



“OUR CHALLENGES OUR RESPONSES”

Pentagon Responders and Their Families Share Lessons Learned from 9/11





This Peer Guide is a collection of thoughts and experiences by responders and their families as they have dealt with the 9/11 attack on the Pentagon. The goal of this guide is to help all public safety workers, military personnel and their families by sharing some of the “lessons learned” from their peers—those who were there and who experienced the event and its aftermath first-hand.

“Someone who’s been there and says, brother, let me tell you what—this is what I did, this is what I experienced, this is what you’re going to experience...they can prepare you for what you’re about to expect.”

In the spring of 2005, 9/11 Pentagon responders and their family members from numerous agencies across the metropolitan Washington, D.C. region participated in confidential interviews in order to share their experiences. The quotes in this guide come directly from those interviews. In addition, the topics covered were chosen because they represented the variety of thoughts offered by those interviewed.

Personnel from many different agencies responded to the attack on the Pentagon. For the purpose of this book, the terms “Public Safety Worker” and “Responder” include all emergency services and military personnel.

“The word family is a good way to describe it...Fire fighters and cops...the military...they have the same kind of bond...there’s this public service bond, you know. It’s like you’re doing something for the greater good. You do it in different ways, but you’re all committed to it.”

A special thank you to all who participated in the interviews for the creation of this book. Your valuable thoughts and insight will help and inspire public safety personnel and their families for years to come.

Pre-Incident

Section One

Just as public safety workers plan and prepare to effectively respond to a large-scale incident as part of their job, they and their families must plan and prepare the homefront as well. One of the lessons learned from 9/11 is that families of public safety workers who had an effective plan to deal with an extended deployment by their loved ones generally managed better than those who did not.

The goal of this section is to help public safety workers and their families develop an effective Deployment Pre-Plan. This way, families will know what to do in the event their loved one is deployed to a large-scale incident, and responders will have peace of mind that their families will be okay, allowing for a more effective response.

“It’s a sacrifice, and not just for the individual...it’s a sacrifice for the family members, too. Because if you should deploy, your wife or husband would have to deal with the everyday life of just surviving...[dealing] with the household, the finances, but they’re doing it alone, almost as if it’s a single parent...If the homefront has a solid base...for that [responder], the sky is the limit.”



"As far as the culture goes...I definitely want my children and my wife to understand what I do, why I do it, why it's important."

Understanding the Job Means Understanding the Culture

The first step in developing an effective Pre-Plan is understanding the worker's job and culture. Public safety and military organizations have different cultures that are based on history and traditions that are passed down from generation to generation.

"It's a brotherhood unlike any other. You can have hunting groups and social groups and all of that, but when you're in a situation where your life depends on somebody else and their lives depend on you, it's a lot closer-knit."

Understanding the culture that surrounds the job is critical for understanding public safety personnel. Families that understand the culture are better able to provide effective support to a loved one who is a public safety worker.

"I think [my family] needs to understand what I do and how [I] do things, how [I] deal with people...I think [they] need to realize what's going through my head...[so they] can relate to when I come home and I'm not myself...[if] something is bothering me about work...[they] can maybe understand a little bit more."

For public safety workers, both paid and volunteer, uniform and civilian, the "job" is more than what they do, it is who they are. It "gets in the blood." Families benefit from understanding this passion for helping others, as it defines their loved one.

"You're not making a ton of money...You're not famous, but there's something about the fact that you're doing something that's good for the country."

"It's an awesome job...It's the professionalism of it, it's the camaraderie. You hear people all the time that they hate to go to work...they hate their jobs. But just about anybody you talk to here, they love to come to work."

"The challenge, the unknown, the instant problem-solving, you know, thinking on your feet, the adrenalin, the ability to take control of situations."

"You're a key player in solving problems for all of the citizens that you deal with, whatever it happens

to be...it's never the same, and that's what's so interesting about the job."

If families understand the job and the culture that define their loved one, they can better plan and prepare for the times he or she may be deployed to a disaster or other large-scale incident.

"I think it's very important for [families] to understand...[It's] necessary for a [responder's] survival of mental health to have that culture. It helps sustain them for all of the trauma and danger, blood and gore that they see. They see more in a month than many people see in a lifetime."

Learning about the workplace culture is an ongoing process. The more family members understand, the more connected they will be with their loved one, and the better they can participate in developing a Deployment Pre-Plan before a disaster strikes.

"Your family has to be your support, and if they don't understand your workplace culture, then I don't see how they can properly support you. I think there's a lot of spouses out there, male or female, who fell in love with somebody and married them and would love to be a great supporter of theirs, but if you don't share what's going on, then they can't."

There are various ways public safety workers can assist their families in learning more about their workplace culture.

"It's kind of like an office visit...there's never anything wrong with the [family] coming by [and] saying hello to everybody...I think that's really healthy because...it adds some depth to [their] understanding...it makes them feel more secure that [I've] got good people around and [am] in good hands if something were to happen."

"We have what we call Family Day here for anybody in recruit school...We have a huge cookout, and we want the [new] families to meet...And we literally take the time out to say these are some of the things that we do in a day. These are some of the things that we may come across. These are some of the behaviors

you may see from [your loved one]...We try very hard for them to understand that."

Public safety workers should be open to discussing their job with their family. This will help educate family members about their culture and ensure that they are getting their information from a reliable source.

"If [your family] doesn't understand what's going on at work, and they have no clue...they'll find out their own way...Just like everybody, they'll get their information from TV...Yeah, I'd love to be able to do it in an hour, too, with commercials."

Children can benefit from education about the job as well. This understanding can be especially helpful during a disaster or extended deployment.

"As [our children] have gotten older, one of the things that we've tried to do is help teach them what [their father's] job is...and that [he doesn't] do things until [he] knows it's safe, because if [he's] not safe, [he] can't help other people. So, we've taught them about his equipment...his gear...and the procedures as much as they could understand...it's just been incorporated in the conversations."

To understand the workplace culture, it is important to appreciate the types of stress public safety workers experience on their job.

Understanding Different Types of Stress

For many public safety workers, every day is different. Because of this, the types and levels of stress they experience at work may change daily.

“The unpredictability of [the job]...you don’t know what you’re going to see any given day.”

Understanding the different types of stress public safety workers experience can help workers understand their own responses to events and can help families appreciate what their loved ones go through.

“[Our families] don’t see what we see all the time. I mean, I can tell them, but telling them and seeing it are two different things...[The] stress [goes] up and down depending on what you’re doing.”

“[My family] still doesn’t realize the stress that’s involved...Imagine somebody throws an infant in your arms, when [you] come into a house. This infant is dead. You look, it’s blue. And the [parents] are screaming in your ear...[They] don’t realize the stress that puts on you.”

“A routine traffic stop can be boring—or deadly. You always presume the worst in people for your own safety. You can’t be distracted or let your guard down. It is hard to turn that off when you get home.”

This understanding is also useful in helping workers and their families pre-plan for an incident, as stresses can become more intense during and after a large-scale incident or an extended period of heightened alert.

“You’ve got [to have] in place...a system that helps you deal with and identify stress, stressors...and to deal with cumulative stress...so that you maintain some stress-free or stress-reduced level so that you’re more prepared to cope.”

When public safety workers are involved in a challenging or emotionally charged situation, they are likely to experience stress. Sometimes that stress can

be dealt with at the time of the incident. Other times, it is pushed to the “back burner” for resolution at a later point. Over time the stress public safety workers experience may accumulate.

“A friend of mine...had been repeatedly traumatized over years. It wasn’t any specific incident. It wasn’t two incidents. It was numerous incidents, not back-to-back, but [they] took [their] toll...and it devastated him.”

“People [need to be] aware that this is different, that it’s not your normal [stress]...Everybody looks at the one incident that’s bothering people...but not the long-term. And working in...an area like D.C., it’s just one [incident] after another...[For me], it was eight pediatric deaths over a month’s period of time... That’s very difficult.”

“I gave [my wife] an analogy. I said, ‘One night I’m just going to hit the alarm clock, flip on the lights, grab you. You’ve got two and a half minutes to get dressed, go down and get in the car, drive to the Safeway store, walk around the building four times, get back in your car and drive home. Do that four times in the middle of the night.’ You didn’t [really] do anything...but your night is ruined...and then you come home...and you do that for 20 years...that’s the cumulative stress and the cumulative chronic fatigue.”

One of the lessons learned from 9/11 responders is that a present-day incident can be a trigger that brings up reactions to stressful incidents from their past. While a response to cumulative stress is not unusual, it may come out in uncontrolled or unexpected ways.

“In various ways, whether it was homicides, car accidents, SIDS or something like that, it took a huge toll on me. And it wasn’t ‘til one day I realized there’s something wrong...even though I had all this training, I didn’t recognize it ‘til way into it...I’m too strong for that, you know. And if you ever had a complete blackout of where you are...it’s pretty scary.”

So I recognized then that there’s something seriously wrong, [and] I need to get some help...I can’t cope with this [alone].”

If the pile of old and new stressors is difficult to sort through, it may help the responder to seek assistance from peer or professional counselors.

“This is something [that] may all lead back to a series of events...so when [it] hits you, you have a change of character, you need help...there’s no other way.”

“We have a psychologist within our organization...I find that he has had, along with the peer team that he operates, a remarkable impact on our organization dealing with day-to-day stress, cumulative stress and then large-catastrophic-incident stress.”

If a responder has a sudden outburst of emotions at home, it is better for families to listen rather than find solutions or try to solve their loved one’s problems.

“The one time that [my husband] really showed his emotions [was] after 9/11...he came home and just broke down crying...I just held him...told him to let it out...‘cause he needed to...I let him do it in his own time, and nobody else had to know.”

Having good coping skills will help workers and families better deal with stress and their reactions to it. Some examples can be found on the next page. Other coping strategies found throughout the book may be useful as well.



