PEORIA COUNTY EMERGENCY MANAGEMENT AGENCY

THE EMERGENCY CONNECTION

OCTOBER 2025

Our community's safety depends on vigilance, awareness, and partnership between residents and law enforcement. Recently we have heard Peoria Police Chief Eric Echevarria remind all residents that the "See Something, Say Something" philosophy is one of the most powerful tools we have to keep our neighborhoods safe. Most threats can be prevented if people trust their instincts and share what they see. Whether it's a suspicious vehicle outside your home, concerning behavior at school, or troubling online activity, speaking up can make the difference between prevention and tragedy.

Traditionally, "See Something, Say Something" has referred to spotting suspicious packages, strangers lurking in unusual places, or other potential threats in public spaces. But in today's world, the risks are not just physical, they're digital. Increasingly, extremist groups are recruiting and radicalizing individuals online. Groups like "No Lives Matter" or extremist cells such as "764" exploit social media, gaming platforms, and chatrooms to spread violent ideologies. They often prey on young people or isolated individuals, gradually drawing them into hateful worldviews and even encouraging them to commit acts of violence. Awareness of these online risks is just as important as spotting suspicious activity in our neighborhoods. "If you notice a friend, student, or coworker becoming fixated on violent ideologies, celebrating mass shooters, or withdrawing from healthy social circles, those may be red flags worth reporting.

While not every behavior means someone is dangerous, certain signs may indicate a person is on the pathway to radicalization. The following personal behaviors may be an indicator:

- Sudden obsession with weapons or tactical gear
- Expressing admiration for individuals who committed acts of violence
- Declaring that violence is the "only solution" to political or social issues
- Isolating from family, friends, or longtime hobbies

These online behaviors are common among individuals who have been radicalized to commit acts of violence at schools or public places:

- Sharing extremist propaganda or memes from groups like "No Lives Matter" or "764"
- Frequenting online forums dedicated to violent ideologies
- Glorifying recent acts of mass violence or terror

Across the country, community members have made critical reports that stopped potential tragedies. In some cases, parents have alerted schools after discovering concerning posts by their child's peers. In others, coworkers have reported individuals boasting online about violent plans. These timely tips allowed law enforcement to intervene before harm could occur. Community members are often the first to notice changes in someone's behavior. Trust your instincts. Every report matters. You may think what you've seen is small, but it could be the missing piece of a bigger puzzle."

Safety is a shared responsibility. By remaining alert to what's happening both around us and online, we strengthen our community's resilience. Whether it's a suspicious bag in a parking lot or a troubling post on social media, our willingness to act can protect lives. See something. Say something. Protect our community!

See something. Say something!

The 17 Standard Lines of Effort

In times of crisis, whether it's a natural disaster, technological failure, or human-caused emergency, communities rely on a structured response to restore order and safety as quickly as possible. The Community Lifeline construct, developed by FEMA, is a framework that helps emergency managers, first responders, and local leaders prioritize resources and actions during response and recovery efforts. Community Lifelines are essential services and infrastructure that, when disrupted, can significantly impact public safety, health, and economic security. By identifying and stabilizing these lifelines during an emergency, response efforts can be more effective and focused. Within these lifelines, 17 standard lines of effort serve as targeted areas for response and stabilization. These lines of effort help define critical response tasks, allowing emergency managers to assess needs and deploy resources efficiently.

By using the Community Lifeline construct, our local community can quickly assess damage, prioritize stabilization efforts, and allocate resources effectively. Whether it's restoring power after a tornado, ensuring access to clean water, or keeping emergency communications running, these lifelines serve as a guide for response efforts. Over the next several editions of *The Emergency Connection* we will take a deeper dive into these lines of effort.

Restoration of Public Infrastructure Standard Line of Effort

The Restoration of Public Infrastructure Line of Effort (LOE) focuses on the rapid repair, stabilization, and functional restoration of essential community systems following a disaster. Its primary goal is to reestablish critical services such as transportation, utilities, water and wastewater systems, and public buildings so that emergency response operations can continue and communities can begin the transition to recovery. This LOE is guided by the principle that restoring public infrastructure is not just about rebuilding physical assets but also about enabling life-saving and life-sustaining services for disaster survivors.

