

Oklahoma City - Seven Years Later



Lessons for Other Communities

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April 19, 2002

When the residents of central Oklahoma awoke on April 19, 1995 it was safe to say that whatever their individual or collective cares, terrorism was not high among them. The few people who concerned themselves about terrorism were mostly foreign policy or security specialists. Any reasonable analysis would have considered Oklahoma City among the least likely places in the world for a terrorist attack.

As the world knows, that reasonable analysis was proved wrong at 9:02 AM when a terrorist with a grudge against the United States Government detonated a truck filled with 4,800 pounds of explosives outside the Alfred P. Murrah Federal Building in downtown Oklahoma City. He had parked the truck only minutes before and had timed the blast to coincide with office hours so that there would be a "body count." There was. The attack killed 168 people, in addition to injuring hundreds of people and causing tens of millions of dollars in direct blast damage.

The people of Oklahoma City were assisted by state and federal agencies and many others. Before the remains of the Murrah Building were eventually imploded and carted away, thousands of people, professionals and volunteers had helped. While experts came from thousands of miles away, most of the work was carried out by the people of greater Oklahoma City. Their overall performance was brilliant, and nothing in this report should take away from that fundamental truth. However, there were many lessons learned from the tragedy from which others can benefit.

Many people have conducted lessons learned studies about the Oklahoma City bombing. Most of the studies are highly detailed and focus on a single aspect, such as the fire department's actions. Those studies are of immense value, but discussions with individuals in the community led MIPT to believe that the lessons Oklahoma City learned as a community had never been gathered. That is what this book is intended to capture: the lessons of an entire community.

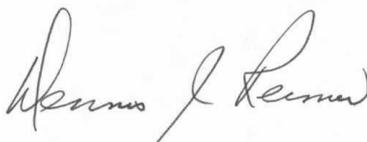
Experts in emergency response will find little new here. Fire chiefs will find no new lessons on how to fight fires; detectives will learn nothing new about how to identify criminals. But a disaster of the magnitude that struck Oklahoma City transcends traditional emergency response and involves people who never think of themselves as emergency managers: school principals, elected officials, funeral directors, Chamber of Commerce staffers and untold others. Everyone learned from what happened and this book captures the high points from all those lessons.

A clear theme is identified from this tragedy—planning.

Nothing emerges more clearly from all of the lessons learned in Oklahoma City than the degree to which contingency planning contributes to an effective response. From clergy to firefighters, from the schools to the Chamber of Commerce, everyone agreed on the need for careful planning.

Chances are that most communities will never be struck by a devastating terrorist attack, but many of these lessons learned also apply to natural disasters, industrial accidents and the other catastrophes that can befall a community in the modern world. If disaster planning is part of the rhythm of a community, lives will be saved. This book provides an overview of what Oklahoma City has learned in the seven years since terrorism blew a hole in the heart of our community and, hopefully, will contribute to the mitigation of future tragedies of this nature.

Sincerely,

A handwritten signature in black ink, appearing to read "Dennis J. Reimer". The signature is fluid and cursive, with the first and last names being more prominent.

Dennis J. Reimer
Director

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Chapter 1

Lessons for Entire Communities

Some lessons learned in the Oklahoma City bombing apply to all organizations, public or private, profit or nonprofit, in any community.

PLANNING

- **Have a Plan**

Every community, every organization benefits from disaster planning. Diligent planning saves lives.

- **Test Your Plan**

Try your plan out before it is needed. Find the weaknesses in your plan when lives are not at stake.

- **Share Your Plan**

Communicate the lessons of planning and exercises to the rest of your organization. Too often, participants in planning exercises do not share what they have learned.

- **Repeat Exercises... and Then Do It Again**

Even organizations with low turnover may not recognize how many people come and go in the space of a few years. Repeated exercises train new personnel and reinforce previous training for existing personnel.

- **If You Can't Afford Repeated Exercises, At Least Review Your Plans**

Repeated exercises may be beyond the budget of your organization. However, everyone can afford to take the plan off the shelf and review it a couple of times a year.

"We had just participated in a Federal Emergency Management Agency course with other Oklahoma City agencies. The experience we gained and the relationships we established were monumental in setting the tone in the first moments of our disaster response." - a City of Oklahoma City employee

- **Forge Relationships as Part of the Planning Process**

Relationships between organizations emerge during planning and exercises. Be sure you maintain them between exercises.

- **Prepare Lists of Vendors and Service Providers**

Know local resources for equipment, materials and specialized labor that you might need in response to a terrorist disaster.

COMMUNICATIONS

There are two parts to communications:

Communication technology—the physical ability to send and receive a message; and

Social communication—the content of the message.

Communication Technology

- **Disasters Overwhelm Telephone Networks**

In Oklahoma City, physical damage to the telephone system was minimal. Even so, the demand for service overwhelmed the network. Work with telephone service providers to ensure

emergency override capacity for first responders. Also, confirm that they can provide access to temporary additional capacity sometimes known as “Cell on Wheels.”

