

Chapter Three:

The Individual and Family - What About Us?

Unlike government, or other organizations, the individual most likely has no formal structure with which to face a technological disaster like the aftermath of the BP Deepwater Horizon Spill. Yet, at the individual level is where much long-term damage can be expected. Major environmental disasters like this can be akin to death or loss of a close loved one or friend – they can be psychologically challenging.

Events in a major technological disaster can become overwhelming almost immediately. So much happens in such a short period of time that often the individual is overlooked in the crush of activity in the response. Alone, many victims have to deal with a confusing situation that threatens to affect all aspects of their lives. Problems, questions, and what seem to be overwhelming feelings begin almost immediately and become so numerous and intense as to seem insurmountable. These questions are summarized in the following table.

From the beginning, it needs to be understood that all these feelings and concerns are normal. People in other disasters have felt the same things. Neighbors, friends, and business associates are all feeling the same things right now. This has been documented in previous disasters. Appendix J shows surveys and results from the Exxon Valdez oil spill in Cordova, Alaska. Those results confirm the above list of questions an individual may be experiencing at one point or another during the onset and resulting chaos of a disaster.

Following an initial period of intense public attention, concerns for individual victims of technological disasters tend to disappear into the greater concerns of cleanup and litigation. Individual concerns may even be ignored purposely by the responsible party (or at least it may seem so). Yet the individual may suffer significantly long after the disaster. Years after the Exxon Valdez oil spill in Prince William Sound, fishermen and their families still spoke of the disaster in muted tones of sadness, anger, and terms of loss, not just economic loss but, in a sense, almost spiritual. Something intangible was taken away besides the decline of fisheries and the oil on the beaches. In terms of both immediate and long-term effects, the individual often is the least likely to seek help. In addition to questions and overwhelming feelings post-disaster, effects on individual victims of technological disasters are also summarized in the following table.

“As a victim, I can tell you that after they have hurt you, you are on your own...As a wife, I hope the fighting and the sacrifices my husband has had to experience will become like other injuries, leaving only a faint scar. And as a person, I hope that all the suffering and hardships we have faced as a family because of the oil industry will not have been for nothing.”

Homer resident, 1989

From Dispatches from the Gulf, www.dispatchesfromthegulf.com and www.bit.ly/GOMdispatch:

“After the oil spill we got very angry cause we were losing our livelihood and our food...”

Theresa Dardar, Pointe Aux Chenes Tribe 2016



“A lot of our community members fell into depression. Some people don't like to admit that they suffer from depression and they suffer in silence and that makes things worse.”

Bette Billiot, United Houma Nation 2016

Keep in mind that all of these effects and feelings about them are normal. Someone experiencing this is not the exception, but the rule.

Table 10. Questions and overwhelming feelings post-disaster, and effects on individual victims of technological disasters

Problems, questions & overwhelming feelings post-disaster:	Effects on individual victims of technological feelings include:
What is really happening here?	Sense of fear, worry
Why am I so angry?	Sense of helplessness in terms of working to attack the effects of the disaster
Who is going to help me?	Disruption of home routine
When is it going to end?	Feeling one's lifestyle threatened
Is this threatening my health or that of my family?	Loss of financial stability
How will I ever be able to live here now?	Witnessing death, injuries, pain, and human induced ecosystem degradation and resource loss
Media stampede, how do I deal with it? Is it safe to talk to the press?	Feeling out of control of something threatening to life's basics: food, shelter, clothing
Food and shelter, if threatened where do I go?	Feeling cut off from services
What about my children? What are the effects on them? Where can I find day care?	Becoming separated from loved ones
What about my job, my spouse, my business?	Concern for children and their new roles in the family that may result
Who is going to pay? Will I be compensated?	Feeling "survivor guilt"
What about lawsuits? How long will they take?	Long-term unresolved litigation
My financial stability and where has it gone	Distinct fear about the future
Profiteering. Do I envy or resent those making money from the disaster?	Fear of loss of lifestyle for the children based on the loss of a traditional livelihood
Should I work for the responsible party or not (moral choices, guilt)?	The elderly: Retirement can be affected. For example, unable to fish, a fisherman may lose his boat and his permit, meaning sizable amounts of money that would have been available for retirement.
Who's got the power here? (intimidation, harassment) Who's in charge?	Acceleration of an already occurring negative trend may prevent economic recovery. For example, with the curtailment of salmon fishing for two years in Prince William Sound, farmed fish from other sources filled market vacuums.
What can I do in the face of overwhelming circumstances?	Anniversaries: Five and ten years later, memories and traumas return to the surface with increased attention on the disaster.

