

IS YOUR ORGANIZATION PREPARED WHEN DISASTER STRIKES?

DOES YOUR ORGANIZATION HAVE A PLAN?



PLANT SEEDS FOR A SAFE FUTURE

All organizations must plan and prepare to strategically handle and recover from all types of emergency, crisis or disaster. This manual is meant to be a basic guide to help your organization develop a disaster plan that is unique and specific to fit your particular organizational needs. If your organization already has a disaster plan, please continue to assess, review and revise your plan as needed.

ASSESS AND UNDERSTAND

KNOWLEDGE IS RESOURCE

Investigate what kinds of natural and man-made disasters your organization is susceptible to and prepare a response for each scenario.

FIRE, EARTHQUAKE, FLOOD, STORM, CIVIL DISORDER, TERRORISM...

Understand where your organization currently stands by reviewing internal plans and policies already in place. Areas to consider (FEMA, 2006):

- Evacuation plan
- Fire protection plan
- Safety and health program
- Environmental policies
- Security procedures
- Insurance programs
- Closing policy
- Employee manuals
- Hazardous materials plan
- Process safety assessment
- Risk management plan
- Capital improvement program
- Mutual aid agreements

FORM YOUR TEAM AND CREATE A PLAN

STRONG LEADERSHIP

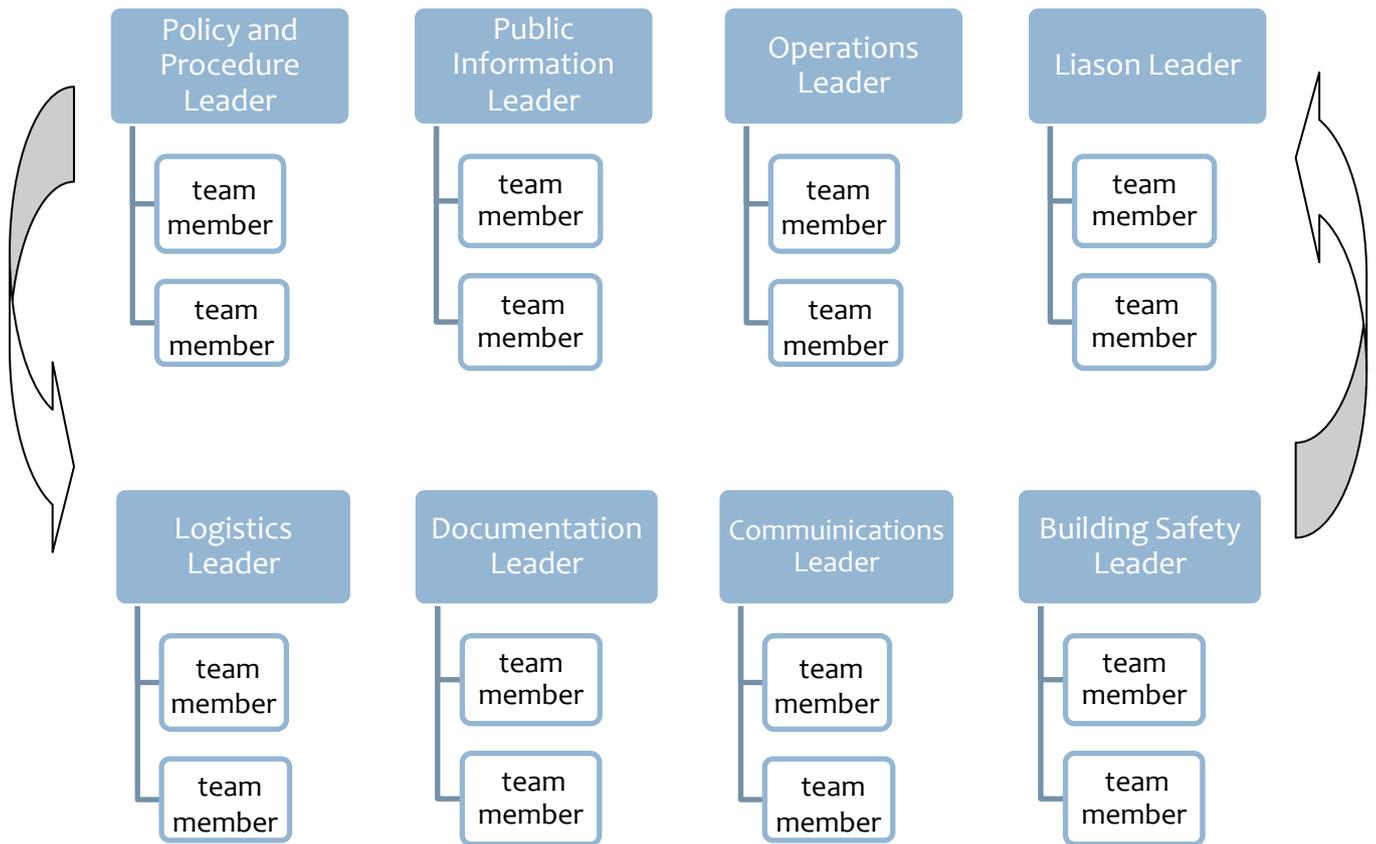
A good plan starts with good structured leadership. Involve a group of people from different parts of your organization to form your team.

