

TIEMS-USA Annual Conference

Detailed Schedule

February 20-22, 2024
Kennesaw State University Center
3333 Busbee Drive, NW
Kennesaw, Georgia 30144

To participate in our conference virtually requires you to have a Zoom account. A free Zoom account is sufficient to participate. You can get a free Zoom account at <https://zoom.us/>.

Tuesday, 2/20, 2024

09:00 AM-09:30 AM WELCOME

<https://kennesaw-edu.zoom.us/j/87527414928>

Meeting ID: 875 2741 4928

Passcode: D5Niz9

Speakers:

Harald Drager – President TIEMS, International

George Markowsky – President TIEMS-USA

James Westbrook – Director of Emergency Management, Kennesaw State University

09:30 AM-10:15 AM Artificial Intelligence and Emergency Management

<https://kennesaw-edu.zoom.us/j/85786407412>

Meeting ID: 857 8640 7412

Passcode: tGGfJ7

Speaker:

Thomas Robertson

Abstract: Artificial Intelligence (AI) has moved from research labs to mainstream news, thanks to developments such as ChatGPT that point to AI having a huge impact on work and society. Emergency Managers need to know about AI because it enables tools they can use, and because AI will be a new factor in future emergencies. In this presentation we will address the questions: What is AI? How can AI help Emergency Managers? How might AI contribute to future emergencies?



Bio: Dr. Thomas V. Robertson is North American Director for The International Emergency Management Society (TIEMS, at tiems.info) and Principal at Thinking Teams (thinking-teams.com), a consulting firm that specializes in harmonizing human and machine intelligence. His has played a variety of roles in research and development, from researcher to Chief Scientist to Vice President/General Manager, and he has consulted in the field of Organization Development. He has presented papers and taught courses in a dozen countries, on technical and organizational topics impacting emergency management, and he is serving as an Expert in Small and Medium Enterprises for the European Innovation Council. He writes online content for data scientists explaining recent advances in Artificial Intelligence (AI), and he carries certifications in modern programming languages and architectures for AI. Tom holds BSEE, MSEE, and Ph.D. degrees in electrical engineering from Purdue University.

10:15 AM-11:00 AM About TIEMS Certification: TQC and TQAC

<https://kennesaw-edu.zoom.us/j/89767299384>

Meeting ID: 897 6729 9384

Passcode: x4gHem

Speaker: Larry A. Porter

Abstract: With an increasing number of disasters worldwide, resulting in more international collaboration and support to disaster-stricken areas, the need for more education and training in international emergency and disaster management seems evident. TIEMS believes that it is important to raise the awareness of the competencies needed in emergency and disaster management, and to support those participating in these activities and operations in acquiring those competencies. TIEMS offers two international certifications in emergency management. This talk provides a brief introduction to the TQC and TQAC certifications.

Bio: Dr. Porter retired in 2003 from the Army National Guard (ARNG) with just under 34 years of service, ending with 18 years of Federal Active Guard/Reserve (AGR) service. His last duty assignment was as the first National Guard (NG) Liaison Officer to FEMA (Federal Emergency Management Agency), where his interest in emergency management as a follow-on career was stimulated.

He earned a Ph.D. in Engineering Management in May 2010 (concentration in Emergency Management) from The George Washington University's Institute for Crisis, Disaster, and Risk Management (ICDRM). His research focused on Defense Support of Civil Authorities (DSCA), specifically on differences in National Guard and Department of Defense support to local emergency managers after Hurricane Katrina. His advisor was John R. Harrald, Ph.D.

Dr. Porter was awarded Certified Emergency Manager (CEM®) by the International Association of Emergency Managers (IAEM) in 2006, recertified in 2011 & 2016, and is now a Lifetime CEM. He has been active in several IAEM committees and caucuses

Dr. Porter is currently president, and treasurer, of the Council for the Accreditation of Emergency Management & Homeland Security Education (CAEMHSE), an organization in existence for over 20 years. CAEMHSE uses peer-reviewed emergency management (EM), and homeland security (HS) education standards to assess and accredit college and university EM and HS education programs.

