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Disaster Preparedness for Emergency Response Personnel

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed: _____

Abstract

The problem is O'Fallon Fire Protection District has not assessed emergency preparedness of individual on duty emergency response personnel and their families in the event of a disaster. The purpose of the research utilized evaluative research methodology to appraise the current level of preparedness of on duty emergency response personnel with regard to their families and overall safety.

The research questions used to guide this study were: 1. What are the recognized recommendations for family disaster preparedness of an on duty emergency responder? 2. What operational policies or guidelines are utilized by other agencies to provide for the safety and effectiveness of emergency response personnel and their families in a disaster situation? 3. What is the level of preparedness of emergency response personnel and their families in the event they are on duty when a disaster strikes? 4. What specific actions are on duty personnel prepared to perform in the event of a disaster? Procedures reviewed both fire and non-fire industry sources for review of publications, studies, research, standards, policies and procedures, and surveys to study the affect of disasters on the operational capacity of response organizations and key planning components to provide for continued performance of the essential functions of an organization in all hazards.

Results of this research identified sources for the development of family disaster preparedness programs, specifically for emergency responders, focusing on family needs. Reports and standards provided information for the development and practice of methods to provide for the welfare of response personnel and their families and areas for improvement. Recommendations from this research focus on family disaster preparedness, family and

responder wellness and support, and development of policies, procedures and training to provide for the improvement and implementation of the plan and provide for continuity of operations.

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Disaster Preparedness for Emergency Response Personnel

Introduction

The public relies on firefighters during emergencies and the larger the incident or the disaster, the greater the need for assistance. “The very circumstances that necessitate more staffing often interfere with the ability of responders to provide that assistance.” (Stambaugh & Sensenig, 2008).

When there is an extreme weather event or disaster, firefighters may be on duty or respond to other regions for mutual aid assistance for extended periods of time. In the aftermath of disasters like Hurricane Katrina or the tornado in Joplin, Missouri we realize that these types of events have a great personal impact on emergency response personnel. They may have damage to their own homes or injured or missing family members. These issues could be a significant burden on member response capabilities and hinder the continuity of operations.

Rescue workers who experience loss of their home and/or possessions, lack of communication with loved ones or death of family or friends are at the greatest risk of severe stress and exhibit such symptoms as disassociation and memory loss, panic attacks or extreme helplessness (Young, Ford, & Watson, 2011).

The problem is the O’Fallon Fire Protection District has not assessed emergency preparedness of individual on duty emergency response personnel and their families in the event of a disaster.

The purpose of the research utilizes evaluative research methodology to appraise the current level of preparedness of on duty emergency response personnel with regard to their families and overall safety.

The research questions used to guide this study were: 1. What are the recognized recommendations for family disaster preparedness of an on duty emergency responder? 2. What operational policies or guidelines are utilized by other agencies to provide for the safety and effectiveness of emergency response personnel and their families in a disaster situation? 3. What is the level of preparedness of emergency response personnel and their families in the event they are on duty when a disaster strikes? 4. What specific actions are on duty personnel prepared to perform in the event of a disaster?

Background and Significance

The O'Fallon Fire Protection District (District) in O'Fallon, Missouri was organized in 1906 and developed into a fire protection district governed by 3 elected board members. Today, the District serves a residential population of approximately 80,000 in a 67 square mile area and responded to 4,495 calls in 2011. Four fire stations are staffed 24 hours per day with 51 career firefighters and one station staffed with volunteers. There are 39 volunteer firefighters, 20 junior firefighters and 11 administrative and support staff personnel. The Fire District has an Insurance (I.S.O.) Town Class 4 Rating in all areas having hydrants. In 2007, it was the first fire agency in the State of Missouri to be accredited by the Commission on Fire Accreditation International (CFAI) and was reaccredited in 2012.

The District formed an Emergency Preparedness Committee just prior to 2000 in preparation for possible disasters associated with Y2K. This committee developed an emergency preparedness plan to provide for recall and staffing in the event of a disaster, along with a calling tree provision for family members to be developed by the Fire Department Auxiliary president. In addition, there was a collaborative effort with law enforcement, elected officials, utilities, railroad, target hazard organizations and schools to bring awareness to emergency preparedness.

In 2009, the document was updated to replace the provision for Fire Department Auxiliary president to a position of Family Wellness Coordinator. This position is designated “to ensure the welfare and safety of all members within the household of an employee are accounted for during the time of a disaster; to assist if possible with the basic needs of employee household members during the time an employee is working the disaster.” (O’Fallon Fire Protection District, 2009).

The O’Fallon Fire Protection District participates in a statewide mutual aid agreement and has provided personnel, apparatus and equipment for strike teams, task force teams and overhead teams to various areas of the State for wild land and brush fires, ice storm, flood and tornado disasters. The District has members who are part of the St. Charles County Task Force Team who provide special response for disasters within the county. In addition, there are members who also serve on Missouri Task Force I and deploy to FEMA declared disasters. On an annual basis, all fire and EMS organizations within St. Charles County participate in mutual aid training for mass casualty incidents.

Subsequent to the development of the emergency operations plans, provisions have been made for a fully equipped Emergency Operations Center (EOC) for fire response in a disaster. However, no provision for designating who will fill the Family Wellness Coordinator position or maintaining the information for providing for the contact of family members or resources for family support in a disaster situation.

“Because of Missouri’s geography, the state is frequently visited by natural disasters. Ice storms, tornadoes, severe storms, and flooding are all common occurrences in Missouri. Since 1990, Missouri has received more than 30 federal major disaster declarations.” (State Emergency Management Agency).

Twelve severe winter storms between February 1993 and February 2011, brought deep snow, ice, severe cold and frigid high winds, resulting in deaths and property damage from icy road conditions, falling trees and power lines, communication outages, building collapse from heavy snow accumulations, and fires from electrical arcing (State of Missouri Emergency Management Agency, 2011).

Between 1950 and 2007, Missouri had 1,932 tornadoes (average of 32 tornadoes per year), resulting in 230 fatalities and over 3,000 injuries. Tornadoes can happen anytime, but are often the result of severe thunderstorms which, even by themselves, can produce high winds that can exceed 100 miles per hour, lightning, large hail up to the size of a grapefruit, and torrential rain that causes flash flooding. Between 1992 and 2010, there were 13 fatalities as the result of high winds and 20 fatalities as the result of lightning strikes (State of Missouri Emergency Management Agency, 2011).

Missouri's most severe hazard is flooding when it comes to overall damage and accounts for the majority of the disaster declarations.

The land that forms the State of Missouri is contained within the Mississippi, Missouri, Arkansas, and White River Basins. The Mississippi River Basin drains the eastern part of the state, the Missouri River Basin drains most of the northern and central part of the state, the White River Basin drains the south-central part of the state, and the Arkansas River Basin drains the southwest part of the state. The Missouri River Basin drains over half the state. When the Missouri River joins the Mississippi River at St. Louis, it becomes part of the Mississippi River Basin, which is the largest basin, in terms of volume of water drained, on the North American continent. (Agency, 2011).

More than 200,000 households lie within floodplains and many more residents risk flash flooding because of rapidly rising creeks from storm water runoff. Flooding is often accompanied by severe thunderstorms, lightning and tornados, and may affect hazardous materials used and stored in business and industry. Nationwide, flash flooding accounts for an average of 93 fatalities. In Missouri, between 1992 and 2010, there were 83 fatalities as the result of flooding and flash flooding (State of Missouri Emergency Management Agency, 2011).

The impact of earthquakes in Missouri is a significant risk since there are 8 seismic zones in the Midwest region. The most active and “the greatest earthquake risk east of the Rocky Mountains is along the New Madrid fault system.” (Center for Earthquake Research and Information). The system is 150 miles long and extends through 5 states, including southeast Missouri, and crosses the Mississippi River 3 times. It averages over 200 earthquakes each year, but most are too small to be felt. The chances for a magnitude 6.0 or greater earthquake is between 28% and 46% within the next 50 years (U.S. Geological Survey).

An earthquake along the New Madrid fault system would affect 12.5 million people. The minimal effects of this threat on people and structures would include almost everyone feeling movement or be awakened by it, broken windows, damaged structures, some sand and gravel waterway banks may cave in. Most severe effects would include most buildings damaged, underground pipes broken, reservoir and dams damaged, some bridges weekend or destroyed, and landslides (Center for Earthquake Research and Information).

Studies of major disasters provide information to assess the impact of such a disaster on the operational stability of an organization. The O’Fallon Fire Protection District has not assessed emergency preparedness of individual on duty emergency response personnel and their families in the event of a disaster. Understanding how members would be directly affected by a

disaster would provide a proactive approach in developing procedures to assist members and their families. This would reduce stress for on duty personnel allowing them to be more effective.

