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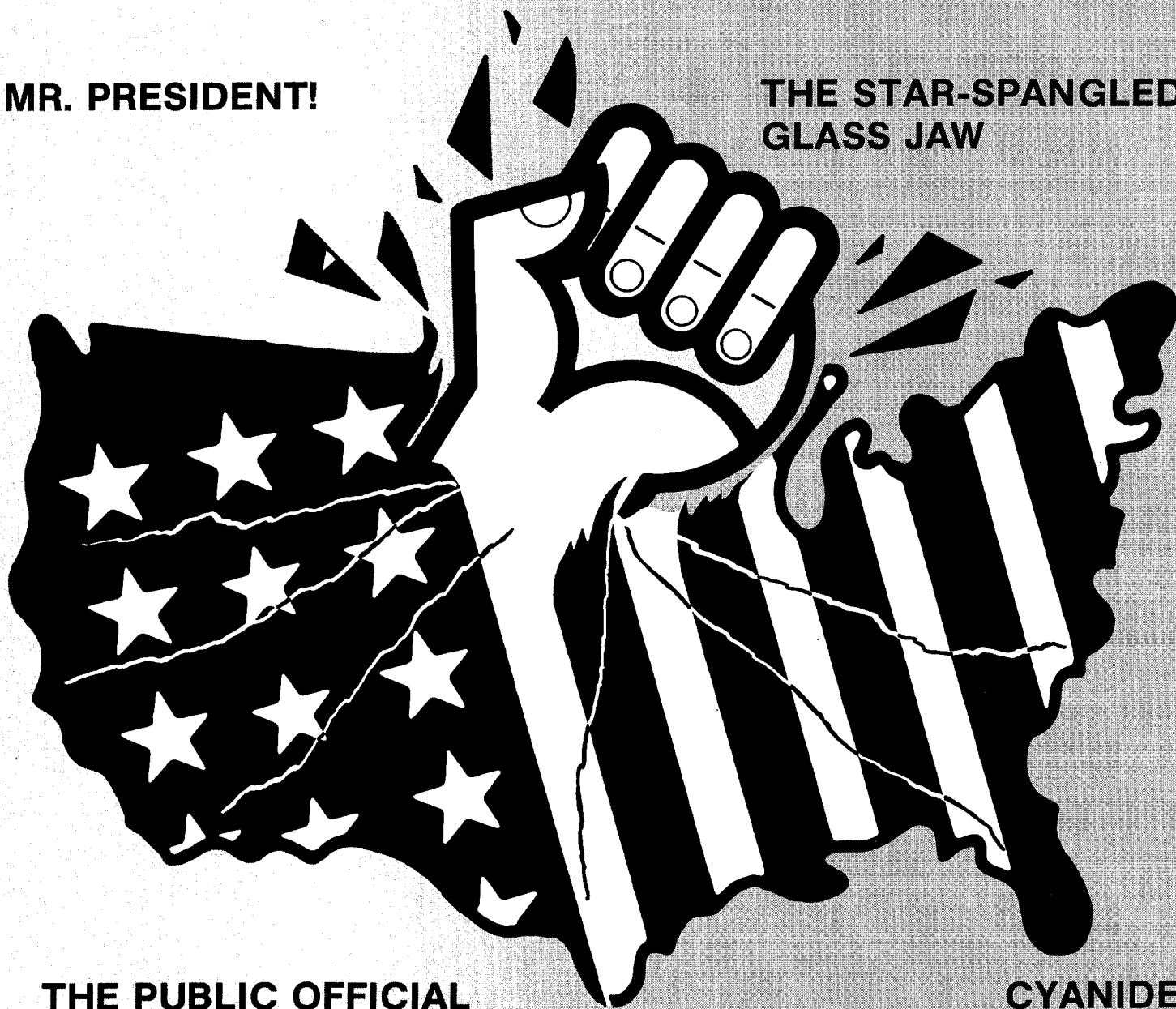
**APRIL 1986**

**VOLUME XIX — NUMBER 2**

# **Journal of Civil Defense**

**MR. PRESIDENT!**

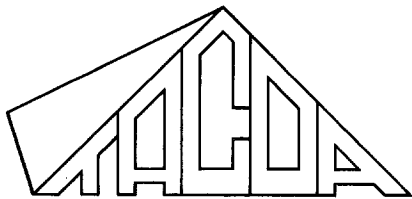
**THE STAR-SPANGLED  
GLASS JAW**



**THE PUBLIC OFFICIAL**

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**The American Civil Defense Association**



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# The American Civil Defense Association

# Journal of Civil Defense

Presenting the Views of Industry, Technology,  
Emergency Government and Concerned Citizenry

VOLUME XIX — NUMBER 2

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Editor ..... WALTER MURPHEY  
Managing Editor ..... JANICE TYLICZKA  
Contributing Editors ..... MAX KLINGHOFFER,  
VAN E. HALLMAN, WILLIAM A. McCAMPBELL JR.,  
RICHARD E. OSTER SR., RICHARD E. SINCERE JR.  
Layout ..... KAROLINE BAKER

Audit ..... BETTY NICE  
Public Relations ..... FRANK WILLIAMS  
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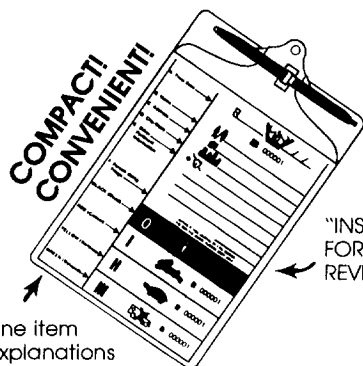
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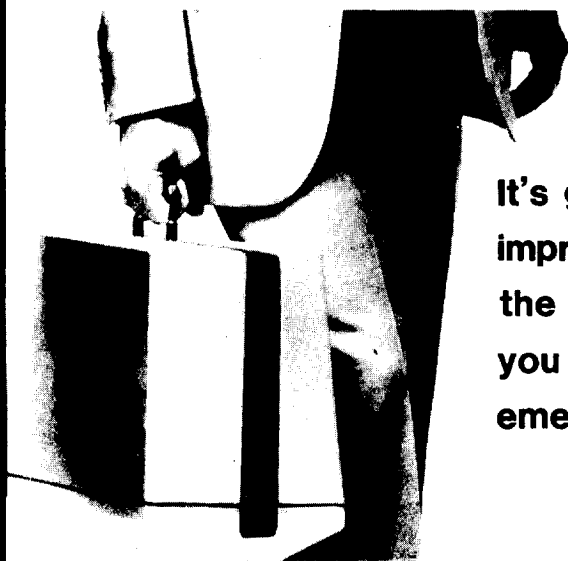
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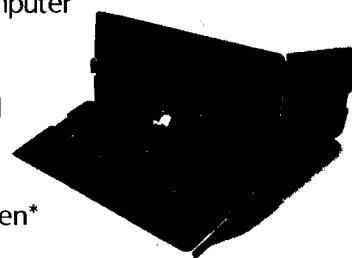
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## BECTON-FLAVORED CIVIL DEFENSE

Congress is back in session and the President's budget requests are beginning to wind their way through the authorization and appropriation process. Julius W. Becton, Jr., the new director of the Federal Emergency Management Agency, got his first opportunity to describe his approach to civil defense when he appeared before the House Armed Services subcommittee chaired by Ronald V. Dellums (D-CA) on February 27th. Civil defenders also got their first chance to observe Becton in an official capacity and they liked what they heard.

The hearing on the President's budget request of \$126.6 million for civil defense was brief and unexceptional. Becton's statement of five pages, which he outlined rather closely for the benefit of the audience, was the centerpiece of the proceedings. The 1987 request, he said, was only 3 percent lower than the current 1986 level and, considering the overall government effort to reduce the deficit, was a continuation of the status quo pending final action within the Administration on the "civil defense review."

Readers of this Journal will recall that at last year's authorization hearing General Richard Stillwell, representing the Secretary of Defense, announced that the Administration was about to undertake a review of civil defense policy in light of the Strategic Defense Initiative and the failure of Congress to approve the Reagan civil defense initiative three years running. Representative Dellums made sure the review would be undertaken by seeing to it that the conference report on the Defense Authorization Act directed the Administration to deliver the report to Congress by March 6th of this year. The Administration will miss that deadline by a month or so but Mr. Becton referred to it several times in his statement.

### THE REVIEW . . . WILL ADDRESS THE PROGRAM IN 1988 AND BEYOND.

The review, he said, will address the program in 1988 and beyond, thus affecting future authorization requests but not this one. The review, awaiting final action in the White House at the time of the hearing, was said to emphasize improving survivable leadership at State and local levels of government and providing information to citizens on do-it-yourself protection. These seem to be less-than-earthshaking proposals to emanate from an interagency review of civil defense and SDI. In a recently published interview, Mr. Becton argued, "civil defense and SDI should go hand in glove. As a soldier who spent 39½ years in uniform, I don't believe you can have 100 percent defense from anything. If there is a leak in SDI, you need civil defense for the population beneath, wherever that leak may

be. Important parts may be relocation as well as the hardening of facilities." Perhaps the Administration's review of civil defense will agree.

Returning to the austere present, the Becton statement recalled the amendments to the civil defense act made by the Congress in 1980 and 1981. Reflecting those amendments, he said, he intends to continue the multiple-hazard approach called Integrated Emergency Management by his predecessor. On the other hand, he was mindful of the proviso that funds made available to the States may be used by them to prepare for natural disasters to the extent that the use is "consistent with, contributes to, and does not detract from attack-related civil defense preparedness." Our policy, said Mr. Becton, "will be designed to strictly enforce this proviso."

Warming to his theme, the new FEMA director noted the limitations of an all-hazards approach. "... nuclear attack so far exceeds the extent and severity of even the most catastrophic of natural disasters, that reliance solely on all-hazards, capability-building from the bottom up will not result in real attack preparedness." While committed to the all-hazards approach to improve basic emergency response capabilities, he said, resources at the State and local level also must be

**"WE PROPOSE TO ASSURE," SAID MR. BECTON, "THAT ALL FUNDS PROVIDED TO THE STATES FOR ATTACK PREPAREDNESS WILL BE USED CONSISTENT WITH THAT OBJECTIVE . . ."**

directed to attack-specific requirements that will not otherwise be met. "We propose to assure," said Mr. Becton, "that all funds provided to the States for attack preparedness will be used consistent with that objective and the greatest extent practicable continue to contribute to preparedness for all disasters, be they natural or manmade."

