

Super Seniors!



Involving Senior Volunteers In Homeland Security Programs

Draft – February 22

Table of Contents

I. Introduction.....	3
Seniors as ‘Super Volunteers’	3
II. Program Activities for Seniors	4
Community Building	4
Community Coordination and Leadership	5
Community Threat Assessments.....	5
Identifying Community Security Needs and Partners	5
Monitoring of Vulnerable Sites.....	7
Community Education and Speakers’ Bureaus.....	7
III. Senior Outreach and Recruitment	10
Senior Volunteer Engagement	10
Senior Volunteer Recruitment.....	10
IV. Program and Volunteer Management.....	11
Including Senior Volunteers in the Program Design	11
Recruiting a Core Leadership Group	12
Identifying Other Volunteer Positions.....	12
Program Orientation and Monthly Updates.....	14
Training for Volunteers.....	14
Quality Assurance.....	15
Program Marketing	15
Volunteer Fundraising.....	16
V. Evaluation and Continuous Program Improvement.....	17
Appendix A: Homeland Security Planning and Management Outline	18
Appendix B: Program Description with Senior Volunteers	19
Appendix C: Sample Volunteer Descriptions.....	21
Appendix D: Volunteer Position Description Worksheet.....	24
Appendix E: Yearly Training Template for Homeland Security Programs.....	25

I. Introduction

Safe and secure local communities are vital to the long-term well-being of the entire nation. Senior citizens can make a significant contribution to the safety of their communities through coordinated volunteer efforts. In volunteer capacities they can play essential roles in a full range of homeland security activities—prevention, mitigation, response, and recovery—and for natural as well as



man-made disasters. This toolkit will help your program enhance or expand current homeland security activities by encouraging the involvement of these senior volunteers. Incorporating these volunteers will provide your program with a wealth of skills, knowledge, and experience that will enhance the security of your community and improve the overall effectiveness of local professional emergency response agencies.

Seniors as ‘Super Volunteers’

Seniors from all walks of life are already participating in many homeland security activities. Regardless of whether they are retired emergency professionals, homebound grandmothers, or community group leaders, each can offer something important to your program. Seniors are ‘super volunteers’ in that they represent an invaluable lifetime pool of community knowledge in addition to offering a wealth of leadership and technical expertise. This knowledge and experience, accompanied by their typically high levels of commitment and engagement, can be used to effectively address the needs of local communities for long-term homeland security. Though the specific talents and contributions of individual volunteers will vary, collectively senior volunteers can make a ‘super’ contribution to a homeland security program. As an additional benefit, involving senior volunteers in your program will not only provide a valuable contribution to securing your community but can also inspire individuals of all ages to be aware and informed of safety issues.

The Special Contributions of Senior Volunteers

- A rich network of personal relationships and community connections
- A lifetime of knowledge, skills, and experience
- An ability to assist in the planning and management of programs

II. Program Activities for Seniors



Seniors are uniquely qualified to assist local communities in protecting against threats from nature and man due to their wealth of community knowledge and lifelong expertise. These volunteers can be retired professionals with decades of experience in technology, engineering, science, education, public health and safety, or management, who are committed to using their skills to improve their communities. Your homeland security activities should always be planned with specific community security needs in mind and be customized to fit the skills and knowledge of your volunteers. But the following are suggestions for general areas in which seniors could make a strong contribution to the health and safety of their communities.

Community Building

Through years of community involvement, many senior volunteers have the skills to negotiate challenges to community health and safety. In collaboration with their local partners, seniors can develop recommendations for implementing prevention and risk reduction actions. Specific community building activities may include:

- Working within local communities to organize Citizen Corps Councils. The federal government is supporting the establishment of these councils in all communities to coordinate volunteer service in emergency preparedness, response, and mitigation. Senior volunteers can be instrumental in these new organizations.
- Developing a framework for risk assessment based on nationally established protocols. Federal agencies have developed specific processes for carrying out community-based risk assessments. Using this information and working through their local partnerships, senior volunteers can lead their communities in applying these protocols to local circumstances.
- Supporting local homeland security and risk reduction/risk mitigation efforts by identifying implementation funding and providing grant writing assistance. Senior volunteers who are knowledgeable about their communities often have the expertise to identify potential funding sources and to determine the best ways to obtain it.
- Promoting exchange of best practices in community planning for homeland security, risk reduction and risk mitigation. Because of their long

experience in their careers and in the community, senior volunteers have the credibility necessary to provide recommendations to public and private sector organizations seeking to address concerns of public health and safety.