Types of Stress Public Safety Workers Experience

Daily Stress: the everyday, nagging frustrations that weigh down the responder's enthusiasm for the job (e.g. administrative hassles, petty co-worker conflicts)

Short-term Stress: a response to a temporarily distressing situation

Coping Strategies: listening to music; working out; gardening/hobbies; talking to loved ones or co-workers; problem-solving; spending time with family and friends; family vacations; playing sports

Long-term Stress: a response to a lengthy, chronic, distressing situation

Family Stress: the worries from the homefront (e.g. finances, relationship issues, raising children, difficult neighbors)

Cumulative Stress: the pile of incident stress, daily stress, and family stress that builds over time

Coping Strategies: all of the above, plus: identifying solutions by seeking advice or help from a counselor or mental health professional

Understanding Each Other's Roles in Times of Disaster

Public safety workers and their families can best be prepared for a disaster or other large-scale incident if they know each other's potential roles and responsibilities, both at work and at home. Knowing each other's roles will help families identify areas where they may need extra support, and allow them to address those needs in their Deployment Pre-Plan.

"[On 9/11]...I called my wife and said, 'I'm going'... [Her reaction] was amazing, to me, it was kind of very casual and like, 'Okay, see you later...see you tomorrow morning.' [I was] like, 'Hmmm, I don't think so. Be gone a while.'...It was a little surprising to me. Then, again, that's not understanding the [job]."

"On the morning after 9/11...[my wife] says, 'What are you doing?' I said, 'Well, I'm putting on my uniform. I'm going to work.' She said, 'What do you mean you're going to work? You can't go to work today.' And I said, 'Well, this is what I do. This has to be done.' "

Family members should learn about the regular and special team assignments of their loved one's job, along with possible lengths of deployment.

"Know what plans are in place...[plans] that your [loved one] might have to be involved with if they are pulled for a large incident...Are they going to be at the same [station]? Are they going to be moved around? How long is that going to [last]?"

"We've talked about that before the days come, just depending what the [pager] has to say...I have to drop everything and go through the door sometimes...no questions asked."

Public safety workers should understand any responsibilities family members may have if a disaster occurs.

"My daughter's school called me [during 9/11] because I was part of a planning program for them to put in security plans, and they were calling me to see if I could come to the school to help them do what they needed."

Even children can benefit from knowing that their loved ones may be called upon to travel and assist others, so that they are not caught off-guard.

"The children, they know [their father's] role as far as what he does with his job. So it wasn't hard to explain [that] Dad was on another deployment."

In some families, both parents may have critical roles at work or in the community during a disaster. If this is a possibility, special planning for the care of dependents such as children, elderly family members and pets will be necessary.

"I think one of the big things for us is that because we're both involved in the department, it sometimes makes it difficult with the kids...when we're both recalled at the exact same time...that's a big problem for us. We had anticipated that [the department] would keep one member back if the other one needed to be deployed, but with the Pentagon, it didn't work that way...So that puts both parents completely out of the loop."

"Both of my parents were off that day, and then I found out in the middle of the day that they both had to go... they both had to work at the Pentagon."

Once families take the time to discuss the different roles and responsibilities they may have during a disaster, they will be in a position to begin writing their Deployment Pre-Plan.

Role Reversal

During 9/11, some public safety workers and their family members learned that their loved ones did not understand or appreciate their roles and responsibilities in time of disaster. Take a few minutes and have each family member take turns describing what they understand each other's roles and responsibilities to be during a disaster. This is a great time to clarify any misunderstandings and improve each other's awareness before the frustration of an incident and its aftermath occurs.

"Get information that gives you some power over what's going to happen so that you can think about what you need to do."

When are ya comin home???
Oh no, just wondering, everything's
cool here—just readin' to the kids.



Creating a Deployment Pre-Plan

While most families plan to avoid disasters, families of public safety workers must prepare for their loved ones to head directly into one.

"[My friends] think...you have absolutely got to be crazy to run to a place that everybody is running out of."

During a disaster, many families work together as a complete unit. However, families of public safety workers must operate without their loved ones, and have the added worry of their loved ones' safety.

"I dislike...being away from the family for extended periods of times...like for 9/11, to leave my family behind when theoretically we're at war...to leave your family to go help other people is a decision I made when I became a [public safety worker], but that's a hard one."

Because of this situation, a specialized Deployment Pre-Plan is needed to help families of public safety workers prepare for and cope with the challenges they may face while their loved ones are away.

"[Families] have to pre-plan for an event like [9/11] because it's going to happen again in our country and our [responders] are going to be away from us when this occurs...So [families] have to have some plans in place to make sure we're okay and we stay safe because we want [the responders] to focus on what they're doing and stay safe where they are so that they feel good about being in the field, and we're going to be taken care of."

Similar to unit leaders who equip their personnel with the tools and gear necessary to assist at a disaster site, public safety workers must equip their families with the tools needed to help them through such a difficult time. For families, education and pre-planning are some of the best tools available.

"If you have a plan, at least you got a place to start. It doesn't mean that plan's going to be the best thing for the circumstances, but, again, it gives you a feeling..."

that you have some control over things."

When 9/11 happened, many families learned that there was little time to plan for their loved ones' absence. By creating a Deployment Pre-Plan ahead of time, families will be better prepared to deal with the difficulties of a deployment when one occurs.

"I hadn't really given it a whole lot of thought, and we really didn't have an emergency plan in place, which we should have done, and that was definitely something that I would have changed. But when they were...gone and we don't know for how long, could be seven days, could be ten days, could be two weeks...I was really shocked, which of course I shouldn't have been."

Responders who know that their families are secure and taken care of in their absence will be better able to concentrate on the tasks at hand. Concentration is necessary to allow their training and experience to benefit them and prevent injury. Therefore, developing a Deployment Pre-Plan is a life-safety issue for public safety workers.

"If you don't take care of your families at home, then your guys out in the field are not going to concentrate on what they're doing. They need to know their families are safe and taken care of, no matter what."

"If you are not comfortable with what's going on at home, you're going to have a hard time being comfortable in the work environment. As long as you think everything is in sync at home, that everything's taken care of, you will be able to focus on your work. But if you're worried...then you may not be able to put 100% of your focus on those people in need that you're there to protect. And that's an important piece to being an effective rescuer."

When creating a Deployment Pre-Plan, families should also consider what the needs of the family might be post deployment. See Post-Incident section starting on page 20 for guiding information and ideas.

Steps involved in developing a Deployment Pre-Plan:

- 1. Obtain information:** Get information about disasters or other large-scale incidents that could impact your family and how your family might be affected.
- 2. Hold a family meeting:** Explain the purpose and steps involved in creating a Deployment Pre-Plan based on various types of disaster/deployment scenarios, family members' roles and how the family may be affected.
- 3. Develop the plan:** Involve the entire family (including children) in formulating the plan. Make sure everyone knows what to do, where to go and whom to call or contact.
- 4. Practice the plan:** Practice the plan several times to make sure everyone involved understands how to implement it. Review and practice every three to six months.
- 5. Modify and update the plan:** Review, modify and update your plan periodically, especially if family situations change that may affect the original plan.

Tips for Developing a Deployment Pre-Plan

Make sure the plan:

- Is simple and easy to follow
- Is flexible and allows for change
- Is comprehensive and covers both short- and long-term deployment scenarios
- Accounts for the absence of both parents (if applicable)
- Accounts for the care of dependents such as children, elderly and pets
- Supports practical matters such as bill and mortgage payments, legal matters, medical care, emergency access to cash, etc.
- Identifies how/where family members will get information about the incident and the responder's status
- Allows for the continuation of normal routines as much as possible, especially for children
- Includes activities for children, as this allows them to have a sense of security and control
- Contains an updated listing of plan participants, including names, contact information and identified responsibilities

When developing a plan, it will help to:

- Make a list of needs the family may have in the event of deployment and identify areas where back-up assistance may be necessary
- Create a list of helpers (e.g., trusted extended family, friends and/or neighbors) who are willing to be assigned responsibilities
- Identify potential back-ups for every essential role (e.g., picking up kids from school, feeding pets)

After the plan is completed:

- Provide a copy to all plan participants
- Keep copies in easy-to-find places
- Keep a separate, updated list of relevant resources and contact information, in the event of an emergency





During Deployment

Section Two

Deployment to a large-scale incident can be difficult for both public safety workers and their families. This period is often characterized by uncertainty and worry. Family members worry about the safety of their loved ones in the disaster zone, and responders worry about the safety and well-being of their families at home.

The purpose of this section is to help public safety workers and their families understand some of the challenges responders and their families faced during the 9/11 response to the Pentagon attack. Challenges are discussed from the perspectives of the responder, the family and the children. Also highlighted are some helpful strategies that families used to cope with those challenges. These lessons learned from 9/11 may help in developing a Deployment Pre-Plan.

“On the scene are 80 rescuers operating as a team, support mechanisms [are] in place, working together. Everything’s very focused on the mission, and you got one another to lean on, cry on, whatever. At home are 80 families independent, not as a team, but independent trying to maintain normalcy of that family...two completely different things, [but] you need to bridge that to make everything work.”



Challenges During Deployment—Responder

On September 11, 2001, public safety workers in Washington, D.C., Maryland and Virginia received an unprecedented all-hands alert to report to their duty stations. Throughout the National Capital Region, thousands of public safety workers answered the call.

“I think all of us wanted to be there because we knew they needed help, and that’s what our specialties were...So it was the perfect situation for us.”

Many agencies, across the jurisdictions, were deployed to emergency operations at the Pentagon and other sites throughout the region.

“We checked our egos at the door and came together in a coordinated way. Many crews were from mixed agencies and jurisdictions.”

Many of those who reported to duty were utilized for important support activities, such as traffic control, perimeter security, backfilling stations or equipment stockpiling. For some, this resulted in frustration at not being able to respond to the Pentagon directly.

“Everybody got called back. Not everybody worked [at the Pentagon]. Everybody wanted to work [there], some people couldn’t...[Responders] are trained to do something. They’re not trained to sit around. They’re trained [for] action.”

Whether responders were on the scene at the Pentagon or participating in support activities, all faced challenges. Many families and public safety workers were unable to connect by phone, leaving both to worry about the well-being of the other.

“Not being able to communicate with family members was very hard...that was very tough the whole day,”

“I was worried about the kids, like everybody else...you didn’t know what to do with the school, the kids. Did the schools release the kids? Did the schools keep the kids?”

“We had limited phone service at the Pentagon site and we would rotate being able to make [a call].”

Besides communication problems, responders at the Pentagon faced additional challenges that tested both their physical and emotional limits.

