persuasive case to community leaders, to build networks of support groups and stakeholders, to establish the strategic linkages with other community leaders and institutions necessary to bring about this transformation, technical skill alone is insufficient. The training and education of emergency managers needs to be refocused on the skills relevant for a more strategic emergency management.

Increasingly, it would seem, advanced educational training at the undergraduate and graduate level is required for all emergency managers. The sort of training associated with public administration, including advanced training in leadership, organizational behavior, strategic planning, analytical methods, and public policy, has never been more urgently needed. The challenge of articulating a broader role for emergency management, its vital linkage to the building of sustainable communities, and its need to emphasize mitigation all suggest that a more proactive professional is needed. The vital tasks of networking and building relationships within the community of decision makers, the ability to recognize the opportunities for successful hazard mitigation in the broader task of sustainable development, and the need for strategic thinking and leadership all demand that the education of the emergency management professional take on a new priority and that it represent a broader range of competencies than the technical skills associated with the field.

Finally, the professional training of all public management professionals should include a basic foundation in emergency management. Graduate and undergraduate programs alike should provide more training that reflects the linkage between hazard mitigation, community planning, and sustainable development. This does not mean that all public administrators should be cross-trained as emergency managers, but rather that emergency management should be a component of their professional education. It should include a focus on the value of mitigating hazards in a sustainable way as a critical and necessary component to community planning and development generally. Such training will broaden the understanding that the assessment of hazard potentials and the mitigation against their potential impact is connected to the making of a series of choices that impact the economic, physical, and social well being of the community.

CONCLUSION

The old emergency management tended to be event or disaster driven. Its primary focus was on response and recovery with a narrow focus on technical capabilities. The new emergency management, driven by the development of a stronger emphasis on hazard mitigation and increasingly connected to the concept of sustainable development, requires that the technical components of emergency management be seen as a part of a holistic and more strategic system that connects the emergency manager to the broader concerns of community planning. This requires the integration and consistency of all technical components with integrated policies and programs related to disaster mitigation as it is connected to the building of sustainable communities. Resident in this development is both the opportunity and the need to broaden the definition of the emergency management function. This broadening and redefinition in turn requires a more broadly trained, strategic, and proactive emergency management professional.

The suggestions made herein are intended to further the discussion and analysis of the new emergency management. With a conceptual orientation centered on sustainable development and a practical emphasis on hazard mitigation, the outline for the future of