Community Coordination and Leadership

Seniors can provide the necessary leadership to create essential local partnerships for identifying homeland security, hazard mitigation, and risk mitigation priorities for their communities. Senior volunteers can serve as the focal point for these partnerships, and can be instrumental in creation of partnerships based on their long intra-community associations and community leadership. Other leadership activities might include:

- Working with a community's leaders, law enforcement authorities, and emergency response officials to develop and conduct risk assessments and risk mitigation strategies.
- Providing a focal point for Community Emergency Response Team (CERT) training within local communities and sponsoring train-the-trainer opportunities. Senior volunteers can organize and implement ongoing training programs to assure their community is prepared for exigencies.
- Supporting a process for homeland security risk assessments of essential community infrastructure, businesses and other vulnerable community assets such as recreation areas, child and elderly care facilities, and medical facilities, etc. Senior volunteers can bring a unique perspective to this process based on years of involvement in community activities.

Community Threat Assessments

Seniors can assist local homeland security efforts by identifying the security needs in the community. Communities vary widely in potential vulnerable sites that may be of homeland security concern such as manufacturing plants, power stations, water facilities, and community and federal buildings. Senior volunteers can assist in developing an initial threat assessment that assesses the risk to critical infrastructure in any community. These include sites that have been traditionally identified as "high risk" targets such as, dams, airports, federal buildings, power plants, and water treatment facilities. "Soft targets" should also be identified such as schools, businesses, buildings with vulnerable ventilation systems, transportation routes, etc. In this effort, senior volunteers can supply a generation's insider knowledge about the community, conducting research, and providing logistical and administrative support.

Identifying Community Security Needs and Partners

Communities likewise usually have a number of established systems intended to monitor security and address potential threats. Some examples of these are the Local Emergency Preparedness Committees, First Responder networks, Citizens Corps or other community alert systems. It is important to understand how each of these agencies work and eventually integrate your program into the existing emergency systems through partnerships.

Seniors can assist local homeland security efforts by linking your program with potential safety partners. Many senior citizens have had significant experience with their community's health and safety organizations and can help identify both existing security concerns and available resources in your community for addressing them. In addition, senior volunteers can provide an historical view of what has worked or not worked in past in terms of community responses to threats or disasters. They may also have knowledge of systems that are in need of integration and coordination within larger response systems. Examples of possible local partnerships with which seniors may have had career experience or prior relationships include:



- **The Local Emergency Planning Committee (LEPC)** is the local planning group most important to homeland security projects. All of the essential emergency planning and response organizations participate with this committee.
- **The Federal Emergency Management Agency (FEMA)** Regional Offices. FEMA Regional Offices can provide Community Emergency Response Team (CERT) training and materials to your volunteer trainers.
- **Citizen Corps Councils.** If a local council doesn't already exist, senior volunteers, working with guidance from FEMA, can organize one.
- **State Emergency Management Offices.** These state agencies can provide quality-assured training, instructional materials, and connections to other local emergency response organizations.

Local Emergency Planning Committees

It is likely that seniors in your community are already serving on your Local Emergency Planning Committee (LEPC). The LEPC is the planning group for most counties and cities. LEPCs report to a State Emergency Response Commission, also established by the *Emergency Planning and Community Right to Know* law in 1986. Before these groups were established, many

localities relied solely on their fire and police departments to plan for and respond to emergencies. Those organizations had only limited information as to the potentially dangerous substances contained within tanks, buildings, and storage areas located in the vicinity. Since 1986, the LEPC has received reports from businesses on the chemicals they store, use, or manufacture. Any chemical that is released to the air, water or ground accidentally or through normal production must also be reported.

Monitoring of Vulnerable Sites

Seniors can be an invaluable volunteer force for the monitoring of vulnerable sites within your community. These duties may require using volunteers with some prior experience with these facilities or, in some cases, volunteers can receive basic training from local officials in order to ensure that potentially vulnerable sites within a community remain safe and secure. Some examples of these types of monitoring activities include:

- Preparing an updated local inventory of toxic chemicals. Working with local officials, reviewing toxic chemical permits and, by using Global Positioning System mapping, determine the exact location and quantity of these toxic materials and what's necessary to protect these materials. It is critical to identify potential sources that may not have been recorded properly, and the information in the inventory should be regularly updated.
- Mapping all points of easy access to drinking water supplies and supply systems, again applying the use of Global Positioning System technology. It is important to identify unlocked or poorly-guarded access points to post-treated distribution systems in order to safeguard the water quality. A periodic check of these locations for any suspicious activity is a good preventative measure.
- Regularly monitoring drinking water sources to provide a baseline of information on water quality and to serve as an early warning system for any potential threats.