Having a team is best because (FEMA, 2006):

- It encourages participation and gets more people invested in the process.
- It increases the amount of time and energy participants are able to give.
- It enhances the visibility and stature of the planning process.
- It provides for a broad perspective on the issues.

Example of a team and plan

(U.S. Department of Education, Section 6-19 – Section 6-21)



Appoint a leader for each designated role and create a team for each group.

Open communication is essential across and among all teams.

Each group plays a vital role in creating the disaster plan.

“What will your team look like?” Response to all crises requires a clear chain of command.

When creating your team, in order to be effective and efficient, set clear guidelines and job descriptions for each team leader and how each position will relate to others on the team. In the event the assigned team leader is unable to perform his/her responsibilities, prepare a 1st and 2nd backup and create a procedure for how and when this change of leadership will occur. Do the same for team member within each group.

FUNCTIONS FOR EACH POSITION

When the terms “company” or “employee” are used, it is meant to define any type of organization and the people who belong to that organization.

POLICY AND PROCEDURE.

Before Crisis	<ul style="list-style-type: none">• Put together and distribute disaster plan to employees• Plan evacuation procedures and organize periodic drills• Create floor plans of the facility for distribution• If shelters are needed, find out where community designated shelters are and what the evacuation plans are for your area
During Crisis	<ul style="list-style-type: none">• Coordinate the evacuation
After Crisis	<ul style="list-style-type: none">• Review and revise. What can be done better?

PUBLIC INFORMATION.

Before Crisis	<ul style="list-style-type: none">• Create a plan to release information to families, community, and media.
During Crisis	<ul style="list-style-type: none">• Release information to families, community members, and the media.
After Crisis	<ul style="list-style-type: none">• Review and revise. What can be done better?

The media can be a tremendous help in getting information out.

LIAISON.

Before Crisis	<ul style="list-style-type: none">• Ask emergency responders to review the plan• Develop relationships with community organizations• Ask how they can give support in times of crisis• Create an emergency contact list
During Crisis	<ul style="list-style-type: none">• Coordinate with all of the agencies that have responded to the crisis
After Crisis	<ul style="list-style-type: none">• Continue to form a network with community organizations• Review and revise. What can be done better?

An organization's disaster plan should not be formed in isolation but should be created in partnership and with the cooperation of resources available in the community including hospitals, mental health clinics, religious organizations, government offices, utility companies, telephone companies, media, etc. Build relationships with community organizations and dialogue on what you are doing to prepare and prevent emergencies.

(FEMA. 2006)

- Explain your concern for the community's welfare.
- Identify ways your facility could help the community in a community-wide emergency.
- Look for common interests and concerns.
- Identify opportunities for sharing resources and information.
- Identify ways your facility could help the community in a community-wide emergency.



LOGISTICS.

Before Crisis

- Plan supply and staffing needs
- Prepare emergency supply kits
- Prepare to provide transportation

During Crisis

- Locates and assigns staff to fill various tasks for emergency situations
- Provides supplies
- Coordinates transportation

After Crisis

- Review and revise. What can be done better?