In the immediate aftermath of a disaster, this LOE prioritizes life-safety-related infrastructure repairs. Clearing debris from roadways, stabilizing bridges, and restoring power to hospitals, emergency operations centers (EOCs), and shelters are among the first actions taken. As response operations progress, the focus expands to restoring essential community services that support daily life and economic stability. This includes repairing water treatment facilities, reopening schools and government buildings, and ensuring that communication networks are functioning.

FEMA encourages jurisdictions to incorporate resilience and mitigation measures into restoration activities whenever possible. Even during emergency repairs, decisions can be made to reduce future risks, such as elevating critical electrical equipment in flood-prone areas or reinforcing public buildings to better withstand high winds or earthquakes. By integrating mitigation into restoration efforts, this LOE not only rebuilds what was lost but helps communities emerge stronger and better prepared for future disasters.

Search and Rescue Standard Line of Effort

The Search and Rescue (SAR) Line of Effort (LOE) is a critical component of FEMA's response operations, designed to locate, rescue, and provide immediate medical care to individuals who are trapped, injured, or otherwise in danger following a disaster. Whether the incident is caused by a natural disaster, a structural collapse, or a man-made event, this LOE ensures that specialized teams are rapidly deployed to save lives in the most challenging environments.

The Search and Rescue LOE also places significant emphasis on survivor care and reunification. Additionally, the LOE assists to help reconnect survivors with their families, a crucial step in restoring a sense of safety and stability during chaotic disaster conditions.

What Israel Can Teach Us About Emergency Preparedness – And Why It's Hard to Translate

In a recent reflection by Dr. Isaac Ashkenazi, a globally recognized leader in disaster response and crisis leadership, he shared key insights into why Israel's robust emergency preparedness model is difficult to apply directly in the United States. With over 30 years of experience responding to crises globally, Ashkenazi outlines 7 critical leadership lessons and cultural challenges that highlight both the potential and the limitations of implementing international best practices locally.

While Israel's emergency model thrives on civic duty, fast civilian response, and youth engagement, the U.S. faces some inherent barriers:

- Legal hurdles: Inadequate Good Samaritan protections create fear of liability.
- Cultural mindset: U.S. systems tend to protect youth from emergencies rather than empower them.
- Centralization: Response efforts often depend solely on professional responders, discouraging trained civilian involvement.

7 Leadership Lessons for America to Consider:

1. **Imperfect Leadership Is Better Than Inaction** - In Israel, leaders are trained to act decisively despite risks. In the U.S., fear of legal consequences often delays critical decisions, a phenomenon Ashkenazi calls "paralysis by analysis."
2. **Synchronize Immediate Response** - From the first moment of crisis, professionals and civilians in Israel act in unison. America's wait-for-orders culture can be too slow for today's fast-evolving threats.
3. **Train Civilians Before Crisis Hits** - Victims won't wait for official clearance to help. Communities need access to training in triage, decontamination, and basic response before emergencies occur.
4. **Control the Narrative** - Terror and violence are amplified through media. Israeli leaders engage with the media early and often to maintain resilience and public morale.
5. **Clear and Reclaim Public Spaces Fast** - Sites of attacks in Israel are cleared within hours and rebuilt within days. This symbolic act restores normalcy and community control.
6. **Empower the Bystander** - Israel sees civilians as assets, not obstacles. Volunteers, many trained since youth, respond from wherever they are, without waiting for orders.
7. **National Service Builds National Resilience** - In Israel, nearly every young adult completes 6–9 months of national service, often in healthcare, disaster response, or infrastructure support. This creates a foundation of shared responsibility and civic preparedness.