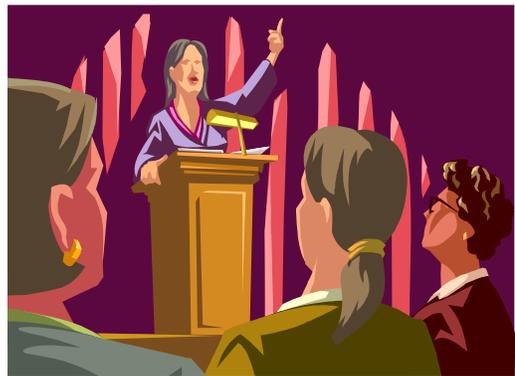
Community Education and Speakers' Bureaus

Senior volunteers can coordinate and implement community education initiatives. Senior volunteers may be interested in working with local, state, and national officials to inform local citizens about current security challenges and educating

them about how to make their community more secure. These volunteers can work with local officials to identify the messages that are most appropriate to a particular community. Likewise, senior volunteers can help establish community forums, such as a speakers' bureau, that volunteers can use to reach the community. The volunteers can also establish and maintain a communications network within the community to inform the community about homeland security programs on an ongoing basis that will also be available for rapid deployment in an emergency.

It is obviously important to educate all segments of the community on the risks, responsibilities, and values of enhanced homeland security. Senior volunteers, many of whom are armed services veterans, offer a lifetime perspective on the issue of homeland security. They can apply personal experience to the lessons of today.

A speakers' bureau developed by a homeland security program can schedule volunteers to speak at community gatherings, such as fraternal meetings, local religious institutions, and public meetings about homeland security, on the work that these volunteers are doing. Often, a particularly valuable function of a speakers' bureau is to provide members of a community with an ongoing assessment of and education about the state of local homeland security, risk reduction, and risk. Senior volunteers can provide ongoing organized support to the long-term emergency preparedness effort in a community.



Senior volunteers can be of enormous assistance in identifying appropriate local meeting places and special events where speakers will have the broadest reach and impact, based on their knowledge of the community. Home-bound or disabled senior volunteers can make the arrangements, manage the speakers' bureau (e.g., by taking and filling requests for speakers), prepare press releases, and take phone calls, from their own homes, using their own telephones or personal computers.

[[[JUSTINE, I'M REALLY NOT SURE WHERE TO PUT THE FOLLOWING TABLE. THOUGH IT'S NOT GARBAGE, IT REALLY INTERRUPTS THE FLOW OF THE NARRATIVE AND DOESN'T SEEM PERTINENT TO THE SUBJECT OF THE TOOLKIT—USING SENIOR VOLUNTEERS. YOU COULD LEAVE IT HERE (LEAST BAD PLACE) OR JUST DELETE IT. YOUR CALL.]]]

The importance of local preparedness and response

Local communities should not assume that they are immune to man-made threats such as terrorism. The anthrax events in Oxford, Connecticut have taught us that these types of threats can be seemingly random, with small communities suddenly needing to mobilize an effective and coordinate response. Public awareness, education, and training will prevent some incidents from happening, and mitigate those that might occur. Further, even though small communities are not necessarily the direct targets of threats, they are often considered safe havens for the planning, assembling, and testing phases of dangerous acts.

The role of local communities.

The first six to eight hours following a natural or man made disaster are the most critical to public safety. This is a decisive period before the arrival of federal resources. As such, the initial emergency response depends on local personnel and equipment. It is important to stress that up to 48 hours may pass after the initial threat before federal response teams arrive. Likewise, preparedness and response to disaster events requires that local governments are currently conducting the following activities:

- Identify the types of disaster events that might occur in the community,
- Plan emergency activities in advance to ensure a coordinated response,
- Build community capabilities necessary to respond effectively to the consequences of terrorism,
- Identify the exact type or nature of an event when it does happen,
- Implement the planned response quickly and efficiently, and
- Recover from the incident with a planned strategy and resources.

Senior volunteers can contribute significantly to all of these tasks through your homeland security program. Any response to specific acts of terrorism will be similar in many ways to that of natural or man-made disasters, for which most communities are now prepared. The goal of any volunteer homeland security program is to complement – not duplicate – the existing services within your community. Understanding the federal assistance available will drastically increase local capacity before, during, and after a terrorist attack. Seniors can assist in planning and assessment, serve as advisors to local and state officials in building response capabilities, and be ready to assist in responding to any disasters.

III. Senior Outreach and Recruitment

Seniors can offer your organization access to established professional, personal and community networks. Incorporating seniors into homeland security activities can instantly expand the reach of your program while providing a valuable means to learn more about your community.