The Path to Healing: What Can I Do as an Individual?

Where can I seek help and what can I do to help myself?

Most important is to acknowledge and understand your feelings.

You can read more about coping with your feelings in the newspaper articles, radio program transcripts, and leaflets contained in Appendix B, Appendix C, and Appendix E respectively.

Activities that individuals can engage in to help themselves include (many more activities are outlined in the appendices):

"First, accept parts of the disaster will stay with you. Second, recognize you have reason to be angry about it and your feelings are valid. Third, you don't have to forgive or forget, you can decide not to let it preoccupy you. You lost control over some things, but you can exercise control over other areas of your life."

- Dr. Kai Erikson, a Yale University sociologist who studied technological disasters

- Seek to understand why a technological disaster may be different from a natural disaster (see Chapter One).
- Let go of all-consuming anger by acknowledging you have no control over those who caused the disaster.
- Share your fears, experiences, and pains with others. Don't isolate yourself.
- Establish a regular routine of sleeping and exercising.
- Eat regular, healthy meals.
- Monitor negative thinking, focus on solutions not problems.
- Avoid alcohol and caffeine.
- Learn how to talk about the event with your children. Helpful information on this topic is found throughout the appendices.
- Learn to recognize the signs of depression and seek help if you need it. More information on depression can be found throughout the appendices.
- Consider seeing a professional counselor or talk with your spiritual advisor.

One way to begin the healing process is to reach out to others. Even the smallest act of kindness can be the first step to collective healing.

Examples include:

- Engage in community service.
- Encourage community groups of which you are a member to initiate programs as outlined in the previous chapter.
- Volunteer your time to these programs once initiated. You can distribute leaflets or become a peer listener for example.
- Become a volunteer with other established programs in your community.
- Visit shut-in elders.
- Spend time with a child.

Chapter Four:

Local Government - Preparing and Responding

Preparedness Before the Disaster

Local planning and preparation for both natural and technological disasters is important, but one important aspect of technological disasters to understand is that they are unpredictable. Events like tornadoes, tsunamis, or hurricanes allow weather forecasters a chance to warn residents of potential disaster. A technological disaster, however, is an accident caused by human behavior and cannot be predicted. In addition, technological events are far more conflict-laden, since there is somebody or something to point fingers at. These events can potentially divide a community and be emotionally taxing in a different way than a large-scale flood or other natural disasters. Remember that the disaster will disrupt normal government functions and personnel can be overwhelmed very quickly.

Regardless of the event or cause, a community that has prepared for disasters in general will be better poised to survive and manage should one occur. Proper planning can provide local authorities and citizens a structure to understand and deal with these events.

The first step is to develop an overall community emergency response plan. This guidebook is meant, among other goals, to provide insight into developing that plan, especially as it relates to technological disasters. As the exact circumstances of a technological disaster cannot be predicted, planning for a specific type may not provide a full picture, however a survey can determine what potential disasters exist in the area. More important is establishing a community structure to respond to the needs of government and citizens should a disaster occur. Structure and protocols should include but not be limited to the following:

1. Establish a Command Structure

Establish a chain of command. It is vital that the head of the local government (mayor, city manager, village administrator) have a command structure in place. The command structure may differ from normal operations, depending on the situation. Officials such as police or fire chief, village public safety officer, and public works

"Coming in at 8:00 a.m. when Exxon demanded a meeting...I'll never forget it...I was already frustrated because the council hadn't had a quorum and hadn't adopted the budget and all this work I was trying to do in the middle of the whole mess, basic city work wasn't being taken care of and that's what I mean: the whole city operation came to a standstill..."