“I deal with the environment that I work in rather well, but dealing with the magnitude of the Pentagon, after about five or six days, it was pretty rough.”

“The fear of the unknown, of when’s this going to end and how much of it...how many more planes were out there, what was going to happen?”

For a responder working a disaster scene, coping with the different challenges is important. If responders cannot help themselves, they cannot help others.

“When you get overcome with grief or the emotions that are involved...maybe you aren’t as effective at doing what you want to do...And there was a few times where you just kind of sit back and say, ‘Whew, this is huge. It’s really difficult.’”

Finding positive solutions to the challenges is a must. Talking to others and knowing when to take a break from work can help the situation.

“[At the site], I spent a lot of time talking to almost anybody, because if you’re [there], you’re familiar with it...you had your fire, you had your police, you had military...you had all these other agencies. So you basically spent a week with all these people...being together, offering your experiences and talking about it...it made you feel good...to let out those feelings...that was incredibly therapeutic.”

“I was a supervisor...I concentrated on making sure that every person on my crew was okay. We were dealing with the things that we had to see and do...and I was very concerned that people were going to have lasting problems with that. I just wanted to make

sure that everybody was able to, or had an avenue to, talk about their feelings.”

“Twenty-five or so hours without any rest...it was so easy to get absorbed here and just push yourself past your limits...discussions [were] held to keep other people from doing the same thing...so they put us 12 hours on, 12 hours off.”

Lessons learned from 9/11 underscore the importance of pre-planning. A detailed pre-plan can help facilitate communication during a disaster, anticipate additional challenges and find solutions.

“It is all about pre-incident education, understanding. I mean that’s everything. It’s all about what happens before the incident. You’re too late if you’re first identifying an issue after the event’s occurred and you’ve been through the event. It’s too late to maximize the positive.”

Responders work as a team, assisting each other at a disaster site. In the same way, public safety workers and their families must work together to ensure that the families’ needs are taken care of during a deployment.

Challenges During Deployment—Family

When a disaster occurs, families of public safety workers are also affected, even if their loved ones do not deploy to the disaster site. While all families worry about the well-being of their loved ones, families of responders who were deployed have their own set of challenges.

“The worst part was that [my husband] and I couldn’t even talk to each other. So I didn’t know where he was, if he was okay. I had no idea...Just the thought that I didn’t know if he was alive or not...it was nerve-wracking. You know, I was just really devastated.”

“I was on the phone with my mother...my husband’s mother...my dad...my brother...so my family is all calling me to see what’s going on, and they’re all terribly scared.”

“I had absolutely no idea where to go to get...help. [My husband] would usually be my help if I was feeling in crisis. So I was feeling in crisis, but I had no idea like where to go or who to talk to. So I was feeling very lost.”

Families are not alone. The families of other responders are going through many of the same challenges. Supporting and assisting one another is a tool families have to ensure their well-being while their loved ones are away.

“Systems of support [for] families [are] an opportunity to kind of share the wealth, because it goes both ways. I can maybe be supportive of other people, but they can also support me as a sounding board or just to be there so I know somebody else has walked in my shoes.”

“I also have spouses, friends of firefighters...we understand each other, and it helps to be able to talk to each other.”

“Talk to other family members. That is the best thing that I can do for myself is to talk to others and know that others are going through the same thing I am.”

Some agencies have established formal family support networks. These networks were instrumental in keeping families informed about the activities of their loved ones while they were deployed to the Pentagon during 9/11.

“[My husband] was deployed for 10 days...the way [our] county [is] set up is they have wonderful family support and they gave us a time every single day to get on a conference call, which was great...you and your family members could call in and listen to what their routine was for that day. It’s so helpful.”

“We do have a family support system through [our] county...any time we’re activated, there’s daily contact with information being sent back and forth so that my family knows exactly where I’m at, exactly what I’m doing, that I’m okay.”

As many families learned during 9/11, other strategies helped them cope as well – such as managing their own emotions, spending time with loved ones, keeping busy and minimizing exposure to upsetting news.

“Try to put a check on yourself if you feel like you’re going to ‘lose it,’ [because] that doesn’t really help. You end up taking a lot of time and energy from a situation that needs time and energy...We just all have to pay attention to that...because we can all hold together, and that’s important.”

“I would just say just try to relax, try and do everything you can...spend time with your family and do things with your kids more often, play games, go to parks, go to pools, just try and hang out together.”

“We try not to keep the news on when there’s any type of deployment or anything... what I want them to hear I want them to hear from me.”

“I have to keep busy. I’m not one to sit on the couch and wonder or not do anything or shut down. I want to keep going, and the more I do, the [better] I feel...like clean the windows...paint the front door...paint the bathroom—to keep busy.”

Children also need assistance when a loved one is deployed. Adult family members or caregivers may need to help children with their reactions and concerns. Some strategies for this are in the next section.





Story of creation of family support network in Montgomery County

"[There's] a group called Family Support Network for the Montgomery County fire/rescue department...it's a coordinated formalized system of support for families of first responders. It came about when our USAR team responded to Oklahoma City. The team got on a bus and left town, and 70-plus family members, turned and looked at each other and went, 'Now what?'

So it became very clear that there were families that weren't prepared for what their husbands and wives had been training for years to do, and they were going to be gone for at least 10 days. So we created a system...a phone network...[where] we could identify who was out there and who wanted information. And then it sort of developed into a system...[where] family members...came to a central location so that they could see that...they weren't alone, and we could identify anyone who needed extra support.

And as it went along, we discovered people that had childcare issues...people that didn't know where their husband's paycheck was...somebody was selling a house and they didn't have power of attorney...So we learned a whole lot of lessons. And the [USAR] team came back, and two weeks after they came back they did what they call their Operational Debrief. We decided that sounded like a good thing, so all the family members came together, and we had our own debriefing...because we figured out pretty quickly that they were going to do this again, and we needed to be more prepared.

Over the course of the years...[we] became much better at identifying what our needs were ahead of time and trying to get to resources that could help us...And one of the things we did was identify that after an incident, people who come home, or people who live through it, are very stressed...so we...asked for training and became trained in critical-stress management and became part of teams in our fire department."

What Families Can Do to Help Children During Deployment

Many children experience worry, anxiety, or concern about their loved ones who respond to an incident.

"I found out...that [both of my parents] had to work at the Pentagon...I was a little shaky that day saying, 'Well, what happened? What's going to happen to them?' ...And it just kept going on in my head. 'Well, what's going to happen to me?...What if they don't come back?'"

Sometimes, children express their concerns directly.

"I think [my son] was really worried [during 9/11]...[He was asking], 'Is Daddy coming home yet?' And that wasn't a normal thing for him to ask...You don't know what these children [are] thinking and what kind of worries they're harboring."

Other times, children may not tell adults how they really feel or visibly show signs of concern. Children may be hesitant to express their true feelings if they see that adults are already upset. This is one reason why children's reactions are often misunderstood or overlooked both during and after a major incident.

"Usually I'm the one that gets the first indication that there's some issue because our kids try to be brave for Dad...they don't want to be whiney and everything. They want to stand up and be proud, [so] he shouldn't have to worry about them."

Because some children may not express their worries directly, it is up to adults to initiate a conversation about the event. It is important to find out how children are feeling and to clear up any confusion or misunderstandings they may have.

"It always helps [children] to have good information. The more informed they are, then they don't have to fill in the blanks with their own imagination."

Some children are "information seekers" and like

to know a lot of details about the event. Others are "information avoiders" and do better with less information. Parents should decide what to tell their children based on their child's information "style" and age. Young children do not need to know many details, but older children and adolescents may feel frustrated if they are not given enough information to cope with the event.

"My mom put it to me very easily. She said there are some people out there who do not like the United States, and they have tried to hurt us. So they tried to bomb the Pentagon. They tried to hit the World Trade Center, and they did succeed...she told me that a lot of people in the process did get hurt, and she had to go help them. She had to leave us...to go help others who got hurt."

It may be best to let a child guide a conversation by having him or her ask questions. This way, an adult will know what the child is ready to hear and can avoid addressing subjects a child is not ready to discuss. The following are some additional strategies to help children during a loved one's deployment.

Additional strategies for helping children during a deployment:

Talk to children: Whenever a parent or loved one is deployed to an incident, children should be given an opportunity to talk, ask questions and express their feelings.

"When I saw the people on the TV and stuff, I wouldn't talk to anybody about it. I should have, though. After a while, I started talking about it, and that's what made me feel a lot better - talking with other people about it and seeing how they felt. And we felt the same, so we weren't alone anymore."

Be honest, but point out the positives: Parents and caregivers should give children honest and accurate information about the events that are occurring. However,

it also helps to frame difficult information in a positive way, such as by reminding children about the responder's training and the support of his or her co-workers.

"My answer to them is usually, 'Accidents do happen, but they are trained the best that they can possibly be trained, and they are as safe as they can possibly be on the job, and that [Daddy] has great people working with him that watch his back.'"

"[My children] do worry, and we talk about it...they know that [their father] is trained very well, and they know that [he's] going to be as safe as [he] can be. They also know that there are no guarantees."

Stay in touch: Phone calls and messages from responders help to reassure children that their loved ones are safe. The sooner responders can contact their children, the better.

"If [my mom] tells me she's going to call me back, she always does, or she'll call me when she's driving home from the accident or something."

Distraction: Allow children to play games, watch non-event related TV or movies, or engage in other enjoyable activities. Distraction is often the best way to help children cope during a stressful situation and keep them from continually worrying about their loved ones.

"I try not to think about it, because if I do, then I get really worried. So I kind of just go off and I read or watch TV or something."

"I'd have friends spend the night, and we'd play games. We'd go out and play soccer. We'd just try and do anything just to relax."

Resume normal roles and routines: During an extended deployment, allow children to engage in their typical activities as much as possible (e.g., keep the same meal and bed times, play with friends). A normal routine provides a sense of security and predictability, and distracts children from worrisome thoughts.

Like adults, children need to go on with “life as usual” to the extent possible.

“While [my husband] was gone, there was a night I took my kids to the movies. My parents helped a lot with my kids as far as the family thing goes...we kind of just went back to business as usual.”

