

Perspectives of the Roles Leadership in Disaster Planning and Emergency Management

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Abstract

Natural disasters have increased during the past century causing the need for an increase in disasters emergency management, specifically in small towns through the US. The purpose of this qualitative case study was to explore how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management planning and emergency relief. Through the use of volunteer's small towns have helped fill the void of the shortage of personnel. Researchers showed that currently small-town emergency services leadership often do not have established plans and practices for the effective use of volunteers. The data collected with the open-ended questions in a face-to-face interview, helped answer the research question: how does small-town leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? The framework of this qualitative case study was the organizational learning theory, and it was used to analyze the data in detail and help break down the five themes that were revealed. These themes concerned disaster planning and emergency management in a small town: (a) small township deficiencies; (b) financial concerns; (c) leadership stability; (d) effective communication with volunteers; and (e) the impact of leadership recruiting, training, and integrating volunteers in the event of a natural disaster.

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Chapter 1: Introduction

There has been a 60 % increase in natural disasters over several decades across the US. During the first decade of the 2000s, the number of natural disasters tripled over those seen during the first decade of the 1980s (Leaning & Guha-Sapir, 2013). The economic costs of damages and losses increased in parallel with the increasing numbers of these disasters (Carley, 2014; Leaning & Guha-Sapir, 2013, p. 1). Smaller municipalities have limited funding and fewer resources to deal with the aftermath of a disaster as compared to larger cities and counties (Leaning & Guha-Sapir, 2013). People in small towns all over the US are experiencing difficulties dealing with “everyday” emergencies and are significantly challenged by larger scale disasters (Carley, 2014; Leaning & Guha-Sapir, 2013). Disasters may devastate small town leadership because they lack the financial resources and supporting personnel to assist responders (Carley, 2014). These circumstances can force leadership with limited budgets to seek the assistance of volunteers (Rowel, Mercer, & Gichomo, 2011).

Because of the increase in emergency management awareness for disasters, The Federal Emergency Management Agency (FEMA) established a listing of all agencies of all emergency responders and U.S. State Offices involved with the disaster epidemic (Littleton, 2016). The agencies provide various programs in emergency management, strategic planning, homeland security, hazards planning, community preparedness, operations and drills, and disaster recovery (RHI Hub, 2017). Human-made or natural disasters can happen without any warning, and the lack of emergency resources, in small towns may compromise assistance in disasters or emergencies. Even with some federal coordination, localities are faced with providing most of their immediate support when a disaster strikes. The need for assistance with disaster management has increased by 80 %, and local government emergency management safety

agencies have become reliant on volunteer organizations (Carley, 2014; Clukey, 2010; USDHS, 2011b).

Volunteer organizations active in disasters were developed to offer aid during and after a disaster. Some of the larger non-profit organizations of this nature are affiliates of a national emergency management system (EMS), known as the National Volunteer Organizations Active in Disasters (Wachtendorf, Brown, & Holguin-Veras, 2013). The former FEMA administrator, Director Craig Fugate states, “Volunteer organizations are an important part of every community, which makes them equally important to the nation's emergency management team” (USDHS, 2011a, para. 2). Therefore, a goal for emergency management leadership is to effectively integrate volunteers into their emergency management preparation (Henstra, 2010; Mintz & Gonzalez, 2013; Pinkowski, 2008; Points of Light Foundation, 2002).

Natural disasters have a drastic and significant effect on people. Kalish (2014) stated that in the wake of large natural disasters, an effective and efficient distribution of resources is particularly important due to the needs of people during the chaos. In emergency events, it is critical for leadership to recognize and effectively use all available resources, including human capital in the form of volunteer labor.

The recent development of large dedicated volunteer organizations both domestic and international demonstrates how useful volunteers are during a natural disaster (Kalish, 2014). In the US volunteer labor, can be useful and vital before and after a natural disaster strikes. If smaller communities make proper use of volunteers, they can provide adequate aid during the process of recovery and reconstruction. Having knowledge of how to encourage volunteerism and what motivates individuals to become volunteers is essential to emergency management leadership (Kalish, 2014). Volunteers have demonstrated their value in providing additional

assistance in large disasters (Carley, 2014). Leaning and Guha-Sapir (2013) reported that volunteers who are providing aid could be the difference maker for a successful recovery. Also, researchers suggest that volunteers are a valuable resource; most recently, the effects of volunteerism were shown during and after Hurricane Sandy (Kalish, 2014).

From 2000 through 2009, natural disasters increased three times more than during the interval from 1980 through 1989, and nearly 80% of the increase is attributed to climate change (South African Society of Travel Medicine, n.d., [SASTM]). Even though communication has improved, and many people may be alerted in the event of a natural disaster, the use of volunteers increases the well-being of people in the event of a natural disaster (SASTM, n.d.). Some examples of large-scale disasters where volunteers were pivotal include Hurricane Sandy, which affected both NYC and the state of New Jersey (NJ), and winter storm Jonas, also known as "The storm of the century," which brought a record amount of snowfall in the northeastern US. In Washington D.C., local volunteers through non-profit organizations provided a lift to their local communities in the face of the crippling snowstorm. The year 2016 was known as the year of the earthquake; the worst being in the northeast of Pingtung City in southern Taiwan. In this location, a 6.4-magnitude earthquake hit the city and stretched for 17 miles through the city (Points of Light Foundation, 2016). In 2016, across California, there were a series of wildfires that burned more than half a million acres (USDHS, 2016).

In smaller municipalities, volunteers are especially vital for success in addressing natural disasters (Carley, 2014; USDHS, 2011a) and by strengthening the partnerships between us, the use of non-profit groups, such as volunteers that know the needs of their communities the best, and, we can help keep the people we serve safe" (USDHS, 2011a, para. 1). For example, the volunteers of local California chapters of the Red Cross played life-saving roles in their

communities. Local managers may lack best practices for communicating, planning, and recruiting the proper personnel to assist in the case of a natural disaster (Drabek, 2016).

Leadership teams that have not properly organized, directed, and coordinated volunteers in advance can face obstacles for an effective response to disaster mitigation (Kalish, 2014).

Nagabhushanam and Sridhar (2010) showed that people that are affected by a natural disaster demonstrate humane behaviors toward volunteers; people demonstrate kindness and wiliness to help. This was shown during the 9/11 events and Hurricane Sandy that shattered NJ and NYC. However, after a disaster occurs, victims are unstructured, and volunteers become sympathetic and compassionate towards the victims and have the eagerness to aid victims along with local, state, federal agencies, and volunteer emergency response teams (Argothy, 2003; Michel, 2007; Wilson, 2000). Few researchers have addressed the process of recruiting, training and incorporating volunteers to assist in disaster-impacted areas (Carley, 2014). For example, disaster planning for volunteer and emergency management teams (EMT) are crucial in, a small town with constrained resources (Carley, 2014). Disaster plans that include volunteers can assist citizens by strengthening the local and federal partnerships and provide safety to the citizens (USDHS, 2011a, para. 2).

Volunteer administrators as leaders require some qualities such as comprehensiveness, authorization, ability to process, determination, and ethical consideration. Leadership is not merely about a designation, position, or explicit task: “Leadership is a relational process of people together attempting to accomplish change or make a difference to benefit the common good.” (Komives, Lucas & McMahon, 2009, p. 21). Leadership is an important aspect of all interactions for self-development and influence on others (Komives et al., 2009).

Characteristics of volunteers include that they perform unselfish acts; however, their actions are sometimes viewed as an annoyance to local authorities and may carry legal responsibilities. These attitudes imply that volunteer efforts and values unappreciated. Even though many small towns have specialized and proficient emergency management organizations in place, it is usually the volunteers that are the first on the scene during a natural disaster and remain long after the aftermath of the chaos. Volunteers play a critical role in providing aid to those affected by a disaster and valuable assistance to emergency management personnel during recovery efforts (Whittaker, McLennan, & Handmer, 2015a). Disasters have increased worldwide due to growth in the population, new metropolitan development, and climate change (Whittaker et al., 2015). It is very likely that informal volunteers emerge to provide additional support and increase the capacity required to answer the call for these more frequently reoccurring emergencies and disasters (Whittaker et al., 2015b).

Disasters and the consequences of them have caused concerns for small town administration. Small towns have several pivotal challenges to meet for emergency preparedness and response: (a) the associated costs; (b) preparation of emergency facilities and hospitals; (d) development of efficient procedures for preparedness; (e) and lack of personnel and resources (RHI Hub, 2017). The paucity of resources includes human resources in the form of experienced management to lead and direct efforts, and a lack of volunteers to aid in disaster efforts (Leaning & Guha-Sapir, 2013). These deficiencies may be overcome, and small towns could be more effective in dealing with disasters by developing and preparing a proper plan of action before emergencies occur (Carley, 2014). These concerns include planning for the use of volunteers for emergency management (Carley, 2014; Clukey, 2010). Due to increased occurrence and intensity of natural disasters, small-town leaders more often require EMTs and volunteers. Researchers

have identified flaws and weaknesses in emergency management plans for natural disasters (Kalish, 2014).

For most rural areas and small towns, a crucial point of EMS is at the level of government leadership. The leadership must determine the preparation and planning needs are for small towns (Clukey, 2010). The challenges for leadership in disaster mitigation and preparedness, and response during the catastrophes include (a) resources and their limits; (b) inaccessibility; (c) separation of low density in population; and (d) insufficient communications. Emergency preparedness depends on local firefighters, emergency medical service providers, and police, along with the hospitals and public health departments for the treatment of their citizens. These issues can become acutely problematic for local citizens in some small towns; for example, some small towns do not have community health facilities and they are forced to rely on nearby cities or state health care facilities when a natural disaster occurs (RHI Hub, 2017). Proper planning and the use of volunteers are recommended to mitigate some of these circumstances (Carley, 2014).

Statement of the Problem

All disasters are local and fall under the auspice of tiered response involving federal agencies (USDHS, 2011c); however, much of the responsibility for planning and preparedness rests with the leadership of county governments (Drabek, 2016). In the face of increasing frequency of natural disasters, smaller towns are overburden with the associated costs (Leaning & Guha-Sapir, 2013) and suffer from stretched resources to meet the response to disasters (Carley, 2014; Rowel et al., 2011). Local managers often lack well-developed strategic plans for disaster management (Mintz & Gonzalez, 2013; Ross, 2013), including management of volunteers (Carley, 2014). Due to in part to cost burdens, volunteers are essential to local area

disaster relief (Carley, 2014). Researchers showed that small-town emergency services leaders often do not have established plans and practices for the effective use of volunteers (Mintz & Gonzalez, 2013; Rowel et al., 2011). Therefore, the problem addressed was: how does small-town leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? Insufficient efforts can negatively affect emergency response by increasing the death toll and damages to personal property during a natural disaster (Kalish, 2014). The integration of volunteers and volunteer organizations is often overwhelming for many small-town leaders (Rowel et al., 2011). According to organizational learning theory, the knowledge of leadership must include both declarative knowledge, facts, and procedural knowledge to lead effectively (Argote & Miron-Spektor, 2011).

Local officials are charged with being equipped for response to emergencies and disaster mitigation (Mintz & Gonzales, 2013). Despite that researchers have given attention to emergency management and disaster preparedness efforts at a national level (Carley, 2014), comparatively little research has been directed toward the disaster emergency management in small towns (Carley, 2014).

Purpose of the Study

The purpose of this qualitative case study was to explore how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management planning and emergency relief. The data were collected using interviews with open-ended questions. The population consisted of the leaders of emergency management in small towns across the country. I selected 20 participants that perform the functions of emergency management using purposeful sampling (Baker, Edwards, & Doidge, 2012). The study site was

Nutley, NJ; the 20 participants allowed the data saturation for this case study (Guest, Bunce, & Johnson, 2006).

Qualitative methods were used to analyze the data (Miles, Huberman, & Saldaña, 2013; Kvale & Brinkmann, 2009). The methods included coding, categorizing, and developing themes from these data (Saldaña, 2013). The data were triangulated by collecting the perspectives of leaders who function in different roles and levels of the government system (Baxter & Jack, 2008). After the interviews were transcribed, the researcher performed member checking to increase the trustworthiness of the results (Call, 2010).

Theoretical/Conceptual Framework

The relevant theory selected for the framework of this qualitative case study was the organizational learning theory (Argote & Miron-Spektor, 2011). According to the developers of this theory, the experiences of those in an organization build knowledge and the cumulative experiences that develop a framework for creating organizational knowledge. Learning begins with experience, and the ability to learn improves over time as knowledge accumulates (Argote, 2011). Argote and Miron-Spektor stated, “Organizational learning is the process of creating, retaining, and transferring knowledge within an organization” (p. 101). Cook and Brown (1999) stated that “knowledge may be implanted in various depositories, including individuals, routines, and transactive memory systems; although we use the term knowledge, our intent is to include both knowledge in the sense of stock and knowing in the sense of a process.” (p 12.). According to Argote (2011), these and other similar ideas are often ingrained in the way organizational practices are evaluated and perceived. Most researchers have acknowledged that the learning theory, when applied to an organization, can be defined as a change in the organization’s knowledge that occurs as a function of experience.