Website: www.caemhse.education

11:00 AM-11:15 AM COFFEE BREAK

11:15 AM – 12:00 PM KEYNOTE: Building Sustainable and Resilient Communities

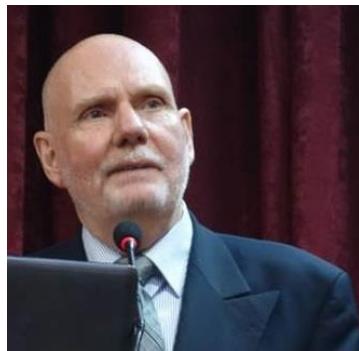
<https://kennesaw-edu.zoom.us/j/83254140377>

Meeting ID: 832 5414 0377

Passcode: Lcy9Rv

Speaker: Harald Dragher, President TIEMS International

Abstract: This talk will survey the challenges the world faces and some steps that we can take to address these challenges. It will also survey some of the work that TIEMS is doing to address these challenges.



Bio:

K. Harald Drager is the President of TIEMS International and one of the founders of TIEMS. He has served as TIEMS President since 2002 and has contributed significantly to its development. He is the Managing Director of QUASAR Invest AS in Norway, a consultancy in global safety, emergency and disaster management. He has a Master's degree in control engineering from the Norwegian Technical University and a Master's degree from Purdue University in industrial engineering. His specializations are international organizational development, emergency, disaster and risk management, and project management. He has done consultancy work for numerous clients internationally, amongst others the World Bank/International Finance Corporation, NATO and the European Commission. He has been project manager of several international research and development projects for methods and software development in risk, emergency and disaster management. He took the initiative to establish TIEMS

and was the Vice President from 1994 until 2002 when he became President. He has published numerous papers internationally on emergency, risk and disaster management. He was given a Certificate of Appreciation by IAEM in 2011. He has been a professor at King Abdul Aziz University in Jeddah, Saudi Arabia and also a Visiting Professor at North Western University in Xian, China.

12:00 PM-01:30 PM LUNCH – On Your Own, see restaurant list.

01:30 PM-02:30 PM Active Shooter Workshop

<https://kennesaw-edu.zoom.us/j/84865334488>

Meeting ID: 848 6533 4488

Passcode: djiU11

Speaker: Mark Gibbons, FBI Training Coordinator, FBI Atlanta Office

Mark has over 35 years of public safety experience, which includes 20 years with the Federal Bureau of Investigation. He currently serves as the Training Coordinator for the FBI Atlanta Office. He is a former Bomb Technician and Firearms Instructor and has previously served as the FBI's WMD Program Coordinator.

02:30 PM-03:00 PM Resilience & Recovery

<https://kennesaw-edu.zoom.us/j/81654456530>

Meeting ID: 816 5445 6530

Passcode: q9nS0K

Speakers:

Shayla Clarke

Kristine Sinkez

03:00 PM-03:15 PM COFFEE BREAK.

03:15 PM-05:00 PM Community Safety & Resilience Workshop

<https://kennesaw-edu.zoom.us/j/89718269083>

Meeting ID: 897 1826 9083

Passcode: hgv7Pf

Speakers: Craig Anz and Ray Godfrey

Abstract: This presentation illustrates what universities can offer toward global approaches toward emergency management. It shows how they can play a role in long-term community preparations, preventive measures, crises reduction approaches, long-term resilience, and strategic planning.

Here at Kennesaw State University, much of our efforts are connected to the state of Georgia and interconnected gulf coast states. We explore regional community development, community safety, and resilience to disaster and varying levels of crises.

KSU is developing the Research Center for Sustainable Communities is in its nascent phases of development, in plans to engage distinct research in long-term which plans to address development, economic growth, place-making, sustainability and eco-system resourcing. Its goal is to develop collaborative engagement with regional area stakeholders including Atlanta municipal authorities and the state of Georgia. The Center incorporates the UN Sustainable Development Goals and illustrates how to meet these goals while solving practical problems.



Bio: Craig Anz, Ph.D., received his Bachelor of Environmental Design from Texas A&M University, his professional Master of Architecture and Urban Design from the University of Texas at Arlington, and a Master of Architectural Studies from the University of Texas at Austin, focusing on architectural theory, criticism, urbanism, and cultural history. He then extended this education with his published dissertation from Texas A&M, titled *Critical Environmentalism – Towards an Epistemic Framework for Architecture, Urban Design, and Community Development*, emphasizing a composite assemblage of epistemology, critical social theory, environmental discourse, ecosystem resources, architecture, urban design and community development. As such, it engages broader definitions for architecture and design, significantly embodied and epistemologically co-substantiating within a shared, socio-environmental life-place.