Example Supply List to keep in your organization

(Institute for Business & Home Safety and Public Entity Risk Institute, 2005, 33)

- ✧ **First Aid Kit.** Include scissors, tweezers, a variety of Band-Aids, gauze pads/roller gauze and tape, anti-bacterial wipes, first aid ointment, vinyl gloves, first aid book, and any other items you deem essential. Remember your kit is for “first” aid, not ongoing care.
- ✧ **Flashlights and Lightsticks.** Keep flashlights and extra batteries in easy to find locations. Non-toxic chemical lightsticks can be taped next to light switches for emergency use.
- ✧ **AM/FM Radio, battery operated, or wind-up radio.** Maintain a current list of stations in your area that provide emergency updates and that have generator backup to support continuous broadcast. Keep extra batteries.
- ✧ **Bottled Water.** Have at least one gallon of water per person per day, to be used for drinking, personal hygiene and cooking. Store in sizes that are easily transportable, should you need to relocate.
- ✧ **Nonperishable food and utensils.** Stock a supply of non-perishable food such as peanut butter, tuna, beans, crackers, ready-to-eat canned meats, fruits and vegetables, comfort/stress food such as cookies and hard candy, canned juices, powdered milk, etc. Be sure to have a manually operated can opener and plastic utensils.
- ✧ **Paper supplies.** Keep a supply of note pads, markers, pens, pencils, toilet paper, tissues, paper plates, napkins, and towels.
- ✧ **Tools and other supplies.** Keep supplies of items such as duct tape, waterproof plastic, shut-off wrench for water and gas, whistle, compass, plastic bucket with tight lid, work gloves, pliers, hammer, plastic garbage bags and ties. A pry bar, shovel, dust masks, eye protection, and a push broom will aid in clean-up operations
- ✧ **Blankets.** Keep a supply of blankets, pillows if available, cots or mats for sleeping/taking breaks.
- ✧ **Camera.** Have a disposable camera, or a camera with extra batteries and film, available to record damage.
- ✧ **Cash/ATM and credit card.** Keep enough cash for immediate needs, and ATM and credit card(s) for emergency use (dependent on electric power availability).

**Remember to regularly check that all supplies are fresh and in working order.*

OPERATIONS.

Before Crisis	<ul style="list-style-type: none">• Make a plan on how to efficiently distribute supplies, medical and mental health services to employees.
During Crisis	<ul style="list-style-type: none">• Manages care• Distributes physical (food and water), medical (CPR and first aid), and mental health needs (psychological services)
After Crisis	<ul style="list-style-type: none">• Continue to provide care.• Review and revise. What can be done better?

COMMUNICATIONS. This team coordinates communications within the organization.

Before Crisis	<ul style="list-style-type: none">• Maintain updated emergency contacts for each person (local and out-of-area)• Distribute emergency card contacts to be kept in their wallet or purse• Create a system for employees to contact the organization during and after the crisis. Ex. An out-of-area number in case local lines are down
During Crisis	<ul style="list-style-type: none">• Coordinats communications within the organization• Give up-to-date information to employees
After Crisis	<ul style="list-style-type: none">• Keep communication open with employees• Review and revise. What can be done better?

Sample Emergency Card

Name: _____
Home Address: _____
Cell Phone: _____ Home Phone: _____
Emergency Contact 1: _____
Emergency Contact 2: _____
<u>Out of Area</u>
Emergency Contact 1: _____
Emergency Contact 2: _____

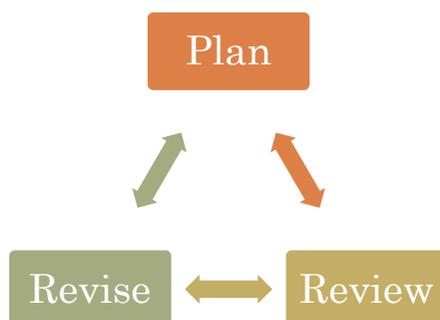
FACILITY SAFETY.