The theory was appropriate for this proposed study because the study concerns the ways that local leadership for disaster management can best learn how to use volunteers strategically to handle local disaster and emergency management. Theodorakopoulos and Figueira (2012) stated that how specific actions and mechanisms are developed into needed capabilities for localities remains unknown. By examining the problem addressed in the study through the lens of organizational learning, the results led to understanding how the managers make strategic plans and the plans be made organizational learning and retention of knowledge.

Volunteer disaster readiness and response teams have evolved in the US (Clukey, 2010). It is critical for leaders and emergency management to coordinate with volunteer leaders and managers that come to citizens' aid during emergencies and disasters. These qualitative results provided leadership and emergency managers with up to date and detailed information as to how their colleagues in other locations are recruiting, training, and incorporating volunteers in small townships.

Hodgkinson and Sparrow (2002) stated that "the organizational learning processes translate to experience into knowledge, and these methods are not able to capture tacit or difficult-to-articulate knowledge." According to Easterby-Smith, Crossan, and Nicolini (2000), even though various researchers have debated whether organizational learning should be defined as a change in understanding or behavior, most of the debate has deteriorated. This is because researchers have proposed that the best approach to measuring organizational learning depends on the research question and empirical context. Part of the organizational theory concerns the organization of work; if work is organized effectively so that it can be divided based on skill and technical expertise, then each item of work can be given to the employee most able to deal with

it. This organization provides better speed and accuracy, and thus, increasing output (Parker, 2016).

Organizing resources requires extraordinary personal skills and the ability to motivate people. One of the crucial issues in organizing assets for goals and objectives is to find the correct balance between staff needs and productivity (Yoo, Lemak, & Choi, 2006).

Organizational learning theory is represented by an ongoing cycle through which task performance experiences are converted into knowledge through an organization-wide learning process (Argote & Miron-Spektor, 2011). The knowledge can be used outside of the organization, and it may change the organization's context, which can then affect future learning (Argote & Miron-Spektor, 2011).

Nature of the Study

The purpose of this qualitative case study was to explore how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management planning and emergency relief. The aims of the study included understanding how the managers direct and train disaster volunteers in the Nutley Township when (a) working with a limited budget and assessing legal impacts; (b) organizing processes, performing planning, and using resources; and (c) coordinating and integrating efforts of managing staff. Member checking was used to increase the trustworthiness of the results (Call, 2010). The aims of the study were focused on people in leadership roles, that have the responsibility in managing the emergency response team in small townships, who are responsible for disaster planning, emergency management planning, and integration of volunteers. The emergency managers selected for the study had extended years of experience working with volunteers during a natural disaster. The data were collected using a self-developed interview guide containing open-ended interview

questions during one-on-one interviews with 20 county emergency managers. A qualitative case study approach was more appropriate to collect the detailed experiences of leaders than a quantitative approach.

Research Questions

RQ1. How does leadership properly plan, organize, direct, and coordinate and the local disaster management volunteers?

Significance of the Study

The results of this study could contribute to understanding how local administrators can cope and improve effectiveness in planning and handling disasters. The number of natural disasters has gone up dramatically (NEJM.org, 2017). Improved real-time media documentation and communications are in part responsible for recognizing the trend, but climate-related events, account for nearly 80% of the increase (NEJM.org, 2017). The costs associated with the increase in disasters have also increased greatly (NEJM.org, 2017). Local governments disproportionately bear costs for these kinds of natural disasters because they have limited budgets and resources and including lack of management and organizational structures to carry out emergency related tasks (Carley, 2014).

Few research studies were found that where the goal to examine how disaster planning and emergency management of small townships incorporate the use volunteers before, during and after a disaster, even after September 11, 2001, attacks in NYC (Carley, 2014). In this qualitative case study, the focus was on how leadership manages emergency management response volunteers before and during disasters.

The results of the study may help local managers understand how to adopt up-to-date planning methods for disaster management. The outcomes from this study may provide more

current information to help improve current practices and procedures of managers to assist in natural disasters (Carley, 2014).

Definitions of Key Terms

Affiliated Volunteer. Individuals associated with an organization and voluntarily perform services who are often trained by an organization. (Carley, 2014; Orloff, 2011, p. 234).

Convergent Volunteer. Convergent, a volunteer who self-deploy.” (Carley, 2014; Planning Guide Lines, 2008).

Emergency Manager. An individual who is assigned to oversee the emergency management and safety programs and activities within their local jurisdiction. (Carley, 2014; ICDRM, 2007, p. 19).

Crisis Management. Coordination of actions during an acute emergency (FEMA, 2007).

Disaster Management. Disaster management is the process of forming common objectives and common values to encourage participants to plan for and deal with potential and actual disasters. (Blanchard, 2008, p. 293; Carley, 2014).

Volunteer Screening. An ongoing process designed to identify any person whether paid or unpaid, volunteer or staff who might harm children, youths, and other vulnerable persons or who may cause harm to the organization. (Carley, 2014).

Volunteer Management. The application of human resource management (HRM) functions that deal with the planning, recruitment, screening, orientation, training and support, performance management and recognition of organizational volunteers. (Carley, 2014; Cuskelly, Taylor, Hoye & Darcy, 2006, p. 149).

Volunteer Organizations Active in Disaster. Is an umbrella organization whose mission is to provide emergency services to the community using trained volunteers (Carley, 2014; USDHS, 2010, p. 2.3).

Summary

The increasing number of natural disasters are starting to overwhelm local, state, and federal public safety officials, and more specifically, small-town leaders who do not have the appropriate resources and emergency management personnel. These small-town leaders are forced to use volunteers in the event of natural disaster (Rowel et al., 2011). Stake (1995), Yin (2009), and Bernard and Ryan (2010) have theorized and provided various case studies that indicate proven facts and activities which bring integrity to the importance of this chosen topic.

Most emergency managers become very overwhelmed, with the integration of volunteers and volunteer organizations due to lack of awareness, organization, planning, and coordination (Carley, 2014). There is little research from the perspectives of emergency managers and how they incorporate volunteers in disasters. Some evidence shows that in the past there has been little recognition of the value or application in the disaster management.

The paucity of resources includes human resources in the form of experienced management to lead and direct efforts and a lack of volunteers to aid in disaster efforts (Leaning & Guha-Sapir, 2013). Organizational learning theory includes three strategic principles of leadership, the process of creating, retaining, and transferring knowledge, which can be applied to emergency management. The principals may be useful for emergency managers in their efforts to integrate volunteers to serve smaller township in the event of a natural disaster. Smaller municipalities have limited funding and fewer resources to deal with the aftermath of a disaster as compared to larger cities and counties (Leaning & Guha-Sapir, 2013). The main concerns for

leadership include poor, planning for impending disasters and emergency management using volunteers (Carley, 2014; Clukey, 2010).

Successful leaders obtain results by gaining the respect, trust, and loyalty of those they lead and those they follow (Carley, 2014). When leading an organization, a leader must have the ability to influence their personnel using different means, such as in a role as a communicator, a thinker, decision maker, a team builder, and an image builder. Church (2014) posited that “It goes without saying that organizational leaders wear many hats and play many a role in leading the strategic direction of an organization” (para. 1). A model leader is essential for creating adaptive and successful organizations with the ability to guide the individuals to experience greater well-being, increase performance levels, and develop a personal fulfillment with competence in their jobs (Church, 2014).

Lastly, successful leaders who have good communication skills are often concise, focused when communicating the organization’s strategy (Collinson & Tourish, 2015). Collinson and Tourish (2015) also stated that “ineffective leadership roles within an organization can suppress creativity, reduce productivity and make an organization vulnerable to the point it can no longer remain sustainable” (p. 578). Leaders must also have the ability to provide their followers with direction to successfully achieve the organization’s goals and objectives; while at the same time allowing their subordinates to experience independence and responsibility for improving their decision-making skills (Church, 2014; Savage-Austin, 2011). Within this case study, the researcher discussed the standards of leadership and included learning theory and leadership roles.

Chapter 2: Literature Review

This qualitative study purpose was to define the roles of leadership in disaster mitigation and emergency management in the small town of Nutley, NJ. The purpose of this qualitative study was to explore how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management planning and emergency relief. By implementing organizational learning theory to integrate volunteers for managing disaster planning and emergency management, leadership can better develop three strategic principles in the event of a natural disaster. McFarland (2010) stated that “the essence of management for the achievement is the process whereby an executive develops an orderly pattern of a group effort among his subordinates and secure unity, of action in the pursuit of common purpose.”

Through this study, the researcher focused on the notion that it is incredibly difficult to plan for volunteers due to the unpredictability of a disaster event; therefore, it is even more critical to determine the required resources needed to assist in disasters in America (Carley, 2014). The results showed that the use of voluntarism hinged on how internationally volunteers responded and assisted in the aftermath of a natural disaster (Carley, 2014; Fackler, 2011; Shieh & Deng, 2011; Tucker, 2011). Furthermore, researchers also indicated that there is minimal literature on how small-town leaders manage and plan for emergencies using volunteers (Carley, 2014). The aims of the study were accomplished by showing how local leaders plan, recruit, train, and incorporate volunteers as a part of small-town disaster planning and emergency relief.

According to the National Preparedness Goal (USDHS, 2011d), the use of volunteers is often inappropriately planned, unorganized, and uncoordinated in the aftermath of a natural disaster (Carley, 2014). Therefore, identifying and integrating volunteers for managing disaster planning and emergency management now becomes the responsibility of the township leaders.

They must properly develop a strategic-level plan with appropriate standard operating procedures that comply with the National Preparedness Goal Process (2011d) as specified to assist smaller communities (Carley, 2014). Henstra (2010) and Pinkowski (2008) debated that disaster mitigation and emergency management leaders have not met the standard of emergency management coordination and cannot sometimes effectively plan and manage volunteers in disaster mitigation and emergency management. These qualitative case studies findings were used to provide leadership with the proper strategic plan and stress the importance of properly using volunteers when managing disaster planning and emergency management in the small town of Nutley, NJ.

Documentation

The researcher used resources from the Northcentral University Online Library and the ProQuest and EBSCOhost databases to develop this literature review. Additional sources included bibliographies of scholarly papers and peer-reviewed journal articles and documented interviews conducted with the Nutley Township leadership and emergency management leadership. Finally, a variety of textbooks provided definitions of terms and broad-brush historical data.

Theoretical/Conceptual Framework

“Organizational learning is the process of creating, retaining, and transferring knowledge within an organization (Argote & Miron-Spektor, 2011, p. 101). The tenets of the theory deal with the singularities of organizational innovation and change. The use of the theory support focus on the roles of leadership in disaster mitigation and management, and the anticipation of reacting to a natural disaster. The origin and development of the study framework begin with a discussion of Argote and Miron-Spektor’s (2011) administrative theory, which is known as

organizational learning. Argote and Miron-Spektor (2011) stated that portraying experience at an acceptable level along numerous magnitudes is the primary present and emerging objectives in organizational learning (Argote & Miron-Spektor 2011). According to organizational theory, leaders should develop extraordinary interpersonal skills, and the ability to motivate people to accomplish the goals of the organization (Argote & Miron-Spektor, 2011). Wren, Bedeian, and Breeze (2002) theorized that “in order to determine an organization’s most effective course of action requires those within the role of leadership to be flexible and knowledgeable of the company’s resources and future objectives” (p. 911). Finally, the role of leadership should be to provide distribution of resources and create an effective support system and a management process, concerned with the defining goals for company's future direction and determining the missions and resources to achieve those targets (Harding, 2003).

Case Studies

Stake (1995), Yin (2009), and Bernard and Ryan (2010) have theorized and provided case studies that indicate proven facts and activities which bring integrity to the importance of this chosen topic. According to Blanchard (2008), a disaster, whether it is caused naturally by humans or technologically, it is an event which requires resources beyond the capability of the local community and calls for a multiple-agency response (p. 274). Results from global warming research suggest that the number of natural disasters has increased during the last decade. The increasing number of disasters suggests a need for volunteers to play a critical role in emergency management (Clukey, 2010; Worrall, 2012). The World Trade Center (WTC) terrorist attacks on September 11, 2001, and Hurricane Sandy in 2012 are illustrations of how human and natural disasters have caused chaos and leadership and emergency managers used volunteers as

additional help. Therefore, two case studies of volunteerism in disasters are the terrorists attack on September 11, and Hurricane Sandy which affected both NJ and NYC in 2012.