Adults must manage their own reactions:

Children take their cues from parents and other adults. Adults who are visibly anxious or worried are showing their children that there is something to be worried about. Adults should do their best to monitor what they say or do in front of children.

“[My son] wasn’t afraid or fearful...When [we] didn’t know where my husband was [during 9/11]...I didn’t want to cause him to be [fearful]...I didn’t want to get [my son] anxious or transfer those feelings of fear or nervousness on him.”

Minimize TV viewing of stressful incidents: Children take their cues from TV and the media as well as from adults. Exposure to distressing news events on TV can heighten children’s fears and worries.

“They were saying on the news, ‘Well, what if there’s another plane still out there?’...and I was just upset that what if there really was a plane out there? What if it did hit the Pentagon while [my parents] were working in it?”

Children and families need assistance during a loved one’s deployment. Even after the incident is over and the responder has returned home, some challenges will continue and new ones may arise. Support from loved ones and the use of positive coping strategies will be very valuable during the post-deployment period as well.



“We have to be careful what our kids watch on TV and what we tell them because they absorb a lot more than we think.”

Strategies for Helping Children During Deployment

Communication: Talk to children

- Listen to worries and concerns
- Be honest but positive in telling children about events that are happening
- Remind children of loved one’s training and support
- Family and responder stay in touch—if possible

Keeping busy

- Provide distractions
- Maintain normal routines

Minimizing Children’s Exposure

- Adults must manage their own reactions
- Minimize TV viewing, especially of news events



Post Incident

Section Three

In the aftermath of a distressing incident or disaster deployment, responders and families may find themselves challenged on numerous fronts. The purpose of this section is to share some of the challenges responders and their families faced post-9/11 and the strategies that helped them cope with those challenges. As many responders, their co-workers and family members learned after 9/11, it is essential to come together and help one another recover from the impact of an incident.

"I think, post-incident...you need to come back, and you need to be alerted, reminded, whatever, of what you may go through...to identify issues...that need additional support, to maintain [your] ability to cope and to operate, and so I think that's important."

Coping Post-Incident

The period after deployment is a critical one for responders and their families, as many continue to cope with and adjust to the events that have occurred. Using positive coping skills will help responders and family members deal with their reactions to traumatic or distressing events.

"[Use] positive coping mechanisms...to deal with it...find support systems that are positive...find the help if you need it."

As was learned after 9/11, each individual has to identify the positive coping strategies that work best for them.

Relaxation:

"I would take bubble baths at night...Just candles [and] my bubble bath. That's my thing."

"My wife and I...load the camper up and we go camping. You know, it's time to sit and relax and enjoy and get out."

Hobbies and exercise:

"I've done a lot of fishing. My parents moved out right by a river...so when I can, I like to fish."

"I [coped] through exercise, and what it does is it takes that negative energy from inside you and just processes it, mostly through fatigue...It really works for me."

"[I] ride a motorcycle. I like to ride whenever I can... [it's] nice to go and just kind of let loose."

Spending time with loved ones:

"I think a lot of [coping] came with my son, just spending time with him and trying not to think about [9/11] as much as I could...he doesn't realize it's therapy for me."

"The most [helpful] thing for me was taking an hour out of my day, stopping by my dad's house and saying, 'I'm leaving my phone in the car.' [I] shut my phone off [and] we'd play cribbage for an hour."

After 9/11, many responders found that they needed time to "talk through" the event. Many found it helpful to talk through experiences with family members, peers, clergy members and neighbors.

"Talk to somebody. I think that's the most important thing."

"Talking to other people, co-workers...helped an awful lot."

"Don't let it build up inside of you until it's too late and it absorbs you. I think you need to talk to people and you need to get it out."

The positive strategies that public safety workers use everyday can also be helpful after a disaster.

"The sense of humor that you usually gain as a coping mechanism...I would say in public safety it's very different from others...We laugh at some things that people would just be disgusted at, but that's just a coping mechanism 'cause we've seen it so much that...you have to laugh at it or cry, and most people don't want to [cry]."

Some coping strategies are not helpful, and may do more harm than good. Learning about the strategies that didn't work can help others avoid making the same mistakes.

"I did not take care of myself. I wasn't getting enough sleep. I wasn't eating right. I wasn't exercising."

"I had very little sleep during that time, and I knew that I needed to go home. [I] turned to one of the guys that I've known forever...and I looked at him and I said, 'And who are you?'...I knew I was exhausted, beyond exhausted."

"I did not eat well, and that came back to haunt me...I had intestinal reactions."

"I would say clamming up was probably not helpful...I think clamming up was probably the worst thing that I could have done."

After 9/11, as with other traumatic incidents, many responders and family members had difficult feelings and reactions to deal with. Some may have tried to numb themselves or escape from these feelings by drinking excessively. Alcohol or other drugs are not a helpful way to cope with reactions and often add to problems.

"You know, I grew up in the service where there was no such thing as crying or emotion, showing your emotion. It was all about drinking and partying after the shift...and I certainly recognize today that that's a path to disaster - it doesn't get you through ultimately, the issue. It numbs the issue momentarily in some cases. Some cases it doesn't."

It can be difficult for people to realize they are not coping well. This is why it is important for family, friends and co-workers to look out for one another after an incident. It is crucial for responders to listen to family and friends if they express concerns about changes in behavior or recommend seeking help.

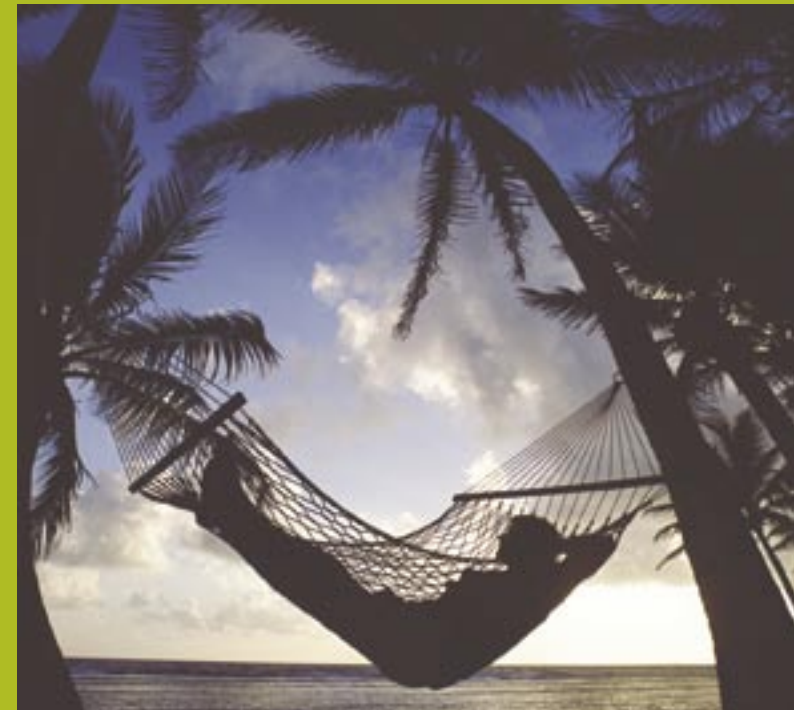


Some helpful coping strategies to use:

- Rest, relax and recover
- Take some time alone to think through what has occurred
- Spend quality time with family and friends
- Talk over the events with family, friends and co-workers
- Get back into a normal routine as soon as possible
- Continue to manage and monitor your reactions
- Seek help if needed

Some negative coping strategies to avoid:

- Don't overwork
- Don't use substances to try to numb or escape from feelings
- Don't keep your feelings trapped inside
- Don't lash out at others when upset
- Don't ignore the concerns of family, co-workers and close friends



How Families Can Help Responders After Deployment

Families play an important role in helping responders recover from a major incident because they provide a sense of normalcy, caring and support.

“I remember [my husband] coming home. He drove into the driveway, left his car door open, came straight in here and gave me a hug.”

To best assist responders, families should follow their loved one’s lead. Sometimes what a family anticipates may be different than what their loved one actually needs.

“When [you] come back home...the hard thing about that is...everyone has expectations of you being all chipper and wanting to talk about what happened...everybody wants you to interact—your family, the media guy...and I don’t want anything to do with anything. I’m like, ‘Get this stuff away from me...I’ve had enough. I’ve lived this thing for 16 days’...When I got home...I just wanted to sleep forever.”

“When I walked in the door, [my family] thought I was a hero. I was tired and wanted to go to bed and didn’t think I was a hero in the least...they were ‘Oh, you’re a part of history, blah, blah, blah’...where I was like I might have been part of history, but it didn’t feel very good...I mean 184 people died.”

Responders often are tired and reluctant to talk about their experiences when they first return home after a deployment. They may need some time alone to sleep, relax and reflect on what has occurred.

“Family members need to understand that you may need time alone...I found that I...wanted time just to be alone to sit and reflect back on everything that [I] saw and [was] involved in and try to get a big picture of the whole operation, which was tremendous.”

If the responder wants to sleep, make sure the house is quiet. However, if the responder wants family time, modify the family schedule to meet that need. Giving

Families can help by creating a relaxing atmosphere at home. It will help if the responder has:

- Peace and quiet surrounded only by immediate family members
- A hot shower or bath
- Some favorite home-cooked meals. (Stocking up on food is recommended, because responders come home hungry)
- A nice massage (to work out the stress and help relax)
- No phone calls, decisions to make or unwanted chores
- No media contact

responders top priority in their family’s scheduling for a few days will help them ease back into their normal lifestyle and allow them to feel more secure and needed.

It is a good idea to save copies of newsprint articles or taped news-footage of the incident, in case the responder wants to see it later. Often, responders do not get to see any news of the incident because they were working. Keep in mind that it is best for families to share news materials only when the responder is ready.

“Everybody’s so focused on doing their thing...that [you] don’t know what the rest of the world went through...I didn’t see a newspaper or hear a report.”

Helping does not always mean doing things for the responders. Sometimes it’s what families don’t do that is most helpful. For example, not pressuring a responder to talk before he or she is ready can be very helpful.

“Sometimes we don’t want to talk when we come home. We just want to take a shower. We just want to go to sleep...whatever, you know. We’ll talk when we’re ready...give [us] some time and [we’ll] come talk to you.”