Senior Volunteer Engagement

To get seniors thinking about homeland security issues in your community, it may be useful to gather together a group of six to eight seniors for a discussion. Try to select a good range of seniors with potentially useful career backgrounds (e.g., in private industry, law enforcement, and community organizing) and previous volunteer experience. Through participants' comments, a well-chosen group will help your organization gain an initial understanding of local homeland security issues and assets as well as what community security issues are priorities to local seniors. Particularly valuable are the insights of local seniors on existing homeland security programs, their personal experiences with local planning efforts, and their views about what they think would be appealing volunteer opportunities related to homeland security.

Senior Volunteer Recruitment

Examine your program plan and identify any technical or professional skills that are needed. Programs that are in the preliminary stages might want to consider gathering an available pool of senior recruits to design program activities according to their specific skills and experience.

A good place to start recruitment is with those seniors that are all ready involved in your program or other similar programs. These volunteers also have family, friends, neighbors, former co-workers, professional associates, and even golf partners who may also be interested in participating.

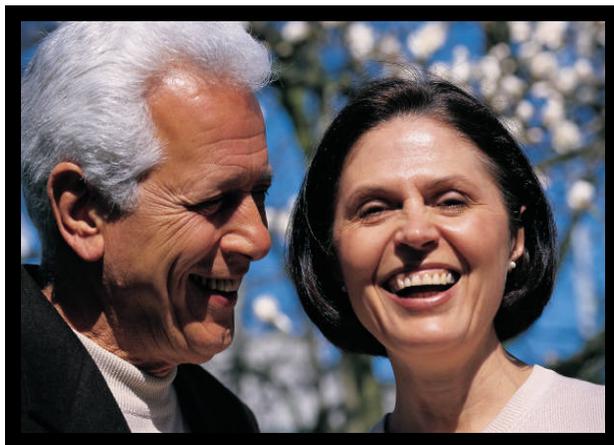
Another effective recruitment strategy is to seek out senior retirees of the specific organizations or professional groups that would have skills required by the program plan. For example, if your program will involve facility inspections, it might be most effective to recruit volunteers with construction experience or maintenance. Likewise, if your planned project has a significant focus on youth mentoring, recruiting volunteers among retired teachers or educators can prove effective.

To carry out this strategy successfully, a media package may need to be developed that can be used with local print and broadcast media to help promote a first meeting of potential volunteers. This will also allow you to target special audiences of potential volunteers and provide the specialized materials to attract seniors to participate in your project.

IV. Program and Volunteer Management

Senior volunteers can play key roles in implementing a homeland security program. A general outline for program planning and implementation is included in Appendix A.

Including Senior Volunteers in the Program Design



During the development of your initial work plan, identify specific responsibilities, including management responsibilities, that are appropriate for senior volunteers. Appendix B is an example of a program description for the DeLEASI program in Wilmington, Delaware, dealing with the threat hazardous substances pose to public health that includes significant responsibilities for senior volunteers. Senior volunteers with career experience in

project management, community relations, public relations, or media, for example, may be interested in working from their homes to prepare press releases, contacting local organizations to arrange for presentations, or making presentations themselves and developing recruitment brochures. Senior volunteers can also help produce periodic reports and provide documentation of program activities completed, including descriptions of volunteer activities,

specific volunteers involved, number of hours and the value or impact of the work accomplished.

Recruiting a Core Leadership Group

The biggest challenge to establishing and building a successful senior volunteer program is finding a core leadership. Once good volunteer leaders are found, the recruitment and management of other seniors will be easier. Every community has an informal leadership of senior volunteers, and if you can attract members of this group to your project, it is almost certain to be successful. That's because a committed volunteer force can provide the time and effort necessary for planning, implementing, and managing a successful homeland security program. These highly-seasoned senior volunteers can help build and sustain your homeland security program by taking a lead role in managing program activities and coordinating other volunteers. You may want to consider recruiting volunteers who have specific experience in program management activities.



An essential ingredient in this approach is to establish regular meetings of the program management volunteers to compare notes, identify challenges and propose management solutions. An “organizing” or “management” committee comprised of 4-12 volunteers can meet monthly or bimonthly, depending on the specific program, and help maintain your program by assisting your organization's paid staff in program management duties

Identifying Other Volunteer Positions

All volunteers appreciate knowing how their participation is helping to achieve the specific objectives of the program. It is helpful for both your volunteers and your program planning to know exactly the nature and extent of their volunteer commitment in terms of the time, skills and resources that will be needed. Therefore it is a good practice to identify the key components of volunteer positions. Volunteer assignments generally include a specific title, any benefits provided (insurance, volunteer mileage), specific tasks associated with the assignment, training needed, and the time projected per week or month that the volunteer is expected to be active.