Before Crisis	<ul style="list-style-type: none">• Regularly inspect the building for safety• Make sure that the building safety codes are met, sprinklers are working, fire alarm batteries are fresh.• Set up demonstrations. Ex. Ask the fire department to demonstrate proper use of fire extinguishers
During Crisis	<ul style="list-style-type: none">• Check to see if everything regarding facility safety functioned properly
After Crisis	<ul style="list-style-type: none">• Check the building for safety and make necessary restorations• Review and revise. What can be done better?

DOCUMENTATION.

Before Crisis	<ul style="list-style-type: none">• Review insurance policy with insurance agent. Is coverage adequate?• Know how to file a claim
During Crisis	<ul style="list-style-type: none">• Document all actions that transpired to record how the plan was carried out• Record damages
After Crisis	<ul style="list-style-type: none">• Analyze implementation, obtain feedback from other teams. Did the plan work? What are areas to improve?• Review and revise. What can be done better?

CONTINUE TO REVIEW, REVISE AND UPDATE PLAN



DO'S AND DON'TS

PRACTICAL TIPS

Good practice in responding to different types of crisis in a diversity of cultures.

(IASC, 2007, 13-15)

Do's	Don'ts
Establish one overall coordination group on mental health and psychosocial support.	Do not create separate groups on mental health or on psychosocial support that do not talk or coordinate with one another.
Support a coordinated response, participating in coordination meetings and adding value by complementing the work of others.	Do not work in isolation or without thinking how one's own work fits with that of others.
Collect and analyze information to determine whether a response is needed and, if so, what kind of response.	Do not conduct duplicate assessments or accept preliminary data in an uncritical manner.
Tailor assessment tools to the local context.	Do not use assessment tools not validated in the local, emergency-affected context.
Recognize that people are affected by emergencies in different ways. More resilient people may function well, whereas others may be severely affected and may need specialized supports.	Do not assume that everyone in an emergency is traumatized, or that people who appear resilient need no support.
Ask questions in the local language(s) and in a safe, supportive manner that respects confidentiality.	Do not duplicate assessments or ask very distressing questions without providing follow-up support.
Pay attention to gender differences.	Do not assume that emergencies affect men and women (or boys and girls) in exactly the same way, or that programs designed for men will be of equal help or accessibility for women.
Check references in recruiting staff and volunteers and build the capacity of new personnel from the local and/or affected community.	Do not use recruiting practices that severely weaken existing local structures.
After trainings on mental health and psychosocial support, provide follow-up supervision and monitoring to ensure that interventions are implemented correctly.	Do not use one-time, stand-alone trainings or very short trainings without follow-up if preparing people to perform complex psychological interventions.
Facilitate the development of community-owned, managed and run programs.	Do not use a charity model that treats people in the community mainly as beneficiaries of services.

Do's	Don'ts
Build local capacities, supporting self-help and strengthening the resources already present in affected groups.	Do not organize supports that undermine or ignore local responsibilities and capacities.
Learn about and, where appropriate, use local cultural practices to support local people.	Do not assume that all local cultural practices are helpful or that all local people are supportive of particular practices.
Use methods from outside the culture where it is appropriate to do so.	Do not assume that methods from abroad are necessarily better or impose them on local people in ways that marginalize local supportive practices and beliefs.
Build government capacities and integrate mental health care for emergency survivors in general health services and, if available, in community mental health services.	Do not create parallel mental health services for specific sub-populations.
Organize access to a range of supports, including psychological first aid, to people in acute distress after exposure to an extreme stressor.	Do not provide one-off, single-session psychological debriefing for people in the general population as an early intervention after exposure to conflict or natural disaster.
Establish effective systems for referring and supporting severely affected people.	Do not establish screening for people with mental disorders without having in place appropriate and accessible services to care for identified persons.
Develop locally appropriate care solutions for people at risk of being institutionalized.	Do not institutionalize people (unless an institution is temporarily an indisputable last resort for basic care and protection).
Use channels such as the media to provide accurate information that reduces stress and enables people to access humanitarian services.	Do not create or show media images that sensationalize people's suffering or put people at risk.
Seek to integrate psychosocial considerations as relevant into all sectors of humanitarian assistance.	Do not focus solely on clinical activities in the absence of a multi-sectoral response.

