program would be a formidable task that would require significant resources. That's not true anymore.

Odysseus™ offers state emergency management agencies a software solution for managing a unified statewide comprehensive emergency management program. Odysseus™ "system-of-systems" architecture gives state EMA's a force multiplier to manage EMA program requirements statewide.

Designed by our team of leading emergency managers and software technicians, Odysseus™ offers a unique State EMA program management platform. It is a program management tool and allows for the full integration of other incident management software programs.



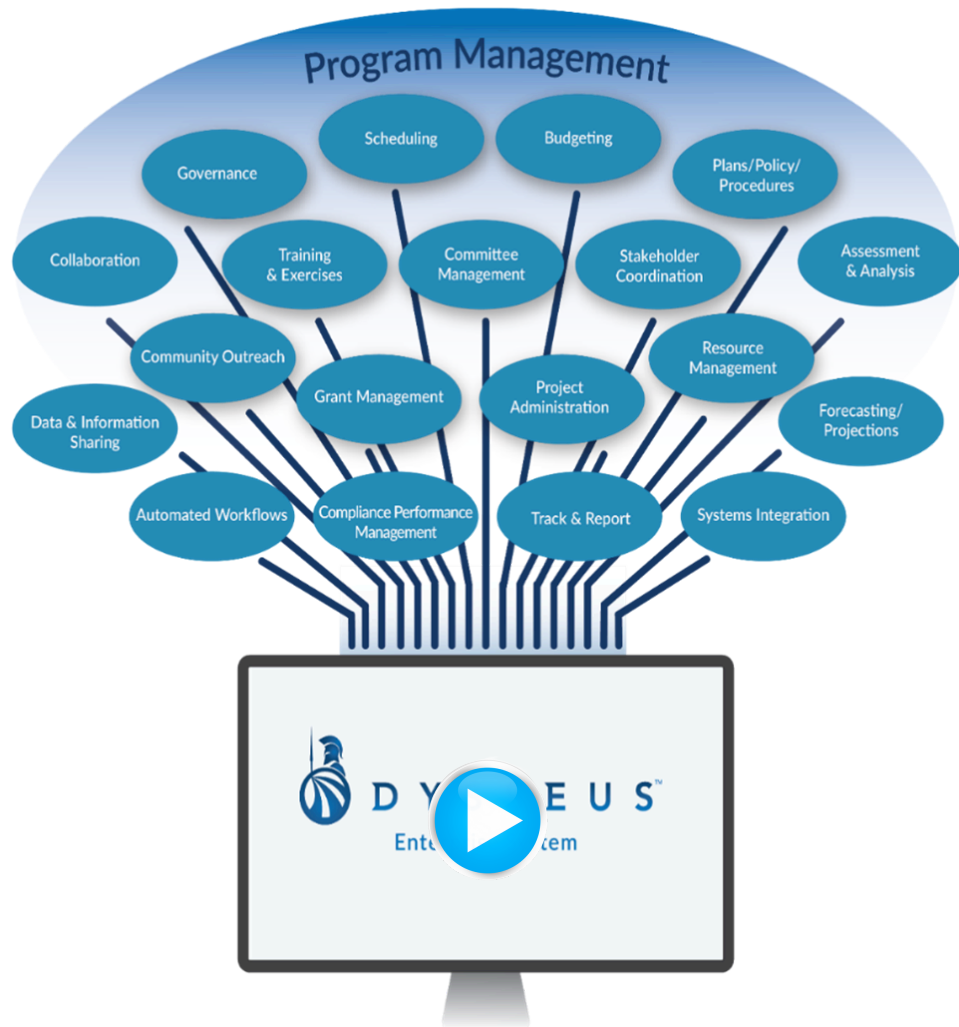
ODYSSEUS™ IN WORK

Disaster Recovery – FEMA Public Assistance Streamlining the FEMA Public Assistance Program

