

Speaker 1: [00:04](#) Welcome to Prep Talk, the emergency management podcast. Find out what you need to know about preparedness. Get all the latest tips from experts in the field. Learn what to do before the next disaster strikes. From the Emergency Management Department in the city that never sleeps, here are your hosts, Omar Bourne and Allison Pennisi.

Omar Bourne: [00:26](#) Hello, everyone. Thank you for listening. I'm Omar Bourne.

Allison Pennisi: [00:29](#) I'm Allison Pennisi.

Omar Bourne: [00:30](#) You are our listeners, and as always, we thank you for joining us.

Allison Pennisi: [00:34](#) Yep, we want you to come back as often as you can. Feel free to add Prep Talk to your favorite RSS feed. You can also follow us on social media.

Omar Bourne: [00:42](#) We have another great episode for you. Now, in honor of Black History Month, we are going to be joined by two very special guests who have decades of experience in public safety and emergency management.

Allison Pennisi: [00:54](#) That's right. Joining us will be Calvin Drayton, the first deputy commissioner at New York City Emergency Management, and Jerome Hatfield, former FEMA Region II administrator who is now the senior advisor for Homeland Security and Emergency Management at IEM Leadership. Mr. Hatfield also serves as advisor for the Center for Homeland Defense and Security at the Naval Postgraduate School.

Allison Pennisi: [01:17](#) Now, as Omar said, these guests bring a wealth of knowledge in emergency management and public safety, and we are excited to chat with them about their experiences.

Omar Bourne: [01:25](#) But before we dive in, it's time to give our listeners the latest hot topics in the emergency management field.

Speaker 4: [01:34](#) Here's your Prep Talk Situation Report.

Omar Bourne: [01:37](#) It is Situation Report time. Let's get it started. Our first story, the New York City Department of Homeless Services recently conducted its 14th annual homeless outreach population estimate, or HOPE count. The HOPE count helps collect vital information for homeless outreach teams which can help move homeless people from streets to a more stable, safe environment. Volunteers canvass throughout the city, including

parks, subways, and other public spaces, estimating the number of people who are street homeless. In 2018, the estimated unsheltered population in New York City was 3,675.

Allison Pennisi: [02:18](#)

Thanks, Omar.

Allison Pennisi: [02:19](#)

YouTube is taking a step to ensure that content promoting conspiracy theories and extremism are less likely to appear in its recommendations to users. Now, the YouTube platform includes recommendations which come up in an automatic play list that will suggest to users what they should be watching next. While algorithms are controlling these play lists, YouTube had stated in its blog that some videos promote harmful misinformation which include, quote, "videos promoting a phony miracle cure for a serious illness, claiming the Earth is flat, or making blatantly false claims about historical events like 9/11."

Allison Pennisi: [02:56](#)

Now, videos that toe the line of being in violation of YouTube's content rules could also be affected, though the company did not further elaborate on what these videos may entail. YouTube acknowledges while the process will take time, quote, "It's just another step in an ongoing process, but it reflects our commitment and sense of responsibility to improve the recommendation experience on YouTube."

Omar Bourne: [03:19](#)

Thank you very much, Allison.

Omar Bourne: [03:20](#)

Now, could the recent federal government shutdown affect hurricane preparedness this year? Well, some forecasters think so. Now, even though the Atlantic hurricane season runs from June through the end of November, hurricane season is never over for federal employees at the National Hurricane Center in Miami. Contractors use the offseason to improve and update prediction models that allow meteorologists to track storms with greater certainty. The planners, they reach out to colleagues at FEMA to coordinate preparedness workshops. Analysts, they use the off season to update storm surge maps.

Omar Bourne: [03:57](#)

Now, due to the shutdown, these key activities have not happened, leaving forecasters concerned about national hurricane preparedness, not only for this season but also for the future. Now, can forecasters use last year's models? Yes, they can. Some say it's not a major concern. A meteorologist with IBM-owned Weather Underground says forecasting is incremental. What does that mean? It means that one year of

improvement builds on the next. When one round of model updates is interrupted by a shutdown, it halts future progress.

- Allison Pennisi: [04:35](#) Very interested to see what ends up happening for this Atlantic hurricane season, although I think from our perspectives, Atlantic hurricane season never ends, because we're constantly planning, preparing, and working through it each season, each year.
- Omar Bourne: [04:49](#) That's basically what the article is saying, is that even though there's a quote, unquote "offseason" for us in the field, there's no offseason. The planning never ends.
- Allison Pennisi: [04:59](#) Yep. Emergencies don't stop, and neither do we.
- Omar Bourne: [05:01](#) That's right. That is our Situation Report. Up next is the moment you've all been waiting for, former FEMA Region II administrator under the Obama administration, Jerome Hatfield, and first deputy commissioner at New York City Emergency Management, Calvin Drayton. They join the show.
- Omar Bourne: [05:20](#) But first, here's a message from New York City Emergency Management and the Ad Council.
- Speaker 5: [05:25](#) Open calendar. What's my schedule looking like?
- Speaker 6: [05:28](#) Next Thursday, you will be caught in an emergency flash flood between Park and First Street.
- Speaker 5: [05:33](#) What? No. No, that doesn't work. I'm busy then. Decline. Decline.
- Speaker 7: [05:39](#) Disasters don't plan ahead, but you can. It starts with talking to your loved ones about making an emergency plan. Don't wait. Communicate. Get started today at NYC.gov/readyny, or call 311. Brought to you by New York City Emergency Management and the Ad Council.
- Speaker 4: [05:56](#) If you don't know, now you know. You're listening to Prep Talk, the emergency management podcast.
- Omar Bourne: [06:04](#) Yes, you're listening to Prep Talk, and we are back. We are joined with Commissioner Drayton and Administrator Hatfield.
- Omar Bourne: [06:12](#) Commissioner Drayton, prior to joining New York City Emergency Management, you were with the American Red Cross.