This ARP directly focuses on the goal of the Executive Fire Officer Program Executive Analysis of Fire Service Operations in Emergency Management “to prepare senior fire officers in the administrative functions necessary to manage the operational component of a fire department effectively.” (Federal Emergency Management Agency, 2011).

This work relates to the initiatives of the U. S. Fire Administration (USFA) which sets the standard for fire and emergency services. This ARP specifically relates to Goals 2 and 3 of the operational objectives in the Strategic Plan – Fiscal Years 2010-2014 that provide for strategic direction and operational focus to accomplish the vision of the USFA (U. S. Fire Administration, 2010).

Goal 2: Improve local planning and preparedness. Fire and emergency medical services (EMS) personnel are part of the foundation of our Nation’s local first response capability and have a critical role to play in local planning and preparedness. The effectiveness an incident is handled at the local level is a direct result of the preparedness of the local responders and the communities they serve.

Goal 3: Improve the fire and emergency services’ capability for response to and recovery from all hazards. Every Federally-declared disaster began as a local response. Whenever there is a disaster—every response begins with a call to the local 9-1-1- center. When the local community has a well-trained, prepared, and coordinated local response to an all-hazards incident it usually remains a local response. When an incident escalates to a State or national response, it is the ability of the Federal, State and local responders to deliver a

coordinated response to stop the loss of life and property (U. S. Fire Administration, 2010).

Literature Review

This Literature Review focuses on the research questions. Among the resources utilized in this review are organizational and governmental research studies and reports, emergency management journals, and media publications. These sources were revealed through research at the National Fire Academy Learning Resource Center, trade magazines and journals, and the internet.

Unlike routine incidents, major disasters can directly affect the operational capacity of response organizations. In 1992, Hurricane Andrew damaged or destroyed the homes of 128 police officers, many of whom reported for work without knowing where their families were, or whether or not they survived. Disaster response operations could substantially impact the families of on duty emergency responders. “Addressing family needs can be an important component of addressing the needs of the responder, particularly when their families are at risk of being victims of the disaster.” (Jackson, Baker, Ridgely, Bartis, & Linn, 2003).

Planning is the key effort to provide for continued performance of the essential functions of an organization in all hazards. Terrorist threats and fires make headlines, but most emergencies, almost 90%, are low profile which have the potential to impact an organization as much as the large events (Jackson, Baker, Ridgely, Bartis, & Linn, 2003).

Natural disasters affect thousands of people each year. Those who prepare by identifying eminent hazards, knowing what to do and planning ahead will help in responding to and recovering from a disaster. Gathering supplies and making a family plan impacts specific

decisions and preparations and helps individuals prepare themselves to react in an emergency (Federal Emergency Management Agency).

In a disaster situation, the status of health and safety of employees and family members, the status of the organization, and whether or not pay and benefits are affected will be of concern. The implementation of a Family Support Plan would include policies and procedures for activating an emergency phone number for information and assistance to employees and families (Center for Health and Homeland Security at the University of Maryland, 2009).

Family preparedness guidelines have been developed by the Department of Homeland Security through the Ready America and Ready Responder programs (Federal Emergency Management Agency), Federal Emergency Management Agency (FEMA) through the Citizen Corps. Program (Federal Emergency Management Agency), National Credit Union Administration in conjunction with the Hope Coalition of America with the Emergency Financial First Aid Kit (Hope Coalition of America), and The Red Cross with guidelines for Creating Family Plans, Building Emergency Kits, shelter-in-place and evacuation information (American Red Cross, 2012).

The work of emergency responders is inherently dangerous, but catastrophic events increase health and safety risks. The National Institute for Occupational Safety and Health (NIOSH) and the RAND Corporation assessed procedures and determined that response agencies are responsible for the well-being of all responders. In a major disaster, responders are exposed to hazards they wouldn't normally face and the response would involve a coordinated effort of numerous agencies. Therefore, policies should be in place that would provide for seamless management of the safety of all responders (RAND Corporation, 2010).

National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs 2007 Edition provides for disaster and emergency management. This standard provides criterion to develop and implement policies and procedures to plan, respond and recover from disaster incidents to provide for continuity of operations (National Fire Protection Association, 2007).

Most fire departments have improvised operations and procedures during severe weather or natural disasters to make do with what resources are at hand. This experience has been the basis of emergency operations policies but may not address disasters that they have never encountered. Most career departments have procedures and rules that address hold over, recall, and cancelling leave. Three or four shifts are condensed into two or three to address issues of fatigue, overload and burnout during the disaster, and work 12 hours on/12 hours off rotations (Federal Emergency Management Agency, 2008).

Key components to emergency operations procedures that have been identified include information department members need to know: when and where to report for duty, how long the duty hours will last, personal supplies they will need to bring with them, how family members can obtain information while members are on duty, and how normal operations have been impacted (Federal Emergency Management Agency, 2008).

In the aftermath of Hurricane Katrina, emergency planners worried that there would be widespread desertion by on duty responders in their own communities in the event of a disaster. But that fear is not realistic, according to Joe Trainor, assistant professor of sociology at the University of Delaware. "Fire companies and police stations and hospitals should stop being concerned about whether individuals will report or not and start being concerned about what their organizations can do to help individuals report to duty." (University of Delaware, 2011).

If there is an extreme weather or natural disaster, emergency responders will experience the same issues as the rest of the community with homes damaged or destroyed, injuries or fatalities. Departments should have a method to check on members to make sure they can report for duty and are not distressed (Federal Emergency Management Agency, 2008).

The ultimate test of organizational competence in emergency response is a disaster. The disaster response problems documented in historic events does not mean that emergency responders were incompetent, unskilled or untrained, or that they were callous or selfish. In fact, quite the contrary is true because emergency responders work in a culture of extemporization and inventiveness to take care of community problems under hazardous conditions. The problems lie within the system, not in the responder's skills (Erik Auf der Heide).

“In safety and comfort, we vicariously test ourselves and our society-How would I have behaved; how would my community have behaved?” (Erik Auf der Heide).

In a 2009 Emergency Management Higher Education Conference report, the results of a Center for Homeland Defense and Security (CHDS) study revealed 83% of federal, local or state government employees do not have a written family disaster plan. Among those that have written plans, over half did not review or practice it in over a year and 95% didn't use the plan in an actual emergency (Cox & Landahl, 2009).

The likelihood of a disaster or catastrophic event is low, and therefore concern for preparedness is a low priority. “Motivation for disaster planning is one of the most difficult aspects of the planning and preparedness process.” (Erik Auf der Heide).

The CHDS study showed that 97% of the employees felt that employee and family preparedness was an essential element to organizational resilience during large scale emergencies and over half of these employees felt the organization should provide some level of

care for employees and their families during large scale incidents, including food and shelter (Cox & Landahl, 2009).

FEMA's Ready Responder program identifies the vital services emergency responders provide and offers organizations tools they can use to prepare for disasters to take care of the staff and ensure their families are safe for continuity of service (Federal Emergency Management Agency).

A rapid damage assessment is important to understand the intensity, scale and magnitude of a disaster to determine the highest priorities for rescue and relief operations. A quick appraisal of damage forms the starting point for ascertaining medical help, food supplies, duration, and recovery information (Bhati, 2011).

Immediate and accurate damage assessment by emergency responders is critical in the aftermath of a disaster. "This analysis requires rapid screening techniques to prioritize and rank damaged areas...and might include where is substantial roof and other structural damage; extent of such damage or implications for operability." (Lyte, Otto, & Lee, 2005).

In the event of a disaster and the emergency level is established, recall and call in of firefighters is likely and the 24 hours on and 24 hours off shift schedule will be established (O'Fallon Fire Protection District, 2009).

In summary, the primary actions of emergency response personnel in a disaster involve reactions and actions that affect the emergency response capabilities of the organization. Employees may be exposed to extraordinary situations and hazards and disaster operations could have a significant impact on their families. While the risk of a disaster event is low, emergency preparedness for the organization as well as employees and their families is essential for the organization to continue to provide the essential services for all hazards.

Procedures

The procedures in this ARP apply evaluative methodology to focus on the following research questions: 1. What are the recognized recommendations for family disaster preparedness of an on duty emergency responder? 2. What operational policies or guidelines are utilized by other agencies to provide for the safety and effectiveness of emergency response personnel and their families in a disaster situation? 3. What is the level of preparedness of emergency response personnel and their families in the event they are on duty when a disaster strikes? 4. What specific actions are on duty personnel prepared to perform in the event of a disaster?