“One of the ways that [my husband] deals with stress is to go out and mow the lawn...when I know things are really tight for him, I just let it grow...going out and riding around on the tractor and mowing an acre of grass...that’s a de-stressor [for him].”

While it is important for responders to discuss the incident with their family, it is also important that they talk with their peers about their shared experience.

“It’s important that [families] understand...that [if] we have been in some difficult incidents, [we] want to talk to somebody who was there with [us]...it’s nice to have somebody from the outside to [talk to], but sometimes...a difficult call is best done with someone else that was there.”

As time passes, and the responder gets further from the deployment, different challenges and unsettling feelings may emerge. It is important for families to continue helping responders in the weeks, months and years following an incident.

“My wife...she took charge of everything...Had she not done what she did, I wouldn’t be here. I would have folded up a long time ago, six feet in the ground, and she would have been a widow.”

Families also can assist with ongoing challenges by helping responders use positive coping strategies. If a responder continues to have difficulties, families can guide them in the direction of seeking additional assistance.

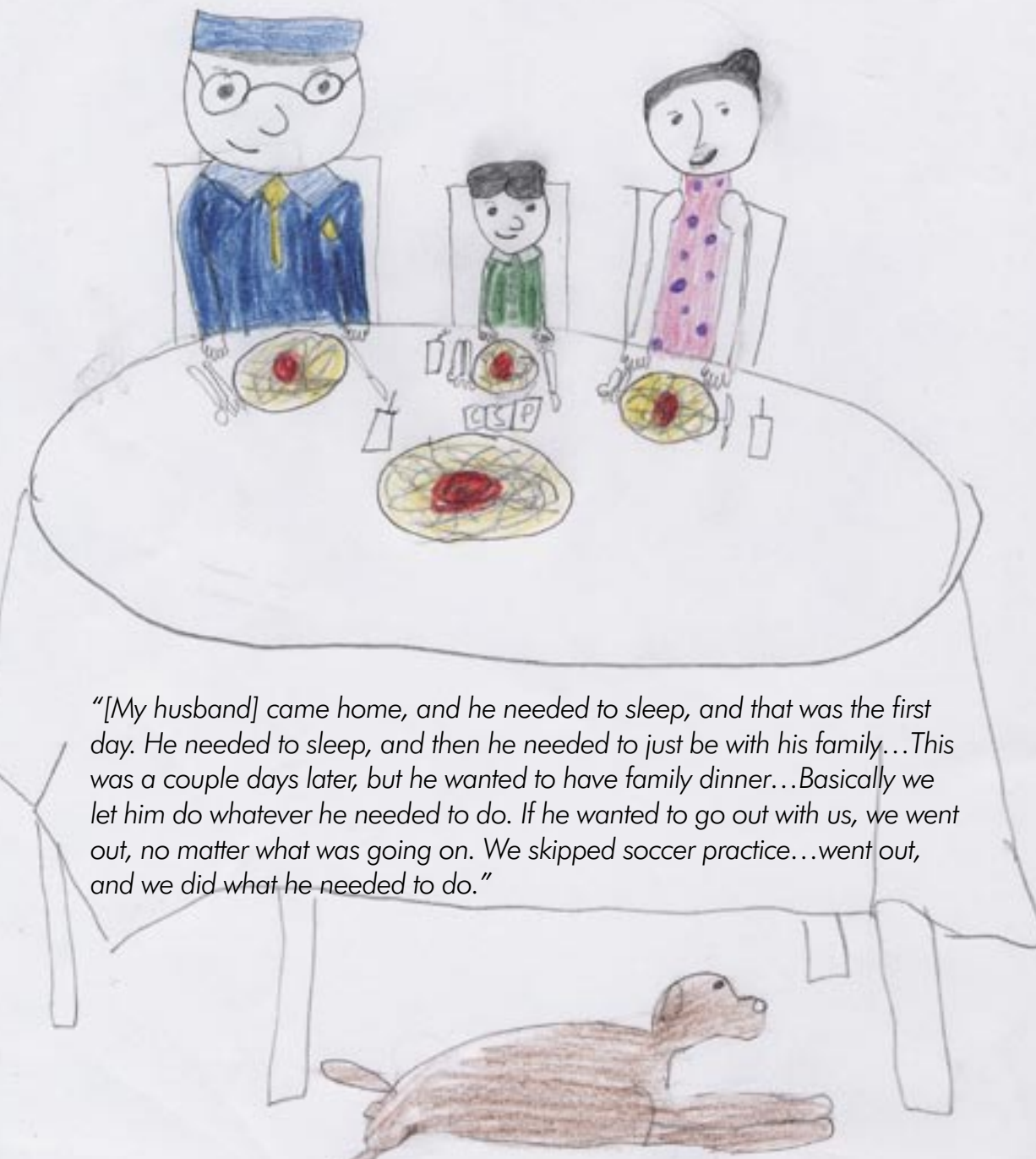
Strategies for Families Helping Responders

When a responder first returns home:

- Follow the responder's lead
- Be flexible; adjust the family's schedule to the responder's needs
- Be available for talking, but don't pressure the responder to talk
- Give the responder some alone time to sleep, relax and reflect
- Find time to enjoy the responder's company and be together as a family
- Allow some time for the responder to process the event with peers

Other important strategies to help responders in the short- and long-term:

- Save articles or news footage of the incident for the responder to review later
- Be sensitive to sudden changes in the responder's feelings or reactions
- "Take charge" if necessary, to give the responder a break from responsibilities
- Encourage positive coping strategies
- Guide the responder to seek professional help if needed



"[My husband] came home, and he needed to sleep, and that was the first day. He needed to sleep, and then he needed to just be with his family... This was a couple days later, but he wanted to have family dinner... Basically we let him do whatever he needed to do. If he wanted to go out with us, we went out, no matter what was going on. We skipped soccer practice... went out, and we did what he needed to do."

How Responders Can Help Families After Deployment

Like responders, family members are also impacted by a major incident.

“Know that whatever you’ve gone through, your family has gone through, too...Whether you’re a police officer, fireman...they’re dealing with everything that you’re going through, but in a different capacity...and it’s important that we understand that they need help, too.”

To cope with and recover from an event, family members may need help from responders following the incident. But before responders can help their families, they must first process the event and make sure they are okay themselves.

“[Just] like the on-the-job training they teach you, you need to protect yourself [before] you go and protect other people.”

When ready, responders can play a crucial role in helping family members cope with and recover from a major incident. To best assist, responders must first have open communication with their families in order to understand what the needs of their families are.

“I think it’s so important that...family members and responders talk to each other...the responder talks about as much as they’re comfortable talking about, what they did and what happened to them, and the family members need to be able to say, ‘This is what happened to me while you were gone.’”

Often times, just discussing the incident with family members is helpful in itself.

“Let [your family] vent because it’s good...when I asked my wife [about 9/11]...she broke down and cried. It took 20 minutes just to get the first word out of her, and then it poured right out. She was the talkative one, and I was listening...she said it helped her a lot.”

“I think [responders] need to sit down and talk about it [with their families], even with their kids. I think talking is a

release...I think it can help take some of that pain away.”

Just as responders discuss the incident with peers, it is important for responders to talk with their families to help family members understand the event as well.

“I’m very open with [my family]...they had a lot of questions...I answered anything they needed to know.”

Sometimes responders are reluctant to tell family members details about what they saw or did because they think they are protecting them. The truth is, some family members are resilient and can handle the “gory details.”

“I know [when] there’s something [my husband] wants to talk about, but he doesn’t think that I’ll be able to handle it...We know who we’re married to. We know what you do. If you don’t tell us what’s going on, imagine what we’re picturing in our head. It could be worse than what you actually went through.”

However, if responders are concerned about upsetting family members, it’s okay to leave out some details, as long as family members get enough information to understand what the responder went through.

“You don’t have to get in the gruesome details, but let [your family] know [about] the horrific event you went through.”

“I think that one of the most important things is communication...responders have a tendency to not want to take home the bad things they saw, but I think it’s important to learn how to filter it a little bit [and] still be able to share some of the bad things [with their family].”

Besides communicating with their families, responders can also help comfort their families by spending time with them.

“Just be with [your family]. Be with them...don’t take it for granted.”

Spending time with the family will also help responders

gain a better understanding of how family members are coping.

“Probably about a week after 9/11, my son...was being a jerk around the house, and I confronted him about it, and...he had all these bottled-up emotions.”

If family members are having difficulties, responders can be key in helping them find assistance. However, both responders and other adult family members must work together to help their children deal with any difficulties.

Strategies for Responders Helping Families

- Take time to process the event before helping family members.
- Communicate with family members about what happened and let them express their own experiences, feelings and reactions.
- Spend time together as a family.
- Work with other family members to help children with any concerns they may have.
- Encourage positive coping strategies.
- Listen to family members about how the incident affected them.
- Guide family members to seek professional help, if needed.



How Adults Can Help Children After Deployment

When a major incident occurs, all members of a family are affected, including children. Because many children do not express their concerns directly, parents need to “check in” with their children from time to time to see how they feel. Children should be given an opportunity to talk, ask questions and express their feelings about the event or about anything else that is going on in their lives.

“Definitely communicate with [your kids]. Talk about how you’re feeling, what’s going on, what’s happened...I always find it very important to let kids know that Mom and Dad aren’t going to be in the greatest moods...[I] prepare them.”

Talking is important, but like adults, children should not be pressured to talk if they are reluctant. By creating a comfortable environment to share thoughts and feelings, children will naturally bring up things that bother them.

“If [your son] wants to play ball, maybe he might want to say something to you, and that’s the time he wants to talk about it. Don’t pry it out of them. Let them talk it out at their own time.”

In addition to talking, parents, caregivers and teachers should observe children’s behaviors closely, and note any changes in behavior since the incident. Children’s responses to events can be subtle. In fact, sometimes children’s reactions may seem unrelated to the event, but might be an indirect sign of distress or confusion.

“My younger daughter...recently had a couple of dreams, and she’ll say, ‘Mommy, someone killed Daddy...It was a bad person.’...I’ll address [it] because...I hope to alleviate her anxiety.”