Omar Bourne: [06:18](#) Mr. Hatfield, you were with the New Jersey State Police. What sparked your interest in the emergency management field and how did you get started? Mr. Hatfield, let's begin with you.

Jerome Hatfield: [06:30](#) Good morning, and I'm excited to be here. Thank you. I had been a trooper with the New Jersey State Police for several years, and I realized that it was one of the most diversified law enforcement organizations in the country. As I was moving along with my career, I started to collaborate with the constituents within the organization to find out that the Governor's Office of Emergency Management is actually housed in the New Jersey State Police.

Jerome Hatfield: [06:59](#) I took interest in it, and I found myself attending courses at Rutgers University to determine if I was interested enough in emergency management to actually seek an opportunity working in the New Jersey Office of Emergency Management. Hence, after about a year and a half of studies, I became very passionate about pursuing the profession, realizing that I was able to participate in a public safety pursuit more so than a law enforcement pursuit, and could equally do so at the same time. Hence, a couple years later I found myself in a profession that I am extremely passionate about.

Omar Bourne: [07:40](#) Commissioner Drayton?

Calvin Drayton: [07:41](#) Again, good morning to both you and Allison, Omar. My common denominator in this business was the fact that I was helping people. Many years after graduating from college, I realized that my small town in Greenville, South Carolina ... There was not much diversity, and one community-based organization which was called The United Way. They recruited me, brought me on board. Then I ran into a gentleman who was a mentor of mine, Ralph Dickerson, who was the CEO of the Pittsburgh United Way who recruited me to come join him as he moved from Pittsburgh to New York City. I became one of a few African-Americans at the agency.

Calvin Drayton: [08:26](#) Then after trying to raise ... I was in corporate America here. At that time it was very, very difficult. I looked for another challenge. I volunteered with the American Red Cross, one of the agencies that we were helping at the time. Said, "You know what? I think there's something that you have that would be very, very good in our business." I took a job as the deputy director for disaster services, and 30 years later, here I am.

Omar Bourne: [08:51](#) We're happy to have you.

Allison Pennisi: [08:54](#) Mr. Hatfield, you served one of FEMA's largest regions, and you were responsible for coordinating emergency preparedness and response for 32 million residents, which is a big undertaking, located in New York, New Jersey, Puerto Rico, the U.S. Virgin Islands, and the area's tribal nations.

Allison Pennisi: [09:10](#) Commissioner Drayton, you are responsible for 8.5 million people, and New York City is one of the most diverse cities in the country.

Allison Pennisi: [09:17](#) This question is for both of you. How can emergency managers ensure they are reaching a diverse population with the message of preparedness?

Allison Pennisi: [09:25](#) Mr. Hatfield, let's start with you.

Jerome Hatfield: [09:27](#) I think that it's very simple. The only reason that government exists is to serve the interests of others, and so in emergency management, we have to be civic- and community-minded. Hence, working outside the box is critically important. It's not just making sure that there's a relationship with the departments and agencies through government, but it's making sure that there's a community connection that allows us to be able to integrate our messages and our understanding with faith-based institutions, volunteer organizations, civic- and community-minded leaders, to make sure that on a 24/7/365 basis we're able to interrelate an understanding of the needs of our community, and at the same time provide messages that support the community interests.

Calvin Drayton: [10:18](#) It appears that my friend Jerome has been reading my notes here, so I'll just tag onto what he said. Many years ago, the City emergency management realized the first of two things. First of all, our constituents here in the city had no idea of what emergency management was. We had to do a couple things. We had to come up with a strategy to educate the public on who we were, but more importantly, to figure out the best way to reach that diverse population. That came out to be community outreach.

Calvin Drayton: [10:51](#) We did this community outreach via going into churches, recruiting and training volunteers for what at that time was probably one of my most important decisions, our Community Emergency Response Team, better known as CERT. In addition to that, we went into the schools, Ready New York programs reaching out to the young kids who could take it back to their parents, developing a family plan, go bags. Then recently, we

just instituted another strategy in the school system, which we're very, very proud of here in New York City, Ready Girl.