- **Provide Alternate Communication Methods**

If standard telephone services are inoperable, you must have an alternate method of communication. Allow for this in your plan.

- **Use the Internet**

Internet usage was not a factor during the Oklahoma City bombing, but times have changed. When planning, remember that media around the world and about half the homes in the United States have access to the Internet. Consider preparing a template for a disaster-response web page you can post on short notice.

- **Consider Interoperability of Radio Equipment**

When Oklahoma City municipal authorities were joined by state and county officials and later by federal and out-of-state agencies, the incompatibility of their communications equipment led to some inefficiencies.

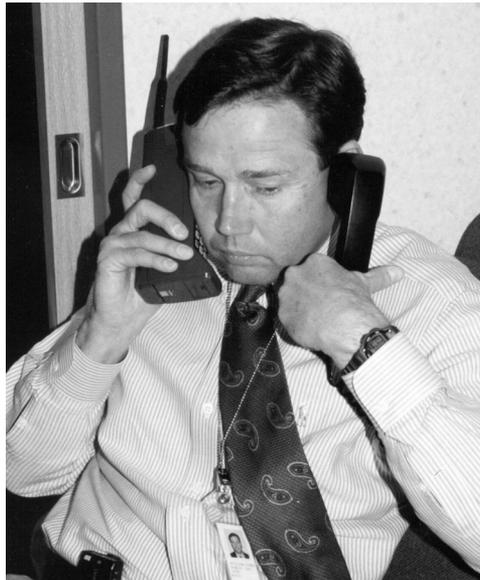


photo courtesy of City of Oklahoma City

While MIPT and others are conducting research to find an affordable solution to the problem, taking this difficulty into account in the planning process will help you find a “work-around” solution.

- **Use Mass Media as an Alternate Means of Communication**

When out-of-area ambulances were responding to the bomb site, none of them knew which frequencies to use. Since the ambulances’ home bases probably had televisions on, the media could have been used to broadcast the frequency information.

Social Communication

- **Avoid Jargon**

Most public offices know they must avoid jargon when speaking to the public, however, they may forget to use universally understood language when communicating with response personnel from other agencies and jurisdictions.

*“The different agencies use different acronyms. At best, they don’t understand what the other is trying to say. At worst they **think** they understand but in fact, don’t understand correctly.”
- an Oklahoma City rescue worker*

Use plain English and not acronyms or codes when communicating across agency lines. Language is often specialized not only within groups such as police and fire, it may also be unique to a region.

- **Keep Your Workers Informed**

Don’t forget that on-site workers will frequently know less than those at home watching television. Keep your workers informed, perhaps through end-of-shift briefings.

- **Communicate Among Agencies**

Hold an interagency group meeting at least once each shift in order to exchange information and foster teamwork.

-
- **Nothing Will Serve You Better in the Early Stages of a Disaster than Comprehensive and Up-to-date Contact Information**

Your contact information should answer three questions:

Who do I need to contact (including backup)?

People change jobs, get sick and go on vacation. You need information on your primary contact's backup and possibly even their backup.

How do I contact them?

It is easier to contact people today than at the time of the Oklahoma City bombing: mobile phones, pagers and e-mail provide plenty of options. Be sure to capture as much of this information as possible as part of the planning process.

How can I devise a system to keep this information updated?

Organizations should consider having employees verify contact information at least quarterly. The agency responsible for emergency management in a community should have a person with the specific responsibility of verifying contact information.

MEDIA

You work with the media to communicate with the public. Use them to inform and educate.

In any situation with large numbers of dead or wounded, worried friends, family members and co-workers will want information. It is your job to keep them informed. If they do not get the immediate information they are looking for from the media, they will come to the scene.

- **You Cannot Over-plan for Dealing with the Media**

Planning and exercises must take media demands for information and access into account or they will fail during a real disaster.

The days when the “three networks” would show up were long gone by the time of the Oklahoma City bombing. Don’t expect just local and national news representatives. In a major disaster, there will be world-wide news coverage. Within 24 hours, you will be inundated with news reporters and satellite equipment from around the world.



Discuss your disaster response plans with local media representatives, including television, radio, local wire service and print.

- **Plan for a Credentialing System**

Consider setting up a system for issuing one-time credentials for journalists. Planning for this must include setting standards for separating true journalists from those who just want a closer look.

- **Who Says What?**

Each agency should appoint a spokesperson and agencies should jointly decide who will speak about what.

At a minimum, media relations and planning must include designating spokespersons for all involved agencies. All of the agencies must have agreed in advance who will speak about

what. Who will speak about how many people are injured: the Red Cross? ambulance services? the hospitals? Who will speak about the number of dead: funeral homes? medical examiners?

- **Set a Schedule**

Schedule regular media briefings. Your planning sessions with local journalists will help you determine how often and at what time you should hold briefings.