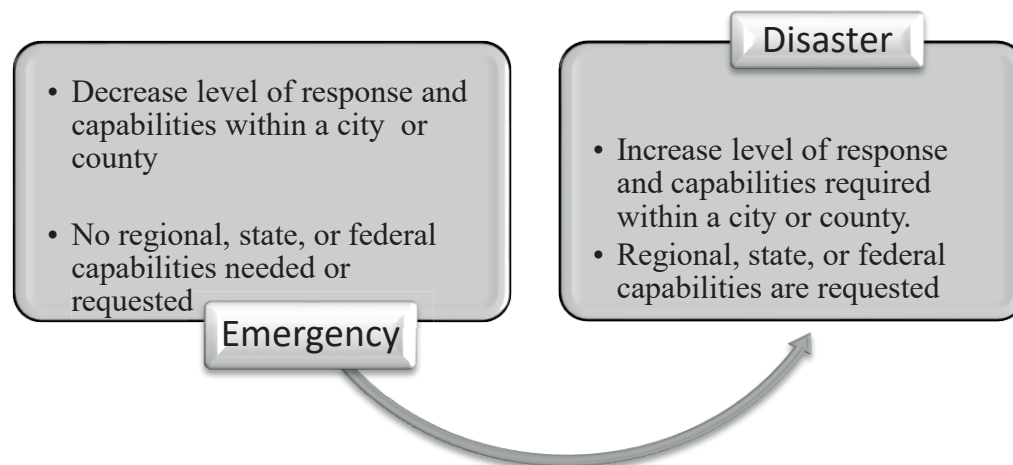


Figure 1. Illustrates the response for emergencies and disasters. Adapted from the National Response Framework, by the United States Department of Homeland Security (2008), FEMA Publication P-682 (Catalog Number 08011-1). Reprinted with permission.

Emergency Management Volunteers in Natural Disasters

Emergency management was developed for immediate relief and care following a major disaster for individuals and communities (FEMA, 2017). When a natural disaster occurs, the image of emergency management for many people includes EMTs, firefighters, and police departments are quick to respond (FEMA, 2017). However, what is less well-known is that many EMTs are made up of individuals from small communities that are prepared for the effects of the natural and human disaster. Following a natural disaster, many small towns have volunteers assembled to provide quick emergency assistance such as medical assistance, food, shelter, and clothing as well as long-term services which could include psychoanalysis, rebuilding the community and home repairs (Mann, 2014).

Roles for Leaders in Disaster Mitigation and Emergency Management in Small Towns

Most small towns are not prepared to handle natural disasters (Carley, 2014). In addition,

there is little known of the roles of leadership in disaster mitigation and management in small towns and larger cities (Carley, 2014). According to Littleton (2016), no information is available concerning how to prepare for a natural disaster, and this includes the educational efforts from FEMA's Standard Operating Procedures. Carley (2014) states that "there is little to no research provided specifically on how county emergency managers recruited, trained, or integrate volunteers into disasters."

According to Clukey, 2010, the use of volunteerism has evolved and increased in the US, and many small towns now rely on volunteers for preparation and reaction in the event of a natural disaster. Volunteers over the years have shown their significance to provide additional assistance to public officials. FEMA's Craig Fugate, current administrator stated, "Volunteer organizations are an important part of every community, which makes them equally important to the nation's EMT, between us, we can help keep the people we serve safe." (USDHS, 2011a, para. 1)

According to Helsloot and Ruitenberg (2004), the need for volunteers and the critical role they play in protecting property and saving lives during and after a disaster is real. The terrorist attacks on the WTC demonstrate the need for information and research regarding the integration of volunteers for recovery and response efforts (Littleton, 2016). In a small town, one important role of leaders is to manage available budgets and resources, as well as the integration of volunteers for managing disaster planning and emergency management. Within small communities, these efforts become the key components in the success of recruiting training and implementation. To be successful, leaders will require various levels of collaboration and assurance amongst their EMT and small-town volunteers. Although this can be the perplexing goal, the long-term effects and importance cannot be denied (Carley, 2014)

Terrorist Attacks

Disasters come in various forms, even man-made disaster can have a catastrophic effect; for example, human disasters include terrorism plots, industrial accidents, chemical spills, a release of radioactive material, fires, dam breaches, long-term power outages, and war (Allen & Katz, 2010). According to the 9/11 2004 Commission Report, 19 al-Qaeda Terrorists took over four domestic flights in route to California: American Airlines flight 11 and United flight 175 attacked the WTC; American Airlines flight 77 crashed into the Pentagon, and United flight 93 was set on a course to destroy the White House in Washington, D.C. The attack plan proceeded as the most unparalleled terrorist attack on American soil (Allen & Katz, 2010; Bullard, 2008; Eller & Gerber, 2010; FEMA, 2004; FEMA, 2009; FEMA, 2011; HSPD-8; Uscher-Pines Chandra, A., Acosta, J., & Kellermann, A.,2012; Littleton, 2016).

The first attack took place at approximately 8:46 a.m., with the use of American Airlines flight 11, and flight 175 from United Airlines with crashing into 7 Northern Tower of the WTC, then collided into the South Tower 14 14 minutes later causing more panic and chaos in NYC (Reissman & Howard, 2008; 9/11 attacks, 2012). Within an hour and forty-two minutes of the crashing of both planes, the 110-story WTC towers collapsed, and the impact of the fires and debris caused buildings surrounding the WTC complex (Reissman & Howard, 2008; 9/11 attacks, 2012). Part of the collapse led to significant damage to 10 other nearby buildings, which killed a total of 2,665 people due to the burning fuel of concentrated heat from 10,000 gallons (Reissman & Howard, 2008; 9/11 attacks, 2012). The total death toll was 81 passengers and 11 crew members, 2,251 workers inside the towers; 37 members of the NYC department, 343 NYC Firefighters, and 37 MTA Port Authority officers. Overall, the loss of life became the largest death toll from terrorist attacks on American soil in history (Argothy, 2003; National

Commission on Terrorist Attacks upon the United State [9/11 Commission Report], 2004; Reissman & Howard, 2008).

During the chaotic events, volunteers from all over rushed to respond at ground zero in NYC. Volunteers in the thousands from NJ and NYC responded to help and included NY and NJ police officers, firefighters, personnel from search and rescue, rescue dogs, and even construction workers (Tierney, 2003). The disaster mitigation and EMTs use volunteers to help fill many empty positions and assist The Office of Emergency Management in NYC, by offering support and providing medical assistance, supplies, and equipment for the removal of wreckages. In addition, volunteers set up an emergency response station by the Hudson River in front of Pier 40 to create a provisional aid site and to help dispense equipment and emergency items (Melloan, 2001; Voorhees, 2008).

The work did not stop there, volunteers stayed up for days, looking for survivors and providing any support needed to assist the victims. At WTC “ground zero.” more volunteers emerged to give free physical exams, provide medical and mental health screenings, and provide chest x-rays. Volunteers from the National Institute of Occupational Safety and Health and the Centers for Disease Control were present to assure the safety of all volunteers; that is, there were volunteers helping volunteers (Bills et al., 2009; Carley, 2014).

According to Orloff (2001), “Volunteers demonstrated valor and altruistic behavior by creating an impromptu triage site for those who needed minor medical care at the Park Avenue Armory and Stuyvesant High School in Lower Manhattan, across the street from the twin towers.” (p. 58). Founded in 1998 in NYC, the Disaster Psychiatry Outreach (DPO) is a non-profit organization and a nationally known disaster volunteer organization providing psychological care to people affected by life-changing events, including natural or human-made

disasters (Carley, 2014). The DPO's primary goal is to increment existing mental health counseling that has been provided by the American Red Cross (Carley, 2014). DPO promotes education and research in support of this mission, and they developed proficiency procedures for disasters across the US. Carley (2014) confirmed that after the terrorist attack, the DPO provided psychological care to help assist people with the tragedy (Argothy, 2003; 9/11 Commission Report, 2004; Reissman & Howard, 2008). After the devastation caused by the attacked on the WTC, the Pentagon was attacked using American Airlines airliner Flight 77 (Argothy, 2003; 9/11 Commission Report, 2004; Reissman & Howard, 2008). Five Al-Qaeda terrorists forced themselves into the cockpit and then moved the passengers, crew, and pilots involuntarily to the rear of the plane (Argothy, 2003; 9/11 Commission Report, 2004; Reissman & Howard, 2008). According to the 9/11 Commission Report, Al-Qaeda terrorist Hani Hanjour was a trained as a pilot and assumed control of the flight and set the course toward the Pentagon (Argothy, 2003; 9/11 Commission Report, 2004; Reissman & Howard, 2008). Passengers aboard the plane made telephone calls to friends and family to make them aware of the hijacking, and these calls were unknown to the terrorist at the time (Argothy, 2003; 9/11 Commission Report, 2004; Reissman & Howard, 2008). Flight 77 crashed into the western side of the Pentagon, causing a large fire and severe damage, which led to a collapse of a portion of the building (Argothy, 2003; 9/11 Commission Report, 2004; Reissman & Howard, 2008).

The total deaths in the Pentagon attack were 189 people, including 64 passengers inside the plane and 125 employees inside the building (Argothy, 2003; Eversburg, 2002; 9/11 Commission Report, 2004; Reissman & Howard, 2008). Once again volunteer firefighters were at the scene, and they saw "debris everywhere, pieces of metal, paper, insulation, wiring, and scraps of metal that remain after the attack." (p. 56). The commission report, 2004, also states

that many of the volunteers worked several days to fully extinguish the fire. Ironically, this section of the Pentagon was rebuilt in August 2001 before the attack took place and the employees had just resumed activities in the restored section of the building (Argothy, 2003; Carley, 2014; 9/11 Commission Report, 2004; Reissman & Howard, 2008). Other volunteers who assisted in the Pentagon, included the Salvation Army, the American Red Cross, and other volunteer agencies that work for noble causes. Volunteers also help to raise the morale of all those affected by the horrific attacks on the nation's primary defense building and the nation's capital (Eversburg, 2002; 9/11 Commission Report, 2004). People often do not take into consideration the most selfless volunteers, the brave men, and women who volunteer themselves. For example, some were heroes using the simple phrase "Let's Roll" when hijacked and they diverted an attack on the nation's capital. United Airlines Flight 93 headed toward San Francisco, CA. At approximately 10:03 a.m., the plane was hijacked by four Al-Qaeda terrorists led by Ziad Jarrah, who had trained as a pilot, as part of the September 11 attacks (Bevelacqua & Stilp, 2009; Mueller, 2006). The terrorist seized control of the cockpit approximately 46 minutes after takeoff and redirected toward The White House in Washington D. C. (Bevelacqua & Stilp, 2009; Mueller, 2006).

Volunteers on board the plane prevented the attack after they had learned of the previous three hijackings and attacks. In a courageous effort, these passengers attempted to retake the plane from the terrorists, and the result was that the terrorist intentionally guided the plane into the ground crashing it in an open field in Somerset County in the city of Shanksville, Pennsylvania (Bevelacqua & Stilp, 2009; Mueller, 2006). The crash took the lives of 39 people, of which were 32 passengers, five flight attendants, and two pilots. Even though the exact number of the people who stopped the four terrorists from accomplishing their mission remains unknown, they are

honored as some of the nation's greatest heroes (Argothy, 2003; 9/11 Commission Report, 2004; Reissman & Howard, 2008). Volunteers were the first to respond to the United Airlines Flight 93 crash site (Bevelacqua & Stilp, 2009; Mueller, 2006). Approximately, 11 years later, NY and NJ faced another challenge in 2012 due to the overwhelming natural disaster from Hurricane Sandy. The hurricane was considered one the most destructive and deadliest in the Atlantic, and the second most costly hurricane in US history due to the devastation in NYC and destruction along the NJ shore (Bevelacqua & Stilp, 2009; Mueller, 2006).

Hurricane Sandy New York City

On October 28, 2012, NYC and NJ once again faced devastation with the effects of Hurricane Sandy, specifically lower Manhattan, its suburbs, Long Island and the NJ shore. Hurricane Sandy (nicknamed "Superstorm Sandy") was the most destructive and deadliest of the Atlantic Coast of the 2012 hurricane season and caused the largest financial damage in the history of the US (Plymouth Daily News, 2014). Sandy was classified as a Category 3 when it initially went through Cuba and was downgraded to a Category 2 when it hit the east coast of the US. Sandy became the largest area hurricane recorded with winds reaching more than 1,100 miles, and it was the second major hurricane of 2012 in the Atlantic. The damages of Hurricane Sandy to date have totaled \$75 billion, which were only surpassed by Hurricane Katrina, and killed 233 people on its path through eight countries (Plymouth Daily News, 2014). In 2012, Hurricane Sandy severely affected NYC; the most affected was its suburbs and Long Island (Plymouth Daily News, 2014). Sandy killed 53 people, destroyed about 250,000 vehicles, and damaged thousands of homes. The NYC economic losses totaled approximately \$19 billion, and losses totaled \$32.8 billion across the state of NY (Plymouth Daily News, 2014).