What will happen in those few States whose legislatures have banned efforts on attack preparedness or crisis relocation? In that event, to quote Mr. Becton: "... we might in a few cases, after discussion and negotiation, be required to decide whether funds should be reallocated from a jurisdiction which did not choose to pursue a genuinely all-hazards program, including attack preparedness, to other jurisdictions which did." This sort of tough talk is likely to be welcomed in most States and, certainly, by advocates of a stronger national effort on civil defense. A strict enforcement of the law will tend to mitigate the impact of the 1987 Reagan budget request, which, in terms of constant dollars, represents the lowest funding of civil defense since the Civil Defense Act was passed in 1950. Under such stark circumstances, we need a Becton-flavored civil defense. □



*In terms of a civil defense reawakening, February 20-26 marked a period of special activity for The American Civil Defense Association (TACDA) in the nation's capital. TACDA President Charles L. Badley, Vice-President Nancy Greene, Vice-President Richard E. Sincere and Executive Director Walter Murphey met with FEMA and NCEM leadership and TACDA Legal Counsel Stuart L. Pittman, made contacts with visiting local directors from Alaska to Florida, and held a TACDA Executive Committee planning conference. Here Kevin Kilpatrick conducts a Journal of Civil Defense probe.*

# The Star-Spangled Glass Jaw

(Interview with Charles L. Badley, President, The American Civil Defense Association, by Kevin Kilpatrick)

**Kevin Kilpatrick (KK):** Mr. Badley, the first thing you and your TACDA executive committee did in Washington was to hold a meeting with FEMA Director Julius Becton and his deputy Robert Morris. To get to the bottom line first, what was your impression of Mr. Becton as the new FEMA leader?

**Charles Badley (CB):** As you know, in our watchdog role we have in the past been frankly critical of FEMA and its program. I say that to put my answer to your question in proper perspective. Our impression of Mr.

told us at our meeting and from what he told NCEM at his breakfast address on February 25th he intends to act fearlessly in a forthright effort to put in place a passive defense system that will work to protect the American people in the spirit of the 1950 Civil Defense Act.

**KK:** Wow! With a disappearing budget and a backing away from old civil defense concepts isn't that a pretty big order?

**CB:** It sure is. But the question is not whether or not it is a big order but

can already hear the screaming. The states have been spoiled with a diet of patty cake policies, and getting back to the reality of defending the people is a matter of stark "cold turkey" corrective measures.

**KK:** That's a pretty negative reaction. What about the positive side of the question. Is anyone out there supporting Becton's "revolution"?

**CB:** When Becton announced this policy at his NCEM breakfast address the NCEM audience was quick to give a strong ovation. The real civil defense "pro" is just scared stiff about the predicament we have let ourselves get into with the American people being hostage to an aggressor. We're like a prize fighter who has let his guard down. We have a sort of "star-spangled glass jaw" situation. We're in a daze and propaganda has set us up for a knock-out blow. Becton is bringing out the smelling salts. This makes for a rude awakening, but it's necessary, and the "pro" knows it.

**KK:** Does TACDA support Mr. Becton?

**CB:** All the way. Maybe what could be wrong with TACDA is that what Becton wants for tomorrow TACDA wants yesterday. There are things like self-help that can be supported right away and broadened to include community help. This takes the cooperation of the people who

## ABBREVIATIONS USED

KK	— Kevin Kilpatrick, Staff Writer
CB	— Charles L. Badley, President of TACDA
TACDA	— The American Civil Defense Association
NCEM	— National Coordinating Council on Emergency Management
FEMA	— Federal Emergency Management Agency
SDI	— Strategic Defense Initiative
DDP	— Doctors for Disaster Preparedness
NEMA	— National Emergency Management Association

Becton is 100% favorable. It appears that we now have a FEMA leadership that is coming to grips with the real civil defense issues, a leadership that appreciates the fact that what is at stake is the defense of our homeland. Both Becton and his deputy Robert Morris realize that the thin shadow of a civil defense program now in place only invites trouble, invites attack. From what Mr. Becton

what contributes to the safety and survival of Americans. Certainly, the fading budget is a problem to be addressed, and Becton will address it. There are many other problems, more serious than that. Some FEMA allocations to the states, for instance, have been diverted to questionable uses. Becton intends to allocate funds for civil defense uses only. This is revolutionary, and we

accept it. It's apt to leave out those who don't have the means to help themselves. But it is a start, and that's important.

**KK:** What form of support will TACDA give?

**CB:** This was discussed at our Washington executive committee meetings, and in the meeting with Steuart Pittman. Decisions on the support framework will be made momentarily.



*Charles L. Badley*

**KK:** Do you see SDI as being related to civil defense?

**CB:** Absolutely. They are inseparable. Becton takes this position too. So does Bob Morris, and Daniel Graham of High Frontier, and Eugene Wigner, and Edward Teller, and many others. The point was made some time ago that SDI could make nuclear weapons obsolete, and indeed SDI holds that possibility. Some liberals took the position that this was a claim that SDI was being billed as a "perfect defense." Just the opposite was true. There is no "perfect defense" and never has been. No such claim has ever been made. SDI, however, is an effective and a credible defense, and it needs a developed civil defense to contend with "leakage." SDI and civil defense are natural partners. Both are needed.

**KK:** You mentioned meeting with Steuart Pittman. Can you give us some information on that meeting?

**CB:** Steuart Pittman was national director of civil defense under President John Kennedy. At that time his office planned a meaningful civil defense program backed up by a budget that would support it. At that time — 1961 to 1963 — there was a promise of protection for the American people. However, under President Lyndon Johnson support for the program crumbled, and Pittman resigned, returned to his law firm.

He still supports a credible program, he has been talking with Becton. He is a leading authority on hard-core civil defense. He is a member of TACDA's Board of Directors and is TACDA's legal counsel. His advice is invaluable, and we rely upon him heavily.

**KK:** Where does NCCEM fit into this picture? What came out of your meetings with it?

**CB:** NCCEM's president, Ellis Stanley, is one of the "old pros" I mentioned earlier. He sees civil defense in the light of protecting the American homeland. Due to his initiative NCCEM and TACDA will be holding back-to-back meetings in Dallas this October. We welcome this approach, and we met with Stanley and president-elect Kay Harmon and the Dallas director John Pickett to coordinate the meetings. This arrangement will permit those going to the NCCEM conference to attend the TACDA conference if they wish to. And it will permit TACDA and DDP participants to attend the NCCEM conference. It will also give exhibitors a welcome chance to show their wares to both conferences without traveling to separate locations on separate dates.

**KK:** What about prospects for a coalition?

**CB:** This has been discussed before, several times as a matter of fact, and we would welcome new discussions. But I'm afraid it would be premature at this time. It wasn't practical when it was considered in the past. It should be said, however, that a coalition would be of great help, especially in making contacts on Capitol Hill. It's an old story. TACDA, ASPEP and ASDA have always looked at civil defense prob-

#### **WE NEED TO LOCK HORNS WITH LEADERSHIP AT ALL LEVELS . . .**

lems and opportunities pretty much in the same way — from a wartime defense point of view — and NCCEM is now leaning strongly in that direction. There is also a coalition effort by the organization of state directors, NEMA, but this pretty much discounts wartime preparedness. There appears to be no interest in counting TACDA as a possible member, and TACDA in turn would

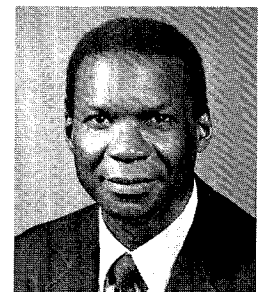
not wish to be associated with any coalition that was not interested in homeland defense. We are in a "wait-and-see" position on the coalition matter.

**KK:** That picture seems to be a little muddled.

**CB:** Muddled, yes. But subject to being cleared up with the new FEMA initiatives.

**KK:** How would you sum up your meetings and discussions during your week in Washington?

**CB:** For the first time since the days of Steuart Pittman we have real cause for optimism. I don't mean that there are no obstacles. There are, and they are serious. But I think they can be overcome. The optimism is based on the Becton acceptance of the challenge to bring about a civil defense "revolution." And that means a civil defense coordinated with SDI that will give the American population protection that counts. We need to crank up a civil defense program that will reverse our 23-year decline, and Becton is doing just that. We need to



*Julius Becton*

give him all the support we can, and we in TACDA are studying that question now. Other organizations and individuals are doing the same thing. We need to send the faint-hearted packing, and there are hopeful moves in that direction. We need to lock horns with leadership at all levels and stress the fact that public safety is a leadership problem, its No. 1 duty. With the new opportunity afforded us by Mr. Becton and the new FEMA team we must give the initiative our support and see it through to a point where passive defense is an integral part of our modern culture — permanently and without reservations.

**KK:** Anything else?

**CB:** God bless! □



## TACDA AND DDP HOLD JOINT SEMINARS IN DALLAS OCTOBER 17-21 NCCEM DALLAS CONFERENCE FOLLOWS OCTOBER 21-25

Coordinated efforts will be in order for two major civil defense conferences in 1986. For the first time in their sometimes rocky histories The American Civil Defense Association (TACDA) and the National Coordinating Council on Emergency Management (NCCEM) will hold back-to-back conferences in the same city: Dallas. The NCCEM-TACDA teamwork attempt has been brought about through the initiative of NCCEM president Ellis Stanley.

TACDA and Doctors for Disaster Preparedness (DDP) have since 1983 held their seminars one after the other in the same location. Now, in 1986, they will for the first time combine their seminars into one. DDP will be responsible for the first part of the seminar — up to 12:30PM on October 19th. TACDA will then take over for the remainder of the allotted time — through the morning of October 21st.

### Basic information:

The city: Dallas, Texas

The hotels: For TACDA/DDP — the Dallas Hilton; for NCCEM — the Dallas Hyatt

The dates: TACDA/DDP — October 17-21, 1986;

NCCEM: — October 21-25, 1986

(Note: Both hotels are in *DOWNTOWN* Dallas)

TACDA and DDP are currently contacting emergency medical and civil defense authorities. Those now scheduled to appear include FEMA director Julius Becton (banquet speaker on October 20th), Soviet defector Yuri Turim, nuclear engineer and survivalist Cresson Kearny, environmentalist/iconoclast/scholar Petr Beckmann (editor and publisher of *Access to Energy*), Nobel laureate and American civil defense pioneer Dr. Eugene P. Wigner, and shelter authority and designer Dr. Conrad V. Chester of Oak Ridge National Laboratory. Many more. See last year's roster of over 40 top flight speakers who addressed the TACDA and DDP seminars.

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As one of the ten pilot students at EMI's first "Executive Development" course in January 1986 I can testify as to its worth.

First, there are ten days and two evenings of the most challenging interaction any person can ever hope to experience. In 87 hours of classroom attendance plus countless hours with fellow students at the library, pub and dormitory there was a constant feeling of "I knew that, but I'd never thought of it that way," or "That makes sense. Why didn't I think of it before?"

Second, there is specific information provided that can be put to immediate use in even the most highly developed local programs.

Third, "Executive Development" requires a total commitment on the part of the student. With the top-flight faculty assigned such a commitment comes naturally. There's Edward Smith, American University professor and former White House advisor to Carter and Reagan; Dr. Grady Bray, formerly with the University of Rochester Medical School; leadership and executive management specialist Dr. Tom Hozman; industrial planning expert Kevin Molloy; and legal consultant, attorney Vincent Brannigan from the University of Maryland.