Kodiak city official, 1989

Helpful vocabulary terms related to emergency response:

Responsible Party: The person or company who is directly responsible for the disaster. Example: Exxon was the *responsible party* for the 1989 spill.

Unified Command: The group of people in charge of the disaster response. In an Alaska oil spill, this includes a representative from the responsible party; the State government; and the Federal government, such as the U.S. Coast Guard or Environmental Protection Agency.

Contingency Plan: A previously developed document that outlines steps to be taken before, during, and after an emergency.

director should be assigned specific tasks relating to a community response.

In a Federal response, the power structure is different for an oil spill versus a natural disaster. During an oil spill, a Unified Command is established.

If a responsible party is involved with the disaster response, establishing a relationship with them will be an important step in dealing with compensation for services or volunteer coordination. These issues may proceed according to the responsible party's approved contingency plan and local officials may not have the control and authority they would in a natural disaster event.

2. Effective Communications Planning

A critical part of emergency response planning and operations is communications. The importance of having a communications plan cannot be overstated. This plan enables community leaders to communicate effectively before, during, and after an event. Communicating accurate incident information is an important public service and it should be a multi-media effort. Include social media platforms and other online tools, as well as more traditional news releases and phone calls, to ensure that the broadest array of the public is reached.

3. The Incident Command System

A local government might consider studying and applying an Incident Command System, or ICS. This system, originally developed to manage responses to large wild fires, has since been adopted by many industry and government agencies to manage any kind of emergency such as a technological disaster.

The Federal Emergency Management Agency, or FEMA, takes an active role with local emergency disaster planning. FEMA provides resources, training, and help with disaster planning, including a course on the ICS structure. Their training primarily addresses natural disasters but is applicable to technological disasters.

More information can be obtained from:

<https://www.ready.gov/business/implementation/incident>

How to Respond

This section outlines steps to take to prevent confusion, establish an organization to meet the demands of the disaster, and allow officials not only to function in the emergency mode but allow the local government to perform its normal obligations as well. Some key response actions for local government to consider include:

- Assigning a liaison to speak for the city government and communicate with the response management team. Ideally, this individual will need to understand city emergency policy, oil spill response, and the incident command structure. The liaison will need to listen and actively gather information, but they also need to be an advocate for local needs and resources.
- Prepare the city attorney. Most technological disasters involve lengthy litigation.
- Prepare and train social service agencies for the types of impacts expected in a technological disaster.
- Predetermine physical office requirements for an archive program. A technological disaster can be expected to generate an enormous amount of paperwork. Because of the continued potential for financial accountability and legal action, all records should be kept and archived. Also, it will serve the government better to coordinate the disaster response from a separate office and leave existing office space for the normal functions of the government.

- If your community is near the event, it may see a significant amount of equipment and vessels, a large influx of temporary workers, and a general disruption of day-to-day business, especially during early stages. These concerns will be best managed by working with Unified Command and the responsible party.
- Responses to technological disasters have two main phases: Immediate emergency response, then a long-term operation. Meeting the demands of the first phase effectively prepares the community for the long-term recovery.

Despite all the precautions and prevention measures in place, and the assurances of industry and regulatory agencies, technological disasters occur and the local organization that prepares and functions efficiently during the disaster is the one that can help the community endure and survive the experience. Steps need to be taken immediately upon notification of a disaster. If the community response starts in chaos, it most likely will function with chaos throughout.

Additional Resources for Local Governments

Every community is different, and every disaster is different. There are several tactics that have worked in other communities. You may find you need to tailor your own unique response. You can find additional information on the following community response issues in Appendix H *Supporting Information Local Government – Preparing and Responding*:

- Who is in Charge
- Incident Command System
- Public Relations
- Meetings
- Recordkeeping
- Other Considerations

Appendix I *Information Directories* includes the full text of the Alaska Open Meetings Act which is also a tool to help local government in preparing and responding. See the introductory discussion under the Meetings section in this chapter.

How Alaskans Work Together to Coordinate Spill Response

In Alaska, the Alaska Department of Environmental Conservation (ADEC) stretches resources throughout the state by enlisting local support in cleanup activities. Equipment is staged in specific communities where local city government have signed “community spill response agreements” with ADEC. This program allows for a quick, locally driven, and cooperative responses to oil and hazardous substance spills.