Both fire and non-fire industry sources provide for the review of publications, studies, research, standards, policies and procedures, and surveys. For the sake of this research, current sources were considered to be created within the last five years whenever possible. In some instances, the most current source may be older due to studies of historic disasters with findings that directly correlate to the subject matter of this ARP that is the most current information available. It was assumed that all respondents to the surveys understood the questions and answered the questions fairly and accurately.

Resources were identified through catalog searches at the National Fire Academy Learning Resource Center and through the internet regarding the affect of disasters on the operational capacity of response organizations and key planning components to provide for continued performance of the essential functions of an organization in all hazards.

The evaluation of the purpose and scope of policies and procedures determines a reference point by analyzing NIOSH and RAND Corporation's assessment of procedures for a major disaster for response agencies to provide for the well-being of all responders and seamless

management; NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs 2007 Edition to plan, respond and recover from disaster incidents to provide for continuity of operations; and FEMA's Executive Analysis of Fire Service Operations in Emergency Management.

The Organizational Disaster Preparedness Survey shown in Appendix A consists of ten questions for which five provided for comment or additional information. The survey was created using the internet service site www.surveymonkey.com with questions regarding department demographics and disaster policies and guidelines regarding initial operations and the welfare of on duty personnel and their families. An email link was distributed to members of the National Society of Executive Fire Officers to provide for diversity in organizational type, geographic region and culture. The evaluation of the survey results consisted of comparing the range of responses among agencies compiled by the software to evaluate commonalities among agencies, implementation of industry standards and best practices, and identify potential resources.

The Employee Disaster Preparedness Survey in Appendix B and the Employee Demographic Survey in Appendix C was distributed to all paid personnel in all bureaus of the O'Fallon Fire Protection District. The study of the survey results consisted of overall employee level of disaster preparedness, the level of diversity in the aspects of demographics in family emergency preparedness and potential services the organization could provide for employees and their families during large scale incidents, including food and shelter.

The O'Fallon Fire Protection District Disaster Preparedness Manual provided operational policies and procedures for disaster incidents and the District's data management software, Firehouse Software 7, a review of disaster preparedness training records to identify the frequency

and scope of disaster preparedness training for all personnel. The data was analyzed from January 1, 2009, to May 26, 2012, to coincide with the publication of the 2009 update of the Disaster Preparedness Manual. Site visit of each fire station was made to assess emergency preparedness provisions for shelter and sustainability.

Results

The first research question asked: What are the recognized recommendations for family disaster preparedness of an on duty emergency responder? Since colonial times, the people of the United States have been protected by emergency responders to “save lives, preserve property, and protect the public good.” Natural and manmade disasters like Hurricane Katrina and the terrorist attacks on September 11, 2001, exemplify the role of emergency responders, who forget about their personal health, in their efforts to control and mitigate the situation. These catastrophic events have identified the importance of protecting responders to preserve the organization’s ability to respond and recover from a disaster. The military sets an example by taking steps to “minimize the effects of hazards on effectiveness, readiness, and morale.” (RAND Corporation, 2010).

“Depending on the nature of the disaster, response activities could have a significant effect on all members of responders’ families. Addressing family needs can be an important component of addressing the needs of the responder, particularly when their families are at risk of being victims of the disaster.” (RAND Corporation, 2010).

In 2003, FEMA introduced the Ready program to help the public prepare for and respond to natural and manmade disasters. Through www.Ready.gov, information is available in three key areas: building an emergency supply kit, making family plans for what to do in an emergency, and information about the appropriate action to take in various types of emergencies.

The Prepare for Emergencies Now: Information to Get Ready brochure in Appendix D provides detailed information about citizen preparedness (Federal Emergency Management Agency).

FEMA's Citizen Corps strives to unite communities and prepare the nation using the internet website <http://citizencorps.gov/getstarted/toolkit/toolkitstart.shtm>. This program outlines the following steps for the Community Preparedness Program with links to specific activities to accomplish the goals for that step: Step One: Prepare Yourself and Identify Local Resources; Step Two: Build a Team; Step Three: Set Goals; Step Four: Serve Your Community; Step Five: Report and Celebrate Successes (Federal Emergency Management Agency).

The National Credit Union Administration in conjunction with the Hope Coalition of America identified that many people do not prepare for financial wellbeing in an emergency. The Emergency Financial First Aid Kit provides a tool to help families to identify and organize important financial records and documents. "One kit per household is recommended, although in the event one kit is used for a couple, all joint and separate accounts and liabilities should be included." (Hope Coalition of America).

The Emergency Financial First Aid Kit is available at the internet site <http://www.ncua.gov/Legal/Documents/EmergencyFinancialFirstAidKit.pdf>, and lists five tips to financially prepare for emergencies that include obtaining copies of identified important legal documents; storing important documents, photos of valuables and computer back up files in a safety deposit box; storing the Emergency Financial First Aid Kit list, cash, safe deposit box key and extra copies of financial records in a plastic bag in a fireproof safe at home; storing a car phone charger, prescription medications and flashlight in a durable bag; mailing a copy of the financial first aid documents to a personal attorney to be opened in the event of injury (Hope Coalition of America).

The Be Red Cross Ready Brochure in Appendix E is similar to the Ready program and outlines three specific steps to prepare for possible disasters and other emergencies: get a kit, make a plan, be informed.

The second research question asked: What operational policies or guidelines are utilized by other agencies to provide for the safety and effectiveness of emergency response personnel and their families in a disaster situation? The University of Delaware Disaster Research Center analyzed whether or not emergency responders would report for duty in a disaster in Washington, D.C., Virginia, Maryland, Pennsylvania, Delaware and West Virginia. “They determined that even though role strain and role conflict are common during disasters, role abandonment is unlikely if first response organizations were proactive in protecting their employees.” (University of Delaware, 2011).

They also found more importance should be given to reducing emergency responders’ stress in choosing between commitment to their job and their families. Organizations should consider if they are asking people to do reasonable things and if they are doing everything possible to make it easier for them to say yes. Organizations should get their employees and their families to think about preparedness and provide resources and education to do so. Simple education could help reduce the worries of emergency responders so they can help citizens in the community (University of Delaware, 2011).

On May 22, 2011, an EF-5 tornado that measured more than a mile wide struck Joplin, Missouri killing 161 and causing \$2.8 billion in damage. One year later, lessons learned from this catastrophic disaster provide insight into organizational emergency preparedness.

So, the bottom line is you need to consider yourself as a victim. You need to consider how you're going to continue your operations; you need to consider how you're going to

take care of your families and your firefighters...have plans in place so that you can stand alone, unassisted, for up to 72 hours. That includes everything from food to fuel to shelter to whatever you need to keep them in operation for 72 hours. Now's the time to make those plans, and do not forget to include your people in the planning process (Wylie, 2012).

Chief Richard Gasaway of the Joplin Fire Department believes that one of the best lessons is to plan large scale incidents and develop personal, team and incident situational awareness; being aware of the entire incident and the responsibilities of emergency responders (Markley, 2012).

In the NIOSH and RAND Corporation report entitled Protecting Emergency Responders Volume 3, recommendations are made to improve preparedness and management, particularly planning and training. The information in the report was based on the experiences of the emergency responders at the September 11 terrorist attack, Northridge earthquake in California, and Hurricane Andrew in Florida (RAND Corporation, 2010).

The report provides recommendations and guidance in each of the following areas:

1. Gather Information: hazard, responder workforce, responder health and injuries.
 2. Analyze Options and Make Decisions: judge the level of responder risk, protective options and safety needs.
 3. Take Action: implement safety decisions, protect health of responders, management of human resources and equipment, and training.
 4. Integrate Safety Management
 5. Improve Preparation Efforts for Responder Safety: implementation opportunities
- (RAND Corporation, 2010).

NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs provides “the criteria to assess current programs or to develop, implement, and maintain aspects for prevention, mitigation, preparation, response and recovery from emergencies.” Included in this standard is a training element not specifically mentioned in the previous research (National Fire Protection Association, 2007).

5.13 Training. **5.13.1** The entity shall develop and implement a training/educational curriculum to support the program. **5.13.2** The objective of the training shall be to create awareness and enhance the skills required to develop, implement, maintain, and execute the program. **5.13.3** Frequency and scope of training shall be identified. **5.13.4** Personnel shall be trained in the entity’s incident management system. **5.13.5** Training records shall be maintained. **5.13.6** The training and education curriculum shall comply with all applicable regulatory requirements (National Fire Protection Association, 2007).