Additional Strategies for Helping Children After a Loved One’s Deployment

The strategies that were useful for helping children during deployment also will be useful after deployment. (See page 17)

Give the parent “space.” The responder may be physically and emotionally exhausted after a stressful incident. Explain this to children so that they don’t “act up” to get the responder’s attention or feel disappointed if their parent can’t focus on them.

“He came home, and he needed to sleep, and that was the first day. He needed to sleep, and then he needed to just be with his family, be with his girls.”

Provide positive attention and do things as a family. After a stressful incident, children may want attention from their parents. Sometimes children misbehave just to get parental attention. Try not to give attention when children misbehave, but “catch them in the act” of being good. Also, spend quality time together, talking or sharing enjoyable activities.

“Some family members will say, ‘Get rid of the kids, go away for the weekend.’ But we don’t like that. We want the kids with us...We’ve always done things together...if anything, [9/11] has probably brought us a lot, lot closer.”

Look for signs of concern about a parent’s welfare. Many children handle things well, but might have a sudden, unexpected outburst. In fact, “separation events” (e.g., going to school, parent going to work) can trigger fear reactions in young children.

“[My husband] would take the kids to day care, and the first time he did that [after 9/11]...[our son] just started screaming, ‘Don’t leave me, Daddy. Don’t

leave me.’ That’s the first time...[our son] had shown any signs...of problems or worries or anything. And he grabbed onto [his dad] and just held him and said, ‘Don’t leave me. Don’t leave me.’ ”

Continue to limit media exposure to stressful events.

“We have to be careful what our kids watch on TV and what we tell them because they absorb a lot more than we think. I think that the continuous images on TV... how the news exploited the images for ratings...that was negative.”

Teach positive coping strategies for fears and reactions. It is important that children learn to cope positively with their reactions and fears. This will help them in future years. Some strategies that parents can teach children include:

Thinking positively:

“I’ll just try to think on the positive side, saying [my dad] will be all right...[He] will get through this like [he] always does.”

Confronting fears:

“When [our children] have a concern, I don’t want it to become a fear, and so I talk to my husband about it. And...we’ll try to make it a field trip to the academy to see where they’re doing some training so that [the kids] can see what kind of things that they do.”

Communicating/talking things over:

“Every time [a question] popped in the kids’ heads, we always tried to make sure we answered it...we had conversations about what was it like and what did you do.”

Doing activities that are soothing, distracting or make children feel good:

“I sang a lot...it was usually just by myself in my room, and it works...it makes me feel better.”

"I did everything that I could to keep my mind off of it so I wouldn't worry that much."

As time moves on, adults can continue to help children learn positive coping behaviors. These skills will help children cope with future challenges as they present themselves over time.

Signs of Children's Stress Reactions by Age

Although it is normal for children to worry about their parents during and after a rescue or safety mission, the ways that children show their worries may depend on their age. Besides parents, teachers and other adults who spend time with children are in a unique position to notice and assist with stress reactions. Below are some examples.

Preschool/Toddler Age (2 – 6 years): Children may report "sick feelings," such as a stomachache or headache. If severely stressed, children may return to behaviors they have grown out of (e.g., wetting the bed, sucking a thumb, sleeping with a nightlight).

School-age (7 – 12 years): Children may become "clingy," not wanting the parent to leave home or not wanting to go to school (because of leaving a parent behind). Children may not know how to express their worries, and instead may become less interested in fun activities or be preoccupied with details about the event.

Adolescents (13 years and older): Adolescents may appear irritable or even defiant. They may want to obtain "control" of the situation by being on their own or doing things "their way."





"I've got [my own] business now. I've been educated. I'm certified. I got a good handful of clientele, an expanding business...in the next couple of years, I'm going to have a pretty good business."

Post-Incident Changes

While all family members can be affected by an incident, those effects may differ from person to person, even in the same family. Disasters or other distressing incidents can affect people in many ways. For some, the impact of an event may cause changes to occur in their lives, at some level.

"Any event that I think happens in life is going to change you a little. It's going to either make you more angry [or] make you less angry, [maybe] more compassionate. It's going to do something. It's got to be because we're human. We don't just push it aside. So it's going to change [you] in some way."

Depending on the event, some people may experience little or no change, while others may experience significant change.

"After returning [from the Pentagon], I thought 'Thank God you're home.' And in the back of my mind is always 'How are you going to handle this? What are you going to be like?' Because it changes a person."

As many families experienced after 9/11, changes may occur in many different parts of their lives.

"I look at everything so differently... We all do. I look at holidays so differently... Memorial Day and Veterans Day... I look at the airport differently... I don't think any of us are not changed by 9/11."

"My outlook... it's changed... just to live life to the fullest and just enjoy it."

"I think that [9/11] has made us all realize more that we need to be more of a family, that we need to spend more time with each other, that maybe work isn't a number one priority, but that our family is because it could change in an instant."

"Emotionally, being more understanding... being a little bit more tolerant with people. I pay a lot of attention to world events... Wanting to help more. I keep wanting to help."

Looking back on their lives since 9/11, many people identified positive changes.

"[9/11] helped me see the light... Since then I have tried to be a better dad, a better husband."

"9/11... involved lots of responders from everywhere, a different experience. The sense of community, the sense of commitment, the sense of friendship and affection that grew up in that community changed me, and I'm a different person, a better person, for having responded to that."

"I don't take anything for granted anymore."

Some public safety workers saw a change in society at large, which included a greater appreciation for the importance of their jobs.

"It seems like after 9/11, the emotions of the public for the public safety people in general really [went] high. They kind of put... everyone a little higher on a pedestal than what it used to be."

"Society has changed so much, and over the last couple years... the public safety service in general, in the eyes of society, has been really brought to the surface, really what we do and how we help people... the notoriety is just tremendous, and the outpouring of the citizens for what we do... It's just made it a lot different."

For some people, changes after 9/11 were more dramatic, such as a change in career or lifestyle.

"I retired at the end of August 2002, and so I'm out of the military. That's a big thing after all that amount of time. And I have a civilian job, so that's a different experience... We also moved from one part of northern Virginia to another."

Major changes to a person's lifestyle can be difficult to cope with, particularly when the changes have a negative impact on their life.

"I think I'm not the same person I was. I'm probably harder to deal with. My tolerance for stupid stuff has gone way, way down. I'll get very angry at what people would consider trivial stuff... I just have no patience for it."

"I think [9/11] strained... my relationship with my family... I think because I was emotionally a mess, physically a mess, I had a lot of physical symptoms health-wise after."

Anytime a major change occurs in a person's life, it is important to cope positively with those changes. Keeping a positive attitude and using good coping skills will benefit a person both short- and long-term.



Challenges Over the Longer Term

Over time, most public safety workers and their families are able to cope effectively with their feelings and reactions to stressful incidents.

"It was driving me crazy for a long, long time... today, [I'm] much better...I now have put up photographs of 9/11...[and] my white teddy bears of hope somebody gave me...I [can] put those up because they're not going to tear me up [anymore]...I accept the fact that it did happen. I'm very unhappy that it happened, but it happened."

However, for some individuals, the healing process may take a long time, even years.

"There's rarely the day that goes by that something doesn't make me think about it...I don't dwell on it, but it's just, you know, every day some little thing happens and it will just trigger some memory of 9/11."

"It doesn't seem like three and a half years ago. It's not as much as the attack, but dealing with what we had to deal with. It just still seems like yesterday. It's still hard just to talk about it all...I wish it was a lot longer and that it would feel like it was a lot longer. But it just seems like yesterday, and it's still hard for me."

For many, the unexpected bumps and turns in the road along the way to healing may be unsettling. For example, other stressful incidents may arise that can affect the individual or family.

"We had a lot of things that have hit here where we stayed hyper-vigilant from the moment 9/11 happened...we were having to do extra checks on some federal buildings...because of 9/11. Then we had the anthrax issues...and then right after that was the sniper...there [has been] a lot of anxiety."

In other cases, unexpected sights, smells or sounds may trigger a previous emotional reaction or even a new reaction.

"They say smell triggers memories more than anything else. Just the whole smell of the thing...you kind of never forget that."

"After the tragedies of the Pentagon, 9/11, and even Oklahoma City...the problems...I had were... memories for sights, smells, sounds and things that would actually take me back...sometimes you'll smell something that actually throws you right back there."

"There's a lot of reminders about the Pentagon...I found a Web site that gave names and gave stories of different people that were killed...You know, it was just too much."

The anniversary of critical events, such as 9/11 or the bombing in Oklahoma City can also be a trigger that brings back previous emotions. It is also common for people to experience new reactions during this often difficult period.

"When they have the anniversary...I'll watch stuff...on the news...and I'll think about it, and it'll bring it back...[one] night I had a dream about [9/11] just because I saw it [and] was thinking about it."

If a person is having difficulty coping with their reactions over an extended period of time, they will need to seek advice from a professional. Family, friends and co-workers can encourage that person to seek help.

It is important to cope positively with any long-term reactions. Learning to identify and cope with triggers will be helpful. The positive coping strategies that responders and families used post-deployment (see page 21) will also be useful for handling triggers and occasional emotional setbacks. In addition, keep in mind that:

- Triggers and setbacks are common, and typically decline over time
- Talking to others is helpful
- Try not to dwell on the events that were upsetting; instead focus on the positive
- If a person is having difficulty coping with intense feelings that are brought on by the trigger, or feel that it is interfering with daily life, it is a good idea to speak with a peer counselor or mental health professional
- Around the time of an anniversary, it may also help to spend time with family and friends and talk about any feelings or reactions that surface



"As the anniversary comes around from year to year, you see pictures and...I reflect back [and] you converse about that particular day...it's just part of that whole venting [process]...It happened and you acknowledge it. That's how I move on."



Seeking Assistance and Resources

Section Four

Public safety workers and their family members are resilient. They prove this every day as they deal with the ongoing stress and other challenges that surround the job. However, sometimes the cumulative stress of the job or a response to a large-scale incident can overwhelm the abilities of a worker or family member to cope. When this happens, public safety workers and their family members may need some help to deal with their reactions. The purpose of this section is to help public safety workers and their family members know when and where to turn for help.

“There’s always help out there...Establish help now. Establish coping mechanisms. Pass out publications like [this]. Get closer to EAPs...Do it now. We learned a lot of lessons from what wasn’t right, how people weren’t taken care of [after 9/11]. So that would be my message, let’s put it out there now before something bad happens again.”