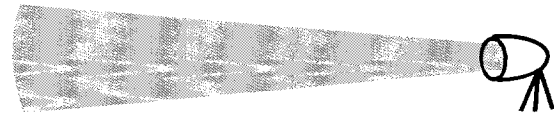
"Executive Management," is not a "how to" course. It is designed to help people already highly qualified to bring their executive skills up-to-date. Those of us attending the pilot course suggested that a nomination program be considered where each student suggest other potential students based on personal evaluation.

Students at the pilot course were unanimous in recommending the course to local emergency management executives. The answer to the anticipated question, "Is the course worth the sacrifice of two weeks' valuable time?", the verdict was a resounding "YES!"

### TACDA/DDP SEMINAR OUTLINE

Friday, October 17	7-9PM	Welcome Reception
Saturday, October 18	8:45AM-12N	Morning seminar program
	12N-2PM	Luncheon Program
	2-5PM	Afternoon seminar program
	7PM	Reception
	8PM	Banquet program
Sunday, October 19	8:45AM-12:30PM	Morning seminar program
	11AM-12:30PM	DDP Business meeting
	12:30-2PM	Luncheon program
	2-5PM	Afternoon seminar program
	5-7PM	Tour of industrial shelter
Monday, October 20	8:45AM-12N	Morning seminar program
	12N-2PM	Luncheon program
	2-5PM	Afternoon seminar program
	7PM	Reception
	8PM	Banquet program
Tuesday, October 21	9-11AM	TACDA Business meeting





## METTAG PRODUCTS CATALOG NOW AVAILABLE FOR ASKING

METTAG (Medical Emergency Triage Tag) celebrates its tenth anniversary by expanding its line of disaster tags and becoming "METTAG PRODUCTS."

A colorful 5½" x 8½" 1986 catalog describes and illustrates eight products that are now available to the emergency/disaster field.

"METTAG is now used extensively throughout the United States and Canada," says attractive METTAG coordinator Brenda Reynolds, "and foreign markets are opening up. Its freedom from any language restrictions makes it a real universal tag. Users have asked us for years for other products needed in rescue work, and we are trying hard to meet their demands."

The METTAG PRODUCTS Catalog shows eight items, all of which have been requested by disaster professionals and all of which have been tested and reviewed by top experts.

For a free copy of the new catalog contact: METTAG PRODUCTS, P.O. Box 910, Starke, FL 32091 (or phone 904-964-5397).



Bill Murray and EMI faculty member Bonnie Butler discuss executive management decisions at an EMI "rap session."

## NATIONAL DEFENSE UNIVERSITY MOBILIZATION CONFERENCE

The Fifth Annual Industrial College of the Armed Forces (ICAF) Mobilization Conference will be held on May 22 and 23, 1986 at the National Defense University, Industrial College of the Armed Forces, Fort McNair, Washington, DC.

For information on the Mobilization Conference contact: Industrial College of the Armed Forces, ATTN: Mobilization Conference Committee (Col. William Barber), Fort McNair, Washington, DC 20319-6000.

## GEORGE MASON UNIVERSITY NUCLEAR WAR EDUCATION

The nation's first comprehensive nuclear education conference will be sponsored by George Mason University April 10-12. Site of the conference is the Key Bridge Marriott in Rosslyn, Virginia (on the Metro line just across the Potomac from Washington, DC). Speakers will feature foremost nuclear war authorities and will include Reed Irvine, John Kwapicz, Paul Warnke, Jane Wales (PSR), Howard Macabee and Robert Ehrlich.

For further information contact the George Mason University Physics Department at 703-323-2303.

# HELP!



### TACDA FUND-RAISING GAINS MOMENTUM (SLOWLY)

An influx of 19 donations from TACDA supporters, further staff trimming and more economy measures served to put a flickering light at the end of the TACDA crisis tunnel.

Contributions now total \$2,998.00

"The goal of \$25,000 is still a good ways off," observed staff coordinator Janice Tyliczka, "but we're heartened by the response so far. We have seen the crisis coming for some time. It is due mainly to our move from free space to our own building. You might say we are suffering from growing pains. We want our supporters to know that the staff also contributes in a number of ways. As a matter of fact we're scared. We let one employee go and we have put two full-timers on half-time. We also make contributions of money and materials, we have always contributed unpaid overtime — around 60 to 100 hours a week, and so on. We feel that we also are TACDA supporters, and we are proud of it."

Those who wish to contribute may use the form below:

TO: TACDA  
P.O. BOX 1057  
STARKE, FL 32091

THANK YOU!!!!!!

YES! I'LL HELP. HERE'S MY TAX-EXEMPT DONATION OF

\$ \_\_\_\_\_ . KEEP FIGHTING FOR HOMELAND DEFENSE!

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

*Disaster preparedness and disaster response responsibilities of the public official, other than the emergency management coordinator, are usually overlooked. During normal times political survival depends on other factors, and the uncomfortable visions of disaster can be conveniently closeted with the guy hired to contend with them. According to City Administrator Roger L. Kemp of Placentia, California, that is precisely the wrong viewpoint. An intimate involvement in disaster response planning by public officials is a basic, foremost and day-to-day requirement.*

# The Public Official and Emergency Management

— Roger L. Kemp

## Are You Prepared?

If a natural or man-made disaster (see insert) struck your community right now, would you and your staff be prepared to respond? Have you reviewed your emergency management plan recently? Do you know who is responsible for what? If necessary, can you contact your staff immediately? Are you aware of local resources that can provide assistance? Do you know the proper procedures for requesting state and federal assistance?

Many officials in the public sector frequently forget that one of the

basic purposes of government is to protect the life and property of citizens. In times of an emergency or disaster, citizens must be able to rely on their local government for a timely, coordinated, and comprehensive response. If local government officials are not prepared to act quickly and decisively, or do not have up-to-date emergency management plans, both lives and property may be unnecessarily lost.

Officials are frequently not aware that they may be liable if they are not prepared to properly respond to emergencies and disasters — natural or man-made. Furthermore, they may be held responsible if known possible hazards are not included in their local emergency management plans. Court cases have already established legal precedents in both of these important areas of the law.

## Public Expectations

In most communities across America, the potential for some type of natural or man-made disaster to occur exists. Under normal circumstances, few citizens place a high priority on emergency management. These same citizens, however, expect their local government leaders to be able to effectively manage a disaster should one occur. Most citizens routinely expect their local government to:

- Alert citizens in advance of a disaster.
- Quickly and accurately assess the magnitude of an emergency.

- Properly keep citizens informed of the situation.
- Safely evacuate dangerous areas.
- Relocate citizens to a safe place.
- Provide for a rapid restoration of services.
- Give assistance in the form of recovery services.
- Mitigate the impact of future emergencies.
- Be able to adequately protect life and property.

To fulfill your obligation to the public, you must ensure that your local government is prepared to respond to disasters. A recent survey by the International City Management Association (ICMA — see Table 2) found, among other things, that city and county officials have become more aware of the need to prepare adequately for emergencies. Most local governments recognize this responsibility. Few communities, however, actually seem prepared for a crisis or disaster. Many local emergency plans are merely appendages to their local government structure and normal operations. Many chief administrators, faced with the pressures of their daily workload, either ignore or delegate responsibility for emergency management to a lower-level coordinator.

Even more troublesome is the fact that the management skills necessary to implement and immediately adjust to an emergency preparedness plan remain undeveloped. Emergency management, as viewed

**TABLE 1**  
**Examples of**  
**Emergencies & Disasters**

### — Man-Made —

- |                            |                          |
|----------------------------|--------------------------|
| • Power Outages            | • Hazardous Materials    |
| • Transportation Accidents | • Water Contamination    |
| • Explosions               | • Chemical Attack        |
| • Civil Disorders          | • Radiological Incidents |
| • Work Stoppages           | • Biological Attack      |
| • Industrial Accidents     | • Arson Incidents        |
| • Terrorist Attacks        |                          |
| • Nuclear Attack           |                          |

### — Natural —

- |                      |                         |
|----------------------|-------------------------|
| • Floods             | • Landslides/Avalanches |
| • Drought            | • Blizzards             |
| • Hurricanes         | • Forest Fires          |
| • Earthquakes        | • Wind Damage           |
| • Tsunamis           | • Resource Shortages    |
| • Tornadoes          |                         |
| • Volcanic Eruptions |                         |

by many municipal officials, is an unlikely occurrence and is assigned a low priority. Hopefully, the topics examined in this article will remind public officials of their obligations to the public they serve, and help sort out the proper roles and responsibilities in the area of emergency and disaster preparedness.

### **Roles and Responsibilities**

Emergency management plans should clearly set forth the responsibilities for all actors having a role in responding to disasters. The actions of elected officials, the chain of command, organizational structure, proper procedures, relationships, planning techniques, possible hazards, prevention and mitigation measures, interdepartmental and intra-agency coordination, public information, including the involvement of citizens, need to be precisely established in such a way as to create a smooth running emergency management operation. These various roles and responsibilities are highlighted below.

- *Role of Elected Officials* — The role of elected officials should be clearly defined in the emergency management organization structure. Elected leaders should serve as public liaison officials, representing their constituents. They should also officially declare a disaster, request assistance from higher levels of government, guide in policy devel-



*Dr. Roger L. Kemp  
City Administrator  
Placentia, California*

Dr. Kemp is also on the faculty of the Center for Policy & Administration at California State University, Long Beach.

**TABLE 2**  
**Recent ICMA\* Survey Findings**

- Few communities actually seem to be properly prepared for a crisis or disaster.
- Local governments report over \$16 billion in property losses, thousands of deaths, and numerous injuries from disasters since 1970.
- Most local governments (83% of cities and 90% of counties) have a formal emergency management plan. The rest have no formal response plans.
- Only 58% of cities and 72% of counties actually test their plans annually.
- Communication and coordination problems were reported as the major difficulties.
- Only 81% of cities and 73% of counties consider their technology to be sufficient when responding to emergencies.
- City and county managers have, in recent years, become more aware of the need to prepare adequately for emergencies.
- The chance of a major disaster striking an American city today is greater than ever before in our history.
- Cities and counties with professional administrators had a noticeably higher rate of response than did those with other forms of government.

\*International City Management Assoc., Washington, D.C.

opment, and represent the government agency with the local news media. A specific location should be designated for these activities.

- *Chain of Command* — The organizational structure should delineate lines of authority and responsibility for all personnel through all phases of a disaster operation. This is of key importance, since a number of government agencies may be involved in the response. Typical phases of a disaster operation include planning and preparation, monitoring and alerting, operations, and recovery. Every individual should know the chain of command and his or her precise duties during each phase of the operation.

- *Organizational Structure* — The organizational structure that is used for disaster situations should be similar to that used when responding to day-to-day emergencies. The disaster operations structure should be an extension of the routine organization, with additional functions being added as necessary. Existing lines of authority should be used whenever possible to avoid confusion and overlapping responsibilities.