Dr. Ashkenazi emphasizes a crucial takeaway: the Israeli advantage comes not from technology, but from civic trust, legal authority, and a culture of participation. The U.S. has only begun to tap into its potential for broad-based community readiness. As local EMA leaders, educators, and public safety advocates, should this be a call to rethink how we prepare our communities? Youth programs, bystander training, volunteer corps, and stronger legal protections could help bridge the gap between aspiration and action.

What role can our community members play before the professionals arrive?

Notable Quotables

"E pluribus unum" = "Out of many, one"

Your #1 job is the public's welfare. Not politics, not turf! Keep people safe, especially in their worst moments.

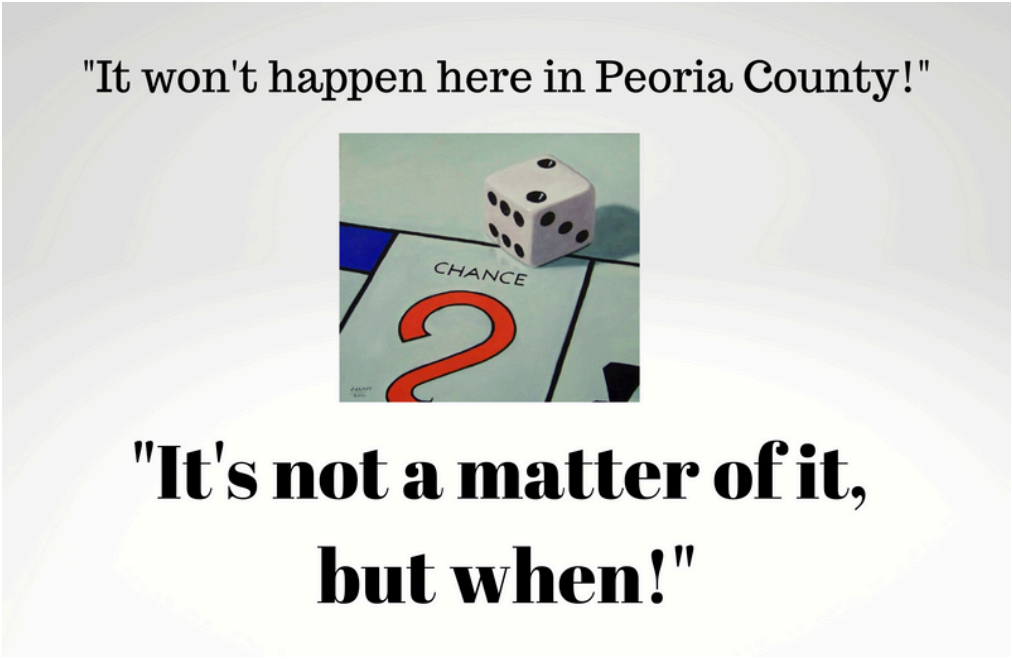
The Wisdom of Preparedness: Why Do We Underestimate the Hazards Around Us?

In emergency management, one of the most persistent challenges we face isn't just severe weather or infrastructure vulnerability it's human psychology. More specifically, it's something called optimism bias. This is the cognitive tendency for people to believe that they are less likely to experience a negative event compared to others. While optimism can be a helpful coping mechanism in stressful situations, optimism bias can be dangerous when it causes people to underestimate the real risks they face every day.

Many residents believe disasters happen "somewhere else." It's common to assume that major floods, fires, power outages, or chemical spills are rare, distant events. But the truth is, hazards are much more present and frequent than we realize. For example, a typical zip code might experience dozens of weather warnings each year, be within close range of high-risk industrial or transportation corridors, or sit in a floodplain that's becoming more volatile due to climate change. Despite this, people tend to think, "It won't happen to me." This mindset can prevent individuals and families from taking simple preparedness steps like assembling a go-bag, signing up for local alerts, or creating a home evacuation plan. If you knew your neighborhood experienced an average of three severe thunderstorm warnings a month, or that your home was within a wildfire ember zone, would you still choose to do nothing? Optimism bias often overrides even the best data and planning tools because it creates a false sense of security.