In developing volunteer assignments, you can be creative about including homebound and disabled seniors, who can be of great assistance from home,



using their own computers and telephones. Research, telephone trees, writing press releases or program reports or newsletters, organizing events can all be done at least in part from home. Position descriptions may need to be adjusted after talking with your seniors, in order to reflect the particular situation of the volunteer; for example, a certain volunteer may only have available half of the time needed for the position. In this case, you may consider 'splitting' the responsibilities of the position among two or more volunteers.

Additional examples of possible volunteer assignments include the following:

- Developing a framework for risk assessment based on nationally-established protocols.
- Supporting a process for homeland security risk assessments of essential community infrastructure, businesses and other vulnerable community assets such as recreation areas, child and elderly care facilities, and medical facilities, etc.
- In collaboration with their local partners, developing recommendations for implementing prevention and risk reduction actions.
- Educating all aspects of the community on the risks, responsibilities, and values of enhanced homeland security and the mechanisms to promote it.
- Providing ongoing assessment of, and education about, the state of homeland security, risk reduction, and environmental quality in the community.
- Promoting exchange of best practices in community planning for homeland security, risk reduction and environmental quality.
- Supporting local homeland security efforts with identification of funding for implementation and grant writing assistance as appropriate and necessary.



Assignments such as these can sometimes be carried out by multiple volunteers devoting small increments of time. For instance, more than one person can provide logistical support for meeting and training sessions (e.g., by arranging for the facility, food, trainers, and program content) in small time increments, perhaps even working from home.

An example of a Volunteer Position Description and a blank Volunteer Description Worksheet are included in Appendix C and D, respectively.

Program Orientation and Monthly Updates



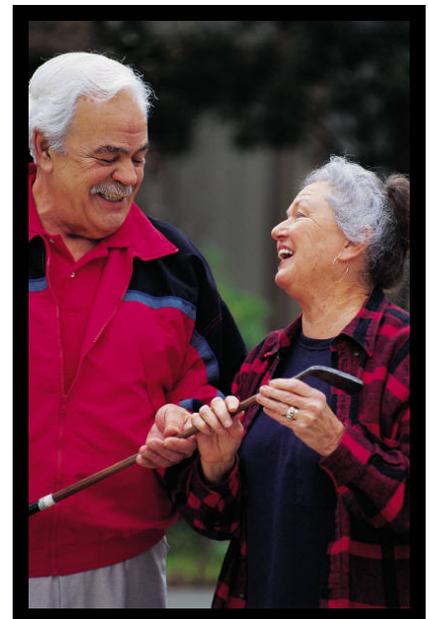
All seniors should be given an orientation training once they begin volunteering with your program. This training may be in a group setting or provided through a one-to-one introduction. Regardless of the delivery method, ensure that your new recruits gain a good understanding of the goals of your homeland security program and their roles and specific duties as volunteers. Especially for those volunteers who are assisting with program management, plan a monthly meeting in which all volunteers can report their progress and update others on the direction of program management activities.

Training for Volunteers

Even though seniors have a lifetime of knowledge and experience to offer, each volunteer should receive training as preparation for participation in program activities. A preliminary skills, knowledge, experience, and interest assessment conducted with each senior is useful in identifying the appropriate training activity for each individual. You may want to include some of the following questions in the assessment:

- *What skills would you like to use in your volunteer work?*
- *What types of experiences and skills do you have that are related to the health and safety of the community?*
- *Are you comfortable making presentations to large/small groups?*
- *Would you like to do volunteer work out of your home, such as make telephone calls, write press releases, plan events, etc?*

These types of questions will help you identify specific areas of interest and competency for your new volunteers. Think about including specific questions related to any areas or activities you have already decided on for your homeland security program. For example, include questions regarding the special areas of expertise needed for your program to be successful and don't forget to ask recruits about management and leadership skills. After you



have a clear understanding of your volunteers' backgrounds and interests it will be much easier to tailor the program training. Keep in mind that you may also be able to draw upon the strengths of the core group of senior volunteers and organize program training around a "Train the Trainer" approach.

Community Emergency Response Team (CERT) training should be held on an as-needed basis, and should be provided to individuals or groups. This training should be planned in cooperation with the nearest FEMA office, LEPC, and other essential partners, and should utilize materials and concepts for CERT training as recommended by FEMA.

Depending upon your program activities, you may want to provide your senior volunteers with training specific to their duties. For example, volunteers may need to be trained on using a Global Positioning System (GPS) technology in order to map out vulnerable sites or complete first aid or community emergency response training so they can in turn train other volunteers. Talk to your volunteers and partner homeland security agencies to determine the type of training that will be of most benefit to your project and community. A worksheet for planning your volunteer training is included in Appendix E.