These agreements allow ADEC to reimburse a city for its costs if the city assists in a spill at the state's request. Responses to oil and hazardous spills are more effective if the state can draw upon local community and government resources and the experience and knowledge that residents bring to spill incidents.

Use of this response equipment comes with certain caveats. The equipment is not necessarily available to anyone at any time as prior training and permission is needed.

To learn more about these community response agreements, go to ADEC's website, <https://dec.alaska.gov/spar/ppr/response-resources/local-response/>.

*Chapter Five:***Local Businesses – Preparing and Responding****Expectations and Preparations for Small Businesses**

Local small businesses can expect large impacts from a technological disaster. One way a responsible party may attempt to assuage local feelings is through purchasing locally as many supplies as possible. A large influx of response workers also can strain local supplies. This leaves shortages on the shelves and a lack of supplies for those community members who depend on local merchants. Employees may go to earn more money working on the response, abandoning their jobs and leaving the store owner without adequate help. Meeting the new demands of the responsible party, maintaining adequate supplies for the community and finding enough help to deliver the supplies can become overwhelming very quickly. On the other hand, some businesses may experience a loss of customers, resulting in inventory surpluses, due to response activities. Some planning can help identify and address problems.

Questions and Difficulties

- My shelves are empty. Where do I find more supplies?
- How do I keep adequate supplies in stock?
- How am I going to supply necessities to my regular customers?
- Where am I going to find employees?
- Profiteering. Can/should I raise prices?
- Where will all these people sleep and eat?
- Who is going to help me?
- When is it going to end?
- What about the wage earner/spouse/small business?
- Who is going to pay?
- Financial stability and where has it gone?



"[The fishing season of 1989 was projected to be the opportunity of a lifetime: big volume, big prices. Then the oil spill hit...no herring season, no fishing season. Everybody left to work the oil spill; your employees left to work the spill. Then the people who made big money working the spill left the following winter after the spill. So, businesses were all inventoried up, all dressed up for the party which didn't come..."]

Cordova business owner, 1989

A lot of businesses tell us, "We know how to prepare and recover from storms, but this is worse than any hurricane we have ever had." People cannot really estimate the long-term losses or the long-term impact because they cannot define "long term." Does it mean this season, a few years, a lifetime? To think that this will effect more than this season is unthinkable, and for many this was the season. Yet they are all aware that the damages being done is going to change their lives immeasurably. The uncertainty is probably the most devastating part of it.

*Carmen Sunda, Louisiana
Small Business Group, 2010*

"We used to have about 60 to 70 boats fishing here. Now it's about 10 or 12 shrimping boats."

Pointe a la Hache supply shop owner, 2015

- Should I supply the responsible party or not? (moral choices, guilt)
- Who's got the power here? (intimidation, harassment)
- How will I get rid of my inventory?
- I can't afford to get rid of my inventory.

Groceries, hardware stores, hotels, bed and breakfasts, heavy equipment suppliers, storage yard operators, transportation suppliers, small telephone, power, and other utility companies, clothing stores, drug stores, restaurants, even taverns and gift shops can all expect overwhelming business and resultant shortages during a technological disaster. A responsible party with large resources may even place demands on normal wholesale suppliers and they, too, may encounter shortages. Until the suppliers can refill warehouses, shortages may go well beyond the resources of local businesses. In addition, transportation for incoming supplies itself may be in short supply; and while necessities exist, the means for bringing them into the community may be unavailable.

One lesson learned during the Exxon spill in 1989 was that the resourceful person could find supplies, though the costs might be higher, particularly for transportation. One example: A vessel lost its outdrive and a caller to the local supplier was told there were no such drives on the whole West Coast. Three calls later one was located in New Jersey. It was placed on an airplane and delivered to a remote village in Prince William Sound within 24 hours. A database of phone numbers of alternate suppliers at greater distances or a web search can help locate shortage items quickly during emergencies. Most items are only a phone call and an airplane flight away, if one is willing to pay the price. Below is a list of some measures a local business can take toward preparation for a technological disaster.