Emergency managers, public safety officers, and community leaders must work to break through this bias by helping people recognize that preparedness is not about fear it's about resilience. The key is personalizing the risk. If people understand the specific, local hazards they face on a routine basis and how frequently those hazards occur, they are more likely to take proactive steps. Whether it's knowing the flood risk for your street, reviewing local FEMA hazard maps, or understanding your zip code's fire and EMS call frequency, data can be a powerful antidote to optimism bias. The next time you hear a storm warning or read about a nearby emergency response, pause and consider how it could affect you.

Emergencies are not rare events, they are part of our everyday environment. Recognizing that truth is the first step toward true preparedness.

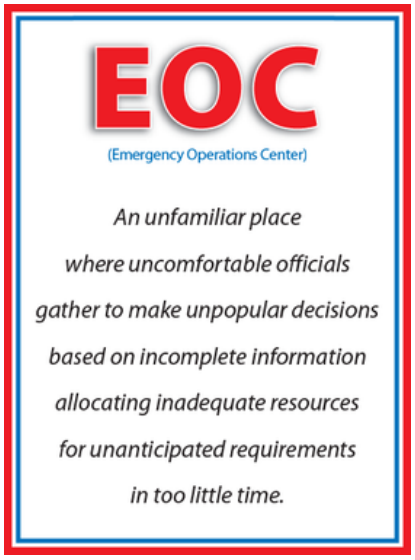


Inside the Nerve Center of Disaster Response: Just What Is An Emergency Operations Center (EOC)?

When disaster strikes, most of us see the visible side of the response: firefighters battling a blaze, police directing traffic, public works crews clearing debris. But behind the scenes, there's another crucial part of the operation: the Emergency Operations Center, or EOC. Think of the EOC as the community's nerve center during emergencies. It's not where first responders launch trucks and sirens, it's where leaders coordinate, plan, and make critical decisions to keep people safe and resources flowing where they're needed most.

An Emergency Operations Center is a centralized location where local, county, or state agencies gather during major incidents to manage the response. Representatives from many agencies work side-by-side (or virtually connected) so information moves quickly and decisions can be made in real time. The EOC's Core Roles:

1. **Information Hub** – Collect and verify updates from the field, weather service, and partner agencies.
2. **Resource Coordination** – Match needs (sandbags, shelter cots, fuel) with available resources.
3. **Situation Awareness** – Produces maps, damage assessments, and status reports to keep leaders informed.
4. **Public Messaging** – Works with Public Information Officers to get accurate, timely updates out to the community.
5. **Support for First Responders** – Frees up field crews to focus on life-saving work by handling logistics, planning, and documentation.



During a disaster, seconds count and confusion wastes time. Without an EOC, agencies might duplicate efforts, miss urgent needs, or struggle to share information. With an EOC:

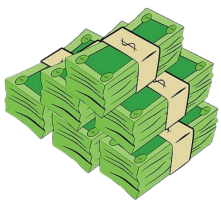
- Resources arrive faster where they're most needed.
- Community updates are clearer and based on verified facts.
- Response is unified, not fragmented.
- Recovery starts sooner because documentation is already in progress.

In short: the EOC turns dozens of moving parts into one coordinated machine providing a faster response, fewer delays, and a smoother recovery.

Our Emergency Operations Center may not be in the spotlight, but when disaster hits, it's the place that will keep our community moving in the right direction together.