Knowing When To Seek Assistance

The resilient nature of public safety workers and their families helps them to cope with challenges that would overwhelm most people. Even when they witness tragedy, most will be okay when provided with support from peers, family or friends.

“I feel a lot better about [9/11]...it’s still affecting us, but not as much as it did when it happened.”

“The recovery that I’ve seen with myself and with the other folks in the department is just outstanding.”

Over time, however, some responders and families find themselves impacted by the trauma of a disaster or other distressing event.

“When the depression kicked in, I wouldn’t talk, and [going] from a very talkative person to very quiet was very unsettling for my wife. My dad, my mom, friends would come by and they would want to talk...and [I] just had this thousand-yard stare.”

“When things settled down...[my wife] physically collapsed. We had to go to the hospital and get her looked after, so now the role’s being reversed.”

Reactions can vary from individual to individual, depending on their life history, personality and experience during and after the event.

“I’ve thought that I may have a different reaction to all this stuff if I wasn’t in the middle of it.”

Sometimes responders and families find that a distressing incident amplifies prior problems.

“I think that, if you had family issues before 9/11, then you really had them afterwards. If you had personal life issues before, then you really had them [after]...because it just made everything bigger.”

In some cases, reactions are severe or worsen with time. When this happens, additional assistance may be needed to help the responder or family member

get through the difficulties.

“When it started to change was about two weeks after. My wife had to go back to work and she took the kids to school. Now I’m in this empty house, and then it was just so deathly quiet...I was having really bad flashbacks...when she started leaving, my heart started racing. I was sweating. So I would find myself pacing throughout the whole house, going outside, sitting on the porch, and it was just this [feeling] you didn’t want to be alone.”

“Some people are not able to ever get over it...they hit a mental block where they cannot move forward or get by it, and it creates sleeping issues and family issues and just compounds from there...some people get to the point where they need professional help.”

At some point in time, responders, family, and/or co-workers may want to reach out for help for themselves or for a friend or loved one. This point may come when:

- Reactions continue for an extended period of time (several months)
- Reactions interrupt the activities of daily living and working
- Reactions involve the potential for harm to self or others
- Reactions by children are of concern to the parents or caretakers
- Problems that were small before an incident are now amplified
- There is a “change of personality” in the responder or family member

Sometimes the person who needs help is the last one to realize it. Because family, friends or co-workers

know each other well, they are in the best position to recognize changes in behavior or pick up on worrisome reactions that require assistance.

“Both the kids are [usually] active, but after 9/11, they were withdrawn...so you might not even notice it if you didn’t know them.”

Sometimes people who are in need of assistance are reluctant to get help because they do not want to appear weak or they feel embarrassed. They may also be afraid that others will find out and they will be labeled or stigmatized because of turning for help.

“There’s a lot of embarrassment to go to these things because we don’t know what to expect. We don’t know if it’s a sign of weakness, and firemen and policemen and soldiers are supposed to be tough guys. And if you go there, will you get labeled?”

However, after 9/11, many public safety workers and their family members have sought and received assistance. Because of this, many have learned that the stigma is not a problem, and that this should not be a barrier to seeking help.

“You would be surprised with the people who are seeking assistance. And the people who stand up and bash it...those people have probably been in those offices, because it’s called facading.”

Knowing Where To Seek Assistance

There are many options available to assist responders and their families. Over the years, many public safety workers and families have benefited from seeking support. If a responder or family member has not sought assistance previously, it may help to ask a friend or a trusted peer about what options might be helpful.

"I didn't know what was out there to help us out financially, emotionally, anything. I didn't know what was out there."

It is important to keep in mind that everyone is an individual, and a process or combination of processes that works for one person may not necessarily work for another.

"What worked for me or didn't work for me may work for somebody else, and I try to keep an open mind about it...getting help early is probably the key."

In recognition of the stress that "the job" places on responders and family members, most public safety organizations provide employee and volunteer assistance programs. These programs assist personnel and family members through services such as counseling and educational programs.

"We got a great employee assistance program... everything is there if you're having problems...take advantage of it and use it. If you can't work it out amongst the [people] that you work with, that would be your next logical choice."

"Whatever you're feeling, you're not alone. Don't be afraid to share it and to talk about it...that's what the EAP folks are for."

EAPs are confidential and do not share information with a department unless there is a possibility of harm to self or others.

"The EAP— done it many times...even when I come into this building, they hide me and get me out so that

nobody [has] that opportunity to see somebody...So that's a big plus with us."

Another avenue of support provided by many public safety organizations are the Critical Incident Stress teams (CISM/CISD) made up of trained peer counselors that are available to meet with personnel and provide assistance in informal and group settings.

"I wholeheartedly believe in the peer system... 'cause they've walked in [our] shoes...if somebody can actually say, 'I understand what you've been through,' I think it means more."

"People tend to feel alone in their trauma and distress, and when this is a community thing and other people understand, it helps people first to open up and also to reach out [to] peer support networks."

Seeking the advice of a mental health professional can also be beneficial.

"I did talk with a psychologist...because I needed to talk about my own reactions. I needed to defuse from things that I was contending with."

After a major incident like 9/11, special programs to assist those who responded or their family members may be available.

"My wife and I responded for a post-9/11 debriefing conference sponsored by the Department of Health, State of Virginia, and so we had a week together, nice hotel, good food, a chance to talk with other people, responders, spouses and counselors. A very, very nice experience the wife and I shared together."

Responders can also consider a quick chat with a member of the clergy or a CISM/CISD peer on an unofficial level for some advice.

"I work with every one of these folks, the CISM stuff. So they stealth me every once in awhile, and I stealth for

them every once in awhile...[They're] definitely helpful, but was it official? No."

No matter what methods public safety workers or their family members choose, what's most important is that someone in need of assistance receives help.

"You can't sugarcoat it. If somebody is in distress after going through a traumatic incident, they need help."

If a family member or co-worker is in need of assistance, it is important to encourage that person to find help. If someone is unsure how to approach a friend or loved one about the topic of seeking assistance, it may be beneficial to ask a professional counselor for ideas on how to approach the situation. The following section contains a list of resources that public safety workers and their families can turn to for assistance.

RESOURCES FOR ASSISTANCE

This section lists contact information on resources available to responders and their families. There are departmental and non-departmental resources listed. Some resources are offered 24 hours per day, seven days per week (24/7).

Maryland

Montgomery County

Montgomery County Fire and Rescue Service

Employee Assistance Program (EAP) administered by APS Healthcare, Inc.

The EAP provides confidential assistance to help employees, volunteers and their family members with marital or family problems, stress or anxiety issues, legal or financial issues, alcoholism or substance abuse or other personal concerns and is available 24/7.

Contact Information: 800-765-0770

Office of Wellness and Stress Management

The Office provides clinical psychological services and a Critical Incident Stress Management (CISM) Program specifically for MCFRS career and volunteer fire/rescue personnel as well as for family members, where appropriate. Clinical services are offered for a wide range of individual and relationship concerns as well as specialized treatment of psychological trauma. The CISM Program's support is provided by trained fire/rescue and family support peers as well as by a staff psychologist.

Contact Information: 301-279-1512

Montgomery County Police Department

Employee Assistance Program (EAP) administered by APS Healthcare, Inc.

The EAP provides confidential assistance to help employees and family members with marital or family problems, stress or anxiety issues, legal or financial issues, alcoholism or substance abuse or other personal concerns and is available 24/7.

Contact Information: 800-765-0770

Stress Management Division

The services provided include individual, couple, family counseling, traumatic incident debriefings, outreach through site visits and a Peer Support Team that is available to police department employees and their immediate family members.

Contact Information: 240-773-6040

Peer Support Team

These services offer emotional peer support to police employees and their family members, co-facilitated debriefing sessions with a mental health professional, and upon the authority of police management, the Team may offer support to employees of other law enforcement agencies and is available 24/7.

Contact Information 240-773-6040

Chaplaincy Division

The Chaplaincy Division provides employees and their families spiritual guidance, counsel, comfort and crisis services that are available 24/7.

Contact Information: 301-279-8000

Montgomery County Sheriff's Office

Employee Assistance Program administered by Sheppard Pratt Health Plan

The EAP provides confidential and professional assistance to employees and their family members experiencing personal problems such as, but not limited to: marital or family problems, alcoholism or alcohol abuse, self or others drug abuse, or other personal difficulties relating to financial, legal or health problems.

Contact Information: M-F, 8 am-4:30 pm: 202-429-1950 or 800-823-1337 All other hours: 800-627-0330

Prince George's County

Prince George's County Fire Department

Fire/EMS Employee/Volunteer Assistance Program (EAP/VAP)

The EAP provides crisis intervention, assessment and referrals, stress management, CISM and substance abuse counseling and is available 24/7.

Contact Information: 301-583-2200

Prince George's County Police Department:

Employee Assistance Program (EAP) administered by APS Healthcare, Inc.

The EAP provides confidential assistance to help employees and family members with marital or family problems, stress or anxiety issues, alcoholism or substance abuse, or other personal concerns and is available 24/7.

Contact Information: 877-334-0530

Psychological Services Division

The Division provides 24-hour response to critical incidents as well as consultation or counseling services to department personnel (active and retired) and their family members. Services are generally limited to four to six sessions with referrals to mental health professionals, as needed.

Contact Information: 301-883-6250

Prince George's County Office of the Sheriff

Employee Assistance Program (EAP) administered by APS Healthcare, Inc.

The EAP provides confidential assistance to help employees and family members with marital or family problems, stress or anxiety issues, alcoholism or substance abuse, or other personal concerns and is available 24/7.

Contact Information: 877-334-0530

Virginia

City of Alexandria

Alexandria City Fire and Rescue Department Alexandria City Police Department Alexandria City Sheriff's Office

Employee Assistance Program administered by Inova

Inova EAP provides services to Alexandria Fire and Rescue Department, Police Department and Sheriff's Office employees and

members of their households, including children away at college or adult children still residing in the employee's home. The services include short-term problem-solving counseling for individuals, couples and families. The EAP has a counselor network in the extended metropolitan Washington, D.C. area, as well as a national counselor network. Free legal and financial consultations are also a part of the services provided and can be accessed by the employee or members of their households. Following traumatic events in the community or workplace, the EAP can provide additional critical incident response if requested by the Community Mental Health agency in Alexandria.