Preparation Measures

- List items, particularly necessities, that might be in short supply.
- Develop a list with current websites for alternate commodities suppliers and alternate transportation providers, no matter how far away.
- If possible, stockpile non-perishables.
- Enlist alternate workers, including relatives, friends, or anyone who might step in to help.
- Establish communications with the local and state employment services to import workers if necessary.
- Establish a line of credit for increased "up front" expenses.
- Be prepared to negotiate contracts with the responsible party.
- Document all extra costs as incurred dealing with the responsible party.
- Accurate records will help keep track of any issues that could end up in litigation.

Dealing With Supply Fluctuations and Employee Shortages

Expectations and Actions

- Prices will rise with increased transportation costs.
- Ways to work with or compete with the responsible party for supplies.
- Deliveries can take longer because of competition for transportation.
- Create a list of alternate suppliers.
- Research alternate transportation options.
- It may be difficult to find workers.
- Freeing cash for increased up-front expenses.
- Listen carefully to customers and watch stocks to learn what necessities are in demand.
- Suppliers to industries closed by the technological disaster may end up with excessive inventories. A responsible party may not honor these as direct expenses of the disaster and refuse to compensate for the loss of business.
- Business may experience a loss of regular patrons because they have been called away to respond to the disaster. This, in turn, can result in supply surpluses rather than shortages.

"They didn't pay for my inventory, because I still had it. But I couldn't sell it and couldn't pay for it. I lost my line of credit and now I can't order in advance in time to get merchandise when I need it, because it takes so long to ship goods in."

Cordova business owner, 1989

Chapter Six:

Volunteers – A Part of the Response

One basic tenet of response in a disaster is to give people something to do, no matter how small. Another is that volunteers will show up en masse wanting to help. An occupied person feels a contribution is being made and the job itself helps take the mind away from feelings of helplessness and ineffectiveness. During the 1989 Exxon spill in Prince William Sound, many people who attempted to volunteer were used at first, then turned away. Some were refused at the outset; others could not find a place or organization that could use their services. This led to even greater frustration than the spill itself. A well-developed plan for employing volunteers effectively, such as the one outlined at the end of this section can go a long way toward neutralizing those feelings and having a positive influence on both volunteer and response effort.

There are perhaps hundreds of jobs volunteers could fill quite well if given the opportunity, attention, administration, and training. To do this requires a coordinated effort on the part of local authorities and it takes the cooperation of the responsible party, at least in those areas directly related to the technological disaster. One frustration in 1989 was the responsible party let it be known volunteers were not welcome and that all workers were hired through contractors. Those people who maintained their regular occupations but had a few hours a day to volunteer were not allowed to participate in the cleanup.

Remember, there may also be a place for volunteers (sometimes called a Volunteer Referral Center) within the community to give service. Local citizens can be useful volunteering in non-response areas, such as within their own churches or other civic organizations. There may even be a volunteer referral agency within your community.

BE WARNED: While at first glance a volunteer program could seem to be a positive necessity, it can have its down side. Organizers must understand what a volunteer program can do but also must be fully aware of the pitfalls and dangers inherent in dealing with one. A successful program requires a certain amount of responsibility and financial support to make it work.

- The next section, “Volunteer Coordination Program” on page 32, provides detailed discussion of Volunteer Referral Centers.
- Each at-risk community must have a volunteer coordinator who has intimate knowledge of the community, threats, services, needs, and logistic challenges.
- It must be determined who is responsible for hiring a volunteer coordinator for each at-risk community. This may be billable to the responsible party, but it should be verified, and only for costs incurred during the disaster.
- Insurance and liability are serious issues that need to be reviewed on a local basis.
- Enthusiastic, off-the-street volunteers need guidance about the chain of command and protocol during a crisis. Their enthusiasm will not make up for their lack of expertise and lack of understanding.



"I cleaned otters for a day...just ran a hair dryer to warm them after they were cleaned. Then they came in and told us they didn't want volunteers any more. What can we do? This was my Eden."