SPECIAL RECOVERY AND CARE

AFTER THE EVENT

■ Services to consider for support after an emergency

(Department of Public Safety, n.d., 28)

Cash advances

Salary continuation

Flexible work hours

Reduced work hours

Crisis counseling

Care Packages

Child Care

Temporary Family

Housing

■ Be prepared to identify and provide care to those experiencing trauma

There are two types of trauma— physical and mental. Physical trauma includes the body’s response to serious injury and threat. Mental trauma includes frightening thoughts and painful feelings. They are the mind’s response to serious injury. Mental trauma can produce strong feelings. It can also produce extreme behavior; such as intense fear or helplessness, withdrawal or detachment, lack of concentration, irritability, sleep disturbance, aggression, hyper vigilance (intensely watching for more distressing events), or flashbacks (sense that event is reoccurring).

(National Institute of Mental Health, n.d.)

Provide assessment of emotional needs. Assess the emotional needs and determine those who need intervention by a mental health professional.

Provide stress management. Trauma experts emphasize the need to create a caring, warm, and trusting environment following a crisis. Allow employees to talk about what they felt and experienced during the traumatic event.

Take as much time as needed for recovery. An individual recovers from a crisis at his or her own pace. Recovery is not linear. After a crisis, healing is a process filled with ups and downs. (U.S. Department of Education, 2003, Section 5-3 to 5-5)

Disasters cannot be prevented but you

CAN BE PREPARED for them

No matter how great a plan you have, it is ineffective if your employees are not informed. Make sure that the disaster plan is distributed to all employees and keep copies handy in various places, conduct periodic drills and encourage employees to create their own family emergency plan.

Religious and Spiritual Support

In addition to physical and emotional care, spiritual care is also essential.

Spirituality offers a unique quality of safety, peace, and presence. For those who ask, spiritual presence can offer comfort, an ear to listen, guidance, prayer, and special services.

Providing spiritual care and religious practices can often help people cope, aid in alleviating stress and assist in the recovery process.

*Self-Care Tips for Survivors of a Traumatic Event:
What to Expect in Your Personal, Family, Work, and Financial Life
(Center for Mental Health Services, n.d.)*

The impact of a disaster or traumatic event goes far beyond the immediate devastation caused by the initial destruction. Just as it takes time to reconstruct damaged buildings, it takes time to grieve and rebuild our lives. Life may not return to normal for months, or even years, following a disaster or traumatic event. There may be changes in living conditions that cause changes in day-to-day activities, leading to strains in relationships, changes in expectations, and shifts in responsibilities. These disruptions in relationships, roles, and routines can make life unfamiliar or unpredictable.

A disaster or traumatic event can have far-reaching effects in several major areas of our lives, making rebuilding our emotional lives extremely difficult. However, sometimes just knowing what to expect can help ease the transition back to a normal life. As you and your family begin to rebuild your lives, you may face any or all of the situations described below:

Personal Uncertainties

- Feeling mentally drained and physically exhausted is normal and common.
- The loss of a home, business, or income may result in a loss of self-esteem.
- Unresolved emotional issues or pre-existing problems and previous losses may resurface.
- Anniversaries of the disaster or traumatic event remind us of our losses. This reaction may be triggered by the event date each month and may be especially strong on the 1-year anniversary.

Family Relationship Changes

- Relationships may become stressed when everyone's emotions are closer to the surface, and conflicts with spouses and other family members may increase.
- When homes are destroyed or damaged, families may have to live in temporary housing or with relatives and friends, leading to overcrowding and added tension.
- Family members or friends may be forced to move out of the area, disrupting relationships and usual support systems.
- Parents may be physically or emotionally unavailable to their children following a disaster or traumatic event, because they are busy cleaning up or are preoccupied, distracted, or distressed by difficulties related to the event.

- Parents may become overprotective of their children and their children's safety.
- Children may be expected to take on more adult roles, such as watching siblings or helping with cleanup efforts, leaving less time to spend with friends or participate in routine activities, such as summer camp or field trips.