- Omar Bourne: [11:23](#) Our superhero. What's so important about what both of you said is that it's really about going out and connecting with the people.
- Calvin Drayton: [11:30](#) Absolutely.
- Allison Pennisi: [11:30](#) Yes.
- Omar Bourne: [11:31](#) That's what emergency management is, getting out into the neighborhoods, whether it be churches, as you said, schools, and really touching the people, letting them know, one, who we are, and then two, why we're here and how we can be of help and benefit to them.
- Omar Bourne: [11:48](#) It seems like a lot of people only know about us when there are emergencies, right?
- Allison Pennisi: [11:54](#) Right.
- Omar Bourne: [11:54](#) But there's so much that we can do and that we do in what we call blue sky times, when there's not an emergency, and a key component is building the relationship with the communities so that when they need us in times of distress, they know who we are, we're a trusted source, and we can work well together with them.
- Allison Pennisi: [12:17](#) Absolutely. I think that's really well said.
- Omar Bourne: [12:19](#) Now, we look at events like 9/11 and Hurricane Katrina, both of which shaped the emergency management field. Take us back to emergency management then, and how have we grown over the past years?
- Omar Bourne: [12:33](#) I'll start with you, Mr. Hatfield.
- Jerome Hatfield: [12:35](#) Well, I think that certainly 9/11 and Hurricane Katrina made us take a look at the profession in a different way. I think it's been a long time since we've entertained such catastrophic events. As such, I think that it allowed us to start taking a look at how we could evolve our profession. I think a lot of mistakes that we recognize, particularly with Hurricane Katrina, allowed us to create policies and new protocols to address the future norms as well as the new norms.

- Jerome Hatfield: [13:16](#) As such, I think moving forward, we've maximized our ability to use our national mutual aid efforts in a much greater way through the Emergency Management Assistance Compact. We've been able to maximize the use of social media to make sure that we're actually broadcasting to citizens in our community as such, and we've also developed a better understanding as to how we can communicate with each other.
- Jerome Hatfield: [13:46](#) Certainly, before some of these cataclysmic events occurred, I believe that many of our communities were more insular than they were, certainly, after the fact. To that extent, I think we've created force multipliers that allow us to bring communities of interest together in a public safety enterprise to address daily emergencies as well as the emergencies that we have yet to see.
- Calvin Drayton: [14:13](#) Right. That's a very good point. A lot of lessons were learned after 9/11 and Hurricane Katrina. We saw a lot of challenges. I think emergency management is a fairly new field, and I think now we are seeing cities, counties, and states, federal government doing more all hazard planning, thinking outside of the box. Working closely, very closely, with our public and private partners, we have begun to remove the silos around the state and federal and local governments in an effort to bring collaborative work and planning.
- Allison Pennisi: [14:49](#) Now, Commissioner Drayton, you bring up an excellent point about getting rid of the silos. One of the biggest events here in New York City was Hurricane Sandy, and you both helped lead efforts for preparedness response and recovery. Can you share how this coordinated response works among all of the levels of government?
- Allison Pennisi: [15:08](#) Commissioner Drayton, let's start with you.
- Calvin Drayton: [15:09](#) Yeah. I think the relationship between New York City and the state is very, very good. I think through the efforts of working with my friend here, Jerome, at FEMA, and some of the other past regional directors, we did a lot more understanding of who we are and what we do. We've done a lot of planning together. We've done a lot of tabletop exercises to understand what FEMA could bring to the table in assets and resources. But more importantly, we found out they also bring the checkbook, and that's the biggest piece of this awareness for us. We can't do it all.

Calvin Drayton: [15:40](#) We try to believe that the City of New York is this big monster and that we can take it on, but Sandy and 9/11 made us realize that we do need help from the outside.

Allison Pennisi: [15:49](#) Mr. Hatfield, anything you'd like to add?

Jerome Hatfield: [15:51](#) Emergency management is a profession, requires collaboration and coordination and communication. It's an evolving network that requires robust relationships. I've known the deputy commissioner for over 15 years. When I came to New York City to address the recovery efforts of Superstorm Sandy, I felt that because of existing relationships, we were able to evolve the recovery platform in a much quicker way.

Jerome Hatfield: [16:28](#) I also had the opportunity to be a member of the New Jersey Office of Emergency Management when landfall occurred for Superstorm Sandy, and so having the ability to work at the state level in New Jersey to coordinate the state-wide efforts but at the same time work with New York City to understand what they were doing, what their resource capabilities were, how we can continue to support each other, all that occurred through existing relationships that remained intact.

Jerome Hatfield: [16:55](#) It was not just New York City or the State of New Jersey that was working to address this effort. It was actually the ability to address over 20 million people with a strategy that was actually shared with multiple platforms. The federal government was very helpful in making sure that there was an active communications capability that made sure the network understood what the potential shortfalls were, and we were also sharing our strengths as well.