The biggest impacts from Sandy were from the floods in the NYC subway system, the small suburb communities, and most roads entering Manhattan, including the Holland Tunnel (Plymouth Daily News, 2014). Also, due to the two-day closure of many main roads, The New York Stock Exchange was shut down. Sandy also caused many widespread fires that destroyed many businesses, and homes, all the way through Breezy Point, Queens, where more than 100 homes were also destroyed (Plymouth Daily News, 2014).

Power was lost for several days in large parts of the city and surrounding areas. Due to a crane collapse at Extell's One, 57,000 of residents were forced out of midtown Manhattan for six days. Many hospitals, including Bellevue Hospital Center, were evacuated and shut down. There was interrupted voice and data communication in lower Manhattan caused by flooding at 140 West Street, causing chaos and panic which forced a state of emergency and a request for pre-disaster federal assistance by NY Governor Andrew Cuomo (Hurricane Sandy-New York City Rebuilds, 2017). Volunteers came together to maximize productivity and efficiency to the aid of NYC by assisting in the most common needs, coordinating data collection, and sharing ideas of how to help with other volunteer groups (Hurricane Sandy-New York City Rebuilds, 2017). Since Hurricane Sandy, there are currently more than 17,000 volunteers in NYC who provide help in over 120 service projects (Hurricane Sandy-New York City Rebuilds, 2017). Volunteers continue to help with the recovery and rebuilding process as well as identifying various projects that may still be needed in the communities of NY and NYC (Hurricane Sandy-New York City Rebuilds, 2017).

Hurricane Sandy New Jersey

In addition to the damaged caused to NYC, Super Storm Sandy impacted NJ through flooding and upwelling which affected a huge portion of the state. The effects were the most

severe at the shore, and these included the strongest winds ever registered in NJ and the second highest flood in its history (Sharp, 2012). The state of NJ suffered about \$60 billion in economic damages to businesses and residents. There were over two million residents affected (Amadeo, n.d.). In the state of NJ, 37 people were killed, many homes were without electrical power, and many residents lost their homes due to destruction and damage, which totaled over \$346,000 (Amadeo, n.d.).

New Jersey Governor Chris Christie stated, "This is going to be almost incalculable devastation on the Jersey shore is probably going to be the worst we've ever seen." (Arco et al., n.d.). The residents of the Jersey shore suffered from Hurricane Sandy's impacts, and just as in NYC, thousands of volunteers from around the nation arrived to help the affected shore towns across NJ (Arco et al., n.d.). The NJ volunteers accounted for 87% of the EMTs, which is the highest rate in the US. These NJ volunteers include public safety officers, firefighters, EMTs, paramedics, and non-police (Volunteers, 2014). The state of NJ saved more than \$2.5 million in labor hours, which was equivalent to a savings of more than \$64 million through volunteer labor (Volunteers, 2014).

In the relief effort to the Jersey shore, more than 250,000 volunteers came to towns and residents to help put out fires, disperse much-needed food for evacuated survivors, establish and staff emergency shelters, remove debris, conduct safety inspections, and perform search-and-rescue operations (Volunteers, 2014). As part of the relief effort, the NYC Mayor's Fund to Advance also was used to aid NJ. The Red Cross of Northern NY and NJ each received \$50,000 as part of relief fund efforts (Volunteers, 2014). Time Warner Cable also contributed by donating \$500,000 in relief funds and sent mobile charging stations and vehicles that gave residents free Wi-Fi access by opening all Wi-Fi spots in numerous cities throughout the NJ

shore. Three hundred Marines of the 26th Expeditionary Unit from Camp Lejeune, North Carolina, volunteered for clean-up and rescue in NJ (Volunteers, 2014). On November 4, the TS Kennedy vessel was sent from Massachusetts to Elizabeth, NJ for use as a hotel for the volunteers, crew members of the power company, emergency workers, and other area volunteers. According to FEMA (2012), NJ residents were approved for \$31 million in federal aid as of November 4, 2012. Acts of volunteerism were greatly needed and appreciated by residents. These acts also gave additional benefits because many NJ shore boroughs received person hours credit for the work performed and this translated to saving money on recovery cost, which gave the boroughs substantial budget credits (Amadeo, n.d.).

FEMA Disaster Assistance Policy (2007 [2014]) gave the boroughs' administrators the ability to use resources that were donated and the volunteer person-hours, as an offset towards eligible disaster costs, the only requirement was that the borough administrators keep accurate records of hours worked the duties performed, and accurate information for equipment and materials used during the recovery process (FEMA, 2017). Under the FEMA Act (2007 [2014]), the boroughs were reimbursed up to 90% of costs for disaster recovery projects, which included debris removal, repair, and reconstruction of public buildings. Each borough was responsible for the remaining 10 % by applying their volunteer hours and costs of labor, which lead to significant savings for NJ taxpayers (FEMA, 2017). FEMA's mission is to support the citizens and first responders to ensure that the nation works together to build, sustain, and improve the capability to mitigate all hazards by preparing, protecting, responding, and recovering from disasters (FEMA, n.d.). As of 2017, the Jersey shore still has volunteers helping with relief efforts five years after the disaster caused by Hurricane Sandy (Amadeo, n.d.).

Table 1

List of National Volunteer Organizations for Hurricane Sandy

Adventist Community Services	Mennonite Disaster Service
American Baptist Men	Mercy Medical Airlift
American Radio Relay League, Inc.	National Association of Jewish Chaplains
American Red Cross	National Baptist Convention USA
Billy Graham Rapid Response Team	National Emergency Response Team
Brethren Disaster Ministries	National Organization for Victim Assistance
Catholic Charities USA	Nazarene Disaster Response
City Team Ministries	Presbyterian Disaster Response
Convoy of Hope	REACT International, Inc.
Episcopal Relief and Development	Samaritan's Purse
Feeding America	Save The Children
Feed The Children	Society of St. Vincent DePaul
Foundation of Hope – ACTS World Relief	Southern Baptist Convention/NAMB
Habitat for Humanity International	The Salvation Army

Figure 2. National Voluntary Organizations for Hurricane Sandy. Adapted from Developing and Managing Volunteers Independent Study Course

244a (Homeland Security 2006). The material is available online at <http://training.fema.gov/emiweb/downloads/IS244.pdf>.

Phases of Emergency Management

In emergency management, the primary objective is to protect citizens, properties, and governments within the US from all hazards. The operative use of emergency management is to have a purposeful methodology for all emergencies with effective planning, specific functional responsibilities, appropriate resource use, and collaborative work with all the levels of government. Most small-town administrators use volunteers in the emergency management process, but volunteers are only as useful as their training allows them to be. The following diagram illustrates the four phases of emergency management (Figure 2).



Figure 2. The four phases of emergency management.

The following diagram illustrates the four phases of emergency management, in order for leaders to be successful, they must be able to understand four phases in the emergency management cycle (Figure 2). The five phases of emergency management are preparedness, incident, response, recovery, and mitigation.

- Preparedness for an emergency consists of plans or preparations developed to save lives and to help response and rescue operations. Evacuation plans, and stocking food and water are both examples of preparedness. Preparedness activities take place before an emergency occurs.
- An incident is an event that generates demands on the response system. The issues addressed first are usually demands created by the hazard itself. Hazard-generated demands include the need to evaluate and treat. The response system itself creates response-generated demands. Demands include the need to coordinate disparate resources, to process widely dispersed data into accurate epidemiological information, to coordinate the public message, and to protect healthcare workers.

- Response community focuses on the hazard demands and neglects response demands until the latter create a significant impediment to overall response effectiveness. Well-developed emergency management plan and support, the incident response proactively addresses both types of demands and, in fact, reduces many response-generated demands to routine status. A response is exemplified by safely addressing an emergency. Includes actions taken to save lives and prevent further property damage in an emergency situation. The response is putting preparedness plans into action. Seeking shelter from a tornado or turning off gas valves in an earthquake are both response activities. Response activities take place during an emergency (FEMA, 2017).
- Recovery is about recovering after the fact from an emergency. It is seeking shelter from a tornado or turning off gas valves in an earthquake are both response activities. Recovery is putting recovery activities into action after the emergency (FEMA, 2017).
- Mitigation includes preventing future emergencies or minimizing their effects. These are activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Buying flood and fire insurance for a home is a mitigation activity. Mitigation activities take place before and after emergencies (FEMA, 2017).

FEMA administrators established emergency management in 1979, due to the rise of many natural disasters which all come with a variety types of emergencies (FEMA, 2017). Since its inception, many local and state government officials have created specialized preparedness for single and categories of hazards, which include domestic and foreign attacks with possible life and property damage. The increase in emergency management programs has led to increased emphasis on making emergency management capability responsive to any major emergency and

many smaller townships due to lack of resources using volunteers to meet these criteria (FEMA, 2017).

Due to the increases in natural disasters, many states are requiring that local townships provide local emergency management programs. Emergency management works best when local, state, and federal governments fulfill emergency management responsibilities using volunteers who are given important responsibilities during disasters. The schematic of disaster planning and managing in Figure 3 shows the responsibilities at each of these government levels (FEMA, 2017).

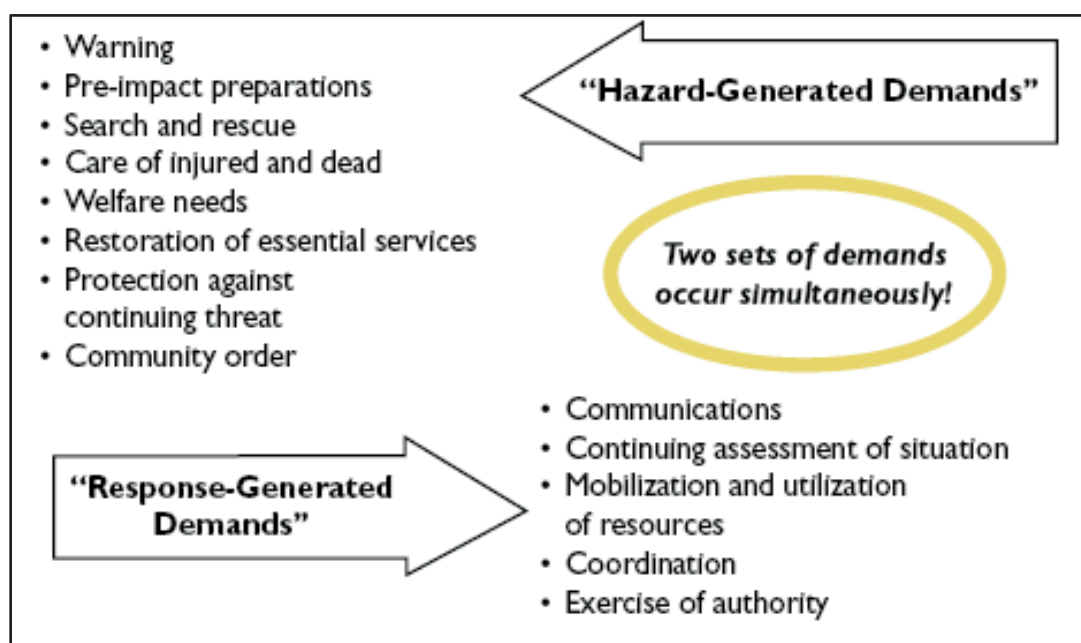


Figure 3. Disaster planning and managing. Depicted are the responsibilities of each government levels. Adapted from “Major Criteria for Judging Disaster Planning and Managing and their Applicability in Developing Societies” by P. Brewster and E. L. Quarantelli, 1998, Disaster Research Center, University of Delaware, Newark, DE. Retrieved from <http://www.udel.edu/DRC/preliminary/268.pdf>

Disaster Preparedness in the United States

There is little information from research on the specifics of how emergency managers have used volunteers and properly recruited, trained, or integrated them in an emergency response to natural disasters. Not having an established standard operating procedure makes it extremely difficult to understand how emergency managers in the small township like Nutley,

NJ, plan and prepare for using volunteers during a natural disaster. Consequently, a lack of communication exists in the emergency management process and literature review and how emergency managers use volunteers during a natural disaster. The research results about the use of volunteers by emergency managers focus on the failures of emergency management officials to properly plan and improper use of volunteers (Carley, 2014; Fackler, 2011; Shieh & Deng, 2011; Tucker, 2011). Most of the available results indicated in literature reviews concerning the integration of volunteers in disasters are about international disasters. These do not include how volunteers responded and assisted in the recovery in small townships. According to Helsloot and Ruitenbergh (2004), the use of volunteers plays a critical role in protecting property and saving lives during and after a disaster. Based on the limited resources in most local, state, and federal emergency management budgets, small townships have had success in the recruitment, training, and integration of volunteers in emergency management in small townships. However, to become successful, all EMTs need the full commitment and cooperation of volunteers, first level responders, and all levels of their local government.