- *Emergency Management Procedures* — They should be as close

to the routine operational procedure as possible. A city's emergency management response should be, as much as possible, integrated into its normal operations. Emergency planning should be a part of routine activities, not something "taken off the shelf" when a disaster or emergency occurs. Personnel in the organization should be thoroughly acquainted with others with whom they will be working during an emergency.

- *Interpersonal Relationships* — The organizational structure should recognize that the effectiveness of emergency management operations is dependent upon personalities and inter-departmental relationships. Keep in mind that these relationships change as individuals are terminated, transferred, and re-assigned. Remember that people are the organization, and their personal relationships are keys in a successful disaster response. Unnecessary friction is not needed during a time of crisis.

- *Emergency Management Planning* — Emergency Management planning should be established within the existing organization in such a way as to provide the necessary status and authority to get the

job done. The planning function should be integrated into the daily operations of local government. People should be knowledgeable and comfortable with their roles and

## EMERGENCY PLANNING IS . . . AN ONGOING ACTIVITY.

responsibilities. Ad hoc or temporary relationships should be avoided whenever possible. Emergency planning is not a one-time effort, but should be considered as an ongoing activity.

- *Include Possible Hazards* — A local government's emergency plan should be designed, at a minimum, to deal with those types of disasters most likely to occur (e.g., plane crash for a city next to an airport, or toxic waste spill for a city with "heavy" industrial areas). Your emergency response plan should be geared to meet all anticipated community problems. This will help attract outside participation, support from employees, and awareness by the general public. Attention should be directed to local situations; rather than remote possibilities.

- *Prevention and Mitigation* — Advance actions should be taken, whenever possible, to prevent an emergency situation or to mitigate its consequences. For example, strict controls on the transport of toxic materials may prevent potential problems. Strict building standards may minimize the impact of earthquake damage. Case law is now developing where municipal officials may be held liable for damages if prevention and mitigation measures are not planned for in advance for known possible hazards.

- *Motivation to Get Involved* — The existing organization should include provisions for motivating employees to participate in the emergency management program. For selected employees, disaster preparedness and planning should be made a part of their normal job descriptions, requiring an annual assessment and evaluation prior to granting pay raises and promotions. Department managers should also require the same of their subordinates. They should also know their emergency preparedness roles and be able to carry them out competently in a time of crisis.

- *Citizen Involvement* — Citizen and community organizations should be included in your emergency plans. They should have a number of roles — how to alert appropriate officials, individual and family preparedness, volunteer support, public educational programs, supplying needed resources, as well as first aid and technical support. Do citizens know the location of emergency shelters, relocation centers, and your Emergency Operations Center? Public education and citizen involvement in these areas are essential to effectively respond to emergencies and disasters.

- *Coordination With Outside Agencies* — Emergency management is a community-wide responsibility, not merely another government function. Your emergency plans should identify those groups and organizations within the community who can lend support. For example, the role of utility companies, social agencies, ham radio operators, the Red Cross, the Salvation Army, construction companies, and other government, quasi-government, and civilian organizations should be known in advance and identified. Coordination, rather than command, is stressed in your relationship with outside support organizations. Appropriate staff should be designated to serve as liaison to facilitate a total community-wide effort when an emergency strikes.

- *Public Information* — A public information center should be designated to provide frequent disaster-related news to the general public and news media. One focal point, with officials selected in advance to handle these tasks, should be established in the emergency plan. Elected officials, public information officers, and the news media all have a role in disseminating reliable and up-to-date information to citizens. This will reduce the panic atmosphere that frequently exists when responding to emergencies and disasters.

## . . . TO BE PREPARED . . . YOUR LEGAL RESPONSIBILITY.

### The Bottom Line

It is not only a good management practice to be prepared, but it is also

your legal responsibility. One of the main ingredients of a smooth running emergency operation is to have these important functions fully integrated into the existing organizational structure. They should not merely be "grafted" on as additional staff responsibilities — only to be used when a crisis occurs.

Public officials should be reminded that one of the basic purposes of government is to protect the life and property of its citizens. It is only through education in the area of emergency management that citizens can rely on their government, as well as its elected and appointed officials, to properly respond to disasters and emergencies. For public officials to be skilled in emergency management is the most vital discharge of their leadership responsibility to the tax-paying public they serve. □

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# UPCOMING COURSES

## Emergency Management Institute

### National Emergency Training Center

### Federal Emergency Management Agency

### Emmitsburg, MD 21727

(For further information, applications, etc. contact the Emergency Management Institute  
at the above address or call 301-447-6771.)

<b>April 1986</b>	Microcomputer Applications in Emergency Management .....	7-11
	Introduction to the Integrated Emergency Management Information System (IEMIS) .....	7-11
	Natural Hazard Recovery (Inland) .....	7-11
	IEMC/Response (By Invitation Only) .....	7-11
	Intermediate User — Integrated Emergency Management Information System (IEMIS) .....	14-18
	PDS Introduction to Emergency Management (Train-the-Trainer) .....	14-18
	Fallout Shelter Analysis .....	14-25
	Disaster Assistance Programs (DAP) Program Officer Training .....	21-25
	Executive Development for Emergency Program Managers .....	21-May 2
	Shelter Systems Officer (Train-the-Trainer) .....	28-May 2
<b>May 1986</b>	IEMC/Hazardous Materials .....	28-May 2
	Disaster Preparedness Seminar (Emergency Management Team) .....	5-7
	IEMC/Response (Train-the-Trainer) .....	5-9
	National Emergency Preparedness Seminar (formerly National Security Seminar) ....	5-9
	Methods and Techniques of Adult Learning (Prototype) .....	12-16
	Radiological Series (Train-the-Trainer) for Radiological Instructors III .....	12-16
	CCA Management Administration .....	12-16
	Exercise Design (Train-the-Trainer) .....	19-23
	PDS Emergency Planning (Train-the-Trainer) .....	19-23
<b>June 1986</b>	Emergency Management Training Workshop (EMTW) (Curriculum Committee) .....	2-6
	Natural Hazard Mitigation (Coastal) .....	2-6
	Radiological Emergency Preparedness Planning .....	2-6
	Disaster Preparedness Seminar (Emergency Management Team) .....	9-11
	Microcomputer Applications in Emergency Management .....	9-13
	Instructor Workshop — Hazardous Materials (Curriculum Committee) .....	9-13
	IEMC/Response (By Invitation Only) .....	9-13
	IEMC/Response — Local (Train-the-Trainer) .....	16-20
	Evacuation Planning and Response Actions Simulation .....	16-20
	Seminar on Contemporary Issues in Emergency Management .....	23-27
<b>July 1986</b>	Business & Industry Workplace Environment .....	23-27
	National Earthquake Hazards Reduction Program .....	23-27
	Multiprotection Design Summer Institute .....	7-18
	Natural Hazard and Recovery (Coastal) .....	14-18
	Radiological Accident Assessment .....	14-18
	Formulating Public Policy (Train-the-Trainer) .....	21-22
	IEMC/Response (By Invitation Only) .....	21-25
	Radiological Series (Train-the-Trainer) for Radiological Instructors III .....	21-25
	Temporary Housing Program Workshop .....	21-25
	Seminar on Contemporary Issues in Emergency Management .....	28-Aug. 1
<b>August 1986</b>	Advanced Multi-Hazard Planning (Prototype) .....	28-Aug. 8
	Fallout Shelter Analysis .....	28-Aug. 8
	IEMC/Response .....	4-8
	Microcomputer Applications in Emergency Management .....	4-8
	Nuclear Weapons Accident Workshop .....	11-15
	Evacuation Planning and Response Actions Simulation .....	11-15
	Executive Development for Emergency Program Managers .....	11-22
	Interagency Flood Hazard Mitigation Team Training .....	18-22
	Non-Structural Earthquake Hazard Mitigation for Hospitals and Other Health Care Facilities (Prototype) .....	18-22



Meteorologist Richard A. Wood of the National Weather Service specializes in natural disaster education where he is the staff Disaster Preparedness and Awareness Program Leader. He has written previously for the **Journal of Civil Defense**. Wood's comprehensive statistics have become instruments used in reducing the effects of disaster on communities exposed to them. His heavy emphasis on knowledge and preparedness could well be borrowed and applied to many other threats to life — including, of course, the threats of nuclear attack and nuclear terrorism. Specifically, here, this emphasis has paid off dramatically in alerting potential tornado victims to effective protective measures and reducing tornado casualties. The following is taken from Wood's latest reports.



# TORNADO PREPAREDNESS PAYOFF

— Richard A. Wood  
National Weather Service

How well is your state or county prepared for the 1986 tornado season? Awareness programs are most important, and among the best ways to inform the public is through the media including newspapers, radio and TV. Another good way to become involved in an awareness program is to develop or become part

of workshops and seminars.

The tornado outbreak of May 31, 1985, that hit parts of Ohio, Pennsylvania, and New York was one of the worst ever in the U.S. and the most devastating in the last 10 years!

There were 27 tornado tracks in Ohio and Pennsylvania with a total

of 119 miles of tornado damage in Ohio and 322 miles in Pennsylvania. The longest continuous track was 56 miles. The tracks varied in width from a few yards to 2.2 miles. Considering how enormous and destructive these tornadoes were, we consider it amazing the death toll was so low. For example, 65 people died in Pennsylvania and 11 were killed in Ohio, 1,023 others were injured, yet 1,350 houses were destroyed and 500 heavily damaged. Ninety businesses were also destroyed and 30 more damaged. Total cost of the damage may exceed a half billion dollars. If you want to see evidence that NWS disaster preparedness efforts save lives, read the letter below from an Ohio school teacher to Marvin Miller, *WSFO Cleveland*:

Dear Mr. Miller:

On May 31, 1985, a day after I gave out tornado poster contest certificates, a tornado passed through our school district in Trumbull County. We, LaBrae Schools, are located next to Newton Falls. Many students witnessed this storm and remembered the rules of tornado safety. We had numerous parents say that their 7 and 8 year olds told them exactly what to do. I wanted to write and tell you that your poster contest efforts were successful. We never thought of a tornado hitting our own homes. I'm sure these little ones will never forget this spring and take our tornado drills at school more seriously. Thanks again for all your efforts.

## TORNADOES — 1985

**Richard Wood, Program Leader, Disaster Preparedness  
National Weather Service**

The following are the final tornado statistics for 1985. Note, at least in 1985, that the majority of deaths were elderly people, generally over the age of 60, and primarily female. This might suggest several things — the elderly may not perceive the danger, they may not react to the warning, or they may feel that if it's their time, "What will be, will be." The question I raise, "Is this a 1-year happening or a trend?" This is the first year I have compiled such a complete breakdown. Total 1985 tornado deaths — 94.