Specific training for projects should be done on a case-by-case basis, and could use other local, regional and national resources to provide the training that is needed and requested by the volunteers. Each month, your program could have a short training session associated with a monthly volunteer meeting. Trainers for these sessions could be drawn from your community to provide local expertise on a specific project of local concern.

Quality Assurance

In planning training for your volunteers, be sure to incorporate a quality assurance mechanism so that the trainees will both enjoy their experience and receive the information necessary to successfully carry out their responsibilities. Tailoring the training to the needs of the volunteers will go a long way to assuring high-quality training. Be sure to include end-of-session forms to be completed by trainees to assess their learning and confidence in being able to accomplish their responsibilities. Your volunteers can recommend changes in training sessions – such as the length of time involved, the characteristics of the facility, and the presentation styles of trainers—that will benefit your program well into the future.

Program Marketing

Once a program is underway, senior volunteers can be very effective in helping the program reach out to the community through other organizations and the media. Some seniors may have experience in writing press releases or have personal relationships with local members of the media. They may know about

community meetings and special events where your program can be featured and have access to opinion leaders who will speak well about your program.

Homebound and disabled seniors can be effectively engaged in reaching out to their communities on behalf of your program using telephones and personal computers. They can monitor news and newsletters, write letters to the editor, draft applications for awards and other recognitions for your program, and draft grant applications. Seniors can also provide a one-on-one connection with potential volunteers through phone calls. The possibilities are endless and depend only on the strength of your volunteers' interest and your flexibility in considering volunteer assignments.

Volunteer Fundraising

Senior volunteers can also be of great assistance in identifying possible funding resources, meeting with potential supporters, and writing grant applications. Although in-kind resources (i.e., donated services) are often as important as direct financial contributions, many local volunteer programs forget to keep close track of in-kind contributions from their own volunteers, community partners, the host organization, and from program cosponsors. Because in-kind resources are often the lifeblood of a local volunteer program, your volunteers can be of great assistance in obtaining these in-kind donations and thereby minimize the need for additional financial resources. Seniors are often connected to local businesses and associations that may want to contribute in-kind support for your program and appreciate local publicity in return. In addition, senior volunteers can assist with record-keeping, local publicity, and identifying potential resources.

V. Evaluation and Continuous Program Improvement

Consult your local homeland security partners about implementing an evaluation of your program efforts. Senior volunteers can be very helpful in conducting this ongoing evaluation through the documentation of program activities and results and by explaining how your outcomes advance the program's objectives and goals.

Particularly important to your homeland security program is the evaluation of the changes in your community's preparedness, response, and mitigation capabilities, as well as the value of donated volunteer hours. In collaboration with your partners, define the desired community changes that your program is seeking to accomplish. Measuring your progress toward those goals encourages your community to recognize the value of your volunteers' work and makes it easier for the program to obtain local financial and in-kind resources to support these efforts. Moreover, senior volunteers deserve to know the positive impact they are having on the security of their community. Finally, ongoing assessment of that impact will provide motivation and encouragement to current volunteers and potential new volunteers.



Appendix A: Homeland Security Planning and Management Outline

1. Identify the homeland security needs that senior citizens in your community can address

- a. Consult and review information (use senior volunteers?) from, for example:
 - Federal Emergency Management Agency
 - State emergency response officials
 - Local Emergency Planning Committee
 - Current Volunteers
- b. Select your initial Homeland Security project

2. Develop your mission statement

- a. Define your goals and objectives
- b. Define local circumstances

3. Design your program

- a. Identify elements of volunteer management team (involve senior volunteers?)
- b. Identify individuals and/or organizations whose participation is essential.(senior volunteers can assist)

4. Develop a good plan for volunteer management (senior volunteers can help)

- a. Volunteer assignments and recruitment (remember to include home-bound and disabled)
- b. Volunteer training
- c. Volunteer mobilization/scheduling
- d. Volunteer recognition
- e. Community in-kind and financial support

5. Establish partnerships with other organizations (senior volunteers can help)

- a. Local (LEPC); Citizens Corps, Health Department
- b. State Environmental, Health and Emergency Management agencies
- c. National Environmental, Health and Emergency Management agencies
- d. Fire Department

6. Design a good communications/outreach plan (senior volunteers can help)

- a. Press releases/volunteer stories
- b. Speakers' Bureau
- c. Project objectives for community education
- d. Documentation of program successes