- **Use Media to Your Advantage**

If the situation demands more supplies or personnel, use the media to put the word out. Conversely, use the media to communicate the “stay put until called” message. Unneeded personnel and supplies can further hinder traffic and add to the confusion.

HUMAN ELEMENT

- **Establish and Enforce Shifts**

Disaster response continues around the clock; individuals have to stop and rest. Multiple studies have shown that judgment begins to erode after a person has worked 12 hours. Even 12-hour shifts can take a terrible toll after a few days. Working beyond established shift times could jeopardize safety. Senior managers must insist that workers go home at the end of their shift... and then go home themselves.

“People were working until they were ready to drop. Judgment was impaired. Mistakes could have been made. It’s amazing no one was hurt.” - an Oklahoma City rescue worker

- **Provide Counseling to Everyone**

In the months following the Oklahoma City bombing, divorce, substance abuse, diminished job performance and even suicide increased among first responders and emergency workers.

Do what you can to minimize the tendency to have workers say, “I’m fine Doc, just let me get back to work.”

Provide counseling. Make the process easy, anonymous and approachable. Allow everyone working on a disaster to have time alone with a counselor. Ideally, there would be on-site, immediate counseling with follow-up care.

■ **Anticipate Donations and Volunteers**

Don’t be overwhelmed with donations or volunteers. The first responders will set up an incident command post. The incident command post should have someone responsible for verifying the need for volunteers and donations. Plan for a local volunteer organization to serve as a clearinghouse for donations and volunteers.

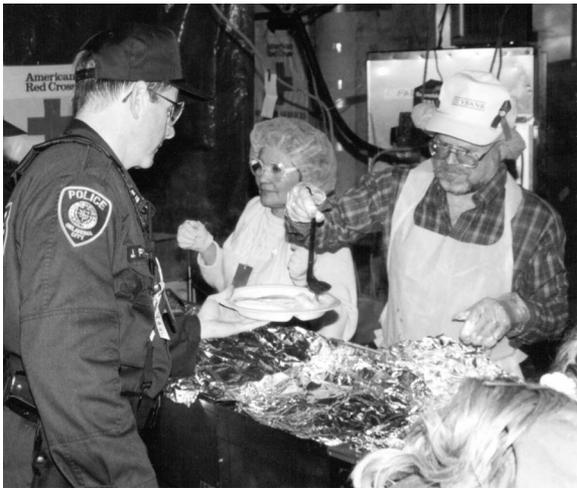


photo courtesy of City of Oklahoma City

Chapter 2

On-Site Responders

The first responders are the local fire department, law enforcement and emergency medical technicians. Secondary responders can include county, state, federal and other out-of-area groups, such as specialized urban search and rescue teams. As the response continues, it is also likely to expand to include public works employees and construction companies that have specialized equipment needed to remove debris.



photo courtesy of Metro-Dade County

PLANNING

- **Coordination is Key**

If plans have been made and practiced, the on-scene commander has probably been predetermined along with the roles and responsibilities of the agencies. If not, roles and responsibilities need to be defined at the earliest possible moment.

- **First Priority—Save Lives**

Even though the site of a terrorist attack is also a crime scene, preservation of evidence will always take a backseat to rescue efforts.

“In Oklahoma City, the initial perimeter was too small. We took advantage of the situation when everyone was evacuated for a second bomb hoax and expanded the perimeter.” - an Oklahoma City rescue worker

- **Establish Perimeter and Command Post**

It is easier to contract a perimeter than to expand it. In determining the perimeter, be sure to allow for access by heavy equipment and evacuation of non-ambulatory victims. Assume your command post will be there for days when picking the location. Also remember not to put the command post in an area likely to be threatened by further terrorist activity.

- **Establish Triage Area**

Incident command and emergency medical personnel must establish a medical triage area near the perimeter. The area must be readily accessible by ambulance but be well clear of further rescue efforts.

- **Take Care of Paperwork**

Designate individuals to be responsible for invoices, documentation of purchases and loans. This translates into dollars and cents. In general, the Federal Emergency Management Agency (FEMA) will only reimburse for documented expenses, including overtime and direct cash purchases.

- **Establish a Site ID System**

Controlling access to the site is an immediate and ongoing need. You must have a means to identify uniformed personnel from other jurisdictions and non-uniformed workers such as public works and construction.

If the scene is going to be live for more than 24 hours, identify a credentialing agency, the criteria the agency will use and begin issuing credentials as quickly as possible.

- **Not All First Responders Wear Uniforms**

Department of Public Works and utilities personnel can be critical to shutting off dangerous water, gas and electric supplies and in bringing special emergency connections back to the scene. Public Works and private construction companies can be indispensable in providing barriers, offering toilets, clearing streets, marshalling heavy equipment, routing traffic and clearing the site.