Factors that influence decision-making during disaster

Finances



Legal

Media

Politics

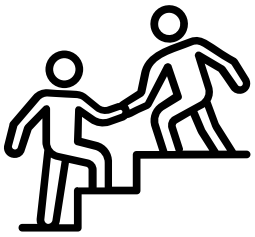
Leadership vs. Management

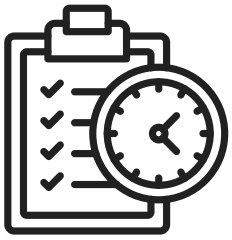
In local emergency management, leadership and management are often mentioned together, but they serve distinct and equally vital purposes in protecting the community. Management ensures structure, accountability, and coordination making certain that plans are executed, resources are tracked, and operations follow established protocols. It's what keeps an Emergency Operations Center (EOC) running smoothly during a crisis. Leadership, however, goes deeper. It's about vision, trust, and the ability to inspire others under pressure. A true leader in emergency management motivates their team to go beyond the checklist to anticipate needs, innovate in real time, and serve the public with compassion and resilience.

Throughout any major incident or disaster, you'll see both sides at work: strong managers who keep the response organized and efficient, and true leaders who inspire calm, confidence, and collaboration when the stakes are highest. Both roles are essential but leadership is what drives people to stay focused and committed long after the initial urgency fades.

Recognition and advocacy are key components of effective leadership in emergency management. While commendations or promotions acknowledge effort, the most powerful motivator comes from genuine appreciation by publicly recognizing first responders, volunteers, and partners for their dedication and service. When people feel seen and valued, their intrinsic motivation grows. They don't just respond because it's their job they do it because they care about their community and their team. That spirit of commitment and pride is what transforms an emergency management team from competent to exceptional.

At its core, leadership in this field is built on trust, empowerment, respect, and advocacy. It's about giving your people the confidence and autonomy to act decisively in the face of uncertainty. True leaders cultivate an environment where every team member feels valued, heard, and supported in taking initiative. They recognize that empowering others not only strengthens individual performance but also fosters collective resilience. Ultimately, effective leadership means advocating for your team's growth, ensuring they have the tools, knowledge, and encouragement to meet challenges head-on and succeed together.





Management ensures the incident action plan gets executed; leadership ensures that everyone involved believes in the mission and feels ownership of the outcome. Effective emergency managers elevate their teams, fostering growth, resilience, and professionalism that extend far beyond any single disaster. They inspire a shared sense of purpose, helping individuals see how their efforts contribute to the greater good of the community. Strong leaders also invest in developing their team's skills and confidence, preparing them to adapt and excel under pressure. In doing so, they cultivate a culture of trust and excellence that endures long after the immediate crisis has passed.

In the world of emergency management, one principle always holds true: **You LEAD PEOPLE, and you MANAGE THINGS.** Never lose sight of that balance because both are essential to keeping your community safe and prepared.

LEADERSHIP

Double Puzzle

Solve the scrambled clue words, then use those letters to form the final answer. Answers found on the page 12.

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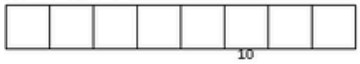

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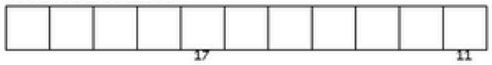

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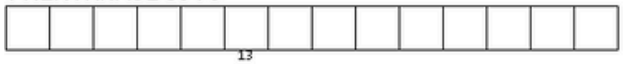

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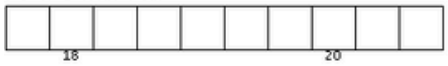

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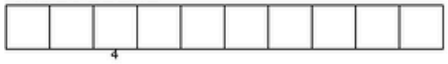

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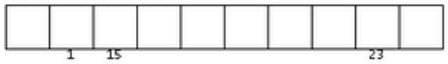

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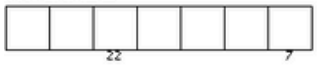

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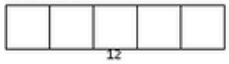

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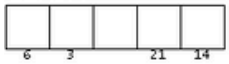

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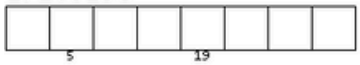

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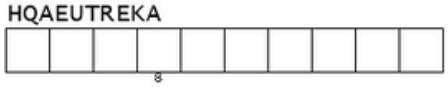

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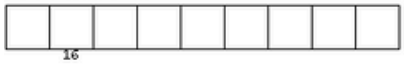