Work Disruptions

- Fatigue and increased stress from preoccupation with personal issues can lead to poor work performance.
- Conflicts with co-workers may increase, due to the added stress.
- Businesses may be forced to lay off employees, or company work hours and wages may be cut.
- Reduced income may require taking a second job.
- Daily travel and commute patterns are disrupted, due to the loss of a car or road reconstruction.

Financial Worries

- Those who experience work disruptions may be unable to regain their previous standard of living, leading to financial concerns and unpaid bills.
- Seeking financial assistance to rebuild and repair damages adds to the already high levels of stress caused by the disaster or traumatic event, and the hassles of dealing with bureaucracy can add to the frustration.

How to Be a Survivor

Regardless of individual circumstances, everyone needs to complete several steps on the road to recovery from a disaster or traumatic event:

- Accept the reality of the loss.
- Allow yourself and other family members to feel sadness and grief over what has happened.
- Adjust to a new environment. Acknowledge that the person or possessions lost are gone forever.
- Put closure to the situation and move on. Do not continue to let the loss take its physical, emotional, or spiritual toll.
- Have faith in better times to come.

You and your family have survived a traumatic event. That doesn't mean your lives are over or that you don't deserve to be happy again. Return to doing things you enjoy with friends and as a family.

Reestablish the routines of your life. Make commitments and keep them.

If you or members of your family still have trouble coping on your own, ask for help. Consult a counselor or mental health professional. In the workplace, you may be able to get assistance from your human resources department or your company's Employee Assistance Program. For help with financial matters, contact a financial advisor.

*Care Tips for Survivors of a Traumatic Event:
What to Expect in Your Personal, Family, Work, and Financial Life
(Center for Mental Health Services, n.d.)*

Things to Remember When Trying to Understand Disaster Events

- No one who sees a disaster is untouched by it.
- It is normal to feel anxious about you and your family's safety.
- Profound sadness, grief, and anger are normal reactions to an abnormal event.
- Acknowledging our feelings helps us recover.
- Focusing on our strengths and abilities will help you to heal.
- Accepting help from community programs and resources is healthy.
- We each have different needs and different ways of coping.
- It is common to want to strike back at people who have caused great pain. However, nothing good is accomplished by hateful language or actions.

Signs that Adults Need Stress Management Assistance

- Difficulty communicating thoughts
- Difficulty sleeping
- Difficulty maintaining balance
- Easily frustrated
- Increased use of drugs/alcohol
- Limited attention span
- Poor work performance
- Headaches/stomach problems
- Tunnel vision/muffled hearing
- Colds or flu-like symptoms.
- Disorientation or confusion
- Difficulty concentrating
- Reluctance to leave home
- Depression, sadness

- Feelings of hopelessness
- Mood-swings
- Crying easily
- Overwhelming guilt and self-doubt
- Fear of crowds, strangers, or being alone

Ways to Ease the Stress

- Talk with someone about your feelings– anger, sorrow, and other emotions-- even though it may be difficult.
- Don't hold yourself responsible for the disastrous event or be frustrated because you feel that you cannot help directly in the rescue work.
- Take steps to promote your own physical and emotional healing by staying active in your daily life patterns or by adjusting them. This healthy outlook will help yourself and your family. (i.e. healthy eating, rest, exercise, relaxation, meditation.)
- Maintain a normal household and daily routine, limiting demanding responsibilities of yourself and your family.
- Spend time with family and friends.
- Participate in memorials, rituals, and use of symbols as a way to express feelings.
- Use existing supports groups of family, friends, and church.
- Establish a family emergency plan. Feeling that there is something that you can do can be very comforting.

** When to Seek Help: If self help strategies are not helping or you find that you are using drugs/alcohol in order to cope, you may wish to seek outside or professional assistance with your stress symptoms.*



How to Deal with Grief and Depression

(Center for Mental Health Services, n.d.)

What is grief?

Grief is the normal response of sorrow, emotion, and confusion that comes from losing someone or something important to you. It is a natural part of life. Grief is a typical reaction to death, divorce, job loss, a move away from friends and family, or loss of good health due to illness.

How does grief feel?