Dr. Anz currently serves as a Chair and Professor of Architecture at Kennesaw State University, along with coordinating its nationally accredited program, advancing research, and working with its *Community Engagement and Outreach* efforts. He looks forward to this opportunity to progress his fidelity toward global design education while conveying a broad array of design methodologies, professional experiences, and community advocacy perspectives. Under his leadership, he hopes to further bridge and advance teaching, research, and service in such ways to support the university's mission and strategic vision for impactful and transformative scholarly knowledge, pedagogical excellence, community outreach, professional development, and creative innovation.



Bio: As a Certified Safety Professional (CSP) and Educator/Trainer of future safety and construction professionals, Dr. Godfrey is very passionate about sustaining the safety and health of all workers. He is uniquely well-educated, trained, and prepared to manage challenges in EHS at all levels and across industries. Ph.D. (ABD 66 hrs) of 4-year NIOSH Fellowship in Occupational Injury Prevention, Research, and Training (U of Utah's RMCEO) + Ph.D. in Construction Management with Safety Emphasis (U of Fla. 2007). Since 2003 he has been an OSHA-authorized 10 and 30-hour Construction Safety trainer. Dr. Godfrey has over 17 years of teaching, research, training, and consultation in best practices in Occupational Safety & Health Management; especially as it pertains to the construction industry, but also highly effective across other industries. Before his focus on construction safety, Dr. Godfrey worked numerous years in construction, hospitals, community mental health, and manufacturing from laborer to manager, incurring more than a few stitches and fractures over that time.

Dr. Godfrey often asserts "Together we can stay safe to be well to become strong".

Wednesday, 2/21, 2024

09:00 AM-09:30 AM Emergency Management in South Africa and the TIEMS 2023 Annual Conference

<https://kennesaw-edu.zoom.us/j/83205280477>

Meeting ID: 832 0528 0477

Passcode: P5HjUc

Speaker: Roman Tandlich



Bio: Dr. Roman Tandlich, has been working in the field of emergency and disaster management since 2011. With background in biotechnology, Dr. Tandlich got involved in the development of low-cost and decentralized sanitation technologies. During the rollout of one such technology,

policy and technical skills shortages at local government level. This resulted in the shift of focus of Dr. Tandlich's research towards disaster management approaches towards shift action to address water, sanitation and hygiene challenges in developing countries. This has led to the development of new teaching and research tools to deal with public health, disaster risk reduction and Development. Roman is originally from Slovakia where he completed his education up to the Masters level. This occurred in 1998 and his background was originally in Biotechnology. He then continued on to complete his PhD in Pharmaceutical Sciences at North Dakota State University in Fargo, USA. After two postdoctoral fellowships, Roman joined the Faculty of Pharmacy at Rhodes University in South Africa in 2008. He has been with the same department since then and has recently been promoted there to the rank of Associate Professor. He has expertise in public health, water and sanitation and Disaster ethics.

09:30 AM-10:00 Emergency Management in India and the TIEMS 2024 Annual Conference

<https://kennesaw-edu.zoom.us/j/82596926914>

Meeting ID: 825 9692 6914

Passcode: vQccD1

Speaker: Vinod Menon

Abstract: A quick overview of the upcoming 2024 TIEMS International Annual Conference, and a brief overview of the state of emergency management in India.



Bio: Vinod is an alumnus of Kerala University, Thiruvananthapuram and Jawaharlal Nehru University, New Delhi. He has over 37 years of working experience, of which more than two and a half decades have been in the fields of disaster risk reduction, climate change adaptation and public policy analysis. He has worked as Professor (Disaster Management) in Yeshwantrao Chavan Academy of Development Administration (YASHADA) Pune, the Government of Maharashtra's apex training institute for senior administrators and has worked in charge of emergency preparedness and response in the UNICEF India Country Office in New Delhi.

In 2005, he was nominated by the Prime Minister of India as a Founder Member of the National Disaster Management Authority (NDMA), Government of India, with the status of a Union Minister of State in the Government of India. He worked in this capacity from 28th September 2005 till 27th September 2010. He is on the Governing Boards of several organizations working on resilience building, emergency preparedness and response and is one of the co-founders of Sphere India. He was a Member of the High Powered Committee (HPC) on Disaster Management established by the Government of India in 1999. He is currently a member of the Peer Committee on "Technological Preparedness to Deal with National

Disruptions" established by the Indian National Academy of Engineering (INAE). He is a Senior Advisor & Mentor of the International Institute of Information Technology (ISquareIT), Pune.