Jerome Hatfield: [17:28](#) I would say that the effective communication that prevails is critical. From a federal vantage point, making sure that we understand risk and threat with our partners that we share that responsibility with is critically important. As Calvin has said over and over again, the importance of making sure that taxpayers' money comes in to support in advance of these types of events, potential issues that can be mitigated prior to the onset of a crisis, is critically important. Then certainly, in the recovery effort, making sure that the taxpayers' dollars from the federal government are coming in to reestablish normalcy over again is going to be critical.

Omar Bourne: [18:12](#) The three C's of emergency management, collaboration, coordination, and communication.

Allison Pennisi: [18:18](#) Yep, that's one thing I love about emergency management, is that it is, in fact, a shared business. It doesn't matter what level of government you're on. Even if you work in the private sector, emergency management really is everywhere.

Allison Pennisi: [18:28](#) We've even seen this over the last several years with more conferences, the National Homeland Security Conference as one showcase of how we all do work together, we all learn from each other. Even events like this, if we're able to come together, take those best practices to our own jurisdictions, but also keep in mind that these relationships are there. Those lines of communication are open.

Omar Bourne: [18:51](#) Very well said, Allison.

Omar Bourne: [18:53](#) Now, you have both been advocates for resiliency.

Omar Bourne: [18:57](#) Mr. Hatfield, you have promoted it as a prevention, preparedness, and mitigation tool.

Omar Bourne: [19:02](#) Commissioner Drayton, you have outlined resiliency in New York City Emergency Management's strategic plan. What does resiliency mean, one, for emergency managers, and two, for our listeners, the everyday people? We hear that word a lot, resiliency.

Calvin Drayton: [19:22](#) Yeah, that's a good point. 9/11 and Sandy made resiliency probably one of the top five priorities of the City of New York, and rightfully so. Building it back quickly, if possible making it better to withstand future disasters, is number one. But I think the most important thing that the listeners need to understand is that resiliency is not owned by the government. It's not owned by the state. It's not owned by the local. It's a combination of all three, plus you, the listener.

Omar Bourne: [19:53](#) Wonderful. Very well said.

Jerome Hatfield: [19:55](#) I'm going to agree with that. I think resiliency is the bounce-back ability, if you will, of communities that have suffered losses, their ability to reestablish normalcy as quickly as possible. I know that for years we were working to address communities that suffered repetitive losses, but it seems as though we weren't spending money wisely, because we kept on spending and spending in communities where those repetitive damages were common occurrences.

Jerome Hatfield: [20:28](#) In identifying resiliency, it's not simply the ability to use the dollars wisely, but to develop strategies that allow for that bounce-back to occur. We've seen it in 9/11. We've seen it in Hurricane Katrina, Superstorm Sandy, and certainly with hurricanes that we've seen in the recent past.

Allison Pennisi: [20:48](#) We were saying this earlier, that people know what FEMA is, emergency management is, immediately before, during, or after a disaster. What we would like to do is have you walk our listeners through what efforts are being taken to build relationships when there isn't an emergency.

Allison Pennisi: [21:07](#) Mr. Hatfield.

Jerome Hatfield: [21:08](#) I think that's when it's important to do your best work. Again, we've talked about resiliency being a preparedness and mitigation strategy, but we've got to make sure that people understand what role they play as we prepare for the onset of future disasters. It really starts with government making sure that we are interconnected and having a robust relationship that allows us to play bigger than we would otherwise. But it also includes making sure that we have a community base that understands their responsibility and the role that they play as well.

Jerome Hatfield: [21:45](#) I say that preparedness is all encompassing. It's what's important to you. How do you invest in the things that are important to you when it's a blue sky period?

Calvin Drayton: [21:58](#) Right.

Jerome Hatfield: [21:59](#) Government is an overlay to provide support to that existing strategy, but it's really critical for citizens to understand that they bear a responsibility to protect their own interests. Then the overlay of that comes from government.

Jerome Hatfield: [22:12](#) I think the other critical avenue that needs to be discussed is the advent of the private sector as well. The private sector resources, whether it's communication, strategy, economic support, is critical as well. Craig Fugate had talked about whole of community. Calvin and I are probably close to the same age, and so we grew up in a village where it took a village to raise a child. I think that it's really synonymous with that understanding, that we all bear a responsibility to make sure that we are investing in the things that are important to us.