A Valdez volunteer

- Existing organizations such as the Red Cross, the International Bird Rescue Research Center, and Alaska SeaLife Center are organizations in place already that have a system for signing up and managing volunteers.
- Depending upon local regulations and laws, people may or may not be able to clean up oil or help with animals, so check with local organizations such as those in the above bullet for information.
- Consider setting up a volunteer hotline and methods for volunteers to contact existing organizations (or use those of the existing organizations) – include a what you can and can't do list.
- Care has to be taken in identifying and placing volunteers in responsible positions. Protocols established for hiring in certain occupations need to be followed. For example, day care volunteers need to be screened, hired, and placed according to industry and governmental regulatory guidelines for persons caring for children.
- The chronic nature of a technological disaster creates a long-term necessity for workers. Volunteers may grow weary or lose interest after a time.
- Creating and regularly updating a volunteer database is critical.

For those localities that might be unable or unwilling to take on a volunteer coordination program, organizations such as village or tribal councils or even the state may be able fill that capacity.

Keeping the above reservations in mind, a coordinated, well-managed volunteer program can help in many ways to alleviate the effects of a disaster, from the basic task of simply filling necessary positions to giving people some sense of contribution and thus fulfillment that they did their part.

Information on volunteer programs can be found in the States BC Task Force document – “Planning Guidelines for Convergent Volunteer Management - June, 2008” at http://oilspilltaskforce.org/docs/planning_for_volunteer_management.pdf.

What follows is a volunteer coordination plan developed for the Kodiak area and modeled on a similar plan developed for the Kenai Peninsula Borough.

Volunteer Coordination Program

Volunteer Coordination

Local volunteers can play an important role in a technological disaster. This is especially true in remote areas, where there is a wealth of local knowledge pertaining to wildlife populations, currents, tides, and other environmental phenomena. During an emergency, it is likely that large numbers of local community members will arrive on scene, eager to participate in response activities.

A volunteer coordination plan is necessary to effectively manage and direct volunteer activities such as recruitment, training, communications, and referral. This plan addresses such issues for all unaffiliated volunteers, or volunteers who are not already affiliated with a response organization. Affiliated volunteers should work through their respective agencies.

Providing adequate management in the form of timely training and professional supervision, as well as ensuring their safety, maintaining records, and following up with recognition are challenges best met with prior planning. Indeed, successfully meeting such challenges sends a positive message to the public.

Organization and Activation

A Volunteer Manager may be appointed by the Incident Commander to manage all aspects of the volunteer program, including communications, recruitment, training, and referral. The Volunteer Manager (VM) will report directly to the Logistics Section Chief.

The VM will operate a Volunteer Referral Center (VRC) which will refer volunteers to appropriate ICS units or activities where they can apply their skills and interests. The VRC will provide initial screening, skill and training identification, and orientation. Additional screening, training, and supervision will be provided by the ICS unit to which the volunteer is referred.

The facility selected to serve as the VRC may be co-located with the Incident Command Center or may be located nearby in a school, church, recreation center, community building, or other such facility. The facility should provide easy public access, enough room for reception and training areas, and some communication capabilities. The VRC should have basic office equipment, such as computers, telephones, fax machines, copiers, and office supplies.

Insurance and Liability

While laws in Alaska provide some immunity for volunteers who are sued for their actions while assisting local or state governments in an emergency, the extent of that immunity depends upon the type of action involved and should not be simply assumed. Similarly, the extent to which volunteers are protected for injuries under Worker's Compensation depends upon the particular coverage in effect at the time the volunteers do their work. Local communities should seek advisory opinions in advance of an emergency as to liability and Worker's Compensation coverage so as to be able to adequately advise volunteers.

The VRC will act only as a referral agency and will not directly supervise the volunteers, with the exception of those volunteers working in the Referral Center. Effective screening, training, and supervision will help to limit what liability may exist from the assigning of volunteers.

Training, Screening, and Skill Identification

As potential volunteers contact the referral center, they will be screened and referred to Incident Command System units based on their skills, training and certification, and availability. During

response and recovery activities, response agencies or the responsible party may contact the VRC and submit requests for volunteers.