Just after a death or loss, you may feel empty and numb, as if you are in shock. You may notice physical changes such as trembling, nausea, trouble breathing, muscle weakness, dry mouth, or trouble sleeping and eating.

You may become angry - at a situation, a particular person, or just angry in general. Almost everyone in grief also experiences guilt. Guilt is often expressed as "I could have, I should have, and I wish I would have" statements.

People in grief may have strange dreams or nightmares, be absent-minded, withdraw socially, or lack the desire to return to work. While these feelings and behaviors are normal during grief, they will pass.

How long does grief last?

Grief lasts as long as it takes you to accept and learn to live with your loss. For some people, grief lasts a few months. For others, grieving may take years.

The length of time spent grieving is different for each person. There are many reasons for the differences, including personality, health, coping style, culture, family background, and life experiences. The time spent grieving also depends on your relationship with the person lost and how prepared you were for the loss.

How will I know when I'm done grieving?

Every person who experiences a death or other loss must complete a four-step grieving process:

- (1) Accept the loss;
- (2) Work through and feel the physical and emotional pain of grief;
- (3) Adjust to living in a world without the person or item lost; and
- (4) Move on with life.

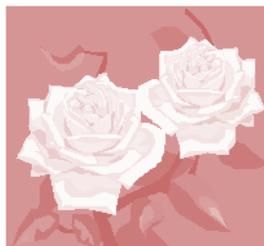
The grieving process is over only when a person completes the four steps.

How does grief differ from depression?

Depression is more than a feeling of grief after losing someone or something you love. Clinical depression is a whole body disorder. It can take over the way you think and feel. Symptoms of depression include:

- A sad, anxious, or "empty" mood that won't go away;
- Loss of interest in what you used to enjoy;
- Low energy, fatigue, feeling "slowed down;"
- Changes in sleep patterns;
- Loss of appetite, weight loss, or weight gain;
- Trouble concentrating, remembering, or making decisions;
- Feeling hopeless or gloomy;
- Feeling guilty, worthless, or helpless;
- Thoughts of death or suicide or a suicide attempt; and
- Recurring aches and pains that don't respond to treatment.

If you recently experienced a death or other loss, these feelings may be part of a normal grief reaction. But if these feelings persist with no lifting mood, ask for help.



Earthquake Information and Resources for the Minato City area

(Minato City, 2008)

* Please contact your local ward or city office for current government instructions for your area.

Minato Call (City Information Service)

Information including Minato City administrative services, facilities and events is provided by the operators in Japanese and English. The service is available 7 days a week, 7:00 a.m. to 11:00 p.m. daily.

Tel: 03-5472-3710

Fax: 03-5777-8752

E-mail: info@minato.call-center.jp

FM Radio

Minato City Hall's broadcasts on radio FM (76.1 Mhz) announce Minato City government services, events, and information in English, Chinese, Korean, and Japanese. In case of a disaster, they will provide multi-language emergency information, evacuation sites information, and so on.

Disaster Prevention Drills

Minato City conducts regular drills to ensure that all residents act with calm composure in time of disaster. Everyone is requested to take part in these drills to learn how to cope with disaster in the most effective way.

For further information contact the Disaster Prevention Subsection

Tel: 03-3578-2111 ext. 2541 ~ 2545

Essentials in Case of Earthquake

1. Give first priority to your own safety.
2. Eliminate all sources of fire.
3. Make sure exits are safe and clear, but do not rush outside heedlessly.

4. Extinguish fire at an early stage. If it gets out of hand, flee, shouting as loud as you can to alert everyone.
5. Walk to the evacuation center. Take an absolute minimum luggage.
6. Pay attention to certified information; ignore rumors.
7. If you are underground and the electricity is cut, follow the walls till you reach the open air.
8. If you are driving, pull over to the left side of the road and heed the information broadcast on your radio. If you must evacuate the vehicle, turn the engine off and leave the key in the ignition. Leave doors unlocked. Only emergency vehicles are permitted to operate, all other traffic is halted throughout Minato City. Do not attempt to reach evacuation areas by automobile or motorbike.