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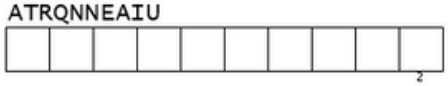

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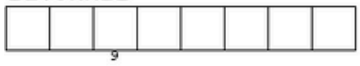
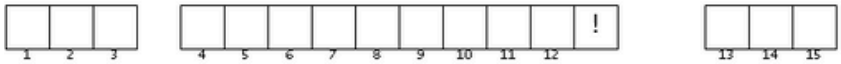
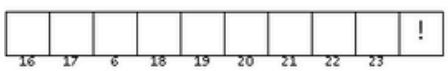
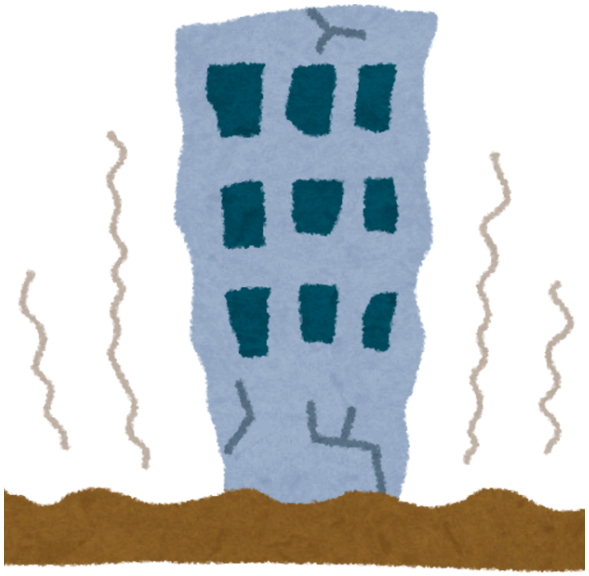






Nature Watch – Earthquake: What Every Illinois Resident Needs to Know

While our emergency planning often focuses on weather-related events like tornadoes, blizzards, and floods, it's crucial for Illinois residents to remember that the state is also at risk from another major natural disaster: earthquakes. Though not driven by weather, earthquakes are a serious threat that requires awareness and preparedness. Illinois lies near two major active seismic zones that pose a risk to the state, particularly the southern and southeastern regions. The New Madrid Seismic Zone (NMSZ) located in the central Mississippi Valley and extending through portions of southern Illinois, this zone was the site of a series of four of the largest earthquakes in North American history between 1811–1812, with estimates up to magnitude 7.0 or greater. Experts warn that a similar event today could cause widespread devastation across multiple states. The Wabash Valley Seismic Zone (WVSZ) located between southeastern Illinois and southwestern Indiana, this zone is also capable of producing significant earthquakes. A moderate-sized magnitude 5.4 earthquake occurred in this zone near Mt. Carmel, Illinois, in 2008 and was felt in at least 16 states.



Unlike earthquakes in the western U.S., seismic waves in the central and eastern U.S. travel much farther with less energy loss. This means a moderate earthquake in one of these zones can be felt over an area up to 10 times larger than a quake of similar magnitude on the West Coast, potentially causing damage hundreds of miles from the

The most common injuries during an earthquake result from falling objects, not ground movement itself. Conduct an earthquake hazard hunt in your home:

- Anchor tall, heavy furniture like bookshelves, cabinets, and water heaters to wall studs.
- Secure cabinet doors with latches to prevent contents from spilling out.
- Store heavy or breakable items on lower shelves.
- Fasten overhead light fixtures and mirrors/pictures hanging over beds or seating areas.
- Plan ahead and identify safe spots in each room, under sturdy tables or desks, or against an interior wall.
- Determine danger areas near windows, exterior doors, or tall, unsecured furniture.
- Learn how to shut off your home's gas, water, and electricity in case the lines are damaged.
- Assemble and maintain an Emergency Kit with food, water, first-aid supplies, a flashlight, and a battery-powered radio.