- Calvin Drayton: [22:53](#) Yeah. One of the first things that I learned coming into this business is the last thing you want to do is to establish a relationship or meet someone for the first time during an emergency. I took that to heart. One of the things that we do on blue-sky days is that we do a lot of planning with our partners, our partners being both City agencies, our corporate partners, our state and federal partners, so that when that emergency happens, like 9/11 or Sandy, you knew who's coming to the table. You knew the resources, their core capabilities that they can bring.
- Calvin Drayton: [23:27](#) 9/11 or Sandy, for example, I knew Jerome. I knew that if I needed something from FEMA at that time, I could pick up the phone and call him. 9/11, I knew the right people from the state. I knew the right people from the federal government. I knew the challenges that 9/11 was going to bring to our city agencies. Knowing the people that work in this business or our side of this business is very, very important, to have that relationship established prior to.
- Omar Bourne: [23:53](#) That's why we're going out into the communities, out into the churches, and into the schools, because we can then connect with you, the listener, so that when there is an emergency, we have the relationship with you, and you understand who we are and how we can assist you.
- Omar Bourne: [24:11](#) Man, I just have to pause here to say that the information that we are receiving today from both of you guys, it's amazing.
- Calvin Drayton: [24:21](#) Wait till you get my bill.
- Omar Bourne: [24:22](#) That isn't free. Now, looking back over your careers, what would you say has been your toughest day on the job, and how did you overcome that?
- Omar Bourne: [24:38](#) Commissioner Drayton, I'm going to start with you.
- Calvin Drayton: [24:39](#) Yeah, I guess the obvious for me is 9/11. The fact that I'm here able to do this podcast is a blessing. I almost lost my life on that day. But I survived it, thank God, got back up in the saddle, and again, working collaboratively with state and local and everyone that was coming to the city to help us get through that very tragic event, which was the most challenging job in my career, very big time.
- Jerome Hatfield: [25:07](#) I think it's going to be difficult for me to identify a specific day or event, but I think in my most recent history, I could probably

take a look at the night before landfall of Superstorm Sandy. We had worked very closely with a lot of our stakeholders and partners, federal, state, county, local. We had done a lot of work with the National Hurricane Center, National Weather Service, and so forth. Literally, hours before landfall, we were quite confident that we were ready to address the most critical of issues and arguably what would be the greatest challenge that the state has seen in modern history.

Jerome Hatfield: [25:49](#)

Hours prior to landfall, we received a call that allowed us to believe that the surge from the Atlantic was going to be about four feet higher than expected. We had very little to no time to address that issue. Realizing that the event was going to be much worse, even though the general mindset that we always shared was you plan for the worst and hope for the best, that was a worst-case scenario that we felt was going to challenge a lot of our communities. I think on that particular day, it was a very long night.

Allison Pennisi: [26:28](#)

Absolutely. You both have given us a wealth of knowledge just speaking with us today, but you both have had illustrious careers. What I would like to know is you've had several accomplishments, but which ones stand out to you the most?

Allison Pennisi: [26:43](#)

Commissioner Drayton?

Calvin Drayton: [26:44](#)

Yeah, this is going to sound very corny, but I'll say it. I think every job that I've had, been associated with, I've seen accomplishments, so everything from a terrorist attack to a water main to a house fire, transportation disasters, Mother Nature, but probably the one accomplishment that I am most proud of is the fact that I've been able to surround myself with a staff of people over the last numerous years that have made my job a lot easier, and I appreciate that more than anything else.

Omar Bourne: [27:17](#)

Very well said.

Jerome Hatfield: [27:18](#)

I have to agree with Calvin on that front. Building a team that provides a strong foundation for your support is critical. I think one of the events that will never escape me is the activation of our contraflow plan for the very first time. We had been working on it for about eight to 10 years. I want to say it was a year before Superstorm Sandy when Hurricane Irene was approaching. For the first time, we enacted a reverse lane strategy on the Garden State Parkway, removing, in essence, of 1.3 million people in a very short period of time.

Jerome Hatfield: [28:05](#) There was an overwhelming amount of success associated with that, and for the very first time that we bore witness to that, with the transit population as well as the population of citizens that were living along the Atlantic coastline, it was something that we became comfortable with moving forward as we realized that we would entertain future hurricanes and future challenges, understanding that that was something that we would be able to enact with a much greater confidence.

Omar Bourne: [28:34](#) What would you consider to be the biggest challenge facing the emergency management field today?

Calvin Drayton: [28:43](#) To me, it's a couple things. We, as emergency managers, are going to have to figure out how to better utilize social media. We live in a 24-hour news cycle, and we have to figure out how best to use the Twitters of the world, the Dataminrs of the world, the Instagrams, and I can't believe I'm rattling of all this off.

Omar Bourne: [29:02](#) We're impressed.

Calvin Drayton: [29:04](#) But I think we have to figure it out, because that is the future. We need to get a clear understanding of that. I think the next thing for locally in the city is data. How do we gather, manage, and utilize data as quickly as possible and to better understand what is going on around us, and how do we best use that data?

Omar Bourne: [29:26](#) Mr. Hatfield?

Jerome Hatfield: [29:27](#) I think Calvin was looking at my notes. Again, I agree with him. I think equally, another challenge for the profession is going to be inclusion. Having the pleasure to work here in New York City as the regional administrator for FEMA, I saw risks and threats that are very challenging. Some of those are not natural based, but they are technologically based or, if you will, man-made threats.

Jerome Hatfield: [30:05](#) To that degree, as we take a look at cyber and the intrusions that occur that have critical impacts to our infrastructure, and certainly our communities and citizens, I think it's knowing and understanding that there are events that we have never seen before that are around the corner, and that we've got to be ready and able to respond to some of those challenges.