One in three rescuers experience severe stress that could lead to Posttraumatic Stress Disorder (PTSD), anxiety or depression. “Rescue workers face the danger of death or physical injury, the potential loss of their coworkers and friends, and devastating effects on their communities. In addition to physical danger, rescue workers are at risk for behavioral and emotional readjustment problems.” (Young, Ford, & Watson, 2011).

The Special Report: Fire Department Preparedness for Extreme Weather Emergencies and Natural Disasters specifically provides for shift management, accommodations and food, as well as support to personnel and personnel safety. Disaster policies and procedures relating to shift management should provide for extended shifts, station assignment and crew rotation, relocation of assets and equipment, personal kits for extended hours, bunk space, food and basic

supplies, safe havens and rehabilitation, and locations for extra and off-duty personnel (Federal Emergency Management Agency, 2008).

The report asks fire departments to consider how they will continue to operate efficiently when its members have been affected by a disaster and “develop and practice methods to check on their personnel to ensure that they are not in distress and can report for duty.” (Federal Emergency Management Agency, 2008)

1. What does the department plan to do if members cannot report for duty?
2. How will their shifts be covered?
3. Will members be allowed to leave duty stations to check on the well-being of family members?
4. How will family members stay informed about the safety of department members on duty?
5. Should arrangements be made for family members to have specifically designated shelters? (Federal Emergency Management Agency, 2008).

The Organizational Disaster Preparedness Survey (Appendix A) resulted in 184 organizational responses of which 56% were from career departments, 38% from combination departments, and 6% from volunteer departments. The majority of organizations do not have policies that provide for the welfare of on duty members in a disaster (Figure 1.) Provisions, policies or guidelines for members to contact their families or provide for family welfare in a disaster are provided by less than 22% of organizations (Figure 2), with 6% that provide a Family Support Unit in disaster situations.

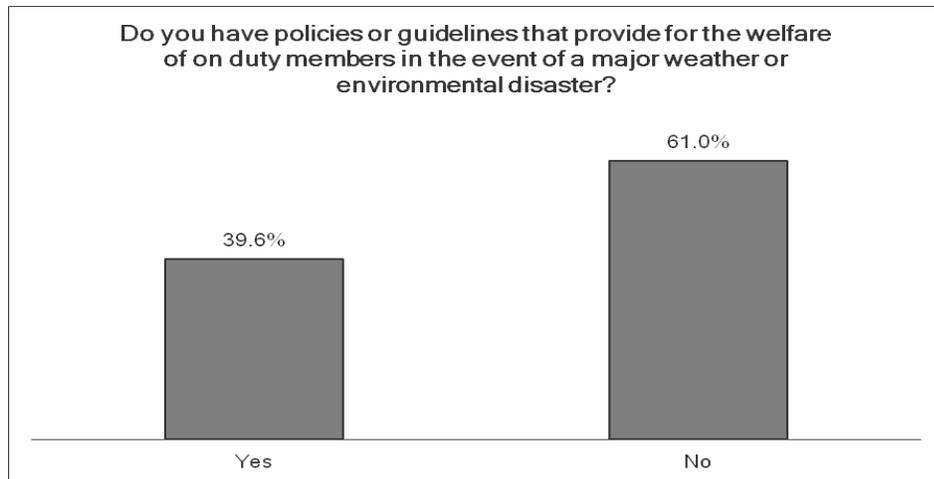


Figure 1

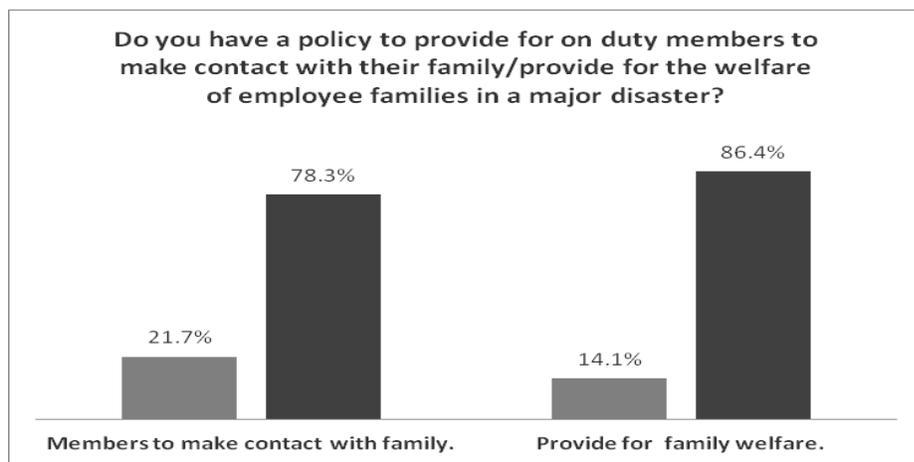


Figure 2

According to the survey, the majority of organizations train on-duty personnel for initial company operations in a disaster event in addition to equipping stations to be self sustaining for extended periods of time (Figure 3.) Approximately one half (52.2%) of organizations provide provisions for relief of on-duty personnel after the initial stages of a disaster. In addition, the organizations with emergency notification provisions utilize at least one method, with many using two or more systems as back up to recall members to provide for support and relief for on duty personnel (Figure 4.)

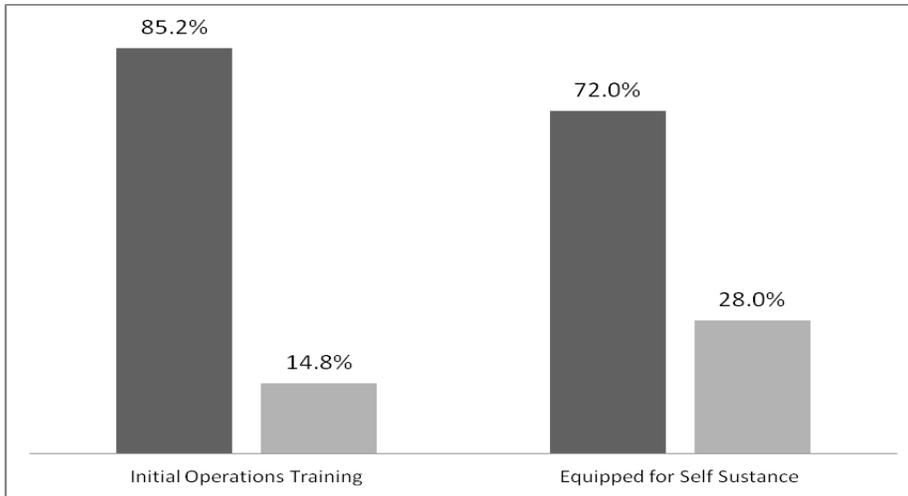


Figure 3

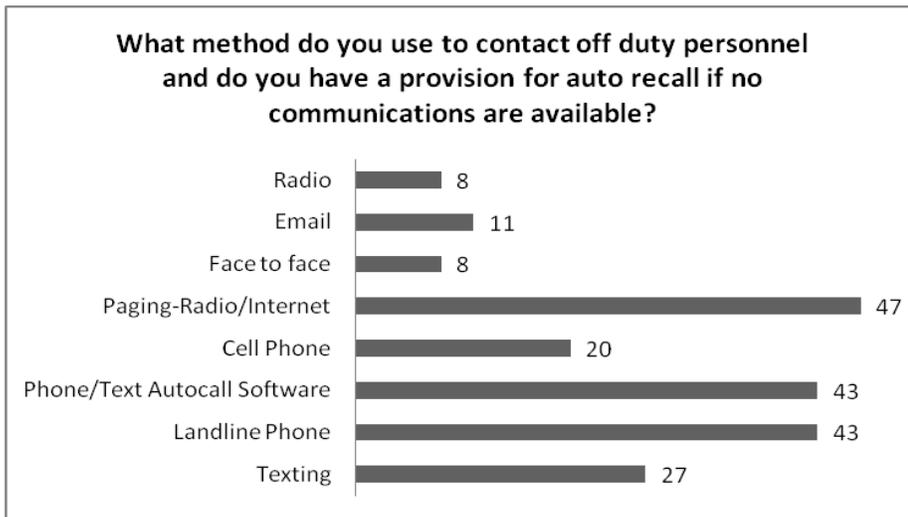


Figure 4

The O’Fallon Fire Protection District Disaster Preparedness Manual provides for the establishment of one of three levels of response based on the nature of the event. The plan provides for cancelling of all leave. All members should report for duty and not wait for a phone message. All members are to contact headquarters or the emergency operations center as soon as possible to report their status. There are no policies or procedures for damage assessments.

There are written provisions in the appendix of the Disaster Preparedness Manual for a Family Wellness Coordinator shown in Appendix F. There are no associated written provisions or database information for this provision.