He is now an Independent Consultant in the fields of Disaster Risk Reduction, Climate Change Adaptation and Public Policy Analysis. He has been a Consultant to UNDP, UNICEF, UN ESCAP, World Bank, Global Facility for Disaster Reduction and Recovery (GFDRR), Asian Development Bank, Asian Disaster Preparedness Center (ADPC), Bangkok, Economist Intelligence Unit and several humanitarian organizations and networks, state governments and the national government. He has been invited to address several international conferences on disaster management and resilience building. He has published extensively and has Co-edited a book on Humanitarian Logistics published by Springer. He is the recipient of the SKOCH Challenger Award 2010 for his contributions in the field of disaster management.

10:00 PM-11:00 PM Cybersecurity Workshop

<https://kennesaw-edu.zoom.us/j/83726395522>

Meeting ID: 837 2639 5522

Passcode: bThz4e

Speaker: George Markowsky

This workshop discusses some steps that organizations can take to improve their cybersecurity. It also provides an introduction to the Critical Infrastructure Protection & Resilience Conference taking place March 12-14, 2024 in Lake Charles, LA.



Dr. George Markowsky has been active in TIEMS and TIEMS-USA since 2016. He was the primary organizer of the TIEMS 2017 Annual Conference held at the University of Maine. He has worked on a variety of Emergency Management related projects as a TIEMS member including the [HERACLES](#) and [IMPETUS](#) projects. He was worked with CERT teams and with a variety of international colleagues and collaborators. He has talked about topics such as modeling pandemics and nuclear accidents. He has visited the Chernobyl site and has presented talks dealing with the accident.

He holds an M. A. and Ph.D. in mathematics from Harvard University, and a B. A. in mathematics from Columbia University.

Dr. Markowsky is currently a Chair of Software Engineering and Game Development at Kennesaw State University. In addition, he has been a faculty member at the University of Maine and the Missouri University of Science & Technology. He has also been involved with the Rochester Institute of Technology, Rensselaer Polytechnic Institute, and the University of New Hampshire. He also spent 10 years at IBM's Thomas J. Watson Research Center. He has served as a chair of computer science and mathematics departments, and was the Founding Director of the [American-Ukrainian School of Computer Sciences and Technologies at West Ukrainian National University](#)

11:00 AM-11:15 AM COFFEE BREAK

11:15 AM – 12:00 PM KEYNOTE: Critical Infrastructure

<https://kennesaw-edu.zoom.us/j/85172351997>

Meeting ID: 851 7235 1997

Passcode: pbe1yJ

Speaker: Warren Shephard, Critical Infrastructure and Key Resources Unit Manager
Georgia Emergency Management Agency and Homeland Security

12:00 PM-01:30 PM LUNCH – On Your Own, see restaurant list.

01:30 PM-03:00 Local Emergency Management Panel

<https://kennesaw-edu.zoom.us/j/87037723389>

Meeting ID: 870 3772 3389

Passcode: W3zZus

Speakers:

Carrie Mazloom, Director of Cobb County (GA) Emergency Management Agency

CJ Worden, Director of Oconee County (GA) Emergency Management Agency

Daniel Westbrook, Director of Cherokee County (GA) Emergency Management Agency

Shayla Clarke, Director of Emergency Recovery, Nassau County (NY) Office of Emergency Management

Moderator: James Westbrook, Director of Emergency Management, Kennesaw State University



Daniel Westbrook

Director Daniel Westbrook is a practicing emergency manager and has been the Director of the Cherokee County Emergency Management Agency since August of 2021. Director Westbrook is responsible for all aspects of the county emergency manager program. He began his career with Cherokee County in March of 2007 and joined the emergency management agency in 2016. Director Westbrook is an Advanced Certified Emergency Manager in Georgia and received his B.S. in Organizational Management and Leadership from Reinhardt University.



James Westbrook has been at Kennesaw State since August of 2013 and assumed the role of Director in January 2023. James was Assistant Director from the creation of the Office of Emergency Management in January 2015 before becoming Acting Director in June 2022. Prior to joining KSU, James worked at the Georgia Emergency Management Agency (GEMA) for over seven years in both the State Emergency Communications Center and as a School Safety Coordinator. He also has a background in 911 operations, hazardous materials, and the fire services. James holds a Master of Science degree in Emergency Management from Jacksonville State University and a Bachelor of Arts degree in Sociology from the University of Georgia.