Summary

The review of the literature indicates that the learning theory can give leadership the proper ability to motivate people, in a manner that accomplishes the goals of the organization. The role of leadership in emergency management can give them the guidance to properly distribute the available resources and create an effective support system in the event of a natural disaster. The three natural disasters examples used in the literature review indicated an exceptional use of volunteers in natural disasters, and how leadership can use the learning theory to implement the use of volunteers in disaster planning and emergency management. The results from research concerning organizational learning theory can also be applied to address why

emergency management has failed and help to understand how leaders manage disaster planning and emergency management with the implementation of volunteers. Chapter 3 contains specific details of the research methodology. The methodology includes emergency management data collection, population, sample, and analysis in addition to ethics and reliability.

Chapter 3: Research Method

Researchers have shown that the integration of volunteers and volunteer organizations is often overwhelming for many small-town leaders (Rowel et al., 2011). This purpose of this qualitative case study was to conduct research on small-town Leadership who has not appropriately recruited, trained, and incorporated volunteers to face obstacles and to provide an effective response team for disaster mitigation. The problem to be addressed is that small town emergency services leadership too often do not have established plans and practices for effective use of volunteers (Mintz & Gonzalez, 2013; Rowel et al., 2011). This research method was used to explain how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management disaster planning and emergency relief. The results could improve situational awareness for leadership when using volunteers in emergency management and provide leaders with a better understanding of how to establish effective plans and practices for volunteers. Chapter 3 contains a description of the population and sample, materials and instrumentation, study procedures, data collection and analysis, assumptions, limitations, delimitations, and ethical assurances.

Qualitative research methodology. For this study, various strategies were considered, which are based on the learning theory, and that allowed an extensive and in-depth understanding of population and sample of the participants' viewpoints. Qualitative studies are one of the most accepted and well-known form of research methodology (Nuttall, Shankar, & Beverland, 2011). Nuttall, Shankar, and Beverland (2011) also agree that a qualitative approach give researchers the ability to properly investigate, have a proper understanding of cultural diversity, have the ability to tell a story, and gives the research a better ability to provide a more detailed contextual and expressive understanding of peoples' motivations and desires (2011).

Consequently, the researcher selected a qualitative research methodology to provide a more detailed contextual and expressive understanding participant' viewpoints.

Qualitative case study. Qualitative case studies normally include data collection in various approaches. They are designed to give a guide for the researchers to the process of collecting and analyzing data (Leedy & Ormrod, 2010). Qualitative case studies are research designs known as the categorized proposal of the research that enables the person conducting the research to recognize resolutions to the current problem. By assessing various research designs and considering the statement of the problem, a qualitative case study was considered as the best approach. The learning theory was used by the researcher to understand the functional elements and concepts of emergency management using volunteers in the event of a natural disaster.

Through the use of qualitative case studies, researchers are enabled with an approach for inquiry that allows them to explore a platform, occurrence, action, or process of one or more individuals. The researcher used interviews and the current standard operating procedures to congregate on a specific set of facts on how leadership manages disaster planning and emergency management in Nutley, NJ and the surrounding small towns.

Research Methodology and Design

The researcher used a single unit of analysis in the research design: leadership in charge of emergency management and the understanding of the need for preparation in the event of a natural disaster. Standard taxonomy was the model the researcher chose to follow. Topics for exploration were identified by the researcher through an extensive review of available literature; the researcher categorized an appropriate statement of the problem and the need for a detailed exploration because little to no literature was available. The constructed research question was developed, and the methodology of the study was aligned with the question and purpose. After

approval from the Northcentral Institutional Review Board (IRB), the researcher constructed open-ended questions for the participants, data were collected and analyzed and converted to develop a conclusion about the case study. In conclusion, the data collected were used to make an academic suggestion, recommendations, conclude implications, recommends if additional research is needed (Creswell,1998; Leedy & Ormrod, 2010; Littleton, 2016).

Population and Sample

The population consisted of 10 participants who perform the functions of emergency management in the township of Nutley, NJ. The small township has a population of 27,362 people with approximately 11,000 homes within 3.4 square miles. The Nutley Fire Department operates the Office of Emergency and is made up of every branch of Nutley government representatives.

The Fire Department of the Nutley Township has a mixture of full-time and volunteer firefighter's available 24 hours a day, 7 days a week, and 365 days of the year. In the event of a natural disaster, Nutley Office of Emergency Management is ready and fully staffed to include on-call volunteers ready to respond in the event that Nutley citizens are in need of their services to the small township. Most of the emergencies are handled by the fire department; however, the volunteer section of Emergency Management Office (EMO) is notified to respond when additional personnel is needed. The Headquarters has Two Engine companies each located on each side of Nutley and One Ladder Company and the reserve engine at the Nutley DPW garages. The county finances the hazmat division and invoices the accountable officers' response hazmat team, which consist of two vehicles for rapid response, a mass decontamination unit, and a command center. The county of Essex contracts the Nutley Fire Department to deliver hazardous materials emergency response to all boroughs in Essex County, except in Newark, NJ.

They work hand in hand with the county Health Department and NJ Department of Environmental Protection and it is not funded from municipal taxes. The researcher acquired participants by retrieving public records of Nutley, NJ (The Township of Nutley New Jersey Fire Department, n.d.). The validation for selecting the population was (a) accessibility to Nutley, NJ EMO was cost-effective and convenient; (b) the (EMO) accountable for the organization and management of the resources in the event of an emergency and natural disasters within their township; (c) small townships require EMO have a strategic-level plan, for supply chain management's annexation in emergency management planning, by recruitment, training, and implementation of volunteer in the event of natural disasters.

The sample of this Qualitative analyses usually have a requirement of smaller sample size; however, they ought to be large enough to acquire for most or all observations to receive proper feedback. According to Glaser and Strauss (1967), to achieve a proper sample size in qualitative studies, a researcher must have a concept of saturation, and having all or most of the perceptions enables the researcher to understand the perceptions. Creswell (1998) suggests only 20-30 for the sample population, there are no precise rules in qualitative research to determine an appropriate sample size. Patton (1990) suggests that sample size for a qualitative study gives the best results taking in to account the allotted time, available resources, and objectives of the specific study. Taking in to account Patton's recommendations, the sample population for this study consisted of 10 emergency managers in Nutley, NJ.

Materials/Instrumentation

The person-to-person interviews consisted of 10 questions. The researcher communicated with multiple emergency management subject matter experts, who are experts in this field. Every emergency management expert had five years of minimum working experience in various small

townships across the state of NJ. The participants' education levels were above a high school education due to the complexity of the work, which includes training, FEMA education, EMT training, and certification, just to name a few. All participants received a copy of the questions and a request for feedback concerning the research questions. The problem addressed was that small-town emergency services leadership often do not have established plans and practices for the effective use of volunteers. The goal was to answer the research question of how does leadership properly plan, organize, direct, and coordinate and the local disaster management volunteers.

Variables

The participants were asked to confirm their knowledge of emergency management in the event of a natural disaster. The emergency management participants rated their knowledge of the questions from very experience to slightly experience indicating their current involvement in natural disasters responses. Demographic questions collected were used to constitute the independent variables in the research. A portion of questions was demographic to identify the possible small township citizens which can be the most severely affected in the event of a natural disaster.

Status of disability. This was used as a categorical variable it indicated the citizens current mental, physical, and emotional status in the event of a disaster, it indicated the citizens or introverted ability to respond in the event of a natural disaster due to their current disability. Several demographic variables are included in the study. Age is an ordinal variable on how to respond in the event of a natural disaster. Gender is both a binary and a categorical variable in the ability to respond in the event of a natural disaster. Race is a categorical variable to respond in the event of a natural disaster. Education is a categorical variable indicating education level

attained, and any training related to responding to a natural disaster. Employment is a categorical variable indicating whether a participant is fully employed as a responder or as a volunteer to respond in the event of a natural disaster. A volunteer is a categorical variable that determined if the participant volunteers their time and aptitude to respond in the event of a natural disaster

Study Procedures

To get the appropriate data, each participant was assigned a number to identify them, EMO-1 through EMO-10 by using convenient sampling. The random sampling names are placed into a bowl to select the individuals, which are then are written down by the selection order to proceed with the research. If the selectee was unable to participate or they did not want to participate in the interview, they were removed and the next selectee who agreed was schedule for the interview.

Additionally, to achieve an official arrangement of participants with this research, an official email would be sent to each prospective participant. The email contained a request in writing that each participant sign and date on letterhead their (a) willingness to participate voluntarily in the study and (b) willingness to do a person-to-person interview in the EMO in Nutley, NJ (Appendix A: Recruitment Material). This procedure ensured that the participants were properly informed of the study, and proper consent was granted by the participants and they were properly informed. No data were collected; this was only a letter to the wiliness of the population to voluntarily participate in this research. All personal information will remain anonymous during this research. Upon approval for the Northcentral IRB, 20 participants were notified via email to schedule a person-to-person interview.

Data Collection and Analysis

Data collection can come in many forms, previous research, records, interviews, direct observation, participant-observation, and documentation (Yin, 2009). The primary source of data collection for this research was the internet and literature reviews on emergency management. By using the internet, it allowed the researcher to (a) gather information, contact the participants via email which allow them to be anonymous; (b) give the participants privacy; (c) it is inexpensive; and (d) allow the researcher to reach a wide audience. Using email communication and the ability to have something in writing allowed the researcher the ability to follow up on interactions with the participants. The second source used was person-to-person interviews. One of the downsides when using the internet as a data collection source is the possibility of having a lower response from participants due to the lack of direct contact with them (Ali & Delcie, 2010). By using both methods, the researcher ensured a sufficient sample size to conduct the research. The research consisted of a (a) person-to-person interview (b) questionnaire form (c) participant subordinate data such as previous reports, previous incidents, and township booklets (d) researcher field records, to help explain how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management disaster planning and emergency relief. Once the data collection was completed the researcher used the collected raw data to answer how leaders recruits, trains, and incorporates volunteers in the event of a natural disaster not why.

Questionnaire Interview. The small township participants were scheduled for partially-structured interviews. The interviews occurred in the Nutley New Jersey Emergency Management Office headquarters in a secure and secluded area which was conjointly agreed upon by both the participant and the researcher, this gave the researcher a privacy setting as

needed to conduct the research and ask the questions for the interview. According to Doody and Noonan (2013, p. 30), the most common type qualitative cases are partially-structured interviews, where the researcher uses predetermined questions to collect data.

The candidate would use a length of the interview that would take between 30 to 45 minutes. The synopsis of the interview is as follows: (1) introduction of researcher (2) research purpose (3) establish a relationship with participant (4) participant was asked to sign a form for consent of interview, participant was asked to sign a privacy and confidentiality form for their protection, all forms were kept on record by the researcher. To protect the participants, they were guaranteed confidentiality during the study and were informed that no sensitive information was kept or released. A unique identifier would be used for each participant on the interview transcripts so that the individual participant remained confidential. If at any time during the interview, participants had requested to stop answering questions, the interview would have been stopped immediately. All interviews were audio-taped with the permission of the participants. Two audio tape recorders were used, so if one did not work there was a backup.

Interview questionnaire. A 10 item questionnaire (Appendix B) would be used as a guide to each unstructured interview to allow for a dialogue to occur between the participant and the interviewer. The interviewer and the participant engaged in open discourse throughout the interview process. Each participant was encouraged to provide open discourse to allow the participant to relax and answer the interview questions openly and honestly (Doody & Noonan, 2013). A list of probing questions would be available (Appendix A: Interview Question) to use during the interview to elicit additional information from the participants, should the participants have a hard time answering any of the interview questions.

Assumptions

The researcher included the following assumptions: 90% of participants were needed to ensure that the proper level of confidence that the data collected represented small townships' needs for volunteers. The use of the internet and person-to-person questions accomplished this assumption. The assumption that the participants answered honestly based on their knowledge and experience of how the incorporation of volunteers in small townships assisted in natural disasters. Finally, the assumption that small township leadership does not have established plans and practices for the effective use of volunteers in the event of a natural disaster.

Limitations

The limitations perceived for this research is the participant perceptions of the questions being asked in emergency management. According to Zikmund (2013), some participants can be biased towards their response and can involuntarily or voluntarily answer the questions deceptively. O'Sullivan and Emmelhainz (2014), indicate that assimilation bias can happen when participants used their knowledge of information and construed it to re-affirm their personal interpretation. Finally, the researcher self-inflicted bias can occur by their own assertiveness or opinions allowing the misinterpretation of the collected data, which can develop faulty conclusions (Anderson, 2010).