The Disaster Preparedness Manual provides policies or procedures in the Manual for shift management in a Level I emergency for suppression staff shifts of 24 hours on and 24 hours off to be initiated, with support staff from headquarters and the fire prevention bureau shifts of 12 hours on and 12 hours off. There are no policies for relocation of assets and equipment, personal kits for extended hours, bunk space, food and basic supplies, safe havens and rehabilitation, and locations for extra and off-duty personnel.

Site visits of each O'Fallon Fire Protection District facility showed all to have emergency generators, four fueled by propane, one fueled by diesel fuel. Generators provide for limited emergency lighting and power and heat in all locations. Stations 3 and 5 have basements. Station 3 has equipment for the Emergency Operations Center (EOC) as well as air conditioning on the emergency generator. This location also has a supply of meals ready to eat (MRE) and water to provide for the EOC staff. All locations have four bunk rooms with three beds each to provide for all suppression personnel.

The third research question asked: What is the level of preparedness of emergency response personnel and their families in the event they are on duty when a disaster strikes? The results of the Employee Disaster Preparedness Survey in Appendix B and the Employee Demographic Survey in Appendix C revealed, as an organization, the majority of all members know what to do in the event of a disaster while both on and off duty, but they do not have family disaster or communication plans and believe that three methods of communication would be effective if there was a disaster: text, cell phone and news media. All members believe there is

a need to develop a policy for welfare of all employees both on and off duty, as well as their families in a disaster. All members believe a Family Support Unit should be developed to be utilized in the event of a disaster situation to provide for supplies, first aid, shelter, transportation, personal hygiene, pets, safety and security, information updates and phone calling.

The fourth research question asked: What specific actions are on duty personnel prepared to perform in the event of a disaster? The Training Classes by Category Report in Appendix G shows there were 24 classes held for the shifts of on duty suppression personnel from January 1, 2009, through May 26, 2012. All classes trained emergency response personnel in disaster response to incidents involving mass casualties and wide area search. There was no training data for personnel in other bureaus, utilizing the Disaster Preparedness Manual procedures, or in how to conduct rapid damage assessments within hours of the event to focus on lifesaving needs, imminent hazards and critical lifelines (Santa Clara County OES, 2012).

A prerequisite to effective and efficient resource management is an accurate overall analysis of the disaster situation and the available resources. The data for this analysis must be collected from multiple organizations in order to get an idea of the "big picture." The failure to carry out this task has been a frequently observed problem in disasters (Erik Auf der Heide).

"Unfortunately, although 83% of local governments have disaster plans, only 52% actually test these plans, and only 42.2% of counties and 27.7% of cities test them annually." (Erik Auf der Heide).

Discussion

Natural disasters are common occurrences in Missouri, especially ice storms, tornadoes, severe storms and flooding. The potential impact of an earthquake is significant because Missouri lies in the New Madrid Fault system where 200 earthquakes occur each year. Even though most are minor and unnoticed by the residents of the region, there is a significant risk of a 6.0 or greater earthquake within the next 50 years.

Review of data in this ARP revealed that the O'Fallon Fire Protection District and its members do many things right in its policies and training for disaster response, but would ensure continuity of operations and effective recovery by thorough evaluation of the disaster plans with serious consideration of how members may be affected by a disaster.

On rare occasions, emergencies occur that are so large in scale and so severe that local responders may not have the resources—people, equipment, expertise, funds—to effectively and safely respond. Even in such cases, local responders do not hesitate to do what they have been trained to do—go to the site prepared to save lives, protect property, and remove the threat (Jackson, Baker, Ridgely, Bartis, & Linn, 2003).

Erik Auf der Heide, M.D. identifies that the problems in disaster preparedness and coordination principles lie in persistent obstacles with disaster response.

An article may be written about the “lessons learned” so that others may benefit from the experience. But, as other communities experience similar catastrophes, the same mistakes are sometimes made all over again. Not only do people sometimes fail to learn from the mistakes of others, but they may even neglect to correct their own, previously noted deficiencies (Erik Auf der Heide).

Apathy is a common factor in disaster preparedness because the perception of risk is usually underestimated because disasters are ‘low-probability’ events. This should not be the

basis for disregarding a plan. “We must be selective in deciding which aspects of disaster preparedness to emphasize. Programs that are practical, inexpensive, realistic, and applicable, not only to a wide variety of disasters, but also to routine emergency problems, are the most likely to gain support.” (Erik Auf der Heide).

What are the recognized recommendations for family disaster preparedness of an on duty emergency responder?

Recognized recommendations for family disaster preparedness of an on duty emergency responder are available through FEMA’s Ready, Citizen Corps, and Ready Responder along with The American Red Cross’ Be Red Cross Ready.

“Lack of preparedness at home will impact your ability to do your job effectively and safely. Your family members will likely have to survive on their own without you to make important decisions. Preparing with your family ahead of time will reduce stress and uncertainty...” (Federal Emergency Management Agency).

What operational policies or guidelines are utilized by other agencies to provide for the safety and effectiveness of emergency response personnel and their families in a disaster situation?

Operational policies and guidelines are utilized by agencies to provide for the safety and effectiveness of emergency response personnel and their families in disaster situations. Some are based on the individual organization experience, while others have been developed by NFPA and FEMA. Joe Trainor of the University of Delaware states, “Organizers should ponder certain questions: Are we asking people to do reasonable things? And, are we doing everything we can do to facilitate their saying yes? Role strain (a responders’ concern that the job is asking too much) could also be lessened through thoughtful preparation.” (University of Delaware, 2011).

The O'Fallon Fire Protection District is among the majority of organizations lacking in provisions for the welfare of on duty personnel or family assistance in the event of a disaster. There are full provisions for the EOC, but only limited provisions at stations for responders. Emergency generator power provides for limited lighting and heat, but no air conditioning. There are sleeping accommodations for each member, but no emergency provisions for food or water.

On duty personnel are designated to work 24 hour shifts in Level I disaster situations which will cause fatigue and potential mental anguish. Responders will encounter situations in disasters they have seldom, if ever, experienced. "In the face of ever-increasing risk of disaster losses, there is good reason to be concerned about our ability to deal with these catastrophes. Review of past disasters shows a number of recurring difficulties with disaster response though their causes may be considerably more complex than is superficially apparent." (Erik Auf der Heide).

"Rescue workers face the danger of death or physical injury, the potential loss of their coworkers and friends, and devastating effects on their communities. In addition to physical danger, rescue workers are at risk for behavioral and emotional readjustment problems." (Young, Ford, & Watson, 2011).

The District's Disaster Preparedness Manual offers a good basic guide for determining the level of the disaster, response staffing and the positions to be staffed in the EOC, but falls short in the development of the Family Wellness Coordinator and maintenance of family data. "By ensuring that agencies have properly outlined how they will support staff and responders ensuring that their families are safe and protected, full attention, without distractions, can be turned to the life-saving missions that support the community." (Federal Emergency Management Agency).

There are no provisions for go/no-go policies in high winds or severe weather, or damage assessments for stations and response zones.

Following an earthquake or other no-notice event such as a tornado, fire department safety personnel should assess viability of their stations to determine if they have been affected...A fire department needs a plan to prepare for such events to readily assess its potential losses, readiness status, and additional assets required (Federal Emergency Management Agency, 2008).

What is the level of preparedness of emergency response personnel and their families in the event they are on duty when a disaster strikes?

The majority of personnel in the O'Fallon Fire Protection District have unwritten emergency preparedness plans for their families if they are on duty should a disaster occur. This ARP identified a need for further development of the Family Wellness Coordinator and/or a Family Support Unit that would provide for the welfare of members and their families.

Written disaster plans are important, but they are not enough by themselves to assure preparedness. In fact, they can be an illusion of preparedness if they are not tied to training programs, not acceptable to the intended users, not tied to the necessary resources, or not based on valid assumptions (Erik Auf der Heide).

“Fire department leadership and department policy should address the methods by which the department would shelter and evacuate its members. These deliberations may extend to providing similar assistance to the service members’ families.” (Federal Emergency Management Agency, 2008).

What specific actions are on duty personnel prepared to perform in the event of a disaster?

“Disaster plans, in order to be functional, must be tied to training programs. It is during training sessions and drills that various operational problems can be encountered and resolved.” (Erik Auf der Heide).

The O’Fallon Fire Protection District has documented training for actual mitigation of disaster incidents. “Agencies are often more easily motivated to participate in practical simulations and training programs than to expend valuable resources developing rigid and complex written plans.” (Erik Auf der Heide).