7. Recruit, train and mobilize your volunteers (senior volunteers can help)

- a. Search for volunteers with some knowledge in the specific project areas (chemicals, public safety, public health, infrastructure, emergency management, etc.)
- b. Link with manufacturing retirees, environmental, legal, police or fire departments, government agencies, industry or LEPC members themselves who are willing to be trained
- c. Draw on FEMA and LEPC expertise to provide quality assured training

8. Establish continual evaluation for improvement

- a. Evaluate all sessions/meetings
- b. Get program assessments from volunteers
- c. Act on recommendations for improvement

Appendix B: Program Description with Senior Volunteers

SENIORS ASSISTING EMERGENCY PLANNING AGENCIES

By - Paul R. Wilkinson, DeIEASI; Wilmington, Delaware

New challenges have been given to the agencies responsible for emergency response since September 11th. With the increased emphasis on emergency readiness, many of these agencies will need help. Seniors can help fill this gap in many ways. Two projects I will cover are ideal to supplement agency manpower and provide a challenge for seniors to use the knowledge they gained before retiring. These are:

- Visiting businesses to help them store and use hazardous materials safely and securely.
- Improve the knowledge of responders on chemical hazards in fires and explosions.

These are technical subjects that require a different group of volunteers. Many of you may not be able to adopt the program for lack of volunteers or interest on the part of the agencies involved in emergency management. However, these are directly related to community security and can involve new volunteers for your organizations, so are important for consideration. Our Senior Environment Corps in Delaware (DeIEASI) has been working with the Local Emergency Planning Committee (LEPC) on facility visits for the past 5 years. We have visited the sites the LEPC is responsible for twice during that time. As an example of the program, I have extracted information from the report on the Wilmington Water Treatment Plant for the visit made in 1997.

Sample Report
DeIEASI Facility Visit – 1997

Facility – Wilmington Water Treatment Plant
Location – Middle of City
Chemical – Chlorine; four 2000lb tanks; Two tanks connected
Operators – Six during day; one at night
Security – Building not locked

Water is treated with chlorine. Everyone knows the smell of chlorine from the bleach bottle in your home. You also know that a little chlorine goes a long way. The chlorine in bleach is at a very low concentration, so is the chlorine in the water you drink. Many water treatment plants treat water by dripping liquid chlorine into thousands of gallons of water.

In the Wilmington plant, the chlorine dripping system was connected to a tank containing 2000 lbs. of chlorine by a ¼ inch copper pipe. There were two such tanks hooked up to the treatment system. This is a safe system as long as no problems occur. However, at night there was only one operator on duty and the doors were not locked. What if a leak occurred in the system that the operator could not correct before being overcome by the fumes? What if someone went into the plant with a hammer and knocked off the valves? It would have flooded a part of the city with fumes. This problem was corrected by changing the chlorine for a chemical that is much less hazardous than chlorine.

Since 1986, the Local Emergency Planning Committees (LEPC) have become a focal point for planning. The LEPC is required to plan for responding to an emergency at businesses with extremely hazardous substances (EHS). Visits must be made to see if they are safe and secure, have evacuation plans, have been visited by fire personnel to prepare joint responses and are properly reporting on the chemicals they have on site. Before you conclude that this is program for big chemicals companies look at the following list of companies we visited for the Wilmington LEPC:

Facilities Visited in Wilmington Delaware

- City water treatment plant
- City wastewater treatment plant
- Pepsi bottling plant
- Amtrak Yards
- Tankcar Cleaning Facility
- Blueprint Plant
- Used oil processing plant
- Chemical manufacturer
- Drug manufacturer
- Local hospitals
- Chemical Laboratory

How do you start this project? First, contact the LEPC to find out if they are interested. If you know someone on the LEPC, especially a senior, that is a good start. Second, search for volunteers with some knowledge on chemicals. Some seniors who have worked in a chemical environment or have trained in chemical hazards are needed. Others that could form your core group are manufacturing retirees, environmental legal, police or fire departments, government agencies, industry or LEPC members or those willing to be trained. Third, work with the LEPC to set up the project using the attached outline or a similar program. Our group has found this project gets more of our members involved than any other projects we do. It also opens up a lot of new doors, which brings me to the second project we are undertaking for homeland security, "Improving the knowledge of responders on chemical hazards".

The LEPC of the county Wilmington is in wants us to develop and teach a course on chemical hazards. We are committed to developing a program but are in the formulating stage. We have two immediate problems to solve: what to teach and who to teach it.

As a starting point, we are meeting with the fire companies of the City of Wilmington to discuss our findings from the last visitation of facilities. The Wilmington LEPC believes that the fire personnel need a better understanding of the types of chemicals that exist in facilities and how they should prepare for fires or releases involving those chemicals. This meeting will help us understand what fire personnel need.