03:00 PM-03:15 PM COFFEE BREAK

03:15 PM-05:00 PM Emergency Management & K-12 Panel
<https://kennesaw-edu.zoom.us/j/89174400730>

Meeting ID: 891 7440 0730

Passcode: OuwwHX

Speakers:

Andy Altizer, Emergency Preparedness Coordinator, The Westminster Schools

Mark Muma, School Safety Program Manager, Georgia Department of Education

Michael Ruple, Executive Director of Safety & Security, Paulding County School District

Moderator: James Westbrook, Director of Emergency Management, Kennesaw State University

Mark Muma is the School Safety Program Manager for the Georgia Department of Education. Prior to his role at GaDOE, he served as the Director of Safety & Security at Children's Healthcare of Atlanta and earlier at Fulton County Schools. At CHOA, he oversaw the safety & security efforts across three pediatric hospitals and over thirty ambulatory locations. This effort included departmental oversight of emergency management, security, life safety and parking & transportation. At Fulton County Schools, he managed the day-to-day activities of the School Police Department, Emergency Preparedness, School Nursing and Risk Management. Fulton County is the 32nd largest school district in the country with over 92,000 students and over 14,000 personnel.

Thursday, 2/22, 2024

9:00 AM-10:00 AM Mental Health of Emergency Management Personnel

<https://kennesaw-edu.zoom.us/j/88672139541>

Meeting ID: 886 7213 9541

Passcode: 98EHCy

Speaker: Brian Moore



Dr. Brian A. Moore is a health psychologist and Director of the Center for the Advancement of Military and Emergency Services (AMES) Research at Kennesaw State University. Dr. Moore has 13 years of military experience both on active duty, as an Infantry officer, and in the United States Army Reserve. Before joining Kennesaw State University, he completed his Ph.D. in military psychology at the University of Texas at San Antonio as well as pre-and post-doctoral fellowships in health and trauma psychology at the University of Texas Health Science Center at San Antonio.

Dr. Moore has over 100 peer-reviewed, scientific publications and presentations at national and international conferences on topics relevant to military health. Additionally, he has overseen or collaborated on over \$20 million in federal grants and has been highlighted on NPR, Healthline, US. News and World Reports, Military Times, and the United Press International.

Dr. Moore's work has enabled him to lead both local and state-level efforts focused on reducing suicidality and promoting behavioral wellness on a national scale. He has served-or is currently serving as a member of the Governor's Veteran Health/Suicide Prevention Task Force a board member for the Association of United States Army Recruiters, and a Senior Consortium Research Fellow for the United States Army Research Institute. In recognition of his work, he has been selected for the "Outstanding Research Accomplishment among Teams in Academia or Industry" at the Military Health Systems Research Symposium in 2022.

10:00 AM-11:00 AM Fierce Emergency Management

<https://kennesaw-edu.zoom.us/j/89153846037>

Meeting ID: 891 5384 6037

Passcode: i9ZQBu

Speaker: Kelly R McKinney PE CBCP

Abstract:

This presentation addresses the role of the emergency manager in our current threat-rich environment. It proposes that there is a crisis within the profession of emergency management; a crisis of confidence, and of competence. Our organizations—our governments, public and private sector organizations, hospitals, universities—need us to be fit...not only for the black swan, but for those everyday disasters, of every size and type. They need us to lead the way into that parallel universe that is the disaster, to tell everyone what is going on, what we are doing, what we are not yet doing, and why. But are we doing that now? This presentation argues that the way out of the crisis in Emergency Management is to own the disaster, to be fierce. We must show that ferocity, that aggressiveness and powerful intensity in everything we do.



Bio:

As the former Deputy Commissioner at the New York City Office of Emergency Management and Chief Disaster Officer for the American Red Cross in Greater New York, Kelly McKinney has had a leadership role in every major disaster in New York City for more than 20 years, from the 9/11 attacks to Superstorm Sandy to Covid-19.

Currently, he is Assistant Vice President of Emergency Management and Enterprise Resilience at NYU Langone Health in New York City. He teaches crisis management at NYU and was recently appointed to FEMA's National Advisory Council.