Jerome Hatfield: [30:34](#) Being able to do so with a whole of community mindset that represents a holistic strategy for the communities of interest is going to be critically important. Being on the law enforcement side of the house at one point, as well as the emergency

management side, I believe that the inclusion of public safety as a whole, and then also the inclusion of the private sector, as well as the citizens through VOAD communities and faith-based communities, is critically important.

Jerome Hatfield: [31:09](#) I just am of the belief that sometimes we as a government tend to go it alone and then secondarily reach out for other causeways to mitigate crisis, and I think that the inclusion of understanding that we're going to be entertaining events that we have yet to see in the future should allow us to come to the table on a continual basis and make sure that we have a ever-present platform that allows us to evolve preparedness and mitigation through a resiliency platform to prepare for those disasters that we have yet to see.

Allison Pennisi: [31:42](#) I think it's really well said. We're talking about whole community, all inclusive, all hazards, reaching people where they are, but also not dismissing the fact that resources that are needed for different communities, everything needs to be adjusted accordingly to ensure that everyone is getting the information they need, knowing what to do before, during, and after a disaster, which leads us to our next question.

Allison Pennisi: [32:07](#) Where do you see emergency management in this country in the next five years?

Calvin Drayton: [32:11](#) Yeah. This thing called climate change, we are seeing weather that we've never seen over the last few years that we need to get a much better handle on. I think finally, for me, would be the security of the homeland. We live in a very interesting time in our lives right now, and I think we need to understand the impact of securing the border, securing our homeland, so that we will be able to deal with it when it eventually happens.

Jerome Hatfield: [32:44](#) Many folks that know me know that I kind of have opinions that aren't globally shared. When I was working at the state and the federal level, I was always of the belief that emergency management compartmentalized what our true capabilities were. As we take a look at events that we have yet to see, events of concern that may be technically or man-made driven, from my perspective it always seemed as though we, as an emergency management profession, were on the back-burner and secondary to some of the greater challenges of being able to respond to those types of events.

Jerome Hatfield: [33:30](#) From my perspective, I'm concerned about the future understanding that many people believe that emergency

management is based on the highest of probabilities when it comes to crisis, and not crisis in general. Crisis tomorrow, five years from now, 10 years from now, is going to be uniquely different than what we've seen in the last five or 10 years.

Calvin Drayton: [33:55](#)

Very true.

Jerome Hatfield: [33:56](#)

Albeit climate change or some of the challenges that we'll face because, contrary to popular belief, history doesn't always repeat itself, the evolutions that are going to be required to make sure that we have a seamless transition of support to communities of need through the enterprises that are created by way of whole of community is going to be critically important.

Omar Bourne: [34:20](#)

A lot of information in there for our listeners. I want to switch gears a little bit. As you know, this is Black History Month. I want to ask both of you, in honor of Black History Month, which leader has been an inspiration to you?

Omar Bourne: [34:37](#)

Commissioner Drayton, we're going to start with you.

Calvin Drayton: [34:38](#)

Yeah. Well, you said one, but I have to go with two.

Omar Bourne: [34:41](#)

Okay.

Calvin Drayton: [34:42](#)

Martin Luther King was probably a leader that I've been very inspired by. He opened the door for a gentleman who was able to kick it down, and that was President Obama. I think those two individuals inspired me the most.

Omar Bourne: [34:59](#)

Yeah.

Jerome Hatfield: [35:01](#)

Growing up, I had two pictures in my house that were in the living room. One was, obviously, Martin Luther King. Second one was JFK. When we take a look at the transition of culture in this country, I think the diversity associated with the celebration of black history must be all encompassing.

Jerome Hatfield: [35:21](#)

The other thing that I'll say is that for me personally, I have to make sure that I represent Muhammad Ali. A lot of people look at him as being a great fighter. He was much more than that. I look at him as being an adversary in this country at one point, someone who became very dynamic, very prolific, captivating, and probably one of the most recognized international faces that we've ever seen in the modern era.

Jerome Hatfield: [35:58](#) That transcends into politics. That opens doors that are historically closed. As a young black male growing up and looking at someone who, at the time, was also young and very challenged with working within the system, he chose to operate outside the box, and as a result of that became incredibly successful, to the point where his successes are probably greater outside of this country than they are in this country. It's beyond the sport of boxing. It has a humanitarian overtone associated with that, something that I don't think he'll ever get enough credit for, and so I want to recognize him for the work that he did in over 80 countries.

Omar Bourne: [36:38](#) Thank you both for those thoughts.

Omar Bourne: [36:41](#) Mr. Hatfield, I know you talked about inclusion earlier.

Omar Bourne: [36:48](#) This question is going to be for both of you. In terms of understanding Black History Month, and the opportunities for all races here in this country, when we look at inclusion and emergency management, what are your thoughts on how inclusive the field is and how we can move towards more inclusion in this field?

Jerome Hatfield: [37:17](#) I think it's a great question. I think that as time goes by, people continue to understand how valuable the emergency management enterprise is. I note when I was working for FEMA, we supported our DHS family in a great way, as well as the federal family, doing a number of things that people wouldn't even think that FEMA would be involved in.