“Over 28,000 identity badges were issued during the Oklahoma City rescue and recovery effort. It took days to establish a system and determine a central issuing agency. A predetermined ID system would have greatly reduced the ID chaos.” - an Oklahoma City law enforcement officer



photo courtesy of City of Oklahoma City

- **Establish a Family Assistance Center**

Family members, friends and co-workers from around the world will be frantically trying to find out who has been killed, injured or is missing. Having an off-site Family Assistance Center (FAC) to answer questions by phone and in person serves the best interests of all.

- **Direct Ambulance Services In and Out**

With a large number of casualties, you are likely to need ambulance service from surrounding communities. It is critical to track arriving ambulances (so they will arrive at the pick-up point), as well as departing ambulances (to make sure they get to the correct hospital).

- **Do Not Forget Day-to-day Services**

Once the immediate life and death issues have passed, try to offer as many normal services to citizens as possible. It helps return a community to a feeling of normalcy.

“Trooper Charlie Hanger was responsible for arresting Timothy McVeigh after a routine traffic stop. Had Trooper Hanger not been on his regular beat, the outcome might not have been as successful.” - an Oklahoma Highway Patrol trooper

MEDIA

- **Accommodate Media**

News media serve as the eyes and ears of the people. Providing preferred vantage points and the ability to understand what is going on at the scene serve a legitimate public interest. The incident command post should have at least one person dedicated to assuring that media representatives have the best access possible without creating safety hazards.

- **Learn from Media**

The media sometimes has access to information before the incident command post does. Incident commanders need to have someone monitoring the media and reporting back to them.

Chapter 3

State & Local Government Response

Coordination by the governor, the state director of emergency management, the mayor and other state and municipal agencies is critical to direct resources such as the state police and the National Guard and to channel assistance.

PLANNING

- **Educate Communities**

It is your job to educate municipal governments on what is available to them regarding state emergency plans.

- **Develop a State Donations Management Plan**

A statewide plan should be developed and all local, state and federal agencies should incorporate this plan into their individual plans so that donations can be properly resourced, accounted for and managed.

- **Train for Crime Scene Protection**

The National Guard has many functions to perform. Training some members to protect the site of a terrorist attack as a crime scene should be added to the list.

RESPONSIBILITIES

- **Life Goes on Away from the Scene**

Even a massive disaster usually leaves other parts of the city and state untouched and in need of routine support and services. If you permit the radius or duration of disruption to extend beyond what is necessary, you are increasing the effectiveness of a terrorist attack.

- **Act as a Clearinghouse for Studies and Research**

Set up a system to catalog and control the number and type of after-action studies to be performed.

- **Assess the Need for Collateral Support**

“The state was flooded with professionals wanting to study the effects of the bombing. It would have been intrusive and upsetting to the survivors and families if everyone had been allowed to do their studies.” - an Oklahoma State Health Department employee

Provide additional support by activating agencies such as the Highway Patrol and the National Guard. If appropriate, declare a state of emergency and request federal assistance.

- **Dedicate Staff to Disaster Needs**

Assign staff to address questions, concerns and needs of the public. It is important to deal with people as directly as possible, without repeatedly transferring or referring them to other sources.

MEDIA

- **Communicating with the Public**

The public does not expect senior public officials such as the mayor and the governor to offer details and specifics. The public looks to leaders for a calm and steady description of what has happened and a reasonable forecast of what more might come.

Chapter 4

Medical Community

HOSPITALS

Planning

- **Consider Your Location in Relation to the Attack**

The hospital closest to the terrorist disaster will receive the largest share of the injured. Since many will come on foot or in private cars, you will not be able to rely on professional emergency managers to control all the injured coming to your doorstep. Consider a coordinated public broadcast directing the public to different hospitals.

- **Disaster Planning Must Anticipate the Arrival of Distraught Family Members**

If there are large numbers of missing people, scores, perhaps even hundreds of family members will come looking for loved ones.

*“St. Anthony’s Hospital received **hundreds** of self-admitting victims within minutes of the explosion.” - a St. Anthony’s Hospital employee*

-
- **Ensure that Your Hospital has a Disaster Admissions Procedure**

Normal procedures will not survive the simultaneous arrival of huge numbers of seriously wounded people. Plan and practice an admitting procedure for disasters.

Communication

- **Coordinate an Area-wide Communication System**

In addition to coordinating civilian victim transport, you will probably have to deal with ambulance services from outside your community. Establish a region-wide system that allows communication with the incident command post so that patients can be sent to the appropriate hospitals.

Security

- **Have a Back-up Security Force**

Many hospitals use off-duty law enforcement officers for security. They may not be available to you during a major terrorist event, so you must plan for alternatives, perhaps using engineers and maintenance workers.