If these projects sound complicated, they are but there are some 4000 LEPCs and many more fire companies out there that are responsible for this type of work and I believe many of them would welcome assistance from seniors. It is a chance for seniors with some experience with chemicals to practice what they used to do and do a significant job for their community.

Appendix C: Sample Volunteer Descriptions

Example #1 Position Title: *Citizen Corps Organizer*

Description:

How does this position fit into the homeland security goals of your program?

Work within local communities to organize Citizen Corps Councils.

Benefits:

How will participating in this position benefit the volunteer?

Volunteer insurance and mileage; and direct expenses reimbursed.

Responsibilities:

What are the specific duties that the volunteer will be expected to accomplish?

Working with other volunteers, carry out all planning for the creation of a Citizen Corps Council, including identifying organizations to participate, contacting local officials, and recruiting additional volunteers for carrying out the tasks of establishing a Citizen Corps Council. Coordinate with nearest Federal Emergency Management Agency office.

Skills & Resources:

What are the specific skills, knowledge, expertise or resources that are required to perform this volunteer position?

None.

Training needed:

What type of training will the volunteer need for this position?

4 hours of homeland security overview; 4 hours specifically on Citizen Corps program.

Volunteer commitment:

Approximately how many hours will the senior need to volunteer to accomplish these duties?

About 6 hours a week for 12 months.

Example #2 Position Title: Partnerships Leader

Description:

How does this position fit into the homeland security goals of your program?

Provide the leadership to create essential local partnerships for identifying homeland security, hazard mitigation, and environmental priorities for their communities.

Benefits:

How will participating in this position benefit the volunteer?

Volunteer insurance and mileage, and direct expenses reimbursed.

Responsibilities:

What are the specific duties that the volunteer will be expected to accomplish?

Working with other volunteers, carry out all planning for the establishment of partnerships within the community to assist our homeland security program and the community in identifying homeland security, environmental security, hazard mitigation, and environmental priorities. This includes identifying the organizations with which to partner, contacting their leaders, identifying essential elements of the partnerships, structuring the process for setting priorities, communicating with local officials to gain support for the program, and maintaining communications among all partners.

Skills & Resources:

What are the specific skills, knowledge, expertise or resources that are required to perform this volunteer position?

Home computer and telephone, and ability to work independently.

Training needed:

What type of training will the volunteer need for this position?

4 hours of homeland security overview; 8 hours on priority-setting processes.

Volunteer commitment:

Approximately how many hours will the senior need to volunteer to accomplish these duties?

About 8 hours a week for 12 months.

Example #3 Position Title: CERT Training Organizer

Description:

How does this position fit into the homeland security goals of your program?

Provide a focal point for Community Emergency Response Team (CERT) training within local communities and sponsor train-the-trainer opportunities.

Benefits:

How will participating in this position benefit the volunteer?

Volunteer insurance and mileage, and direct expenses reimbursed.

Responsibilities:

What are the specific duties that the volunteer will be expected to accomplish?

Working with other volunteers, carry out all planning for CERT training, including identifying facilities to house such training, contacting local officials, and recruiting trainees. Organize 5 such training events, coordinating with FEMA and the LEPC to identify trainers and obtain appropriate training materials.

Skills & Resources:

What are the specific skills, knowledge, expertise or resources that are required to perform this volunteer position?

Telephone, computer and desk at program office.

Training needed:

What type of training will the volunteer need for this position?

4 hours of homeland security overview; 4 hours of special training on CERT administration; 8 hours of CERT training.

Volunteer commitment:

Approximately how many hours will the senior need to volunteer to accomplish these duties?

about 4 hours a week for 12 months; 5 2-day training sessions throughout the year.

Appendix D: Volunteer Position Description Worksheet

Position Title:
Description: How does this position fit into the homeland security goals of your program?
Benefits: How will participating in this position benefit the volunteer?
Responsibilities: What are the specific duties that the volunteer will be expected to accomplish?
Skills & Resources: What are the specific skills, knowledge, expertise or resources that are required to perform this volunteer position?
Training needed: What type of training will the volunteer need for this position?
Volunteer commitment: Approximately how many hours will the senior need to volunteer to accomplish these duties?

Appendix E: Yearly Training Template for Homeland Security Programs

Homeland Security Project Title: _____

Organization: _____

Yearly Training Schedule	Volunteer Orientation	CERT Training	Activity Specific	January Training	February Training	March Training	April Training	May Training	June Training	July Training	August Training	September Training	October Training	November Training	December Training
Volunteer Position #1															
Volunteer Position #2															
Volunteer Position #3															
Volunteer Position # 4															
...Etc.															