Because earthquakes strike without warning, your actions before an event are essential for safety and damage reduction. The single best way to prepare is to practice the life-saving skill of "Drop, Cover, and Hold On." This is the protective action you must take immediately when the shaking starts:

1. Drop to the ground immediately.
2. Cover your head and neck with your arms, or crawl under a sturdy table or desk.
3. Hold On to your shelter until the shaking stops, moving with it if necessary.

By understanding the risk and taking these simple preparedness steps, you can greatly increase your chance of staying safe during this vital, non-weather-related natural disaster.

POETE – Training

As we continue unraveling the acronym POETE, a comprehensive methodology for assessing preparedness and identifying capability gaps for core capabilities within emergency management, we focus on the letter T for Training. Training is where preparedness plans and equipment translate into real-world capability. It ensures that every responder, volunteer, and partner agency knows their role, understands the procedures, and can perform under pressure. In emergency management, training is not a one-time event it's an ongoing process that builds confidence, sharpens skills, and keeps our teams ready for the unexpected. From classroom instruction to hands-on drills, effective training strengthens our ability to work together when every second counts.

In our community, training covers a wide range of disciplines, reflecting the variety of threats we may face. Firefighters, law enforcement, EMS, and public works crews participate in specialized courses on topics like hazardous materials handling, search and rescue, mass casualty response, and flood mitigation. Our Emergency Operations Center staff trains on coordination protocols, resource management, and crisis communications. Even nontraditional partners such as school staff, faith-based organizations, and local businesses receive targeted training so they can respond effectively in their unique roles. The most successful training is scenario-based, simulating realistic conditions so participants can practice decision-making under stress. For example, a severe weather drill might include a simulated power outage, blocked roadways, and an influx of shelter residents all unfolding in real time. This type of immersive training reveals gaps in procedures, equipment, or coordination, allowing us to address them before a real incident occurs. By integrating lessons learned back into our plans, we create a continuous improvement cycle that makes our response stronger with each exercise.

Training is also a community effort. We encourage residents to participate in CPR and first aid classes and severe weather spotter courses. These programs empower individuals to assist their neighbors and reduce the burden on emergency services during the initial hours of a disaster. When more people are trained, our community becomes safer, more resilient, and better prepared to face whatever challenges come our way.

Recent Happenings

Ameren Illinois Emergency Response Open House - Peoria Gas Operating Center

Ameren Illinois held an emergency preparedness open house at its Peoria Gas Operating Center on Thursday, September 4, 2025, allowing community partners to see the trucks, tools, and technology used in gas leak and storm response, and to learn about their emergency planning processes. The event featured interactive displays, equipment demonstrations, and opportunities to speak with Ameren leaders and employees, aiming to reassure the public of the company's readiness for emergencies.

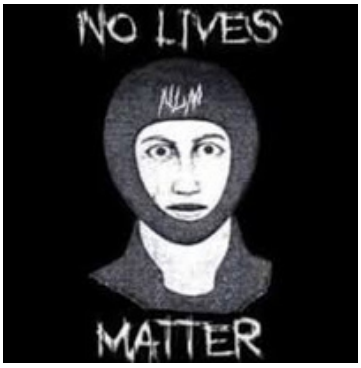
MGT-433 Isolation & Quarantine for Rural Communities

Emergency management staff recently participated in Isolation & Quarantine training designed to equip emergency management, public health, and related professionals with the foundational knowledge and planning skills needed to manage large-scale isolation and quarantine (I&Q) operations in their communities. It addressed the distinction between isolation and quarantine, defined triggers for their implementation, and identified diseases or conditions that may prompt I&Q measures. The training emphasized the unique challenges faced by communities including resource constraints, logistical barriers, communication issues, and jurisdictional coordination and framed solutions through a "Whole Community" approach that integrates governmental, non-governmental, and community stakeholder roles. Key components of the course included:

- Legal and ethical considerations of imposing isolation or quarantine across jurisdictions and populations
- Decision thresholds and operational planning foundations (e.g. when to impose, how to enforce, how long)
- Crisis communication, public messaging, and public engagement strategies in I&Q scenarios
- Interagency coordination across local, state, and federal levels

Peoria Co./City of Peoria Emergency Management Council

We were honored to hear from Special Agent Jake Griffin from the Federal Bureau of Investigation. His presentation on nihilistic radical violence highlighted a growing concern over the way young individuals are being drawn into extremist behaviors that are not tied to traditional ideologies or political movements. Unlike past forms of radicalization that were anchored in specific causes, these emerging threats are fueled by an attraction to chaos, destruction, and attention-seeking. The FBI emphasized that this nihilistic trend often manifests online, where anonymous forums, gaming communities, and social media platforms provide echo chambers that normalize violent rhetoric, glorify attacks, and desensitize youth to real-world consequences.



A central theme of the briefing was the online radicalization pipeline. The FBI explained how adolescents, often seeking belonging or identity, may encounter violent memes, extremist influencers, or shock-value content that escalates from edgy humor to explicit calls for violence. This progression is often subtle but accelerated by algorithms and peer validation. The presentation underscored the need for parents, educators, and community leaders to be alert to sudden changes in online behavior, withdrawal, or fascination with past violent actors. Ultimately, the FBI framed this as not only a law enforcement challenge but also a community-wide responsibility, requiring early intervention, digital literacy, and supportive alternatives to keep vulnerable youth from being drawn into destructive nihilism.

Recent Happenings (continued)

CF Industries Hazmat Exercise

A recent hazardous materials exercise simulated a catastrophic scenario involving a tractor-trailer release of anhydrous ammonia on a major interstate. The drill focused on the coordinated response of multiple agencies, including local fire departments, hazmat teams, and emergency medical services (EMS). The immediate challenge was the high-hazard nature of the material: anhydrous ammonia is a corrosive gas that is toxic by inhalation and can cause severe respiratory and eye damage, demanding specialized personal protective equipment (PPE) and rapid containment strategies. Responders practiced establishing exclusion zones, utilizing air monitoring to track the toxic plume, and executing a technical decontamination corridor. A key takeaway was the need for enhanced interagency communication and a streamlined process for requesting mutual aid resources, as the simulated event quickly overwhelmed initial local capabilities, underscoring the severity and complexity of managing a large-scale, volatile gas release.

Central Illinois Cyber

The recent Central Illinois Cyber Event hosted by Pearl Technology served as a vital networking opportunity to bolster our collective defense against digital threats. Bringing together professionals from government, public safety, critical infrastructure sectors, and private technology firms, the event focused on strengthening cybersecurity posture across the community. Highlights included expert-led sessions on incident response planning, threat mitigation (like ransomware and phishing), and the importance of cross-sector information sharing for early warning. Participants engaged in hands-on activities, such as a "Capture the Flag" competition, and discussions to validate and improve local emergency operations plans for cyber-attacks, ensuring our systems remain resilient and services can be quickly restored during a large-scale digital disruption.

READY, STEADY, PREP Workshop

As a part of National Preparedness Month, the Heart of Illinois United Way and the Peoria City/County Health Department co-hosted the READY, STEADY, PREP workshop on September 30 to help nonprofits and small businesses prepare for an incident and support their clients and consumers. The workshop focused on:

- Bite-sized, digestible wisdom, where they demystified the differences between an Emergency Operations Plan (EOP) and a Continuity of Operations Plans (COOP), while explaining their importance to employees and the communities they serve.
- Participants learned how to master the art of hazard mapping without getting lost, since identifying high-risk areas and plotting potential evacuation routes is critical for effective disaster planning.
- They ended the workshop with practical tools for individual and family preparedness that participants were encouraged to share with employees, clients, and customers.

Public Health
Prevent. Promote. Protect.
Peoria City/County Health Department

United Way
Heart of Illinois United Way

Double Puzzle

Answers to the puzzle found on page 6.

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