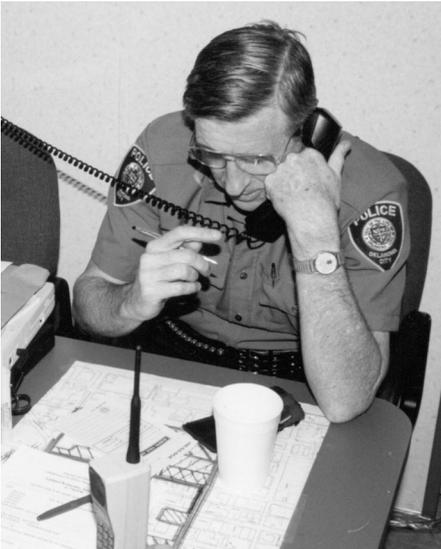


photo courtesy of City of Oklahoma City

Human Element

- **Provide Adequate Information to Families**

A central agency, such as the Red Cross, can be utilized to maintain master lists of injured and deceased. This provides families with a single point of contact when trying to locate a loved one.

MENTAL HEALTH CARE PROVIDERS

Planning

- **Develop a Terrorism-specific Plan**

Adopt the current federal disaster mental health approach to address the complexity of terrorism. Plan for a long-term approach to mental health consequences.

- **Develop Networks Among Mental Health Professionals**

Develop strong networks and hold regular meetings among mental health professionals to plan for terrorist events. It is essential to collaborate with first responders, religious leaders and other groups that can assist in a multidisciplinary approach.

Encourage the mental health professional community to register as volunteers through appropriate channels.

- **Identify Potential Funding Sources to Support Mental Health Care Following a Disaster**
- **Anticipate Research**

Use state agencies and resources to develop registries of victims when appropriate. Use Institutional Review Boards to assure protection of victims and to monitor the number and types of studies being performed.

“Mental health care professionals were not just for the ‘long run.’ We were needed immediately to help deal with the children who were faced with this horrendous news without the support of their parents.” - a mental health care provider

Human Element

- **Provide Counseling for the Counselors**

The mental health care providers that administer counseling during a disaster situation will also need counseling. Do not overlook their needs.

MEDICAL EXAMINER'S OFFICE

Planning

- **Anticipate the Need for Additional Staff**

Know where you can get additional professionals and paraprofessionals and determine how you will organize them when disaster strikes.

- **Coordinate with the Agency that Establishes and Maintains the Family Assistance Center**

Determine which agency will provide a Family Assistance Center and coordinate your plans with that agency.

- **Make Sure Everyone Respects Families' Sensitivities**

There may be continued hope for survivors. Do not treat victims' families as if the death of their loved ones is a foregone conclusion until it truly is. Observe staff members and volunteers to be sure that their apparel and identification badges are as sensitive as their words.

“Initially, the funeral directors that were helping were wearing their funeral association badges. This was extremely upsetting to the family members who were not ready to accept the loss of a loved one.” - an Oklahoma City Family Assistance Center worker

Chapter 5

Schools, Nonprofits and Clergy

FAMILY ASSISTANCE CENTER

A Family Assistance Center (FAC) is indispensable in any situation where the fate of more than a few people is undetermined. Family members in Oklahoma City were overwhelmingly grateful for the Family Assistance Center set up and operated by the Oklahoma Red Cross.

A Family Assistance Center is the place where victims' families can receive information about the welfare of their loved ones. The FAC is the focal point for providing social assistance, food, grief counseling, clergy, access to telephones, e-mail, faxes and child care to the families. The FAC is where most family members will first deal with the Medical Examiner and funeral directors. The FAC should not be in the immediate vicinity of the disaster.

- **Use the Media**

Spokespersons at the scene, at hospitals and elsewhere should ask the media to announce that the FAC is the best place to go to find out about loved ones.

“There was chaos at first. The Medical Examiner’s office and the Red Cross had both set up Family Assistance Centers. Families didn’t know where to go and were running from one place to the other.” - an Oklahoma City rescue worker

- **Control Access to the FAC**

The FAC is a private place for families. Control access to keep it that way. Never permit the media to enter the FAC. If some family members wish to speak with the media, it might be useful to suggest or make available a site for interviews.

- **Arrange for Briefings**

“The services that the FAC provided us were so appreciated. We didn’t have to worry about some of the little things. They took care of those for us.” - a family member

At set times each day, there should be briefings by authoritative speakers. Even if there is no news to announce, family members may have questions.

- **Provide Conveniences**

Provide escorts to and from cars.

Provide food and beverage service.

Make rooms available for small meetings among family members or for families to meet with clergy or funeral directors.

PUBLIC SCHOOLS

Planning

- **Plan for Emergencies**

Schools are special organizations and require special emergency plans. When there is a major disaster in a community, some parents will want to pull their children out of school immediately. They may be afraid there might be more than one incident, including perhaps an attack on the schools. The parents of students in schools near the scene are especially frightened. As news of the disaster travels through the school, children begin to worry about their family members. The superintendent should determine in advance who has the authority to close schools early or to announce that parents may come to pick up their children. Those vested with this authority should be instructed to consider the impact of existing traffic

and road conditions and the potential effect that early dismissal could have on rescue and other activities. Developing a district-wide formal announcement system to students could be too cumbersome and might be left to individual principals. With the thought that most important functions of the administration are to protect the students and prevent panic, principals should plan on allowing the schools to stay open as late as needed in the event that parents or caregivers are late picking up children for any reason.