Contact Information 800-346-0110

Arlington County

Arlington County Fire Department Arlington County Police Department Arlington County Sheriff's Office

Arlington County EAP

The EAP provides services that include problem identification and assessment, referrals to outside agencies, treatment and/or case management, facilitation of insurance benefits, back-to-work conferences, individual and group interventions, crisis and grief intervention and training and coaching for supervisors and employees (including teambuilding, stress management, leadership, sexual harassment, respect in the workplace, emergency-plan development and support groups).

Contact Information: 703-228-8721

City of Fairfax

City of Fairfax Fire and Rescue Department City of Fairfax Police Department

Employee Assistance Program administered by Deer Oaks

The city has pre-paid for this benefit for all city employees and their dependents. The EAP can assist with many different types of problems. Among these are stress, depression, anxiety, workplace difficulties, substance abuse, marital problems, family or parenting conflicts, grief, violence and unhealthy lifestyles. The EAP can also provide assistance with, and referrals for, financial and legal issues.

Contact Information 866-EAP-2400

Fairfax County

Fairfax County Fire and Rescue Department

Employee Assistance Program administered by Inova

The EAP provides services to employees and members of their households including children away at college or adult children still residing in the employee's home. The services include short-term problem-solving counseling for individuals, couples and families. The EAP has a counselor network in the extended metropolitan Washington, D.C. area as well as a national counselor network. Free legal and financial consultations are also a part of the services provided and can be accessed by the employee or members of their households. Following traumatic events in the community or workplace, the EAP can provide additional critical incident response if requested by the county's Community Services Board.

Contact Information: 800-346-0110

Fairfax County Police Department

Employee Assistance Program administered by Inova

The EAP provides services to employees and members of their households including children away at college or adult children still residing in the employee's home. The services include short-term problem-solving counseling for individuals, couples and families. The EAP has a counselor network in the extended metropolitan Washington, D.C. area as well as a national counselor network. Free legal and financial consultations are also a part of the services provided and can be accessed by the employee or members of their households. Following traumatic events in the community or workplace, the EAP can provide additional critical incident response if requested by the county's Community Services Board.

Contact Information: 800-346-0110

Chaplains Unit

The Chaplains Unit provides pastoral crisis intervention to any member or family member of the Fairfax County Police Department by request. Chaplains are members of the International Conference of Police Chaplains and are trained in areas specific to police chaplaincy including stress management counseling and pastoral counseling. The Chaplains Unit works in partnership with the Peer Support Team to address the needs of officers, staff and family members in crisis and is available 24/7.

Contact Information: 703-280-0840

Fairfax County Sheriff's Office

Employee Assistance Program administered by Inova

The EAP provides services to employees and members of their households including children away at college or adult children still residing in the employee's home. The services include short-term problem-solving counseling for individuals, couples and families. The EAP has a counselor network in the extended metropolitan Washington, D.C. area as well as a national counselor network. Free legal and financial consultations are also a part of the services provided and can be accessed by the employee or members of their households. Following traumatic events in the community or workplace, the EAP can provide additional critical incident response if requested by the county's Community Services Board.

Contact Information: 800-346-0110

Prince William County

Police Department Fire and Rescue Department Sheriff's Office

Prince William County Community Services Board (CSB)

The CSB offers individual, family and group services for emergency personnel who are residents of Prince William County and offers information and referral for private therapy.

Contact Information: 703-792-7800 or 703-792-4900

Prince William County Employee Assistance Program (EAP)

This program provides employees and their family members with free, confidential assistance to help in resolving problems that affect their personal lives and job performance. MHNet provides free initial assessments and short-term counseling. These services are

available at a variety of locations and are available 24/7.

Contact Information: 800-448-4434

Washington, D.C.

District of Columbia Fire/EMS Department

COPE, Inc., Workplace Counseling and Consultation

Services offered include counseling with individual employees of client organizations and consultation with supervisors, managers, human resource personnel and occupational health staff on a variety of issues including change, stress and resilience. COPE's services are available 24/7.

Contact Information: 202-628-5100 or 800-247-3054

Metropolitan Police Department

Metropolitan Police Department EAP

The EAP offers free and confidential services for department officers, officials and their family members. The services include free and counseling for work stress, critical incidents, marital and relationship problems, children and families, alcohol education and relapse prevention, grief and loss.

Contact Information: 202-546-9684

Chaplains Unit

The Chaplains Unit works in partnership with the Metropolitan Police Employee Assistance Program to address the needs of officers, staff and family members in crisis and is a liaison with other religious leaders in the community. Chaplains are trained in areas specific to police chaplaincy including stress management counseling and pastoral counseling and is available 24/7.

Contact Information: 202-727-9099

ADDITIONAL RESOURCES

Pentagon Employee Referral Service

Civilian employees (including emergency responders) of the Department of Defense who were impacted by the terrorist attack on the Pentagon may seek services through the Pentagon Employee Referral Service (PERS). PERS is an Employee Assistance Program which provides free and confidential assessment, short-term counseling and referral to a variety of treatment resources. The program is staffed by licensed mental health professionals with extensive experience in providing assistance to individuals experiencing traumatic reactions. This program is also open to dependents of Department of Defense employees.

Contact Information: For further information or to schedule an appointment, call (703) 692-8917.

Defense Stress Management Service

(formerly known as Operation Solace)

The Defense Stress Management Service (formerly known as Operation Solace) offers counseling and support services for active duty/retired military and family members. Services include informal pre-clinical sessions, formal psychiatric and psychological evaluation and treatment, self-help information, and classes on a range of topics (e.g., coping strategies for managing grief, anger, stress, anxiety, conflict). Services are provided at the Arlington Navy Annex, the Pentagon, and Crystal City.

Contact Information: 703-602-2893 or 703-692-8878.

Metropolitan Washington Airports Authority (MWAA)

MWAA Employee Assistance Program

The EAP manages National and Dulles airports' information and referral services for employees, retirees and their dependents. For emergency responders employed by MWAA, critical incident support services are provided to emergency services managers and responders, including individual or group debriefings.

Contact Information: 703-417-8634

Northern Virginia Family Service (NVFS)

Pentagon Responders Program of NVFS

The Pentagon Responders Program offers information and referral services, educational workshops, case management and groups for Pentagon responders and their families.

Contact Information: 703-219-3921 or e-mail PRP@nvfs.org

Survivors' Fund Project

The Survivors' Fund project of NVFS provides case-management services to support the long-term recovery of individuals and families affected by the September 11th terrorist attack on the Pentagon. Those eligible for services include: surviving family members of anyone killed in the attack; individuals who were physically or emotionally injured during or as a result of attack; family members of someone who was physically or emotionally injured; individuals who participated in the rescue, recovery, and / or investigative efforts at the Pentagon; and the family members of first responders who responded to the Pentagon.

Contact Information: 703-219-3927 or 1-800-994-HOPE (4673) or visit www.nvfs.org

Local Hotlines

CrisisLink offers a 24/7 free crisis, suicide and referral hotline; CareRing call-out service for home-bound individuals; community education and training in communication and mental health issues; and a crisis response team.

Contact Information: 703-527-4077 (metropolitan D.C.)

District of Columbia Crisis Helpline

Contact Information: 888-793-4357

Maryland Crisis Hotline (MD only)

Contact Information: 800-422-0009

National Hotline

800-SUICIDE -24 hour hotline.



Northern Virginia
Family Service

Established in 1924, **Northern Virginia Family Service** is a private, non-profit community service resource dedicated to helping individuals and families find new paths to self-reliance and brighter futures. Each year, NVFS helps more than 27,000 people find affordable housing and health care for their children, earn a living wage and much more. NVFS has been providing services to individuals and families affected by the September 11th attacks since December 2001 through the Survivors' Fund Project and the Pentagon Responders Program (see the resources section of this guide for more information on these two programs). For more information, visit www.nvfs.org.

Acknowledgements

Special thanks to all of the first responders, family members and responding departments throughout the National Capital Region who volunteered their time to support this peer guide.

In particular, thanks to:

All who volunteered to be interviewed for this guide

Dr. Beverly Anderson

Dr. Michael Beasley

Dodie Gill

Pat Morrison

Vicky Taylor

Chip Theodore

This peer guide was edited and managed by **Northern Virginia Family Service**

Managing Editors:

Stephanie Berkowitz, LCSW-C, Director, Survivors' Fund Project

Meredith McKeen, LGSW, Manager, Pentagon Responders Program

Contributing Editors:

Sandy Lee, LCSW-C, Outreach Specialist

Erin Mahoney, Development and Communications

Lauren Wolfe, MS, Outreach Supervisor

Additional thanks to the **NVFS Survivors' Fund Project staff** and **Development departments** for their time, support and expertise.

Interviews were conducted and the peer guide was written by 7-Dippity, Inc. for Northern Virginia Family Service

Contributing authors, editors and consultants: **Barbara Carey, RN, MSN; Angela Coyle; Elizabeth Granzow, MSW; Annette M. LaGreca, Ph.D., ABPP, Professor of Psychology and Pediatrics, University of Miami; Allen Hershman, Ph.D., Psy.D., ABPS, LtCol, Division of Military and Naval Affairs, State of New York; Mitch Prinstein, Ph.D., Associate Professor, University of North Carolina; Elaine Sevin, President, 7-Dippity, Inc.; Scott Sevin, Vice President, 7-Dippity, Inc.**

This peer guide was designed by Soleil Design for Northern Virginia Family Service

Andrea LeHeup, Graphic Designer

Special thanks to cartoonist: **Thomas Mahoney**, and young artists, **Armando Marquez, Celina Marquez** and **Victoria Utria**.

Special thanks for photography contributed by: **Arlington County Police, Scott Boatright, Fairfax County Fire Department, United States Department of Defense Public Information Office, 7-Dippity, Inc.**

This project was supported by Department of Criminal Justice Services (DCJS) Grant # 05-A4721VT02, with funds made available to Virginia from the Office for Victims of Crime, U.S. Department of Justice. Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of DCJS or the U.S. Department of Justice.