Delimitations

There are delimitations of this qualitative analyses that were part of the study ensured it was manageable in both scope and scale. The first delimitation is the number of participants and the geographic area that can be used as sample size due to the limited research available which can be limited to the explanation of what information or subject is being analyzed by the researcher. The second delimitation was the use of a subcategory in the questionnaire that was

asked of participants. All the proposed questions in this study had a high standard of both external and internal cogency, due to the ability to measure the precise measurements that are both repeatable and exportable for future research. They include the independent moderating variables of age, gender, race, education, employment experience in emergency management, and volunteerism which should be sufficiently discreet to minimize the possibility of confounding answers that would have caused internal validity problems (Creswell,1998; Field, 2009; Leedy & Ormrod, 2010). This allowed the researcher to accurately measure all the variables accurately and provide data that is applicable to the research of disaster management. In conclusion, according to Anderson (2010) by using a sufficient sample size from the questionnaire to ensure reliability of the results with a 95% accurate result and possible 5% margin of error according to Field, 2009; Niles, 2006).

Ethical Assurances

This research was conducted in compliance with all federal, ethical, and educational standards. To be in compliance, I requested approval from my Dissertation Chair, made a submission to the IRB for authorization to proceed with the research. No research nor questionnaires were sent out until the candidate received approval from the Northcentral University IRB.

Summary

In summary, the proposed qualitative case study was used to address the problem of small-town emergency services leadership often do not have established plans and practices for effective use of volunteers; therefore, the problem is how small-town leadership recruit, train, and integrate volunteers in an event of a natural disaster. The qualitative case study in a form of inquiry to small township participants allowed a step-by-step process with consent from the IRB

and participants allowed the candidate to conduct research design, methodology, data collection, analysis procedures.

Chapter 4: Findings

The purpose of this qualitative case study was conducted to explore how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management planning and emergency relief. The design of this qualitative case study started with a single unit of analysis; the Nutley New Jersey EMT. In order to conduct this study, the researchers used various sources which included: (1) person-to-person interview (2) questionnaire form for all Nutley New Jersey EMT (3) participant subordinate data such as previous reports, previous incidents, and township booklets (4) official Nutley, NJ Township researcher field records, to help explain how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management disaster planning and emergency relief.

An assessment of Argote and Miron-Spektor's (2011) organizational learning theory, as detailed in the literature review, gives an interpretation of singularities in organizational innovation and change focused on the roles of leaders in disaster mitigation and management in small towns. This provided the provided the theoretical framework to define the roles of leadership in disaster mitigation and emergency management in the small town of Nutley, NJ. Therefore, the theoretical elements and principals of the organizational learning theory answer the research question: how does leadership properly plan, organize, direct, and coordinate and the local disaster management volunteers? According to Drabek (2007) and Alexander (2007) there is no generally recognized approach to assimilate and manage volunteers in natural disasters. The results from this research should develop a definite conclusion in emergency management on how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management planning and emergency relief. As described in Chapter 3, the reason for selecting the population was (1) accessibility to Nutley, i.e., NJ EMO was cost-

effective and convenient; (2) the EMO accountable for the organization and management of the resources in the event of an emergency and natural disasters within their township; (3) small townships require EMO have a strategic-level plan, for supply chain management's annexation in emergency management planning, by recruitment, training, and implementation of volunteer in the event of natural disasters. Chapter 4 is constructed as follows: (a) management and collection of data; (b) results; (c) research question; (d) evaluation of the findings; and (e) a summary.

Trustworthiness of the Data

The researcher gathered various published literature reviews to address any concerns of trustworthiness, validity, and reliability. According to Drabek (2007) and Alexander (2007), there is no directive on the best approach nor any specifics of the integration on volunteers in the event of natural disaster. Therefore, the collected data used the credibility of all Nutley, NJ EMS staff to provide and expand on the question: how does leadership properly plan, organize, direct, and coordinate and the local disaster management volunteers? In the *Handbook of Disaster Relief*, Donner and Diaz (2007) consider the organizational adaption to a disaster, elaborating on the historical responses techniques and the involved organization, on using volunteers; however, they do not give any specifics on reliability but do elaborate that volunteers are very essential in the event of a natural disaster.

The single methodology unit of analysis, used for this research as a sound source of data collection that is credible, transferable, confirmable, and dependable. The credibility and the transferability of the data collected which is reflected by different education, years of experience and age group of the participants. The triangulation confirmability comes from the data collected which are all non-bias responses to the interview question given by their participants based on their experience in using volunteers in the event of a natural disaster. The dependability of the

results of this study come from the researcher's person-to-person interview as a single methodology unit of analysis, to establish reliability or simplification of the collected data. All person-to-person interviews were performed with EMS subject matter experts. The researcher refrained from interjecting personal thoughts and views based on prior experiences with disaster relief and coincides with other previous research conducted.

Participants Statistics. The targeted participants used in this study were the EMT of the Nutley Township located in Nutley, NJ. According to Yin (2009, p. 54), it is recommended to use "6-10 cases of the population to replicate the findings." The sample size used to conduct this research were 10 EMT members from the Nutley, NJ EMT. The delimitations of research for participants of this studied included: (a) gender; (b) race; (c) age; (d) education; (e) employment experience in emergency management; and (f) volunteerism. Out of the 10 participants, four were between the ages of 20-30 and six were between ages 40-55. After collecting the data and analyzing participants' responses in years of experience in emergency management, 286 years was the total and averaged 28.6 years per participant. Four of 10 participants stated that they began as a trainee or volunteer.

Most of the participants reported education beyond high school, mostly their EMT certification, EMS certification, and continuing education units (CEU) certifications. This includes continuous training in emergency management, which are mandated by state and federal regulations: two of 10 participants were college graduates with master's degree; four of 10 had a technical school degree; two of 10 participants had bachelor's degrees.

Table 2

Participant Demographics

<u>Participant</u>	<u>Age</u>	<u>Years of Service</u>	<u>Education</u>
EMO-1	22	4	Bachelor's
EMO-2	40	24	Bachelor's
EMO-3	24	2	High School, EMT
EMO-4	46	28	Masters
EMO-5	31	13	High School, EMT
EMO-6	38	20	High School, EMT
EMO-7	43	25	High School, EMT
EMO-8	50	32	Master's
EMO-9	55	36	High School, EMT
EMO-10	40	23	High School, EMT

Note. EMO = emergency management officer

Management and collection of data. To have a better understanding of how organizational leaders in a small township respond to natural disasters, research was conducted through various emergency management historical events that took place in the US where volunteers assisted. Research was conducted, and data were obtained from natural disasters events that took place in the US by using literature reviews (Carley, 2014; Clukey, 2010; Drabek, 2007; Helsloot & Ruitenber, 2004; Perry & Lindell, 2003; Rice, 2011; USDHS, 2013; Villagran, Wittenberg-Lyles & Garza, 2006). The researcher gathered data of a multitude of natural disaster events that occurred in the US from 1953 to 2018, by using literate reviews (Carley, 2014; Clukey, 2010; Drabek, 2007; Helsloot & Ruitenber, 2004; Perry & Lindell, 2003; Rice, 2011; USDHS, 2013). The data collected in this research included official government records, county records, after action reports from the Nutley EMTs. All participants provided a response to all interview questions with a very specific aspect individuals' experience. There was no answer given by a participant that subjugated this research. The

interview with the participant persisted between 25 to 40 minutes without interruption. The collected data that was gathered provided detailed answers to answer the research question: how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management disaster planning and emergency relief?

Collection methods used for data. The researcher used Yin's (2009) data collection three principles for the research: (a) evidence using various sources; (b) creation of a database; and (c) sustain a chain of evidence needs to be developed to sustain data truthfulness. Methodical research was then developed that included the following: (a) small town leadership; (b) emergency disaster management; and (c) volunteers used in disaster management. These volunteers were the foundation of the data collection to answer the research question of how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management disaster planning and emergency relief?

Once NCU's IRB approved the research, the researcher flew to Nutley, NJ to begin data collection. The data were collected from 10 participants' in semi-structured face-to-face interviews using a ten-question interview guide (Appendix B, Interview Questions). The questionnaire and notice of participation were sent out to all participants to assure collaboration and approval prior to the interviews being conducted. The participants' responses to the interview questions provided in-depth information that included facts, their opinions, real-life experiences and perceptions the use of volunteers for emergency management in the event of a natural disaster. The researcher encouraged an atmosphere that was confidential that stress-free which allowed the participants to be relaxed, honest, and open to participate and give an honest opinion in their responses to the questions concerning the involvement of volunteers in emergency management in the event of a natural disaster.

Prior to the interviews being conducted, the researcher obtain permission from the Nutley Townships Major and Commissioner of Public Works (Appendix C: Nutley Commissioner Approval), then informed each participant via phone calls and emails to obtain consent of the participant, and explain the of the purpose of the interview, and it was also explained that this interview would be completely confidential. The participants were also informed that for this research no information would be published and no personal information would be released to include name, phone number, email address, age, gender, and township.

Each participant gave written and verbal consent to record and conduct each interview. Upon the researcher receiving a signed and dated consent from the participant, a copy of the consent form was kept for the researcher's records as well as one was provided to each participant. Also, the participant was the interview could be stopped at any time with no repercussions any all documentation would be destroyed. To ensure confidentiality and discretion, each participant was coded the acronyms EMO 1 to EMO 10.

Due to the sensitivity of the 9/11 events, that took place with EMT and volunteers, the research took mental and field notes during the interview process. This allowed the researchers to take notice of the participants' behavior and demeanor and would allow the researcher to capture, determine, and highlight key themes during the interview, which would help give a more in-depth look towards the analysis of data with the interviews that were conducted. According to Neuman, 2006, taking field notes allowed the researcher to complement the recorded interview and elaborate on the participants' non-verbal information into writing. Each interview was recorded using two iPhone voice memo recorders, which were uploaded to the iCloud for protection and confidentiality, and easy access. There was no failure in any recorded interview.

To reduce the lapse of any collected data, after every interview the researcher transliterated all data of the video and audio recording, in accordance with Bernard and Ryan (2010) who recommended the taking thorough notes for a proper analysis and cataloging of themes to avoid missing any information. A copy of all interview questions and responses were immediately given after all interviews to review for accuracy, trustworthiness, and content, then uploaded to the researcher's iCloud account for protection and confidentiality

Results

According to USDHS (2008a, p. 149), in this study the term volunteer is defined as “any individual or organization accepted to perform services by the lead agency, which has authority to accept volunteer services when the individual or organization performs services without promise, expectation, or receipt of compensation for services performed.” The research in emergency management revealed five themes that were concerning disaster planning and emergency management in a small town: (a) small township deficiencies; (b) financial concerns; (c) leadership stability; (d) effective communication with volunteers; (e) the impact of leadership recruiting, training, and integrating volunteers in the event of a natural disaster.

Research Question 1

The research interview questions answered the question: how does a small township manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster?

Evaluation of the Findings

In this section, the findings are evaluated and broken into the different themes: (a) small township deficiencies; (b) financial concerns; (c) leadership stability; (d) effective

communication with volunteers; (e) the impacts of leadership recruiting, training, and integrating volunteers in the event of a natural disaster.

Theme one: Small town deficiencies. All Participant agreed that being in a small township has varied deficiencies. All participants responded that they are in contact with their ICS command system to asset their day to day operations. According to the Federal Emergency Management Agency (2011, p. 5) planning is defined should “engage the whole community as appropriate, in the development of executable strategic, operational, and/or community-based approach to meet defined objectives” (Carley, 2016) They must be in sync with surrounding townships due to not having a hospital in their township. EMO-9:

A report is generated after contact with Mountainside hospital in Montclair, NJ to access the bed situation, ER availability, etc. We must have very detailed communication in case we have an emergency. 9/11 really took us by surprise we were just not prepared, and several lives were lost due to our lack of planning, it was chaos. We always had second generation equipment at the time, fortunate and unfortunate 9/11 changed all at.

EMO-4:

As a small township we know what the capabilities and expertise are, we know what we can and can't do, a small township does have limitations of what we can and cannot do. Unfortunately, we have to look at other resources to help people. This included the lack of paid staff we are only budgeted for so much you know? We have to make do with what we have until funding is available for us to bring someone on board.

EMO 8:

Yes, it is a challenge, short staff, short on funds, unserviceable equipment, however, we take pride in what we do, and we great things with fewer resources. We take pride in

what we do and are not afraid to ask for help! We have built great relationships with Bellville, Bloomfield, and Montclair. We are here for each other, the truth is when shit hit the fan, during 9/11 there is no way a larger township could get the same level of effort, from volunteers and the Nutley EMS, we know each other we got each other's back, and got things done period we saved a lot of lives and I am proud to be a part of that. No one can do what we do for the same amount of money we have budgeted each year.

Interviewer: "So are you that limited on funds?" EMO 8:

Yes, however, when the money comes the money comes, Commiss, has been doing this for a while, and I think after he wasn't running around being Mayor and being Commissioner of Public Works, I think the focus is back on and dedicates his full time to us.