- **Plan for Two Types of Donations**

The school system should designate someone to be responsible for donations. Both donations that may be requested of the school or that may be offered to the system. In both cases, the central duty is to make sure the need is real.

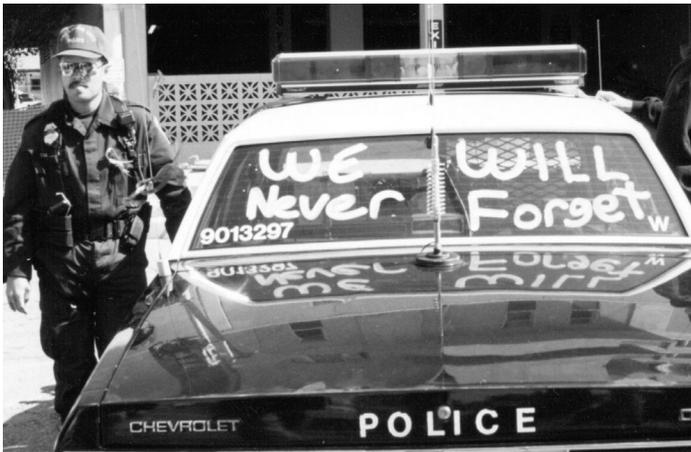


photo courtesy of City of Oklahoma City

Media

- **Use the Media to Make Public Announcements**

As soon as there is a disaster in a community, everyone turns on their televisions and radios. Use local media to communicate with parents.

- **Restrict Media Access to Students**

Keep the media away from students on the school grounds. In the event you would like to show that things are OK, you might choose to admit media to the grounds and building, but with no access to the children.

- **Use the Internet**

Few schools had web sites in 1995. Today's schools and school districts are much more likely to have web sites and should consider using them as an authoritative means of providing information for parents, teachers, staff and students.

VOLUNTEER ORGANIZATIONS

The Red Cross was central to the rescue and recovery effort in Oklahoma City. These lessons are largely drawn from their experience but are appropriate for similar community service organizations.

- **Establish Clearinghouses for Donations and Volunteers**

These can be handled by one or two organizations or several working in concert. Any significant disaster will bring donations and volunteers. If you do not channel the impulse to help, you may end up with the wrong things, at the wrong place, at the wrong time, losing the benefit and impeding response and recovery.

- **The Clearinghouse Functions Include:**

Verification of needs—Clearinghouses should have defined points of contact at the incident command post and with other organizations such as the Family Assistance Center and area hospitals in order to confirm requirements before issuing calls for donations.

Informing public of needs—Use the media to broadcast that clearinghouses are open to receive donations and to coordinate volunteers. Send letters or faxes to other volunteer organizations that might marshal donors or know of recipients.

Maintaining accountability—Clearinghouses should receive, inventory, acknowledge, store and disburse tangible donations.

- **Inform Families of What Assistance is Available and then Streamline the Application Process**
- **Establish a Resources Coordinating Committee to Process Claims from Individuals, Churches, Nonprofits, Civic Groups and Others**

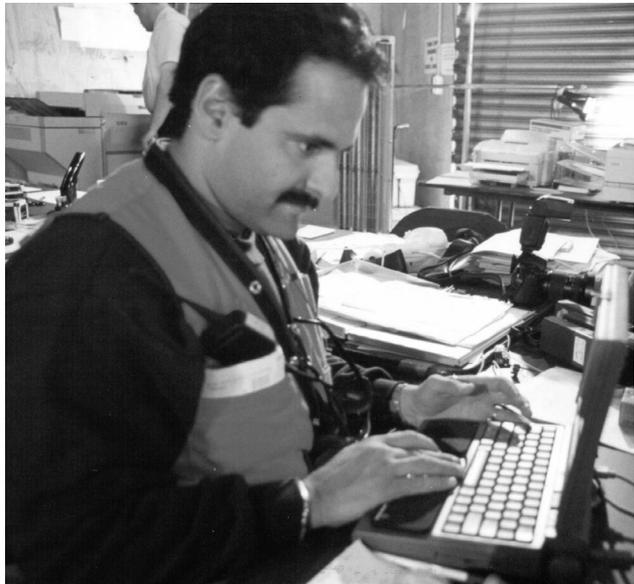


photo courtesy of Metro-Dade County

- **Manage Volunteers**

Huge numbers of people volunteer following a disaster. However they may have little effect (or even a negative effect) unless they are directed to the place they are needed with the tools that are needed. Offer a physical rallying point and perhaps transportation to the site.