The District has not conducted any training on activation of the Disaster Preparedness Plan or conducting rapid damage assessments. This research identified that only half of all government organizations having disaster preparedness plans actually practice the plans. “Agencies should determine disaster policies and clearly communicate them to members so there is a clear understanding of what will occur.” (Federal Emergency Management Agency, 2008).

“Disaster preparedness cannot be accomplished unless the plan is known by the participants. History has shown us the consequences of this fact.” (Erik Auf der Heide).

Recommendations

The current level of preparedness of on duty emergency response personnel with regard to their families and overall safety needs does not meet recognized standards and guidelines. Since ice storms, tornadoes, severe storms, and flooding are common potential disasters, along with the potential risk of an earthquake, the O’Fallon Fire Protection District can take advantage of the opportunity to improve its disaster preparedness plans to ensure continuity of service and provide for the welfare of all members and their families.

The first recommendation is to develop operational policies and procedures that provide for responder safety, specifically operational hours, crew rotation, personal kits, food and basic supplies, safe havens, rehabilitation, and go/no-go status.

The second recommendation is to solicit the participation of emergency response personnel to: a) promote family disaster preparedness; and b) develop a Family Wellness Unit to provide for the welfare of families in the event of a disaster.

The third recommendation is to designate a Family Wellness Coordinator for the development and maintenance of family information data and practice communication to ensure the welfare and safety of families of employees are accounted for during the time of a disaster; to assist if possible with the basic needs of families during the time an employee is working the disaster.

The fourth recommendation is to conduct Rapid Damage Assessment training in order to determine the damage and severity of an event. This will provide for determination of the level of the emergency and whether or not it can be handled locally or additional resources are needed.

The fifth recommendation is to develop a training curriculum to create awareness and enhance skills to implement, maintain and carry out the plan. Training exercises should be conducted to test and implement the plan, even in the absence of certain key individuals.

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Appendix A

Organizational Disaster Preparedness Survey

1. What is the personnel make up of your fire department?
 - Career
 - Volunteer
 - Combination

2. Do you have policies or guidelines that provide for the welfare of on duty members in the event of a major weather or environmental disaster?
 - Yes
 - No

3. Does your department have policies or guidelines that provide for on duty members to make contact with their family in the event of a disaster?
 - Yes
 - NoIf yes, describe.

4. Do you have a policy to provide for the welfare of employee families in a major disaster?
 - Yes
 - No

5. Do you have an established Family Support Unit for disaster situations?
 - Yes
 - NoIf yes, what components are included in the unit?

6. Are emergency response personnel trained in initial operations should a major weather or environmental threat or catastrophe occur while they are on duty?
 - Yes
 - No

7. Are stations equipped for to be self sustaining for extended operational periods; i.e., food, generators, environmental protection, water, fuel, etc?

Yes

No

If yes, explain.

8. What method do you use to contact off duty personnel and do you have a provision for auto recall if no communications are available?

9. Do you have relief provision for on duty personnel after the initial stages of a disaster?

Yes

No

If yes, please describe.

10. Please provide your organization name, address and contact information for additional resource information.

Appendix B

Employee Disaster Preparedness Survey

1. Do you know what to do should a major weather or environmental (i.e., tornado, severe thunderstorm, ice storm, earthquake, hazardous materials) threat or catastrophe occur while you are ON duty?

Yes

No

If yes, please describe.

2. Do you think there is a need for a policy to provide for welfare of on duty employees in a disaster?

Yes

No

3. Have you made provisions or developed a plan for your family or loved ones should there be a major disaster while you are on duty?

Yes

No

If No, what would be your primary concern if a major disaster occurred while you are on duty?

4. What method of communication would you anticipate to be most effective if there is a disaster situation?

Text

Internet

Cell

Radio/scanner

Landline

News media

Other (please specify)

5. Do you have a family disaster survival plan?

Yes

No

6. Do you have a family disaster communication plan?

Yes

No

If yes, please describe.

7. Do you think there is a need for a District policy to provide for the welfare of employee families in a disaster?

- Yes
- No

8. Do you think there is a need for the development of a Family Support Unit for disaster situations?

- Yes
- No

9. What components do you think should be included in a Family Support Unit? (Check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Phone calling | <input type="checkbox"/> Child care |
| <input type="checkbox"/> Food preparation | <input type="checkbox"/> Shelter |
| <input type="checkbox"/> Supplies | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> First Aid | <input type="checkbox"/> Personal hygiene |
| <input type="checkbox"/> Counseling | <input type="checkbox"/> Members willing to host other members |
| <input type="checkbox"/> Safety and security | <input type="checkbox"/> Dedicated phone line |
| <input type="checkbox"/> Information updates | <input type="checkbox"/> Pets (dogs, cats) |

Other, please specify.

10. Do you know what you should do should a major weather or environmental (i.e., tornado, severe thunderstorm, ice storm, earthquake, hazardous materials) threat or catastrophe occur while you are OFF duty?

- Yes
- No

If yes, describe.

Appendix C

Employee Demographic Survey

1. What is your marital status?

- Married
- Single

2. Number of dependent children: _____

3. Number of household members by category:

Age 0-12	
Age 13-19	
Age 20-65	
Age 66 and older	

4. Number immediate family members outside household:

Age 0-12	
Age 13-19	
Age 20-65	
Age 66 and older	

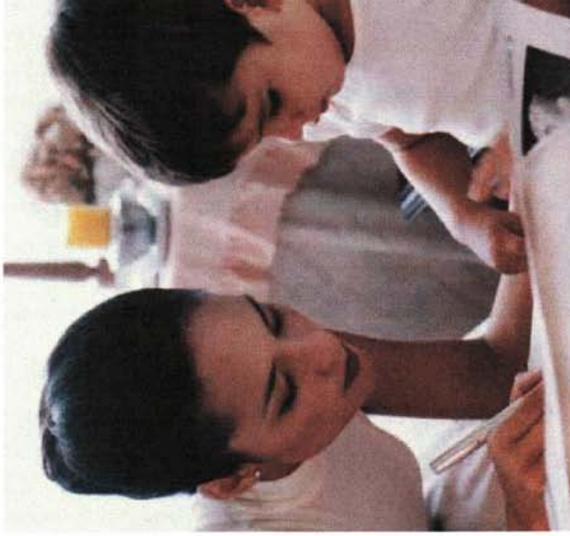
Appendix D

Recommended Supplies to Include in a Basic Kit:

- Water** one gallon per person per day, for drinking and sanitation
- Food** at least a three-day supply of non-perishable food
- Battery-powered radio** and **extra batteries**
- Flashlight** and **extra batteries**
- First Aid kit**
- Whistle** to signal for help
- Filter mask** or cotton t-shirt, to help filter the air
- Moist towelettes** for sanitation
- Wrench or pliers** to turn off utilities
- Manual can opener** for food (if kit contains canned food)
- Plastic sheeting and duct tape** to shelter-in-place
- Garbage bags and plastic ties** for personal sanitation
- Unique family needs**, such as daily prescription medications, infant formula or diapers, and important family documents

This common sense framework is designed to launch a process of learning about citizen preparedness. For the most current information and recommendations, go online to www.ready.gov.

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Preparing Makes Sense.

The likelihood that you and your family will survive a house fire depends as much on having a working smoke detector and an exit strategy, as on a well-trained fire department. The same is true for surviving a terrorist attack or other emergency. We must have the tools and plans in place to make it on our own, at least for a period of time, no matter where we are when disaster strikes. Just like having a working smoke detector, preparing for the unexpected makes sense.

Get ready now.

1

Get a Kit of Emergency Supplies.

Be prepared to improvise and use what you have on hand to make it on your own for **at least three days**, maybe longer. While there are many things that might make you more comfortable, think first about fresh water, food and clean air.

Consider two kits. In one, put everything you will need to stay where you are and make it on your own. The other should be a lightweight, smaller version you can take with you if you have to get away.

You'll need a gallon of **water** per person per day for drinking and sanitation. Include in the kits a three day supply of non-perishable **foods** that are easy to store and prepare such as protein bars, dried fruit or canned foods. If you live in a cold weather climate, include **warm clothes** and a sleeping bag for each member of the family.

Some potential terrorist attacks could send tiny microscopic "junk" into the air. Many of these materials can only hurt you if they get into your body, so think about creating a barrier between yourself and any contamination. It's smart to have something for each member of the family that covers **their mouth and nose**, such as two to three layers of a cotton t-shirt, handkerchief or towel or **filter masks**, readily available in hardware stores. It is very important that the mask or other material fit your face snugly so that most of the air you breathe comes through the mask, not around it. Do whatever you can to make the best fit possible for children.

Also, include **duct tape** and **heavyweight garbage bags** or **plastic sheeting** that can be used to seal windows and doors if you need to create a barrier between yourself and any potential contamination outside.