Nationally known for his writing and speaking on the principles and practice of disaster management, he is the author of *Moment of Truth, the Nature of Catastrophes and How to Prepare for Them*. His 5-minute video, *The Essential Emergency Manager*, has been viewed more than 110,000 times on YouTube.

He is the founding principal of Emergency Management Americas, a 501c3 nonprofit with a mission to advance the profession and practice of emergency management. He is a professional engineer with a BS in mechanical engineering from the University of Kansas and an MPA from Columbia University in the City of New York. He is a board member of the All-Hazards Consortium and of the Urban Assembly School for Emergency Management in New York City.

11:00 AM-11:15 AM COFFEE BREAK

11:15 AM – 12:00 PM Tornado & Other Public Warnings Done Right

<https://kennesaw-edu.zoom.us/j/87921925756>

Meeting ID: 879 2192 5756

Passcode: Gr2Q2j

Speaker: Brett Albright, Meteorologist, National Weather Service Atlanta/Peachtree City

Brett Albright is a *Meteorologist* with the National Weather Service (NWS) office in Atlanta/Peachtree City, GA. Before joining the Atlanta/Peachtree City office in 2023, he spent 5 years working for the NWS in both San Diego, CA and Omaha, Nebraska. He holds Bachelors and Masters degrees from the University of Oklahoma, where he focused on weather radar and wind power research. Since joining the NWS in 2013 the most challenging tornado and flood warning events he has worked include: Issuing a Tornado Warning for the La Jolla, CA area in 2016 and issuing Flood Warnings for the historic flooding in Nebraska in 2019.

12:00 PM-01:30 PM LUNCH – **On Your Own**, see restaurant list.

01:30 PM-02:30 PM Flooding

<https://kennesaw-edu.zoom.us/j/88918136295>

Meeting ID: 889 1813 6295

Passcode: 91cBQf

Speaker: Todd Hamill, Service Coordination Hydrologist, Southeast River Forecast Center (SERFC)

Todd Hamill is the Service Coordination Hydrologist for the Southeast River Forecast Center (SERFC) in Peachtree City, Georgia. Todd has spent the past 30 years at the SERFC in various capacities. Precipitation quality control, hydrologic model development, and forecasting rivers are just a few of the functions served. This background of work has translated into his current position providing decision support services for partners and the public in order to help save property and lives due to flooding in the southeast. He has forecasted and provided support for a multitude of tropical systems and extended duration winter flood seasons. Todd received his BS Degree in Meteorology from the University of Oklahoma.

2:30 AM-03:00 AM Assessing Climate Damages and Losses and Damages: Applying Experience from Disaster Management

<https://kennesaw-edu.zoom.us/j/85663152960>

Meeting ID: 856 6315 2960

Passcode: ptBpz8

Speaker: Joe Leitmann

Abstract: The 2023 UN Climate Conference (COP28) approved a “loss and damage” fund to provide financial support to developing countries suffering severe impacts from climate change. An initial \$650 million was pledged to kickstart the fund which will be hosted at the World Bank. A key question is: how will losses and damages from climate change be calculated as a basis for compensation from the new fund? The disaster management community has been evolving the answer since the 1970s when the original post-disaster Damage and Loss Assessments were calculated. This experience has evolved into the internationally-accepted standard of the Post-Disaster Needs Assessment and several variants including rapid damage and needs assessments, the Recovery and Peacebuilding Assessment and the

Post-COVID Needs Assessment. The talk will explore what the climate community can learn from disaster assessment experience and how lessons might be applied in practice.

Bio:



Dr. Joe Leitmann is an international resilience specialist who is currently advising the United Nations and World Bank on resilient recovery from disasters and the Government of Indonesia on climate finance. Joe worked for 35 years at the World Bank on sustainable development, clean energy, natural resource management, urban development, climate change, and disaster risk management. Most recently, he served as the first executive director of the University of California Disaster Resilience Network. Dr. Leitmann has a PhD from UC Berkeley and an MPP from the Harvard Kennedy School. He served his country for two years as a Peace Corps volunteer.

03:00 PM-03:15 PM COFFEE BREAK

03:15 PM-05:00 PM Atlanta Sectional Organizational Meeting and Conference Wrap Up

<https://kennesaw-edu.zoom.us/j/85663152960>

Meeting ID: 856 6315 2960

Passcode: ptBpz8

Speakers: George Markowsky, James Westbrook, Attendees.