- **Volunteer Agencies Play a Critical Role in Helping the Community as a Whole Make the Transition from Disaster Operations to Addressing Continuing Needs**

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- **Providing On-site Relief for Rescue Workers has Always been and will Continue to be a Vital Service**
 - **Don't Forget the Emotional Needs of Your Own Volunteers and Staff**

Extended periods supporting rescue workers and family members takes its own toll, so make sure your own people receive counseling.

- **Be Prepared to Open Your Records and Account for Donations and Disbursements to Anyone Who Asks**
- **Plan How You will End Support to Families**

Develop a plan to wean families off of assistance gradually. Begin programs to help families get back to a self-sufficient life.

CHAMBER OF COMMERCE

- **Provide Information to the Media**

Media will look to the local Chamber as a source of background information on the community.



photo courtesy of Michael Shubitz

Volunteer to provide a media briefing area. Even if you're not providing the location, always keep background information current. You will be contacted by media from all over the world. Make sure your basic public relations materials are on the shelf and ready to hand out (or reprint).

Have a network of key contacts from community agencies already in a database and ready to distribute.

- **The Business Community will be Affected in Multiple Ways**

The bomb that destroyed the Murrah Building in Oklahoma City damaged 342 businesses. Many others were affected. Survey your membership and determine who has been affected, how and how severely.

- **Encourage Your Membership to Develop Their Own Emergency Plans Now**

One newsletter directed to the businesses asked:

If your primary place of business were completely unavailable as of midnight tonight—and you had no advance warning:

- Would everyone who works there know where to report for work tomorrow and how to conduct business remotely?
- Do you have contact information for all your key audiences, internal and external, that is available to you quickly even if you were never able to occupy your primary place of business again? Was the information updated in the past 90 days?

- **Determine What Funding is Available to Assist Businesses**

Do the legwork for your membership and assure that they know what help is available for them and then help them apply.

- **Provide Mental Health Care Resource Information to Chamber Members**

Owners and employees of member businesses are as affected as others by major disasters. Be sure your membership knows where they can find mental health assistance for their people.

CLERGY

- **Identify Roles and Responsibilities**

As a general rule, police, National Guard and fire and rescue chaplains may be better prepared to serve at the scene while other clergy are better prepared to help at the Family Assistance Center.

- **Establish an Organizational Structure to Facilitate Communications and Assignment of Duties**

- **Clergy will Need to be Credentialed Along With Everyone Else**

If at all possible, an existing interfaith organization should speak with municipal authorities or emergency managers to establish credentialing procedures as part of the planning process.

Chapter 6

Media

PLANNING

- **Media Must Plan Too**

If your local authorities ask you to participate in emergency planning exercises, do so. If they haven't asked, call them and offer to coordinate with them.

RESPONSIBILITIES

- **Be Part of the Solution**

The rules of good journalism are the same, maybe even tighter, when reporting on a catastrophe. Large scale disaster breeds rumors—do not give legs to them. Make sure you have a solid, attributable source for everything you publish or broadcast.

- **Remember Your Public Service Role**

Cooperate with authorities in publicizing their announcements.

- **Avoid the “Pornography of Grief”**

Tear-stained faces and outraged declarations can be dramatic, but consider whether broadcasting or publishing them will serve you or your community in the long run.

-
- **Do Not Pass on Requests for Assistance Until You Verify the Need is Real**

Do not broadcast or publish requests by on-scene workers or others unless you have verified through an established authority, such as the incident command post or the Red Cross, that the need is real. Be sure the information includes when, where and how to provide assistance.

- **Know When to Stop Coverage and Move Forward**

You can create an online archive for those who want to continue reading, but move forward so your community can heal. On anniversary dates, don't go overboard on coverage. Be respectful.

*“It was crazy. A reporter would interview a worker who would mention not having gloves and the next thing you knew, an 18 wheeler full of gloves would show up at the site.”
- an Oklahoma City rescue worker*

Chapter 7

Memorialization

The Oklahoma City National Memorial honors “those who were killed, those who survived and those changed forever.” It is widely recognized as one of the most successful memorial processes in history.



photo courtesy of Oklahoma City National Memorial, photo by G. Jill Evans

IMMEDIATE MEMORIALS

- **Consider the Immediate Needs of the Site**

There may be need for events such as prayer services, press tours and time for families and survivors to visit the site.

LONG TERM MEMORIALS

Initial Action

- **Create a Memorial Organization**

Tasks for a memorial organization include:

- Creating a legal entity, such as a 501(c)3 corporation, to raise funds to build the memorial
- Naming the initial task force
- Appointing a committee to develop the design process
- Calling for legislation to establish a Memorial Trust to own, operate and manage the memorial.
- Appointing a board of directors

Planning

- **Focus on What the Memorial Should Convey, Not the Appearance**

Craft a mission statement. Include all victims' family members, survivors and rescue workers in the process and take the time to get a consensus.

- **Be Inclusive**

Recognize that the process is as important as the product. Including more people will sustain the project and lead to a more positive outcome.