Map of evacuation centers for Minatoku and other relevant information:

http://www.city.minato.tokyo.jp/e/liv/emer/files/aid_map.pdf

Emergency Only - NTT Disaster Message Exchange Service (NTT, 2009)

At the event of a disaster, telephone lines will become difficult to use. Family members should be aware of the NTT Disaster Message Exchange for use when ordinary telephoning is difficult.

You record a message: 171 + 1 + your own home telephone number in the disaster area (03-XXXX-XXXX)

Families can hear the message: 171 + 2 + your home number (03-XXXX-XXXX)

The voice prompts are in Japanese only. NTT provides days to practice this service.

For more information, please see NTT's website: http://www.ntt-east.co.jp/saigai_e/voice171/index.html

Bilingual Earthquake Survival Manual in English and Japanese

(Tokyo Metropolitan Government, 2003)

Tokyo Metropolitan Government's Earthquake Survival Manual online

<http://www.seikatubunka.metro.tokyo.jp/index3files/survivalmanual.pdf>

Earthquake Survival Manuals in Japanese (Minato City, 2007)

Minato City's sample manuals in Japanese

<http://www.city.minato.tokyo.jp/joho/keikaku/bosai/manual/index.html>

Works Cited

Center for Mental Health Services . Self-Care Tips for Survivors of a Traumatic Event: What to Expect in Your Personal, Family, Work, and Financial Life. (n.d.). Retrieved February 1, 2009, from <http://mentalhealth.samhsa.gov/publications/allpubs/government/default.asp>

Center for Mental Health Services . Care Tips for Survivors of a Traumatic Event: What to Expect in Your Personal, Family, Work, and Financial Life. (n.d.). Retrieved February 1, 2009, from <http://mentalhealth.samhsa.gov/publications/allpubs/government/default.asp>

Center for Mental Health Services . How to Deal With Grief and Depression. (n.d.). Retrieved February 1, 2009, from <http://mentalhealth.samhsa.gov/publications/allpubs/government/default.asp>

Department of Public Safety, Division of Homeland Security. Ready Your Business (2008). Retrieved from <http://danedocs.countyofdane.com/webdocs/pdf/ems/RVB2009guidebook.pdf>

FEMA. Emergency Management Guide for Business and Industry: A Step-by-Step Approach to Emergency Planning, Response *FEMA 141*.(2006). Retrieved from <http://www.fema.gov/business/guide/index.shtm>

Institute for Business & Home Safety and Public Entity Risk Institute. Open for Business.(2005). Retrieved from <http://www.pdfdownload.org/pdf2html/pdf2html.php?url=http%3A%2F%2Fwww.ibhs.org%2Fdocs%2FOpenForBusiness.pdf&images=yes>

Inter-Agency Standing Committee (IASC). IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings. (2007). Retrieved from http://www.who.int/mental_health/emergencies/guidelines_iasc_mental_health_psychosocial_june_2007.pdf

Minato City. Emergency Information. (2008). Retrieved from <http://www.city.minato.tokyo.jp/e/liv/emer/index.html>

Minato City. Emergency Information. (2007). Retrieved from <http://www.city.minato.tokyo.jp/joho/keikaku/bosai/manual/index.html>

National Institute of Mental Health. Coping With Trauma After Violence and Disasters (2009). Retrieved from <http://www.nimh.nih.gov/health/publications/helping-children-and-adolescents-cope-with-violence-and-disasters-what-community-members-can-do/what-is-trauma.shtml>

NTT East. Disaster Response. (2009). Retrieved from
http://www.ntt-east.co.jp/saigai_e/voice171/index.html

Tokyo Metropolitan Government. Earthquake Survival manual. (2003). Retrieved from
<http://www.seikatubunka.metro.tokyo.jp/index3files/survivalmanual.pdf>

U.S. Department of Education, Office of Safe and Drug-Free Schools. Practical Information on Crisis Planning: A Guide for Schools and Communities (2003) Retrieved from
<http://www.pdfdownload.org/pdf2html/pdf2html.php?url=http%3A%2F%2Fwww.ed.gov%2Fadmins%2Flead%2Fsafety%2Femergencyplan%2Fcrisisplanning.pdf&images=yes>