Deaths by Age (Males and Females)	Deaths by Age (Males)	Deaths by Age (Females)	Deaths by Month
1-9 — 4	1-9 — 3	1-9 — 1	March 2
10-19 — 7	10-19 — 3	10-19 — 4	April 5
20-29 — 9	20-29 — 1	20-29 — 8	May 77
30-39 — 9	30-39 — 6	30-39 — 3	June 3
40-49 — 10	40-49 — 5	40-49 — 5	August 3
50-59 — 3	50-59 — 0	50-59 — 3	Nov. 3
60-69 — 23	60-69 — 12	60-69 — 11	
70-79 — 17	70-79 — 5	70-79 — 12	
80-89 — 12	80-89 — 3	80-89 — 9	

AVERAGE AGE OF DEATHS: 52.2

DEATHS BY GENDER: 56 females (60%)  
38 males (40%)

AVERAGE AGE OF FEMALES: 53.4  
AVERAGE AGE OF MALES: 50.5

We congratulate all those NWS people who rose to the occasion and worked under great stress to provide a valuable public service.

**EXTRAORDINARY STORM WATCHER IN OKLAHOMA!!** Oklahoma has its share of severe weather. Ken Crawford, commentator, Oklahoma City, recently documented the exploits of one of the most dedi-

Mr. Wyatt, in touch with spotters via a handheld radio and with the NWS via his hospital room phone, notified hospital officials of the tornado warning issued by Oklahoma City — from his hospital bed.

Later that same evening, a new series of thunderstorms brought another tornado warning after a funnel touched down briefly 7 miles

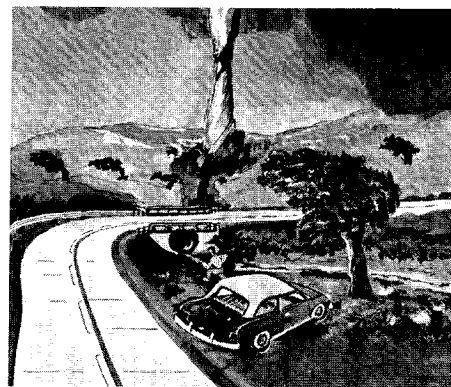
**"We had numerous parents say that their 7 and 8 year olds told them exactly what to do."**

cated storm spotters ever known. Bill Wyatt would normally have been at the Woodward Storm Center, but as the storm moved into the area, he was a patient at Woodward's Hospital and Health Center connected to an IV and dressed in a hospital gown. But he still didn't miss out on the storm.

Early in May on a Monday evening, the storm spotters reported a rotating wall cloud south of Woodward.

west of Woodward damaging several structures. This time, Mr. Wyatt was disconnected from the IV, dressed, and even assisted with evacuation of patients to the basement. By 1 a.m. things had returned to normal at the hospital. Mr. Wyatt commented that "for the first time in 5 days that hospital bed was comfortable."

(Mr. Wyatt received a Public Service Award from the National Weather Service in 1985.) □

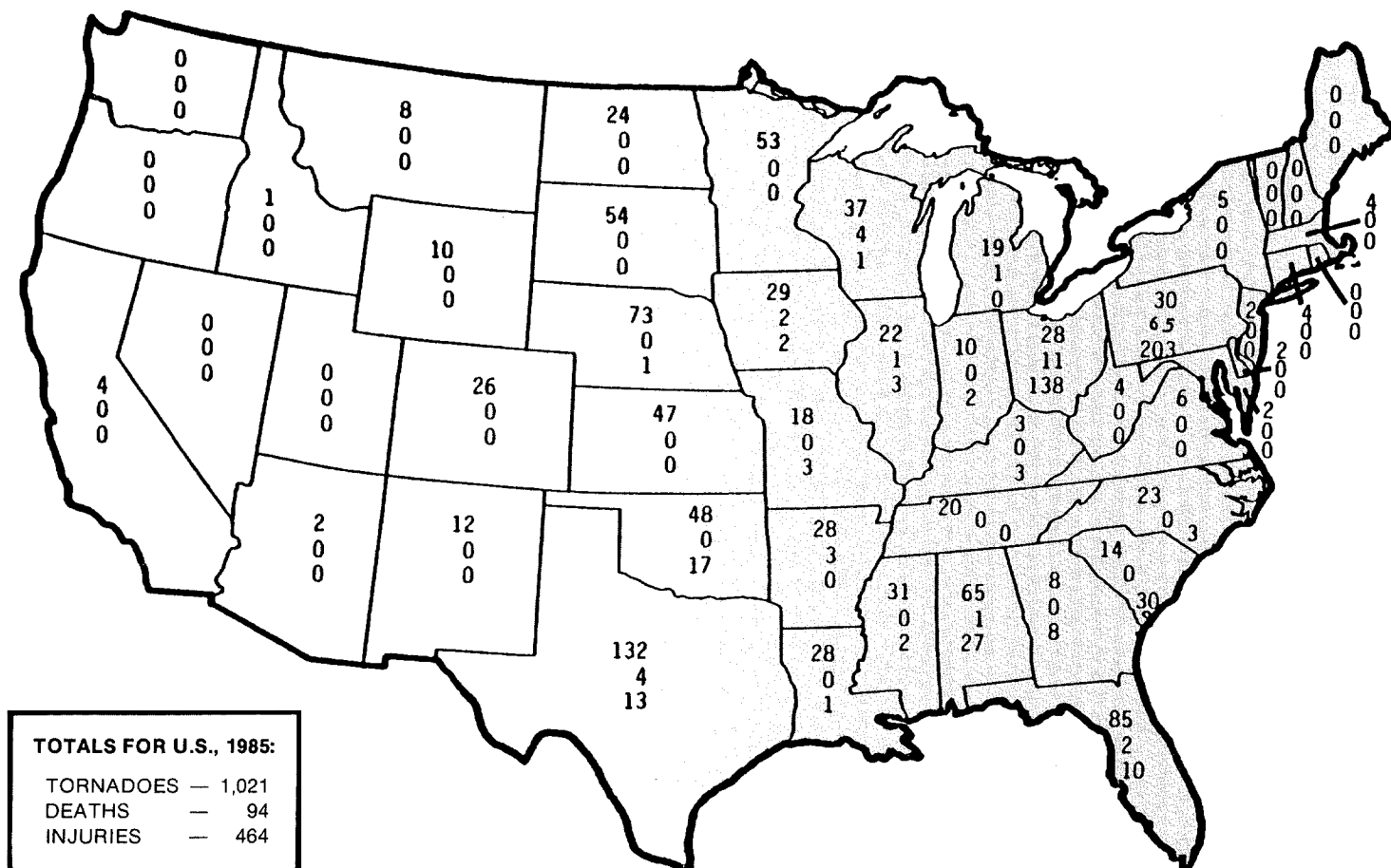


We heard the tornado sirens going off but didn't pay much attention. I called my son at home and he said, "Mom, there's a bad storm coming. You'd better take cover now." We got into the bank vault and laid on the floor. We heard roaring and explosions, and our ears were popping. When it was quiet we went out. All the cars in the parking lot were in the bank lobby, and there was no bank left . . . just the vault.

— from "Tornado!" in the Jan.-Feb. 1986 FEMA Newsletter.

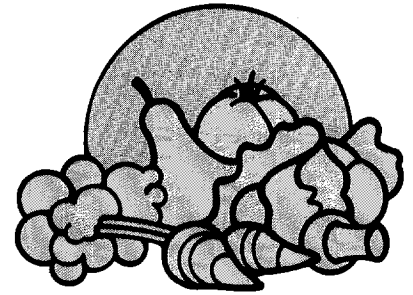
## TORNADO STATISTICS

SHOWING NUMBER OF TORNADOES, KILLED AND INJURED FOR 1985



## FAMILY FORUM

Space engineer Dick Oster is a veteran civil defense authority and writer — and a lifelong survivalist. Here Oster picks up the "Family Forum" column, and we can look to future columns on how to contend with a nuclear attack environment. Oster's books on surviving in a nuclear attack environment have been reviewed in the Journal of Civil Defense (and elsewhere).



# FRUIT and FALLOUT

— Richard E. Oster, Sr.

**QUESTION:** After a nuclear detonation (NUDET) and fallout could you eat fruit that was on the trees (or vegetables) in the fallout area?

**ANSWER:** Nuclear radiation that passes through food (such as fruit on a tree) does not make it radioactive. However, fallout dust clinging to the fruit is radiating and you must take care not to get it on you and must get it off the fruit. Secondly, if the fruit is growing, and sufficient time has passed, the fallout dust can be washed into the soil and taken up by the roots and into the fruit. To be certain you would need a radiation detector to find out.

the fruit (with the water going into a 3 foot pit previously dug). If the fruit or vegetable is smooth (apple, pear etc.) it will be easier to clean than if it is rough (such as lettuce or spinach). Retest after cleaning and see if the radiation is gone. If it is still radiating peel it (peels go into the pit also). If still radiating after peeling throw the fruit or vegetable into the pit, cover the pit with dirt, and label it with a tag telling what was buried and when.

Root vegetation, such as beets or carrots are less likely to be contaminated early on (before the fallout has time to be rained on and washed into the soil). Test and handle as

facilities and stimulate food production. Prior to the expiration of its shelf life we could GIVE it to third world nations that could not pay for it. (This makes so much sense they won't even consider it!)

For those who are aware of my "do-it-yourself" storage of food you may be interested in this fact:

We just opened, cooked and ate black eyed peas that I preserved in 1975, using only the heat method. They tasted fine and we had no ill effects. Of course, I have no way of testing how much nutritional value they lost. The U.S. Government should be doing such testing and storing for us, but it won't. See article in the February 1986 issue of the Journal, page 10 "DOOMSDAY TRUCKS" SURVIVAL TOOLS FOR MILITARY BRASS AND VIPs showing that government recognizes the problem for itself and is doing something about it! □

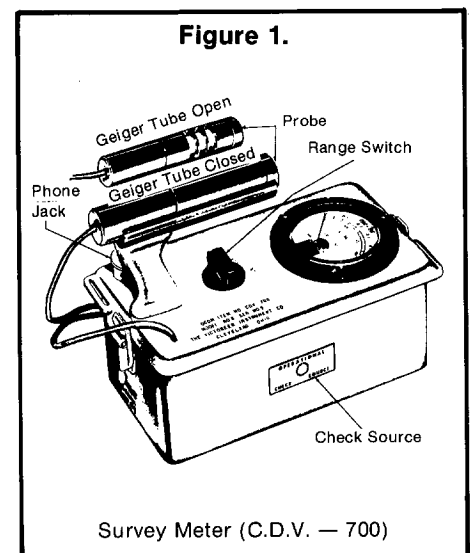
© This material is from the encyclopedia S.O.S. (Systems Of Survival), the newsletter FORESIGHT and the Civilian Survival Series "Refugee-U.S.A." by Richard E. Oster, Sr. and carries the same copyright as do these original publications — 1986.