- **Fight for Absolute Accuracy**

Do not assume public records, including death certificates, are accurate. Set ground rules and deadlines and have the family verify the correct spelling of names. Persuade donors to verify the accuracy of how they wish to be listed at the time they donate. Changing things later is expensive and confusing.

- **Include Mental Health Professionals in the Process**

They will help control the flow and content and can help those stuck in the process to move forward.

- **Be Financially Accountable and Plan for the Future**

Be sure you can explain where every penny came from and where it went.

- **Plan for the Future**

Even before a physical structure is in place, you need to be planning for how it will be maintained and modified so that it is a vibrant, living memorial.

Appendix A

Report Resources

Appendix resources are listed alphabetically and reflect the position held at the time of the bombing in April 1995 unless noted otherwise.



Gary Adams

Chief

Oklahoma Highway Patrol



Dick Anderson

Executive Director

Associated General Contractors



Albert Ashwood

Director

State Department of

Civil Emergency Management



Ray Blakeney
Executive Administrator
State of Oklahoma
Medical Examiner's Office



Rick Buchanan
Press Secretary
Office of Governor Frank Keating



Kenneth Bunch
Assistant Chief
Oklahoma City Fire Department



Ann Burkle
Clinical Coordinator
St. Anthony Hospital
Emergency Room



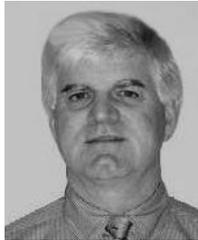
John Clark
Lieutenant
Oklahoma City Police Department



Cynthia Cope
Director of External Affairs
Southwestern Bell



Adjutant General Steve Cortright
Oklahoma National Guard



David Dagg
Director of Safety and Security
St. Anthony Hospital



Dr. Bryan Farha
Professor & Licensed
Professional Counselor
Oklahoma City University



Jeannine Gist
Family Member



Sam Gonzales
Chief of Police
Oklahoma City Police Department



Marsha Gregg
Small Business Manager
Greater Oklahoma City
Chamber of Commerce



Mike Grimes
Captain, Zone Command
Oklahoma Highway Patrol



Sue Hale
Executive Editor
(Assistant Managing Editor in
April, 1995)
The Daily Oklahoman



Debby Hampton
CEO
(Local Volunteer Coordinator in
April, 1995)
American Red Cross



Dr. David Hockensmith, Jr.
Colonel
Oklahoma National Guard



Cathy Keating
First Lady
State of Oklahoma



Frank Keating
Governor
State of Oklahoma



Richard M. (Mike) Love, Sr.
Emergency Management Specialist
Department of Public Works
Oklahoma City



Dan Mahoney
Director of Communications
Office of Governor Frank Keating



Gary Marrs
Chief
Oklahoma City Fire Department



Annette Murphy
Assistant Principal
Rockwood Elementary School
Oklahoma City Public Schools



Mike Murphy
Field Supervisor
Emergency Medical
Services Authority



Ron Norick
Mayor
Oklahoma City



Betty Pfefferbaum, M.D., J.D
Chair
Department of Psychiatry &
Behavioral Sciences
University of Oklahoma Health
Sciences Center



Jack Poe
Chaplain
Oklahoma City Police Department



Cynthia Reid
Director of Marketing
(Marketing Manager, Economic
Development in April 1995)
Oklahoma City Chamber of
Commerce



Bob Ricks
Special Agent in Charge
Federal Bureau of Investigation
Oklahoma City



Anna-Faye Rose
Director of Scholarship Programs &
Survivor's Education Fund
Oklahoma City Community
Foundation



Dr. Guy Sconzo
Assistant Superintendent
Oklahoma City Public Schools



Ken Thompson
Family Member



Joevan Bullard
Assistant City Manager
Oklahoma City



Charles van Rysselberge
President
Greater Oklahoma City
Chamber of Commerce



Kari Watkins
Executive Director
Oklahoma City National Memorial



Terri Watkins
Reporter
KOCO TV Channel 5



Richard Williams
Survivor



Ted Wilson
Chaplain
Oklahoma City Fire Department

Appendix B

MIPT

Board of Directors

Major General Donald F. Ferrell (USAF, Ret.)
Chairman

C. Michael Carolina
Adjunct Professor
College of Engineering,
Architecture and Technology
Industry Relations - Education and
Research Foundation
Oklahoma State University

David Cid
President
SALUS International, Inc.

Ambassador Edwin G. Corr
Associate Director
International Programs Center
University of Oklahoma

Linda Edmondson
Executive Director
Oklahoma Association for Healthcare Ethics

Major General Robert A. Goodbary (USA, Ret.)
Director
Military Relations
Oklahoma State University

Debby Goodman, Ph.D.

Professor

University of Oklahoma

Edward F. Keller

Chairman and CEO

Bank One, Oklahoma, NA

Cheryl A. Vaught, Esq.

Partner

Vaught & Conner

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Brooke Brooks - Editor