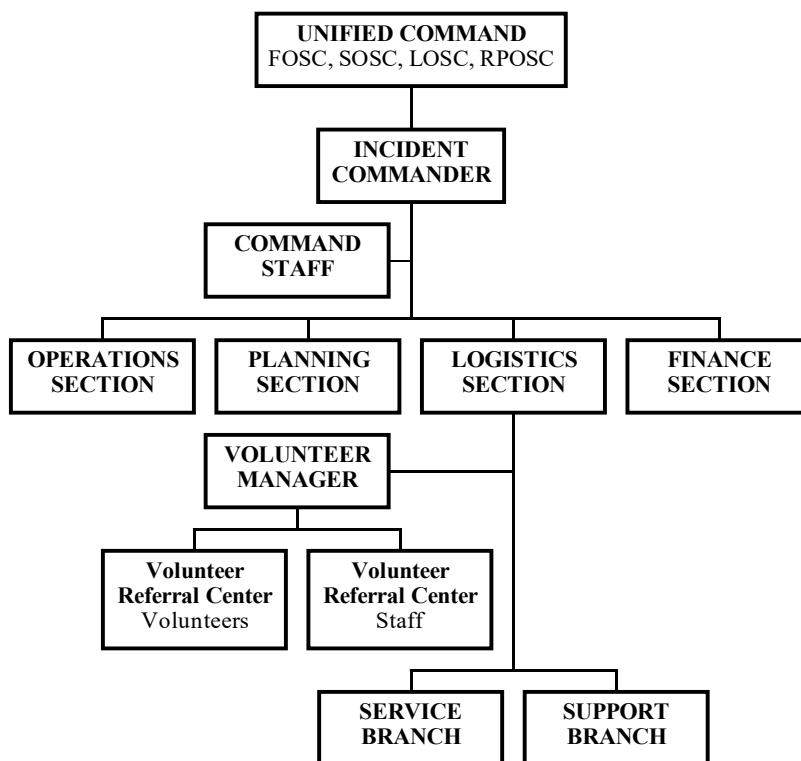
Training, screening, and skill identification will be accomplished by using the following:

- A training module which covers basic orientation to the applicable contingency plan, ICS organizations and functions (both general section divisions and specific unit tasks), and basic safety and communications procedures.
- A database which identifies which volunteers have completed training, additional skills and certifications (Hazwoper, wildlife hazing, etc.), and individual preferences and availability.

Volunteer Manager Responsibilities and Duties

The Volunteer Manager is responsible for the implementation and management of the Volunteer Coordination Plan. It is the Volunteer Manager's responsibility to recognize and anticipate the potential role of volunteers in a disaster response, to coordinate needs and available resources, and to manage the VRC in recruitment, identification, training, and placement of volunteers during a response.

The Volunteer Manager will report to the Logistics Section Chief. All VRC staff and volunteers will report to the Volunteer Manager (see diagram).



The Volunteer Manager's duties may include the following:

- Serve as a liaison with the IC and Unified Command via the Logistics Section Chief to coordinate volunteer needs.

- Serve as the principal contact for all volunteers and all units/agencies needing volunteers.
- Establish and manage the VRC to include registration, orientation, placement, recruitment, training, and referrals.
- Establish a communication system, including a toll-free phone number, fax lines and fax machines, phones, possibly computers with email capability and web access if available, and a link to the Command Center.
- Coordinate with the Public Information Officer (or Joint Information Center) to provide notification to the media regarding types of volunteer jobs available and procedures for volunteering.
- Provide safety training as necessary for all volunteers to ensure they are properly trained and equipped and in compliance with federal, state, and local safety regulations.
- Coordinate with response agencies and the Responsible Party to provide additional volunteers as needed and to coordinate referrals.
- Maintain records of volunteers, training and certification, hours worked, and their assigned activities.
- Provide volunteer recognition.

Additional Volunteer Coordination Information

You can find the following additional information on volunteer coordination in Appendix M, dealing with volunteers, *Additional Volunteer Coordination Information*:

- Sample Volunteer Request and Registration Forms
- Quick reference sheets in the form of “What Can We Do?” covering volunteer opportunities for community groups, individuals, families, small business owners, and local government
- Volunteer Coordination Program details

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