The meter should be a *low level* type that measures both gamma and beta radiations. Fig. 1 shows such a C.D. meter that does this on 3 ranges (50 Milliroentgens, 5 Milliroentgens and .5 Milliroentgens). First, put on a protective suit (vinyl suit, gloves, respiratory protection, etc.). With the Survey meter test to see if the fruit is radiating. If it is brush off as much of the dust as you can. Take the fruit to a source of non-contaminated water and wash

with fruit.

### CAUTION

As you may see it is very difficult to live off of the land. If you don't have a radiation detector you just have to take the risk. You can go for a couple of weeks without food but only days without water. In the case of food you would eat "questionable" food only after you were weakening to the point of "eat or die". The best solution is to have food available for long term use. (it is a crime that our government will sell food to others, especially a potential enemy, at bargain prices and will pay our own farmers NOT to grow food we could store). For the same dollars we pay for the "NO GROW THEORY" we could pay for storage



"Family Forum" welcomes questions and suggestions and other comments on which to base future "Family Forum" columns. Write: "Family Forum," P.O. Box 910, Starke, FL 32091 (phone: 904-964-5397).

*Recent cases of lacing over-the-counter medicine with cyanide have put the public spotlight on poisons available to malefactors. What are the possibilities of expanded usage? Here Dr. Klinghoffer gives us a report on cyanides.*

# Death in Minutes: Cyanide Poisoning

Max Klinghoffer, M.D.

Sodium cyanide, Potassium cyanide, and Hydrogen cyanide are among the most rapidly acting poisons known. Hydrogen cyanide is also known as Hydrocyanic acid, or Prussic acid, and is the gas used in lethal chambers for executions. There are other cyanides, but the three named are the most commonly used.

Cyanides have many uses, including: the polishing of metals (especially silver); electroplating; the extraction of precious metals from ores and from the chemical compounds of those metals; the case hardening of metals; in photographic processes; and (although this is now almost obsolete) as a fumigant for ships and warehouses. Recently there has been interest in cyanides resulting from burning plastic. This is under consideration as a cause of death in vehicle crashes and fires.

Cyanides are also found in nature. The seeds of cherries, apricots, peaches, plums, and apples contain Amygdalin, which hydrolyzes to produce Hydrogen cyanide. Oil of bitter almonds produces Hydrogen cyanide, and a single handful of bitter almonds has resulted in death. Twenty kernels of apricot seeds has caused cyanide poisoning.

The subject of cyanide poisoning will be fully covered at the TACDA /DDP seminar in Dallas Oct. 17-21.

The odor of cyanides is typical and has been described as "the odor of bitter almonds". Even the Sodium and Potassium salts of cyanide give off this odor on contact with moist air. This reaction is enhanced by the presence of Carbon dioxide in the air.

Pathologists report that most cases of cyanide poisoning are found dead. This is due to the extremely rapid action of the poison.

The mortality rate is lower in industrial plants which handle cyanides, since the victim is seen much more quickly, and treated at once.

Cyanides usually produce unconsciousness within seconds, and death within a few minutes. One grain of Hydrocyanic acid is usually lethal, as is 2.4 grains of Potassium cyanide. However, cases have been reported in which recovery followed after much larger doses. The inhalation of Hydrogen cyanide has resulted in almost instantaneous loss of consciousness, and death within two or three minutes. In the case of ingested cyanides, the interval of time between ingestion and death depends somewhat upon the contents of the stomach. If there is considerable food in the stomach the onset of symptoms is delayed. If the stomach is empty and/or the gastric acidity high, symptoms begin much sooner. This is probably due to the fact that the cyanide reacts with the Hydrochloric acid of the stomach to produce the rapidly lethal Hydrogen cyanide. This chemical reaction also accounts for the fact that the odor of bitter almonds is present in almost all cases of ingested cyanides.

Cyanides act as poisons by inhibiting numerous enzyme reactions. Most important of these is the reaction with cytochrome oxidase, which, in turn, prevents the utilization of Oxygen by the cells. Thus, cyanide poisoning represents asphyxia: not within the pulmonary system, but at the cellular level. Since the cells are unable to utilize the Oxygen carried by the blood, the blood remains red or pink in color. This cyanide poisoning may be confused with Carbon monoxide poisoning. Cyanosis (turning blue) is not common in cyanide poisoning.

In the case of ingested cyanides, there is a feeling of constriction in the throat, with salivation, nausea,

and perhaps vomiting. There is confusion, headache, and anxiety. Headache is common. Respiration is at first rapid and deep, as a response to the cellular demand for Oxygen.

Then the respirations become slow and irregular. Palpitations are common. The victim may then collapse, and convulsions may follow. There is often foam about the mouth, frequently bloodstained. The hands are clenched, and there may be opisthotonos (a type of convulsion with arching of the body).

Cyanide poisoning usually occurs by ingestion or inhalation, although cyanides may also be absorbed through the skin, and fatal poisoning may occur by that route. It should be noted that pathologists have been poisoned while performing autopsies on the bodies of victims of cyanide poisoning.

The treatment of cyanide poisoning must be heroic, because of the rapidity of action of the poison. Approximately 80% of the victims die (although this figure is decreased in industrial plants where elaborate emergency measures are quickly available).

There has been little change in the mode of treatment over the years. The mainstays of treatment are: Amyl nitrite inhalations; intravenous Sodium nitrite; and intravenous Sodium thiosulfate. Amyl nitrite is available in "Perles" or "Aspirols" each containing five minims of the volatile substance. Immediately following treatment with Amyl nitrite, intravenous Sodium nitrite should be administered. The usual dose is 300 milligrams. It is available in 10 cc ampoules, and should be injected at the rate of 2.5 to 5 cc per minute. Amyl nitrite may be administered simultaneously, using several perles in the first half hour. During administration of these drugs, the blood

(Continued on page 23)

# TOO GOOD TO FILE

## "THE BOMB" — HOW IT ALL BEGAN

In March, 1939, two worried men took the train from New York to Washington. They were George B. Pegram of Columbia University and Enrico Fermi, an Italian who began bombardment of uranium atoms in 1934. Fermi won the Nobel Prize in 1938, but declined to return from the Swedish ceremonies to Fascist Italy. Instead he came to America to continue his work. Niels Bohr, a Danish physicist visiting New York, confided to a friend that in his laboratory in Denmark the uranium atom had been split with a release of energy calculated to be a million times as powerful as that from an equal amount of high explosive. Fermi had learned of Bohr's feat and the knowledge lent urgency to his Washington mission.

Fermi and Pegram got a polite hearing at the U.S. Navy Department, but no commitment. Years later Ross Gunn, technical adviser to the Naval Research Laboratory, recalled that as a result of the Fermi-Pegram call, he obtained the grand sum of \$2,000 to conduct research on chain reaction.

The atom scientists were frightened. That summer two of them went to see Einstein, by now a U.S. citizen revered by his fellow Americans as a genius with a key to the mysteries of the universe. Einstein received the men at his Long Island summer home, padding to the door in bedroom slippers. One of the men was Leo Szilard, a brilliant Hungarian who had fled German laboratories with the rise of Hitler. The other was Eugene P. Wigner, a fellow Hungarian and a mathematical physicist.

Their mission was political. President Roosevelt must be warned personally of the atomic progress in Germany and be persuaded to provide government sponsorship for an assault on the atom in the United States. . . .

Then Szilard sought out Alexander Sachs, New York financier, economist, amateur mathematician and the owner of a wide-ranging mind that matched President Roosevelt's in its delight with new and bold ventures. . . .

## BECTION BRINGS BACK — CIVIL DEFENSE

. . . The business we're all in is protecting the lives of people from a whole range of peacetime or war-related events ranging from merely serious to catastrophic. And civil defense is the way we mobilize ourselves to offer people whatever imperfect, but important, protection we can.

First of all, the fact that civil defense is highly imperfect does not bother me a bit. In my 39½ years in uniform, I have never encountered a perfect defense. But that didn't keep us from trying awfully hard when the alternative was defeat or annihilation. Because we did, we saved a lot of good people who otherwise wouldn't be around today. We can do that with civil defense, too. . . .

The President's fiscal year 1987 budget request for civil defense is \$126.5 million, or about three per cent below funds planned for expenditure during this fiscal year. This funding level is essentially for continuing the status quo in civil defense until the completion — expected shortly — of the administration's present review of civil defense policies, programs, and objectives.

This review concerns the direction of the nation's civil defense effort for fiscal year 1988 and beyond, and obviously the level of funding to support it as well. If necessary, additional funding may be sought at that time.

Among the evolutionary changes which I believe should be included in our future civil defense effort are more survivable means to enable you at the local and state levels to coordinate response to peacetime or war-related crises, to preserve your civil leadership and your ability to support the public under very adverse conditions. I believe one of the ways this could be done most cost effectively would be to make available to the public more and better information to help people help themselves in various kinds of emergencies.

Obviously, this effort is keyed to improving your capability to deal with the major natural or technological crises which affect many parts of the United States each year. This is in line with the expressed intent of Congress in 1980 and 1981 amendments to the federal Civil Defense Act.

However, I would also remind you that the Congress, in its 1981 amendment, made clear that its common sense support for the multiple use of civil defense resources for peacetime or war-related crises contains the proviso that such use, and I quote, ". . . is consistent with, contributes to, and does not detract from, attack-related civil defense preparedness." . . .

— FEMA Director Julius W. Becton, Jr. in a breakfast address to NCCEM, February 25, 1986.

Sachs saw Roosevelt at the White House on October 11, 1939. By this time Nazi Germany had swept through Poland with motorcycle shock troops and dread Stukas which dive-bombed civilians on the roads. Europe was plunged into the World War II that was to massacre non-combatants as no other conflict in history since the barbarian hordes of Genghis Khan plundered and murdered westward from Mongolia. . . .

The President rang for a servant and soon a bottle of Napoleon brandy was brought. He filled two glasses and touched his to Sachs'. The big Roosevelt grin creased his

face.

"Alex," he said, "what you're after is to see that the Nazis don't blow us up?"

"Precisely," said Sachs.

The President summoned Brigadier General Edwin M. (Pa) Watson, an easy-mannered Alabamian who served as a secretary. Roosevelt handed the papers to Watson and briefly explained their import.

"Pa," he said, "This requires action."

The United States government had begun work on the atomic bomb. — from the book *No High Ground*, by Fletcher Knebel & Charles W.



Bailey II (published by Bantam Books.)

[Note: On the copy of the flysheet of this book which came to the Journal is written: "If Wigner, Teller and others could convince the President to begin to construct nuclear weapons, 47 years later they ought to be able to convince the President to begin to build shelter to protect the population against those weapons."]

### MOSCOW FEARS "STAR WARS"

Moscow's strength is its ability to mass produce arms. Washington has spent 20 years wrangling over the MX missile while Moscow has gone ahead with plans to deploy at least two new missile systems in this decade. The Russians significantly outproduce the United States in tanks, combat aircraft and artillery.