Jerome Hatfield: [37:43](#) I think it's an incredibly powerful investment for folks that understand the value of the investment. As Calvin said, it's still fairly new. We haven't been around that long. I think it's important for voices that understand the value of the profession to prevail to allow people to continue to evolve this profession to be what it can be.

Jerome Hatfield: [38:12](#) I once said that as valuable as it is, it's my belief that maybe we should call it something else, because I think that far too many people in this country are of the belief that it's for hurricanes, tornadoes, and floods. That's not what emergency management is. Emergency management is about crisis, regardless of what the crisis is.

Jerome Hatfield: [38:36](#) We've seen things happening even today that allow us to understand how taxpayers' dollars are used to support potential crisis. I think moving forward, the evolution is critically

important in allowing us to really understand this dynamic arena that they call emergency management, to make sure that we're actually maximizing the benefits of communities of need, to ensure that we're providing the types of resources that are going to be critical regardless of the event.

- Calvin Drayton: [39:06](#) I would just add to what Jerome said, I think women and people of color, this is a great opportunity for you to get on the ground floor of an industry that's continuing to grow. We have seen some great strides in leadership, but I think there are some great opportunities for leadership, some great opportunities for people like myself and Jerome to mentor and to pick someone up on your back and carry them through, and set the example, but also keep the bar very high so that we can continue to produce leaders in this business.
- Omar Bourne: [39:41](#) I like that you said ... Commissioner Drayton, what you said about mentorship, because for me, as an African American young man just coming into emergency management, now four years, and seeing you in your role as the first deputy commissioner here, it's an inspiration for me, and it shows me that I can aspire to be like you. I can aspire to be a first deputy commissioner or just a leader in general in my field or in whatever I do, and then I can also help others, black, white, whatever the race, whatever the age, whatever ethnicity, gender. I can help others to achieve their goals.
- Omar Bourne: [40:30](#) Seeing like people in leadership positions, it really inspires, and it dares you to dream to be the best that you can be.
- Allison Pennisi: [40:40](#) No, this field has expanded in terms of the opportunity, as both of these gentlemen have shared with us. It's evolved, but you know what, it also, in a lot of ways, as Mr. Hatfield said, needs to be re-branded. It's not just about the hazard or the emergency that's at hand. It's also about the people.
- Allison Pennisi: [41:02](#) That's what it comes down to, that we're all affected by a disaster in some way, shape, or form, and what we need is more opportunity. We need more ways for people to learn. It's a relatively new field in government, and we want more people to get involved. That's why we do things like this podcast, is to share our insights, and what can be done, and what has been done.
- Allison Pennisi: [41:29](#) It really has been wonderful to speak with both of you about your experiences and what other people can learn as they try to

make their foray into the emergency management field. Thank you.

- Omar Bourne: [41:41](#) We are going to switch gears a little and it is time for Rapid Response. It's a little lighter side of the podcast. I dare to say it's Allison's favorite segment.
- Allison Pennisi: [41:55](#) It's also Omar's favorite segment.
- Omar Bourne: [41:58](#) I wanted to put all the blame on you, but it is my favorite.
- Allison Pennisi: [42:02](#) That's okay.
- Omar Bourne: [42:02](#) It is my favorite segment as well. For our first-time listeners, it's very simple. Allison and I will ask some questions and whatever comes to mind, Mr. Hatfield and Commissioner Drayton will answer. Let's get into it.
- Speaker 4: [42:20](#) It's time for Prep Talk Rapid Response.
- Omar Bourne: [42:25](#) It is Rapid Response, and I am going to start with Commissioner Drayton.
- Omar Bourne: [42:30](#) What do you think is the most important emergency preparedness tip?
- Calvin Drayton: [42:35](#) A family plan, Go Bag.
- Omar Bourne: [42:37](#) Wonderful.
- Omar Bourne: [42:38](#) Mr. Hatfield.
- Jerome Hatfield: [42:39](#) I think that you have to invest in things that are important, and so whatever's important to you, you make sure that you create an umbrella of protection around that, so when something happens you can protect it.
- Allison Pennisi: [42:51](#) Perfect. Okay. What is one emergency item you cannot live without?
- Calvin Drayton: [42:56](#) Cell phone.
- Omar Bourne: [42:58](#) You know what's interesting, is that we had our commissioner on a few episodes ago, and that's the same answer he gave, cell phone.
- Allison Pennisi: [43:05](#) Mr. Hatfield, what about you?

Jerome Hatfield: [43:06](#) I'm going to say the same thing. Our cell phone today is a walking computer. If you don't have communications capability, albeit telephone data or even access to information, it's going to be very difficult for you to be successful.

Allison Pennisi: [43:24](#) Mm-hmm (affirmative).

Omar Bourne: [43:25](#) True. Very true.

Omar Bourne: [43:26](#) Mr. Hatfield, what keeps you up at night? This is the emergency management question that we ask all emergency managers. We get a wide range of responses. I'm very curious as to what yours is going to be. What keeps you up at night?

Jerome Hatfield: [43:44](#) Nothing.