Interviewer: "Oh, so you had a bit of a break down in leadership?" EMO 8: "A bit, we had some incidents that happened in last year and I think once he realized the need, like any man in a position of authority, did what needs to be done to get things taken care of." Interviewer: "I see, can we talk more on this in the next section?" EMO 8: "Sure, as long as this is kept between us, I don't want to get in trouble for speaking out, you know how it is."

Interviewer: "Yes, I know all information is kept confidential." EMO 8: "Ok."

Theme two: financial concerns. All participants said that one of the most important tasks of organization leadership is to be able to plan or have a plan in place to handle any situation that arises. None can be more difficult than managing a budget and allocation of proper resources. Leaders know what they need or what can be more beneficial to the organization; however, when they have limited resources they cannot conquer such a huge hurdle. The township of Nutley, NJ is no different than any small town that has limited resources and has a

difficult time reaching their capability list, however, much improvement has been made with the help of Commissioner Petracco allocation of funds. Using volunteers in emergency management helps these small townships to have adequate personnel in the event of a natural disaster.

Interviewer: “Prior to this question you talked about lack of funding, can you tell me more?” EMO 8: “We are always short staff this is why we use volunteers, we are always training, and people use us as a stepping stone to go to other townships because we can’t bring them on board.”

Interviewer: “How does that affect you?” EMO 8:

Well, it does but it doesn’t all our volunteers are trained in everything we do, those that stay just simply come in and start working. The Commiss is aware and this is why we use volunteers, however, when funding becomes available we hire them. Once the Commissioner stop being Mayor and back to just Public works, he has refocused on what needs to happen in our Department.

EMO 5:

Due to the lack of funding for personnel, because we are such a small township, we have to use volunteers, the ones that stick around and get hired is really great because they are train understand what we do and hit the ground running.

Interviewer: “You talked about the incorporation of these volunteers, how does the lack of funding for personnel affect you?” EMO 1: “Well a lot, we work with other township when we have to train so the lack of having the latest and greatest equipment kinda sucks. I had better equipment when I was getting my certification.”

Interviewer: “You talked about incorporation of these volunteers, how does the lack of funding for personnel affect you?” EMO 6:

Well we don't have enough staff, they expect us to do more with less and it's just impossible, I'm pushing 40 and my body isn't what it used to be, I'm tired and need some young blood in here to help more.

Interviewer: "You talked about incorporation of these volunteers, how does the lack of funding for personnel affect you?" EMO 7:

Oh yes definitely, we have gotten better in equipment purchases thanks to Petracco, but we always need more funding. The states help with most of the certification which is great, they even cover the volunteers because we all do the exact training but having more funding would really be a big help.

Theme three: Leadership stability. All participants agreed that Organizational leadership is the key to success in any organization, leaders need to be able to inspire and empathize and have the necessary skills set to handle any situation, in this case, unplanned natural disasters and the allocation of EMTs. Whether it is unexpected or expected, formed by nature, machine or human, leaders need to lead, which extends beyond planning for the worst and hoping for the best. True leaders need to have the abilities to innate every situation and must have the ability to navigate any situation calamity and effectively. A true leader has the ability to take charge in even in the most difficult situation be taking charge and having the skill set to instruct and motivate the personnel executing the contingency plan. Leadership needs to have the ability to give their employee value, have the ability to listen to their concerns, provide providing instantaneous and accurate information. In this study, the most important role in leadership in emergency management that was found was for them to have the ability to think quick on their feet, make proper decisions quickly when unforeseen conditions arise before, during and after the crisis.

Interviewer: “You spoke to me about the Commissioner running around being Mayor, did that affect his leadership?” EMO 8: “Well yea, he was focus on running the town and even though he was here he really wasn’t here, you know what I’m saying? It something was happening and forget about it, we had to figure it out.” Interviewer: “So there was lack of leadership?” EMO 8:

Yes and no. I mean he was around but not around you know what I’m saying? We were going bonkers trying to figure out what need to be done, although I have been here a long time I don’t understand the politics, I just know how to do my job, so when stuff was delegated to me, I was like forget about it, I’ll just leave it.

Interviewer: “So basically, he was running the department because it is part of his job, but the focus wasn’t there?” EMO 8: “Exactly, but if something was bad, he took care of it, you know? Overall, he’s good, he understands the job really well and provides the support we need.”

EMO 2:

The strong leadership really helps, although the funding is not there, we are never short of volunteers, we are able to recruit from different townships like Bellville and Bloomfield and that’s because of Commiss’s connections, the guy is well known and respected.

Theme four: Effective communication with volunteers. All Participant in The EMS for Nutley agreed that communication is the key to success. Every Participant phrase the communication each township has and almost on a daily basis is what really has set forth the success for the Nutley Township EMT team. All participants explained how township planning has really helped not only grow but develop best practices in EMS. They also elaborated on how all the townships collaborate with the use of volunteers in EMS and what each township is doing

to be successful. One Participant added on the development from the Commissioner administered a plan to help recruit more volunteers and how the township is never sort of them. Researchers showed that during an emergency or disaster, volunteers are the key component of almost every emergency operation. All volunteers consist of firefighters, hazards materials specialist, and medical emergency specialist. One of the biggest compliments made on leadership was the great job they have done on recruiting, and it very communicated to Nutley EMS.

One Participant stated (EMO 3), “Comiss really focus on bringing in good recruits, he works with surrounding township municipalities to recruit at the municipal level local emergency managers who then recruit local people locally to be a part of their emergency response team.”

Interviewer: “So you are communicated by leadership of what volunteers are coming in?”

EMO 3: “Yes, our leadership receives word from up above and we get rolling, as to where we are placing them, what they will be their specific roles and all that. Interviewer: “So is there specific training that they receive?” EMO-3:

Nothing specific we all receive the same training. We are required to meet all state and federal training, EMT, FEMA, HAZMAT. In fact, we all have to be certified in that. All incoming volunteers are trained in ICS and in NIMS, this way we are all in the same sheet of music?

Interviewer: “As far as?” EMO 3:

Understand all the logistics in our operations, incident control plans, and attack plan for whatever disaster may come about. It’s all about effectively communicating to one another all townships, all chiefs, all staff especially the volunteers, believe it or not, they are key, especially if we are short staffed or need to fill a spot.

Interviewer: “One more thing what is ICS and NIMS?” EMO – 3: “Incident Command System and National Incident Management System.”

Theme five: The impact of leadership. All participants agreed that the use of volunteers in the event of a natural disaster is essential due to lack of funding and the small township and their allowance of personnel. In order to be successful leaders must have an understanding and the ability to properly recruit, train and integrate volunteers. Proper accountability, and detailed planning with the integration. Volunteers cannot simply be put in a disordered, unbalanced, and unsolidified situation. The integration is well planned and developed according to the direction of both the Commissioner of Public Works Fire Department Chief, Chief of Police and the EMS Chief. The research revealed that these are the responsible parties for the integration of volunteers in emergency management to include the requesting of funding, resources within the Nutley Township, and collaboration of surrounding townships. Peerbolte and Collins (2013) state that volunteers need to have the ability to work together within their perspective ICS to attend to the impacted area, to have the ability to deploy to, recuperate, and alleviate the outcomes of natural disasters. According to Gulick (1936) “this is the continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise.”

Interviewer: “You talked to me about the volunteers being key and getting the right training means a lot can you expand on that?” EMO 10: “All of the Nutley volunteers here are used in whichever shape and form is needed, whether it is a flat tire to a major disaster, we follow a specific SOP when using volunteers.” Interviewer: “So having these volunteers is crucial to Nutley EMS how does that affect you being a small township?” EMO 10:

It doesn't we are small but strong and the cammoder is what makes it better than a bigger township when 9/11 hit they called us relied on us because they knew we were ready and we did what we could... we we're there (participant needed a moment to gather himself and asked to be excused) the interview ended.

All 10 participants agreed that the use of volunteers whether it was a simple tire repair to the assistance of an elderly couple to the response of catastrophic events such as 9/11. Leadership in a small township must meet needs and requirements to meet those needs they use highly trained volunteers that they use to all events and natural disasters. All volunteers in Nutley, NJ EMS are used to work together as firefighters, hazards materials specialists, and emergency medical management with other surrounding townships other volunteer townships, local authorities within their jurisdictions, by attending meetings, doing similar drills, and training to include all required federal and state certifications.

Summary

The results addressed the research question: How does small township leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? The interviewer found that volunteers are crucial to the success of the small township of Nutley, NJ. This research consisted of (a) interview that was self-developed by the research using various references and resources (b) data were collected on face-to-face interviews (c) recorded data collection. This research revealed the role of Nutley, NJ EMS team which consisted of assistance and support of using volunteers to manage disaster planning in emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster. Within this qualitative case in emergency management revealed five themes that were concerning disaster planning and emergency management in a small town: (a)

small township deficiencies; (b) financial concerns; (c) leadership stability; (d) effective communication with volunteers; and (e) The impact of leadership recruiting, training, and integrating volunteers in the event of a natural disaster. Small townships such as Nutley, NJ works concurrently with their local NJ and NY governments to incorporate to volunteers in an event of a natural disaster.

Nutley Commissioner Petracco is ultimately responsible for recruiting, training, and integrating volunteers in the event of a natural disaster. Commissioner Petracco who is the director of public works has established relationships with surrounding townships to implement disaster management and volunteer management into EMS. He has coordinated the volunteers to be treated as paid personnel by training volunteers obtain the proper training on how to operate in a disaster environment, protocol to include all FEMA state and federal training which includes: workplace preparation, ICS education, search and rescue, state and county fire safety instruction program, basic to intermediate medical, administrative such as phone support or intake and dispatch, basic courses of medical personnel and paramedics, light to heavy construction, removal of debris specialist, perimeter control, specialist in hazardous materials, terrorist incidents, and logistics management training.

All volunteers are recruited various internet ads, radio, local township announcements to have volunteers trained as firefighters, hazards materials specialists, and emergency medical services. The truth of a matter is based on all data collected the volunteers are essential to Nutley's EMS success. Chapter 5 contains a summary of the data collection and research findings, conclusion, and any recommendations concerning: how does small township leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster?

Chapter 5: Implications, Recommendations, and Conclusions

The purpose of this qualitative research case study was to explore how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town emergency disaster management planning and emergency relief in the Township of Nutley, NJ. The problem statement showed that currently small-town emergency services leadership often do not have established plans and practices for the effective use of volunteers. The data collected with the open-ended questions in a face to face interview helped to answer the research question: how does small-town leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? Using the organizational learning theory, the results explained the knowledge of leadership that included both declarative knowledge, facts, and procedural knowledge to lead effectively (Argote & Miron-Spektor, 2011). The methods included coding, categorizing, and developing themes from these data (Saldaña, 2013).

The results of this study contributed to understanding how local administrators can cope and improve effectiveness in planning and handling disasters. This research method and design included a single unit of analysis; leadership in charge of emergency management and the understanding of the need for preparation in the event of a natural disaster. The limitations of this research were participant perceptions of the questions asked in emergency management on the face to face interviews.

The delimitations of this qualitative analyses that were taken into consideration to ensured it was manageable in both scope and scale. The first delimitation is the number of participants and the geographic area that can be used as sample size due to the limited research available which can be limited to the explanation of what information or subject is being

analyzed by the researcher. The second delimitation was used as a subcategory in the questionnaire that was asked of participants. In summary, this qualitative case study was used to address the problem of small-town emergency services leadership often do not have established plans and practices for effective use of volunteers; Therefore, the problem is how do small-town leadership recruit, train, and integrate volunteers in an event of a natural disaster? The researchers face to face interviews, questionnaire, literature reviews and personal notes provided the foundation for summaries, conclusions, and recommendations of this qualitative research study. This chapter includes implications, a summary of the results, recommendations for practice, recommendations for future research, chapter summary and conclusion.

Implications

Research question 1. How does small-town leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? There was a variety of literature review of using volunteers to help leaders manage disaster planning and emergency management with the use of volunteers. (Donner & Diaz, 2007, p. 297), did not give any specifics on reliability, but do elaborate that volunteers are very essential in the event of a natural disaster. Based on the results of the interviews there are specifics on how volunteers are used nor how to precisely use volunteers in any specific regulations. The research questions do not do not have any factors that might have influenced the interpretation of the results.

As stated in Chapter 1, the economic costs of damages and losses increased in parallel with the increasing numbers of these disasters (Leaning & Guha-Sapir, 2013; Carley 2014, p. 1). Smaller municipalities have limited funding and fewer resources to deal with the aftermath of a disaster as compared to larger cities and counties (Leaning & Guha-Sapir, 2013). People in small

towns all over the US are experiencing difficulties dealing with “everyday” emergencies and are significantly challenged for larger scale disasters (Carley, 2014; Leaning & Guha-Sapir, 2013). Small town leaders may be devastated by disasters because they lack the financial resources and supporting personnel to assist responders (Carley, 2014). These circumstances can force leadership with limited budgets to seek volunteers (Rowel et al., 2011).