Moscow's position has not always been so comfortable. It took the Russians a quarter century of sacrifice to master the quantitative arms game. Now American technology threatens to erase that achievement. The United States already has an overwhelming lead in producing technologically advanced weapons. The Pentagon reported in 1985 that the Soviet Union was behind in 15 fields of technology and it was ahead in none. The gap is widening.

For the Soviet Union to have any hope of catching up with the technological expertise of the West, it needs time. But the star wars plan focuses such vast resources on technology that it assures a rapid transformation of the military environment.

— Alex Gliksmann, Director of Strategic Defense Studies, United Nations Association of the United States.

### DON'T LET THE ANTI-DEFENSE PEOPLE PASS THE BUCK!

At the 1985 meeting in Los Angeles it was announced that TACDA has been maintaining a list of those individuals and organizations supporting the defense of the American people. This is useful since we know where we can turn for support. Further, we are occasional-

ly privileged to present a citation to some of these supporters of population defense.

There is also a second list. Conversely, this is a record of those who have opposed civil defense, thus placing our population in peril. There is a good reason for maintaining a record of those who would surrender the United States to a foreign power. Immediately following the debacle at Pearl Harbor, there was a frantic search for scapegoats, and these were found by obscuring the facts. General Short and Admiral Kimmel took the blame for negligence which represented failure at much higher echelons of government. We in TACDA and DDP do not intend that this happen again. If the United States suffers a major disaster of any kind, and if we lose lives through unpreparedness, those who are responsible — whether they are congressmen, or clergy, or physicians — must bear the blame and suffer the consequences.

All members of TACDA and DDP are asked to send written reports to the Starke office, naming those who support our defense, and those who oppose it. It is most important that such reporting be documented — either by a copy of the statement made, or, in the case of radio or television, by a tape.

— Max Klinghoffer, M.D.,  
Executive Director, Doctors for Disaster Preparedness

### DA-NYET IN THREE-QUARTER TIME

The Physicians for Social Responsibility, and similar organizations, are both victims and disseminators of Soviet disinformation. They base their singular belief that there can be "no meaningful medical or environmental response to nuclear war" on the self-defeating premise that since there is no protection for the population now, there can be none. Their circular arguments trade on fear and terror, but fail to deal with the real evidence of nuclear protection afforded the citizens of Sweden, Switzerland, China and the USSR, among others. In this country, Oak Ridge National Laboratory has conducted much publicly available

scientific research on nuclear blast-survivable shelter systems. But this scientifically correct information has received almost no media attention or public dissemination. At the same time, Soviet-sponsored myths and emotion-laden rhetoric are repeated ad nauseum by our communications networks AS IF THEY WERE OBJECTIVE FACTS. Soviet propaganda against civil defense in this country is belied by their own enormous (by U.S. standards) civil defense budget: 2 billion dollars per year for civil defense, augmented by another 6 billion dollars per year for medical, fire, and related survival, rescue and recovery preparations! Does anyone believe the Soviets would spend so much on a program they didn't expect to work? Are the Physicians for Social Responsibility so naive that they believe Dr. Evgeniy Chazov, Brezhnev's former physician and Chief of the Kremlin Medical Corps, full member of the Soviet Central Committee, can speak out independently, without the approval, nay, ulterior plan, of the KGB? . . .

— HUMINT Network Report,  
Jan-Feb 1986 (Nancy D. Greene).

### AMERICA BUILDERS: PEOPLE

This country was not built, nor will it be preserved by men or women who rely on someone else to take care of them: It wasn't built by Republicans, Democrats, liberals, conservatives, labor, management; IT WAS BUILT BY PEOPLE; People

**PEOPLE WHO . . . DARED TO  
SHAPE THEIR OWN TRAILS AND  
. . . TO TAKE THE NECESSARY  
RISKS.**

who relied on themselves, who dared to shape their own trails and had enough confidence in themselves to take the necessary risks. This self reliance is our American legacy. It is the "secret" that makes Americans go. Some of you call it individual initiative; others, backbone. Whatever it is called, it is a precious ingredient in our national character — one which WE MUST NEVER LOSE.

— Brian L. Bex speaking at The Eisenhower Convocation.

# REVIEWS

*NUCLEAR WEAPONS AND THE THREAT OF NUCLEAR WAR*, by John B. Harris and Eric Markusen. Harcourt Brace Jovanovich, Publishers, San Diego, CA 92101. 483 pages. Soft cover. 1986.

— Reviewed by Don Hanks.

This book is a manual for teachers and a text for students in courses concerning most of the issues and aspects of nuclear warfare. It was assembled by two instructors who found a need for it in classes they taught at a pair of progressive southern colleges — John B. Harris at Georgia State University in Atlanta and Eric Markusen at Old Dominion University in Virginia. The two have produced an enormously informative compendium for the reader who knows little of the origin or nature of the world's current military mess.

It can also be recommended to civil defense professionals, especially those just starting in the business.

Harris and Markusen are a mix of author, historian, editor, and educator. Their own study must have been prodigious. Their selections from the works of more than 50 writers, including generals, politicians, diplomats, and scientists, projects their knowledge in concise, comprehensive, and readable manners. The book, then, is a readers' digest of topical information from such as Seymour Weiss, Jonathan Schell, Senators Kennedy and Hatfield, Robert McNamara, Secretary Weinberger, Carl Sagan, and a host of other educators and research scientists.

All the authors, of course, want to reduce the threat, as well as the effects of nuclear war. They differ as to how.

Good editors that they are, Harris and Markusen were careful to quote two or more sides for virtually every issue and argument. They tried (in their own words) to provide "a basic understanding of the key facts . . . needed to follow current issues and debates . . . and to evaluate policies espoused by political leaders . . ." then maintain "balanced, objective . . . perspective . . ." and "provide resources for further study."

The work is organized in a dozen "chapters" into which are collected up to five or six excerpts from books or articles on a specific aspect. Each chapter is prefaced by Harris's and Markusen's more or less neutral views of the related history.

The opening chapter describes the agony at Hiroshima and Nagasaki with merciful brevity. Chapter 2 goes into the physics of the weapons.

Chapter 3 deals all too briefly with America's struggling civil defense programs. The authors are neither very

hopeful nor despairing. Professional civil defenders may detect a slightly negative tilt.

Chapters 4 through 9 (again to quote the authors) "address central policy issues" in the U.S. and USSR, the "strategic balance" as opposed to the "paths to nuclear war", and "current arms control efforts." (For instance, 16 treaties are listed and described on six pages of the chapter on past efforts.)

Chapters 10 and 11 describe the causes and cost of the arms race and explore the psychological and social dimensions of the threat (which are said to have not received much attention until now.)

Chapter 12 analyzes current proposals, particularly the Star Wars potentiality.

The determined student will find a recommended list of additional books and articles at the end of each chapter. Each collateral source is described and evaluated in one or two pithy sentences. A pair of articles in the *Journal of Civil Defense* is among them.

There is also a sprinkling of footnotes. An index, however, is conspicuously absent.

Harris and Markusen have given us a book as fair minded as we could hope for — and that is a tribute to their talent.

---

*DAY OF THE BOMB — COUNTDOWN TO HIROSHIMA*, by Dan Kurzman. Published by McGraw-Hill Book Co., 1221 Avenue of the Americas, New York, N.Y. 10020. 546 pages including author's notes (44 pages), bibliography (28 pages), index (6 pages). 1986. \$19.95.

— Reviewed by Don Hanks.

This is an amazingly detailed history of the conception, development, delivery, and world-wide effects of the first two atomic bombs. It is journalistically readable, sometimes like a novel despite the lack of suspense, and it maintains a freshness in re-reporting the events of the times even though Dan Kurzman's "revelations" (touted by the publishers) are less than astonishing.

Undoubtedly the author devoted a long time to interviewing hundreds of politicians, scientists, and soldiers of several nations, and he obviously studied thousands of diaries, memoirs, autobiographies, and clippings. Nonetheless, all this led to few if any new historical conclusions. But at least it turned old facts toward a few new questions.

For several instances:

— Did President Truman learn of the bomb before FDR died?

— Did all the Joint Chiefs oppose using the bomb and believe the war

could be won with a naval blockade and Russian intervention?

— Did Truman fear the war would end before the bomb could be delivered?

— Had Russian espionage revealed the bomb to Stalin, and is that why Stalin seemed only mildly impressed when Truman hinted its existence?

— Why did General Groves, who headed the bomb development (Manhattan) project, distrust Leo Szilard, who with Edward Teller and Einstein helped persuade Roosevelt to produce the bomb?

— Why did U.S. officials deny that American prisoners of war were killed by the Hiroshima bomb?

The book is at its best when Kurzman analyzes the purposes, the methods, and the motivations of the people of the story. Some of them, such as civil defense activists as Eugene Wigner and Edward Teller, populate a good many pages. It would be interesting indeed to get opinions of Kurzman's book by either of these nuclear scientists and through their eyes to follow the course of their inventions.

The book can be recommended to both the casual reader and the authentic history buff.

---

*WHO SPOKE UP? AMERICAN PROTEST AGAINST THE WAR IN VIETNAM 1963-1975*, by Nancy Zaroulis and Gerald Sullivan. Published by Holt, Rinehart and Winston. 460 pages, paperback, 1985. \$10.95.

— Reviewed by Walter Murphey.

In reading "Who Spoke Up?" one certainly is impressed by the warlike methods of those who claim to be so devoted to peace and nonviolence.

Who does not want peace? But is air-bombing an industrial plant (p 301) the way to peace? The statement by Rev. James Bevel that "We're going to get left of Karl Marx and left of Lenin" (p 111) doesn't convince. The bellicose claim by a much-admired Black actor that the Chicago police are the "new niggers" (p 191) smacks of rabble-rousing. His description of Chicago's Mayor (same page) does him little credit and would be censored if we were to print it here.

Of course, the "Movement," as it is called, is a movement, and it needs some beating of drums.

Is the objective really peace? (Or was it back in the 60s and 70s?)

If really so, the question begs itself: Why don't the peace-seekers check the methods of countries which have achieved lasting peace? That could, if peace is really the objective, open some eyes. But that's no doubt too much to ask for.