2

Make a Plan For What You Will Do in an Emergency.

Plan in advance what you will do in an emergency. Be prepared to assess the situation. Use common sense and whatever you have on hand to take care of yourself and your loved ones.

Develop a Family Communications Plan. Your family may not be together when disaster strikes, so plan how you will contact one another and review what you will do in different situations. **Consider a plan where each family member calls, or e-mails, the same friend or relative in the event of an emergency.** It may be easier to make a long-distance phone call than to call across town, so an **out-of-town contact** may be in a better position to communicate among separated family members. Be sure each person knows the phone number and has coins or a prepaid phone card to call the emergency contact. You may have trouble getting through, or the phone system may be down altogether, but be patient.

Depending on your circumstances and the nature of the attack, the first important decision is whether you stay put or get away. You should understand and plan for both possibilities. Use common sense and the information you are learning here to determine if there is immediate danger. **Watch television and listen to the radio for official instructions as they become available.**

Create a Plan to Shelter-in-Place. There are circumstances when staying put and creating a barrier between yourself and potentially contaminated air outside, a process known as sheltering-in-place and sealing the room can be a matter of survival. **If you see large amounts of debris in the air, or if local authorities say the air is badly contaminated, you may want to shelter-in-place and seal the room. Consider precutting plastic sheeting to seal windows, doors and air vents.** Each piece should be several inches larger than the space you want to cover so that you can duct-tape it flat against the wall. Label each piece with the location of where it fits.

Use all available information to assess the situation. If you see large amounts of debris in the air, or if local authorities say the air is badly contaminated, you may want to shelter-in-place. Quickly bring your family and pets inside, lock doors, and close windows, air vents and fireplace dampers. Immediately turn off air conditioning, forced air heating systems, exhaust fans and clothes dryers. Take your emergency supplies and go into the room you have designated. Seal all windows, doors and vents. Understand that sealing the room is a temporary measure to create a barrier between you and contaminated air. Watch TV, listen to the radio or check the Internet for instructions.

Create a Plan to Get Away. Plan in advance how you will assemble your family and anticipate where you will go. **Choose several destinations in different directions** so you have

options in an emergency. If you have a car, keep at least a half tank of gas in it at all times. **Become familiar with alternate routes as well as other means of transportation** out of your area. If you do not have a car, plan how you will leave if you have to. **Take your emergency supply kit, unless you have reason to believe it is contaminated and lock the door behind you.** Take pets with you if you are told to evacuate, however, if you are going to a public shelter, keep in mind they may not be allowed inside. If you believe the air may be contaminated, drive with your windows and vents closed and keep the air conditioning and heater turned off. Listen to the radio for instructions.

Know Emergency Plans at School and Work. Think about the places where your family spends time: school, work and other places your family frequents. **Talk to your children's schools and your employer about emergency plans.** Find out how they will communicate with families during an emergency. If you are an employer, be sure you have an emergency preparedness plan. Review and practice it with your employees. A community working together during an emergency also makes sense. **Talk to your neighbors about how you can work together.**

3

Be Informed About What Might Happen.

Some of the things you can do to prepare for the unexpected, such as assembling a supply kit and developing a family communications plan, are the same for both a natural or man-made emergency. However there are significant differences among potential terrorist threats, such as biological, chemical, explosive, nuclear and radiological, which will impact the decisions you make and the actions you take. By beginning a process of learning about these specific threats, you are **preparing yourself** to react in an emergency. Go to www.ready.gov to learn more about potential terrorist threats and other emergencies or call 1-800-BE-READY (1-800-237-3239) for a free brochure.

Be prepared to adapt this information to your personal circumstances and make every effort to follow instructions received from authorities on the scene. With these simple preparations, you can be ready for the unexpected.

Get ready now.

4

Get Involved in Preparing Your Community.

After preparing yourself and your family for possible emergencies, take the next step and get involved in preparing your community. Join **Citizen Corps**, which actively involves citizens in making our communities and our nation safer, stronger and better prepared. We all have a role to play in keeping our hometowns secure from emergencies of all kinds. Citizen Corps works hard to help people prepare, train and volunteer in their communities. Go to www.citizencorps.gov for more information and to get involved.



Appendix E

Be Red Cross Ready**Get a kit. Make a plan. Be informed.**

It's important to prepare for possible disasters and other emergencies. Natural and human-caused disasters can strike suddenly, at any time and anywhere. There are three actions everyone can take that can help make a difference ...

Be Red Cross Ready Checklist

- I know what emergencies or disasters are most likely to occur in my community.
- I have a family disaster plan and have practiced it.
- I have an emergency preparedness kit.
- At least one member of my household is trained in first aid and CPR/AED.
- I have taken action to help my community prepare.

Get a kit

At a minimum, have the basic supplies listed below. Keep supplies in an easy-to-carry emergency preparedness kit that you can use at home or take with you in case you must evacuate.

- Water—one gallon per person, per day (3-day supply for evacuation, 2-week supply for home)
- Food—non-perishable, easy-to-prepare items (3-day supply for evacuation, 2-week supply for home)
- Flashlight
- Battery-powered or hand-crank radio (NOAA Weather Radio, if possible)
- Extra batteries
- First aid kit
- Medications (7-day supply) and medical items
- Multi-purpose tool
- Sanitation and personal hygiene items
- Copies of personal documents (medication list and pertinent medical information, proof of address, deed/lease to home, passports, birth certificates, insurance policies)
- Cell phone with chargers
- Family and emergency contact information
- Extra cash
- Emergency blanket
- Map(s) of the area

Consider the needs of all family members and add supplies to your kit. Suggested items to help meet additional needs are:

- Medical supplies (hearing aids with extra batteries, glasses, contact lenses, syringes, cane)
- Baby supplies (bottles, formula, baby food, diapers)
- Games and activities for children
- Pet supplies (collar, leash, ID, food, carrier, bowl)
- Two-way radios
- Extra set of car keys and house keys
- Manual can opener

Additional supplies to keep at home or in your kit based on the types of disasters common to your area:

- Whistle
- N95 or surgical masks
- Matches
- Rain gear
- Towels
- Work gloves
- Tools/supplies for securing your home
- Extra clothing, hat and sturdy shoes
- Plastic sheeting
- Duct tape
- Scissors
- Household liquid bleach
- Entertainment items
- Blankets or sleeping bags

Make a plan

- Meet with your family or household members.
- Discuss how to prepare and respond to emergencies that are most likely to happen where you live, learn, work and play.
- Identify responsibilities for each member of your household and plan to work together as a team.
- If a family member is in the military, plan how you would respond if they were deployed.

Plan what to do in case you are separated during an emergency

- Choose two places to meet:
 - Right outside your home in case of a sudden emergency, such as a fire
 - Outside your neighborhood, in case you cannot return home or are asked to evacuate
- Choose an out-of-area emergency contact person. It may be easier to text or call long distance if local phone lines are overloaded or out of service. Everyone should have emergency contact information in writing or programmed into their cell phones.

Plan what to do if you have to evacuate

- Decide where you would go and what route you would take to get there. You may choose to go to a hotel/motel, stay with friends or relatives in a safe location or go to an evacuation shelter if necessary.
- Practice evacuating your home twice a year. Drive your planned evacuation route and plot alternate routes on your map in case roads are impassable.
- Plan ahead for your pets. Keep a phone list of pet-friendly hotels/motels and animal shelters that are along your evacuation routes.

Be informed

Learn what disasters or emergencies may occur in your area. These events can range from those affecting only you and your family, like a home fire or medical emergency, to those affecting your entire community, like an earthquake or flood.

- Identify how local authorities will notify you during a disaster and how you will get information, whether through local radio, TV or NOAA Weather Radio stations or channels.
- Know the difference between different weather alerts such as watches and warnings and what actions to take in each.
- Know what actions to take to protect yourself during disasters that may occur in areas where you travel or have moved recently. For example, if you travel to a place where earthquakes are common and you are not familiar with them, make sure you know what to do to protect yourself should one occur.
- When a major disaster occurs, your community can change in an instant. Loved ones may be hurt and emergency response is likely to be delayed. Make sure that at least one member of your household is trained in first aid and CPR and knows how to use an automated external defibrillator (AED). This training is useful in many emergency situations.
- Share what you have learned with your family, household and neighbors and encourage them to be informed.

Emergency Contact Cards for All Household Members

Get your cards online at <http://www.redcross.org/prepare/ECCard.pdf>.

- Print one card for each family member.
- Write the contact information for each household member, such as work, school and cell phone numbers.
- Fold the card so it fits in your pocket, wallet or purse.
- Carry the card with you so it is available in the event of a disaster or other emergency.