Odysseus Features for FEMA Public Assistance Solutions



- Conduct Field Survey of Damages
- Report FEMA Damage Inventory
- Track Debris Monitoring
- Identify Status of FEMA Projects, Payments & Disbursements
- Assess Hazard Mitigation
- Real Time Tracking of FEMA PA Funds
- Monitor FEMA Compliance & Program Reporting
- Manage & Track Progress of Community Recovery Projects
- Track Eligible DAC and non-DAC Expenditures
- Evaluate Contractor Performance
- Expedite Programmatic Closeout
- Store Supporting Documentation
- Train Staff on FEMA PA Requirements and Drive Accountability
- Compatibility & Integration with Other Financial Management Systems
- Maximize Federal Funding Possibilities
- Identify Recovery Funding Gaps
- Adaptable and Customizable to Meet Your Needs



Building a More Resilient Future



INTEGRATED SOLUTIONS
CONSULTING

**Click Below to Learn How We
Build a More Resilient Future**



ABOUT US

Integrated Solutions Consulting is a professional services firm focused on developing and implementing comprehensive crisis and consequence management solutions. We are a team of innovative problem-solvers that combine experience and evidence-based knowledge to deliver practical, best practice results across multiple industries to make communities safer and more resilient

Top Supplier
Performance Rating
dun & bradstreet
97.1%
Successful
Performance

We help our clients by providing comprehensive emergency management consulting services that use data-driven research, sophisticated crisis modeling and seasoned consultants to help our clients manage unexpected emergency and disaster situations.



Expertise: Special Events Crisis Management



Across the nation, communities and venue owners are responsible for managing thousands of special events for sporting events, festivals, concerts, conventions, tourist attractions, and other public and

private mass gatherings. These events not only draw hundreds of thousands of people into a community or specific venue, magnifying the potential of a crisis or the consequences of a natural emergency or disease outbreak, but some events may be a potential target for terrorism or civil unrest.

Whether these events are designated as a National Special Security Event, past special event crises have demonstrated that communities and venue owners must be well prepared. Pre-incident emergency planning and crisis management strategies will help manage the crisis response operations and identify strategies to successfully manage communication, reputational risk, and recovery.

Special Event Crisis and Emergency Incidents are on the Rise

Large public and private special events are on the rise but so too are the number of large-scale emergencies that result in mass casualties and civil disturbance. Large special events serve as economic drivers for many communities; however, special event organizers must also consider that in today's world there are an increasing number of security concerns they must be prepared to handle. Here are a few trends that every community, venue owner, and special event organizer must consider.

Emergency Preparedness Best Practices for Special Events

Emergency preparedness for special events goes well beyond stationing security guards at various locations to manage the risk exposure and potential consequence of a crisis. Crisis and emergency preparedness is a complex process that must be integrated into the operational elements of the event security so that readiness is maintained. Here are a few best practices and tips:

- Have extensive knowledge of the venue, inside and out
- Assess potential threats
- Determine attendee risks
- Develop venue-specific security plans
- Develop scalable emergency response strategies
- Develop crisis management and business resumption strategies
- Coordinate with community partners and first responders
- Train, exercise, and drill the plan with staff and community stakeholders
- Control the crowd
- Debrief and make improvements
- Stay connected
- Do not underestimate the importance of crisis and emergency preparedness.

Growing Threats

- According to the FBI, over the past twenty years there have been over 300 active shooter incidents resulting in almost 3,000 casualties and 1,000 fatalities.
- In 2020, the United States had a record number of public demonstrations that grew into civil disturbances resulting in over \$2 billion in damages according to the Verisk Property Claims Services.
- According to the Center for Strategic & International Studies, over the past twenty-five years there have been over 900 terrorist attacks and foiled plots in the United States. These terrorist plots were made by religious, left-wing, right-wing, and ethnonationalist groups.
- Research indicates that disease outbreaks have been increasing significantly since 1980 and this risk will continue beyond the COVID-19 pandemic and into the decades to come.
- According to the International Disaster Database, natural disasters and large-scale emergencies are on the rise, globally and the United States. Although deaths from natural disasters are down, the cost and economic loss from natural disasters has risen exponentially.

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