## NUCLEAR WAR SURVIVAL SKILLS

This book was written by Cresson H. Kearny when he was a survival specialist at Oak Ridge National Laboratory. He is the leading inventor and tester of self-help civil defense equipment. There is a foreword by Dr. Edward Teller and a background article by Dr. Eugene P. Wigner, a Nobel prize-winning physicist. This book provides detailed information on:

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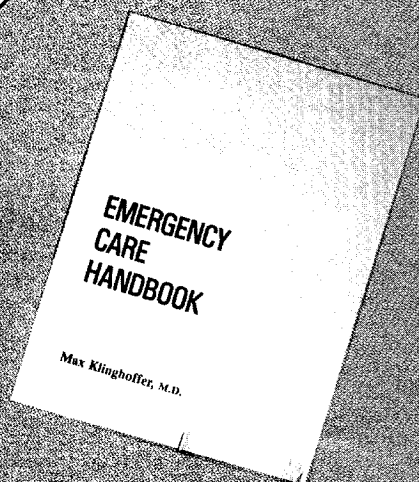
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For further information, references, in-  
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- Apr 11-12 NUCLEAR WAR EDUCATION CONFERENCE. Contact: Robert  
Ehrlich, Physics Dept., George Mason University, Fairfax, VA  
22030 (703/323-2303).
- Apr 14-18 I.A.F.C. CONFERENCE IN EUROPE. Rotterdam Holland. Contact:  
Conference secretariat, First I.A.F.C. Conference in Europe, c/o  
Congressdepartment, Rotterdam Tourist Office, Stadhuisplein 19,  
NL-3012 AR Rotterdam, The Netherlands.
- Apr 16-18 8th ANNUAL NATIONAL HURRICANE CONFERENCE. Westin  
Galleria, Houston, TX. Reg. fee \$160. Contact: David Tait, Asst.  
Coord., Nat'l Hurricane Conf., 864 E. Park Ave., Tallahassee, FL  
32301 (904/222-7677).
- Apr 17-18 20th ANNUAL GOVERNOR'S CONFERENCE ON EMERGENCY  
MGMT. Merc Plaza Hotel, Milwaukee, WI. Contact: Diane Klebber,  
Div. of Emer. Govt., P.O. Box 7865, Madison, WI 53707 (608/  
266-5626 or 3232).
- Apr 24-30 PARIFEU INTERSECURITE. International security and safety  
conference, LaBourget Exhibition Park, Paris, France. Contact:  
Comité des Expositions de Paris, 7 rue Copernic, 75016 Paris,  
France.
- Apr 25-26 4th ANNUAL GETTING YOUR HANDS ON MOI (Mass Casualty  
Incidents) Seminar. Anaheim Memorial Hospital, Anaheim, CA.  
Credits, Fee: \$45-\$60. Contact: Rodger D. Kelley, MD, QMOCS,  
P.O. Box 3402, San Clemente, CA 92672 (714/492-4748).
- Apr 26-27 OPERATION LIFESAVER. Tippecanoe River State Park, Winamac,  
IN, basic training program; disaster drill. Reg./Cabin fee: \$5 per  
person — \$7 per family. Deadline Apr. 16. Contact: Live Free, Box  
1743, Harvey, IL 60426 (312/928-5830).
- May 5-7 HAZARDOUS MATERIAL SPILLS CONFERENCE AND EXPOS-  
ITION. Adams Mark Hotel, St. Louis, MO. Contact: HMS 86 Trade  
Associates, Inc., Suite 200, 12250 Rockville Pike, Rockville, MD  
20852-1608, (301/468-3210).
- May 22-23 5th ANNUAL ICAF MOBILIZATION CONFERENCE. Nat'l De-  
fense Univ., Ft. McNair, Wash. DC. Contact: ICAF, Attn: Mobiliza-  
tion Conf. Committee, (Col. Wm. Barber), Ft. McNair, Washington,  
DC 20319-6000.
- Jun 6-8 OPERATION FOUR CORNERS. Navajo County Arizona. Hands  
on training for survivalists. Reservations limited. Contact:  
LFI/NASL, P.O. Box 894, Snowflake, AZ 85937.
- Jun 9-13 PLANNING FOR NUCLEAR EMERGENCIES. Contact: Harvard  
School of Public Health, Office of Continuing Education, 677  
Huntington Ave., Boston, MA 02115 (617/732-1171).
- Jun 11-15 OHIO ASSOCIATION OF EMERGENCY MEDICAL SERVICES  
ANNUAL CONFERENCE. Hyatt Regency Hotel, Columbus, OH.  
Contact: CAEMS, 114 E. Main St., Elida, OH 45807 (419/339-2735).
- Jun 14-15 OPERATION DEFENDER. Burkewood Compound, Clifton, OH.  
Field operations and combat training. Reg. by June 1st. Contact:  
Live Free, P.O. Box 1743, Harvey, IL 60426 (312/928-5830).
- Jun 15-20 ANS Annual Meeting, to be held at the MGM Grand, Reno, Nevada.  
Contact: Thomas Halverson (312/961-4150).
- Jun 27-29 PA ANNUAL STATEWIDE EMERGENCY 9 CONFERENCE. Har-  
risburg, PA. Contact: Pa Emer. Health Services Council, P.O. Box  
608, Camp Hill, PA 17011 (717/763-7063).
- Jul 9-12 1986 NAEMT/CLINCON. Nat'l Assn. of EMTs and FL Chapter of  
ACEP, pre-hospital emergency care conference, Hyatt Orlando,  
FL. Contact: REGISTRAR, 600 Courtland St., Suite 420, Orlando,  
FL 32804 (305/628-4800).
- Jul 14-18 ADVANCED COURSE IN NUCLEAR EMERGENCY PLANNING.  
Contact: Harvard School of Public Health, Office of Continuing Edu-  
cation, 677 Huntington Ave., Boston, MA 02115, (617/732-1171).
- Aug 30-31 HOUSTON EMERGENCY SERVICE EXPO. Astro Arena, Houston,  
TX. Law, Fire & EMS groups. Contact: E.S.S.G., P.O. Box 96617,  
Houston, TX 77213-6617.
- Sep 15-17 TOPICAL MEETING ON RADIOLOGICAL ACCIDENTS, PRE-  
SPECTIVES AND EMERGENCY PREPAREDNESS, Bethesda, MD.  
Contact: Dr. Emmanuel Giakpe, Mechanical Engineering Dept.,  
Howard Univ., Washington, DC 20059, (202/636-7741 or 6600).

## CYANIDE (Continued from page 17)

pressure must be constantly monitored. If the pressure drops below 80 mm. systolic, the medication should be temporarily halted. Immediately following the Sodium nitrite, the patient should be given 12.5 grams of Sodium thiosulfate intravenously. This is available in 50 cc ampoules, and it should be administered also at the rate of 2.5 to 5 cc per minute. If necessary, the Sodium nitrite and the Sodium thiosulfate may be repeated in an hour, but at half the original dosage. The use of these nitrites involves the risk of the production of excessive Methemoglobin, and medical judgment is necessary in determining dosage.

Any contaminated clothing must be removed, and any residual chemical washed from the skin. This requires special precautions on the part of all medical personnel, because of the danger of absorption through the skin.

If the poison has been ingested, the stomach should be evacuated as early as possible. There is some question concerning the use of

emetics, since cyanides are corrosive. Gastric lavage is probably safer. Yet the urgency of treatment is such that the emergency personnel may have to make a rapid choice concerning the means of evacuating the stomach. Certainly the danger of emetics increases if the victim is not fully conscious. Caution must be observed in disposing of the vomitus, again because of danger of skin absorption. It may be necessary to save some portion of the vomitus in sealed containers, for later analysis and for forensic purpose.

The action of the nitrites used as antidotes is based upon the formation of methemoglobin, which binds the cyanide ions. Sodium thiosulfate increases the activity of the rhodanese enzyme, and thus converts cyanide to a less toxic thiocyanate. Methylene blue may be of use if there is overproduction of methemoglobin.

Supportive measures are of course indicated. But mouth to mouth respiration is contraindicated. The treatment of cyanide poisoning requires teamwork, especially since time is so important. The need for a trained team is apparent

when the steps in treatment are reviewed: the removal of contaminated clothing, and the removal of any residual chemical from the body; the administration of Amyl nitrite, while giving respiratory support; the administration of intravenous Sodium nitrite and Sodium thiosulfate; emptying the stomach; and supportive therapy. It is said if the victim survives the first half hour, the prognosis is good.

Chronic cyanide poisoning does occur, usually where cyanides are used in industry, while cyanide is a fast acting poison, the body does have the ability to detoxify the chemical rather rapidly. In some instances, the rate of detoxification is equal to, or almost equal to, the rate of intoxication. The mortality rate in such cases is much lower than in acute poisoning. □

Acknowledgements: Much of the information in this abstract was furnished by: Mallinckrodt, Inc., Eli Lilly and Company, Chemical Manufacturers Association, Pharmaceutical Manufacturers Association, and DuPont Company.

(Note: A kit for treatment of cyanide poisoning is distributed by Eli Lilly Company.)

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## **MR. PRESIDENT!**

In his February 26th address to the nation on military defense President Ronald Reagan outlined the progress made since 1980 in halting the spread of communism and the need to remain strong in the face of the expansionist policies of the Soviet Union. "If we sustain our efforts now," he said, "we have the best chance in decades of building secure peace."

In a strong beginning, Reagan reminded his fellow Americans that "peace does not exist of its own will. It depends on us, on our courage to build it and guard it and pass it on to future generations. George Washington's words may seem hard and cold today, but history has proven him right again and again: 'To be prepared for war,' he said, 'is one of the most effective means of preserving peace.' For to those who think that strength provokes conflict, Will Rogers had his own answer: He said of the world heavyweight champion of his day, 'I've never seen anyone insult Jack Demsey.' "

Closer to homeland defense, Reagan said, "We are pushing forward our highly promising Strategic Defense Initiative, a security shield that may one day protect us and our allies from nuclear attack . . . Isn't it better to use our talents and technology to build systems that destroy missiles, not people?"

Toward the end of his address Reagan again accented SDI. "It would be pure folly," he said, "for the United States not to press forward with SDI when the Soviets have already invested up to 20 years on their own program. . . ."

This was as close as President Reagan got to civil defense. It did bring to mind, however, that on an earlier occasion — in 1980 in his Republican Party Platform, Mr. Reagan had been specific about civil defense. His platform pledge was this:

"To create a strategic and civil defense which would protect the American people against nuclear war at least as well as the Soviet population is protected."

Among the arguments for developing a civil defense are these:

1. Not only does the Soviet Union have a civil defense program as implied in the Reagan pledge, but so do Sweden, Switzerland, Israel and a number of other countries sensitive to the threat of attack.
2. Not only do other countries set this example, our own government and military provide a nationwide network of several thousand protected facilities for elements of leadership. If it is important to protect leadership (and it is) why is it not important to protect the men, women and children who are the responsibilities of leadership? Is it really too expensive to protect our people?
3. The technology of protective measures is simple, available now, and of modest cost.
4. Civil defense and SDI are mutually supportive. While valuable independently, together they have the potential of reducing casualties and damages almost to the vanishing point.
5. SDI development will take 15 to 25 years to put in place. While it should be vigorously pursued, why not also pursue civil defense, which requires no long lead time to organize?

We might be so bold as to say: "Mr. President, in view of your fine address to the nation on the vital importance of defense, in view of your 1980 statement and your encouraging expressions of support to our TACDA seminars in recent years, and in view of the new leadership of the Federal Emergency Management Agency which is championing at the bit to run with the civil defense ball, why not — in the best interests of the people you serve — address the question of giving them a measure of the protection that you and your predecessors have been careful to provide for key leadership elements? After all, what is more important?" □

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