Omar Bourne: [43:45](#) Oh, wow.

Jerome Hatfield: [43:47](#) I think that if you are properly prepared to address the issues and challenges of everyday life that you have a winning chance of being successful. To that degree, if, in fact, I have challenges in the evening, it's probably based more so on being able to execute. There are catastrophic plans that are out here, there are a number of things that are out here that we can actually use in our toolbox to be successful regardless of the event.

Jerome Hatfield: [44:20](#) From my perspective, it's about execution, executing through training, through exercising, through coordination, and through the tools that we use as emergency management professionals.

Calvin Drayton: [44:33](#) Yeah, I would agree with what Jerome just said, but I think of one thing that I would just add to that that does actually keep me up at night is this thing called cyber. We've had cyber in bits and pieces here and there, but we've never had a cyber attack that takes out our banking. We've never had a cyber attack that takes out the banking in New York State, takes out our utilities in New York State, and that's something that I don't think ... Maybe they're doing it at the federal level, but I think we need to do more of that as a group, as a people in the United States, cyber planning.

Allison Pennisi: [45:06](#) All right. That'll keep me up at night, along with several other things which we will not rattle off in this episode.

Allison Pennisi: [45:11](#) I know the answer for Commissioner Drayton. I'm still going to ask it anyway. Your favorite sports team?

Calvin Drayton: [45:17](#) Oh, there's a few. First of all, my dear Clemson Tigers, my Dallas Cowboys-

Omar Bourne: [45:22](#) Oh, boy.

Calvin Drayton: [45:23](#) ... my New York Yankees-

Omar Bourne: [45:24](#) There you go.

Calvin Drayton: [45:25](#) ... and Tiger Woods.

Omar Bourne: [45:28](#) Mr. Hatfield.

Jerome Hatfield: [45:29](#) The Cleveland Browns.

Omar Bourne: [45:31](#) Oh, boy.

Calvin Drayton: [45:32](#) Nice.

Omar Bourne: [45:32](#) Wow.

Jerome Hatfield: [45:32](#) My father played professional ball, and so he always marveled at the ability of Jim Brown, so I kind of grew up understanding who Jim Brown was and the value of the Cleveland Browns back then, which was professional football. Some 48 years later, I'm a Cleveland Browns fan.

Omar Bourne: [45:52](#) You have Baker Mayfield, so I guess there is some hope going into next season.

Calvin Drayton: [45:57](#) Oh, absolutely.

Jerome Hatfield: [45:58](#) I think there's hope in the concept of team to a better understanding than what it has been in the past.

Allison Pennisi: [46:06](#) I know it's a fictional film, but I love the movie Draft Day with Kevin Costner. It's all about the Cleveland Browns. When you said that, I was like that's the first thing I thought of.

Omar Bourne: [46:17](#) Oh, man.

Omar Bourne: [46:17](#) Sum up your career, if you can, in one word.

Omar Bourne: [46:22](#) Commissioner Drayton.

Calvin Drayton: [46:23](#) Exciting.

Jerome Hatfield: [46:24](#) Evolving.

Allison Pennisi: [46:25](#) All right. Last but not least, what advice would you give to anyone interested in joining the emergency management field?

Calvin Drayton: [46:32](#) If you're serious about it, I would strongly suggest that you do a lot of homework, understanding what the field is all about. Understand that if you want to make this a career, that you've got the commitment that's required to be successful in this business.

Jerome Hatfield: [46:44](#) There are a lot of opportunities out here, free services that give you an understanding of what emergency management is all about. There's over 150 college and university programs out here that are marshaling undergraduate and graduate degree programs in emergency management. It is an incredibly diversified field. There's a number of things that you can do synonymous with being an emergency management professional.

Jerome Hatfield: [47:11](#) If I look at this building here in New York City representing Emergency Management, there are a number of people in the building that have represented multiple traditional disciplines that are now working in this field. There are so many different ways to access insight, understanding, and then training so you can be an emergency management professional of the future.

Jerome Hatfield: [47:36](#) More so than anything else, you talked about the three C's. Collaboration, coordination, and communications is going to be critical. If you don't have those three elements, it's going to be very difficult for you to operate in this diverse dimension of our community.

Omar Bourne: [47:50](#) Very well said. I want to thank both of you for being on the show with us. A wealth of knowledge, wealth of experience, and an inspiration to myself, I know to Allison, and definitely to our listeners. Thank you both for your work in the field and what you've done and what you're going to continue to do.

Calvin Drayton: [48:12](#) Thank you.

Jerome Hatfield: [48:12](#) Thank you.

Allison Pennisi: [48:13](#) We want our listeners to check out NYC.gov/emergencymanagement. Also, do your research. There are plenty of programs and opportunities to get involved in this field, whether you're on the local, state, federal level, a

community organization, the private sector. Emergency management is, in fact, everywhere and all-encompassing. We want you to join us.

Speaker 1:

[48:39](#)

That's this episode of Prep Talk. If you like what you heard, you can listen anytime online or through your favorite RSS feed. Until next time, stay safe and prepared.