Let Your Family Know You're Safe

Tell your loved ones about the American Red Cross Safe and Well Web site available through RedCross.org. This Internet-based tool should be integrated into your emergency communications plan. People within a disaster-affected area can register themselves as "safe and well" and concerned family and friends who know the person's phone number or address can search for messages posted by those who self-register. If you don't have Internet access, call 1-866-GET-INFO to register yourself and your family.



For more information on disaster and emergency preparedness, visit RedCross.org.

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Appendix F

APPENDIX C**O'FALLON FIRE PROTECTION DISTRICT
FAMILY WELLNESS COORDINATOR****DEFINITION:**

To ensure the welfare and safety of all members within the household of an employee are accounted for during the time of a disaster; to assist if possible with the basic needs of employee household members during the time an employee is working the disaster:

EXAMPLE OF DUTIES: *Essential and other important duties and responsibilities may include, but are not limited to:*

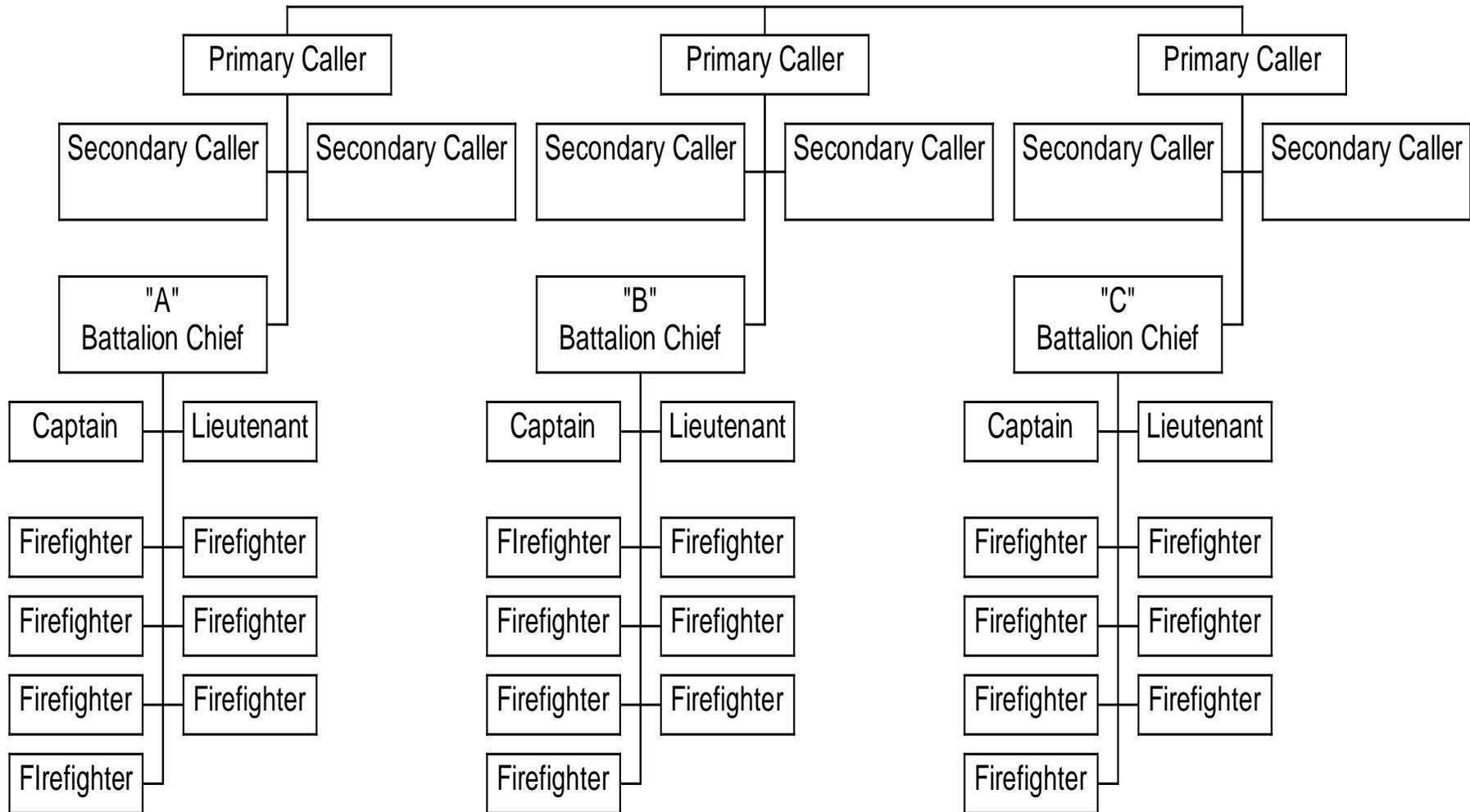
DUTIES DURING AN EMERGENCY DISASTER:

- Shall designate and work with Sector Coordinators (FF's, FF's wives, volunteers)
- Shall be responsible for the master copy of the Family Wellness Information and be prepared to deliver any information requested by the command staff.
- Shall gather information from the Sector coordinators of which families have been contacted by phone or physical contact.
- The Coordinator as requested shall pass any information to the sector coordinators about any family that has reported in.
- Shall obtain a copy of the day's duty roster and be responsible that all on-duty personnel families have been contacted by phone or physical contact.

NON-EMERGENCY DUTIES:

- Update biannually the Family Wellness Information.
- Shall once a year test the program and have households report in.

Family Wellness Call Out Sheet



Family Care Information Sheet

Firefighter

Name: _____
Last First Middle

Address: _____

Phone(s): _ (____) _____ (____) _____ (____) _____
Home Cell Other

Family:

Name _____
Last First Middle
Age _____

Spouse's

Work: _____
Name Phone Number Cell Phone Number

Children's

Schools: _____
Child's Name School Name Phone Number

Children's Schools: _____
Child's Name School Name Phone Number

Children's

Schools: _____ *Child's Name*
School Name Phone Number

Other Work Place Contacts: _____
Name Phone Number

Emergency Contact: _____
Name (Day) Phone Number (Night) Phone Number (Cell) Phone Number

Other Contact(s)(optional): _____

Family Wellness Worksheet

Firefighter Name: _____

Date: _____

Family

Status: _____

Firefighter Notified: YES NO Time:__:__

Need to Recontact: Firefighter _____ Family _____

Other _____

Other Information:



Family Wellness Worksheet

Firefighter Name: _____

Date: _____

Family

Status: _____

Firefighter Notified: YES NO Time:__:__

Need to Recontact: Firefighter _____ Family _____

Other _____

Other Information:

Appendix G

OFPD

Training Classes by Category

Class Date Between {01/01/2009} And {05/26/2012}

FC22 Disaster Preparedness

Date	Time	Class Description	Stn	Unit	Shift	Hours
10/26/2009	12:00	Disaster Preparedness	3		C	4
11/17/2009	8:00	Wide Area Search	ADM			24
12/6/2009	7:30	Disaster Preparedness	3		C	16
4/11/2011	8:00	IAFC Go Team Training	3	9106	C	36
5/2/2011	8:00	Mass Casualty Drill	1		B	3.5
5/3/2011	8:00	Mass Casualty Drill	1	9114	C	3.5
5/4/2011	8:00	Mass Casualty Drill	1	9114	A	3.75
5/9/2011	8:15	Mass Casualty Drill	3	9134	B	3.5
5/12/2011	8:00	Mass Casualty Drill	3	9134	C	4.25
5/13/2011	8:00	Mass Casualty Drill	3	9134	A	3
5/16/2011	8:00	Mass Casualty Drill	3		B	3.5
5/17/2011	8:00	Disaster Preparedness	5		A	4.25
5/19/2011	8:00	Mass Casualty Drill	5		C	3.5
5/23/2011	8:00	Mass Casualty Drill	4	9142	C	4
5/24/2011	8:00	Mass Casualty Drill	4		A	4.5
10/20/2011	9:00	Disaster Preparedness	3		B	3
5/2/2012	8:00	Disaster Preparedness	3		A	3.58
5/3/2012	8:00	Disaster Preparedness	4	9142	B	3.5
5/7/2012	8:00	Disaster Preparedness	1	9114	A	3
5/8/2012	8:00	Disaster Preparedness	1		C	3.5
5/22/2012	8:00	Disaster Preparedness	4		C	3
5/23/2012	8:00	Disaster Preparedness	3		B	3
5/24/2012	8:00	Disaster Preparedness	1		C	3.25
5/24/2012	8:00	Disaster Preparedness	5		C	3.25
Totals for						
Category:						150.33

Total Classes: 24