According to Helsloot and Ruitenber (2004), the literature they state that the role of the use of volunteers is crucial. It is a key component in saving lives and protecting property during and after a natural disaster. Small townships like Nutley, NJ and surrounding areas have limited resources local levels. Although they do receive state and federal funds, they are limited to what they can do and still be budget neutral. To be successful local leadership must have collaboration and assistance with other small townships with a commitment to strong partnership amongst the volunteers, EMS first-responders, and all local government officials. Therefore, the implementation of volunteers becomes critical and local leadership must develop and have success in successfully recruiting, training, and integrate these volunteers in the event of natural disasters or emergencies within its township.

Summary of the results. The purpose of this qualitative case study was to determine how the small township of Nutley, NJ EMS recruits’ volunteers with providing proper training and integrating them in the event of a natural disaster. The interview results answered the research question: how does small-town leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? Argote and Miron-Spektor’s (2011) learning theory was the appropriate theory for this qualitative study to build a framework regarding (a) emergency management; (b) strategic

planning homeland security; (c) hazards planning; (d) community preparedness; (e) operations and drills; and (f) disaster recovery with the use of volunteers (RHI Hub, 2017).

According to Carley (2014), few researchers have addressed the process of recruiting, training and incorporating volunteers to assist in disaster-impacted areas. This literature review, as well as others, used created a barrier making it difficult to understand how small-town EMS teams have proper planning and readiness of using volunteers in the event of a natural disaster, creating a huge disconnect the emergency management service and volunteer management literature surrounding recruiting, training, and integrating of volunteers. The researcher developed five of these which focus on the implementation of volunteers in a small township and provided further detail in the recruitment and training of these volunteers. The research in emergency management revealed five themes that were concerning disaster planning and emergency management in a small town: (a) small township deficiencies; (b) financial concerns; (c) leadership stability; (d) effective communication with volunteers; and (e) the impact of leadership recruiting, training, and integrating volunteers in the event of a natural disaster.

Theme one: Small township deficiencies. Theme one revealed there is a lack of equipment needed and amenities within the township of Nutley. The Nutley EMS team “makes do with what they have.” Only having a limited number of vehicles for transportation is a huge barrier for the EMS team. They are forced to address the highest and most critical situation first before moving on to the next. The shortage of medical supplies also takes into play since they are limited into what they are budgeted for. The most crucial is not actually having a hospital in the town and other resources must be used. The local EMS team uses surrounding townships such as Belleville, Montclair, Newark to help assist with people in need of hospital care and other medical services. Other deficiencies found was the lack of personnel that are employed through

the Nutley EMS and using volunteers is crucial to their success. The township is limited to how many people are authorized to work. Within that limit, the township is also limited to the personnel that is available during an emergency. The research also revealed that Nutley EMS often team up with their surrounding townships to through meetings, drills, and exercises, to help fill other gaps within their service line.

Theme two: Financial concerns. The results also revealed that these leaders did have strong ties to surrounding townships that could assist. Communication is key in order to help be efficient first responders and do townhall gatherings to raise money to buy much-needed equipment. Although NJ is 6th highest state taxed in the US, the funding does not cover all small township and leadership is forced to make a decision based on a budget the implementation of volunteers seems to be a mandate. Another way local leadership helps is reaching out for special purpose money through FEMA to help with certifications and training. In accordance with the National Response Framework (2008) “it is the responsibility of the emergency manager to coordinate all components of the local emergency management program, to include assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls” (p. 16).

Theme three: leadership stability. The research revealed Nutley, NJ EMS teams are very acquainted with the concept of planning. According to Gulick (1936) organizing within “is the establishment of a formal structure of authority in which work subdivisions are arranged, defined, and coordinated for the defined objective” (p. 13). The use of volunteers is the essential part of disaster management which helps prevent, prepare for, mitigate, respond, and recover from an emergency or disaster. This is handled and created by the Division of Public works in Nutley, NJ under the direction of Commissioner Alphonse Petracco. Alphonse Petracco is

currently serving his third term on the Township of Nutley Board of Commissioners and previously served from 2012-2016 as Mayor. Elected in May 2008, he is the Director of Public Safety. Commissioner Petracco, a lifelong Nutley resident, and under his tenure, Commissioner Petracco initiated many community-oriented programs to continue the growing relationship the Public Safety Department has with the township. In addition to many community-oriented programs, Commissioner Petracco has also implemented many upgrades to both the Police and Fire Departments. He has been instrumental with putting more boots on the ground for the town's safety as well as providing state of the art upgrades that have enabled Patrol and Detectives to be on top of the latest crime trends and how to protect them. Each advancement made in the Public Safety Department has helped it grow into one of the best in the state. The Office of Emergency Management operates under the Fire Department and consists of representatives of every branch of Nutley Government. Office of Emergency Management is activated for major storms and other emergency situations.

Theme four: Effective communication with volunteers. The research did indicate that Nutley EMS teams do have proper planning for the use of volunteers within their surrounding townships emergency management program. The interview revealed that Nutley EMS works hand-in-hand with surrounding townships: Bloomfield, Montclair, Belleville, Newark, Lyndhurst, and other surrounding townships. The best form of communication that is used for each other's incident command system (ICS). It is their primary form of communication as it is the primary as their device use to collaborate, communicate, to organize and structure every personnel available to include management, payroll staff and volunteers before, during and after a disaster. Each township uses the ICS to organize and communicate for real time incidents, in site operations and any other emergencies no matter how small or complex it may be, whether it

is manmade or a natural disaster. The ICS is used for every incident or planned event helps hone and maintain skills needed for the large-scale incidents. (p. 46). It is the first field response to the emergency management service teams. Under this command of appropriate authority, it is used to carry out tactical decisions and activities in direct response to an incident or threat. ICS is critical use to all EMS teams, it not only does it provide an organizational structure for incident management, but it also guides the process for planning, building, and adapting that structure. (Carley, 2014)

Theme five: The impact of leadership recruiting, training, and integrating volunteers in the event of a natural disaster. The participants' responses did indicate that leadership is very familiar with the volunteer management and provided a capability list by the federal government designed to assist state and township officials with the planning and management of volunteers and acquired resources. The research also indicated that local leadership is very involved and properly develops and implements a strategic operating procedure for the use of volunteers. The plan consists of detail volunteer training to include state and federal funded outreach and education programs, procedures in emergency management assistance, the use of volunteers allows EMS teams to be responsible for their response and recovery activities to properly organize their personnel to prevent over or understaffing. According to volunteer organizations active in disasters and emergency management-response agencies in a community (Carley, 2014) and correct planning should be a cooperative effort that falls on leadership. Finally, NY State Homeland Security (Carley, 2014) National Priorities and State Strategic Goal is to "strengthen emergency planning, citizen and community preparedness through comprehensive disaster planning efforts and by partnering with volunteer and non-profit groups to improve community and individual preparedness for any disaster" (Carley, 2014).

The research was substantial because it provided specific details in the implementation of volunteers in the Nutley, NJ township, which directly impacts how small-town leadership manages disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster. The results of this research are consistent with existing research and theory and there are no potential explanations for unexpected or divergent results. The participants' responses gave the researcher a huge insight into how small-towns incorporate the use of volunteers in their EMS services. The responses indicated the need for more personnel within their town and how they use the volunteers to fill those gaps. The two case studies of 9/11 and Hurricane Sandy were used to further illustrate the impact volunteers have on EMS services, natural disasters have caused chaos and where leadership and emergency managers brought in volunteers as additional help as they are properly trained, recruited and implemented in the event of an emergency or natural disaster.

Recommendations for Practice

After the reviewing of all the participants' responses in the interview, one recommendation was developed for the Nutley EMT: More involvement from leadership. The first recommendation is for leadership to incorporate and copy what the other surrounding townships are doing. Looking from the outside looking in the Belleville, NJ Township the population per the U.S. Census, was 35,926, Bloomfield, NJ was 47,315, Montclair, NJ 38,572 while Nutley, NJ has a current population of 27,362, which is relatively close to their surrounding township yet have more budget towards EMS. Granted the population is bigger and can be a bigger concern for EMS, leadership should look at ways to help fund their EMS program by educating themselves and working with their surrounding local leadership. NJ is a very high taxed state and should have the other privileges that the surrounding townships have.

All surrounding townships have multiple amenities the most crucial being a large hospital, law enforcement, firefighters and strong EMS teams, a luxury that Nutley, NJ does not. Although, there are volunteers that help fill the void more funds could help eliminate the problem.

Volunteers, as directed by Commissioner Petracco, are valuable assets, but more staff is needed. Just like any other agency people find a great career they stay for the long run and more funded positions could help in assisting the Nutley, NJ EMS team.

<https://censusreporter.org/profiles/06000US3401347500-nutley-bloomfield-belleville-montclair-township-essex-county-nj/>

Recommendations for Future Research

There was no literature that specifically addressed the research question: how does small-town leadership manage disaster planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? There are also no research or specifics found on how volunteers are used or mandated to be used. There are no directives or specifics on how to use volunteers in the event of a natural disaster. Although FEMA has their own directives on how EMS is to be deployed, none are mentioned as to how volunteers are to be used. In the interviews, the participants did state that all volunteers in the township of Nutley, NJ they treat, train all volunteers as if they were employees they are not funded through the township. Volunteers are sent to all regulated training in all aspects of EMS and receive the same certification; however, they are not state employees. Based on the framework, findings, and implications, my recommendation would be to answer another question which would be: is there a performance difference in volunteers vs. paid staff members of EMS?

Conclusions

The purpose of this qualitative research case study was to explore how local leadership plans, recruits, trains, and incorporates volunteers as a part of small-town disaster management planning and emergency relief in the Township of Nutley, NJ. The study included a complete approach to the synchronized examination of learning theory. The researcher undertook an extensive study of emergency management from the viewpoint of volunteers through current EMS staff of the Nutley, NJ EMS team. The research helped expand how emergency management incorporates the volunteers in the event of a natural disaster, addressing the revealed five themes that were concerning disaster planning and emergency management in a small town: (a) small township deficiencies; (b) financial concerns; (c) leadership stability; (d) effective communication with volunteers; (e) the impact of leadership recruiting, training, and integrating volunteers in the event of a natural disaster. These outcomes contributed to answering the question: How does small-town leadership manage a disaster. planning and emergency management by recruiting, training, and integrating volunteers in an event of a natural disaster? The incorporated several current literature reviews, with no specifics on how volunteers and recruited, trained, and incorporated in small towns. Since the researchers did not find a specific amalgamation for the elements of emergency management and incorporation of volunteers, further research needs to be conducted. The interviews and research did expand what works specifically for the township of Nutley, NJ with success, it can be mirrored to help other small towns succeed in incorporating volunteers to assist with natural disasters.

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Appendix A: Recruitment Material

Informed Consent

Introduction:

My name is Hector Avila, Jr. I am a Doctoral Student at Northcentral University. I am conducting a research study on how local leaders plans, recruit, train, and include volunteers in small town disaster planning and emergency relief. I am completing this research as part of my doctoral degree. I invite you to participate.

Activities:

If you participate in this research, you will be asked to:

1. Read and sign an informed consent form, taking about 5 minutes.
2. Respond to 10 questions in an in-person interview for about 30 to 45 minutes.

Eligibility:

You are eligible to participate in this research if you:

1. Over 18 and under 65 years of age.
2. Currently work as a manager for the Nutley, N.J in disaster planning and relief.
3. Have at least five years' experience working in disaster relief in Nutley or another small town in New Jersey and in the US.
4. A high school graduate or the equivalent with more than 12 years of education.
5. FEMA education and training.
6. EMT training and certification.
7. Willing to participate in an interview.

You are not eligible to participate in this research if you:

1. Under 18 or over 65 years of age.

2. If you are not currently a manager for the Nutley, N.J in disaster planning and relief.
3. Have not worked for at least five years in disaster relief in Nutley or another small town in New Jersey and in the US.
4. Have not graduated from high school or the equivalent, and do not have more than 12 years of education.
5. Do not have FEMA education and training.
6. Do not have EMT training and certification.
7. Unwilling to participate in an interview.

I hope to include 20 people in this research.

Risks:

There are minimal risks in this study. Some possible risks include: You may experience some discomfort when answering questions related to disaster management and experiences with disasters. Your participation is voluntary. You may stop participation at any time. You can skip any questions that make you feel uncomfortable.

Benefits:

If you decide to participate, there are no direct benefits to you.

The potential benefits to others are: others working in disaster management may learn about procedures that will be helpful to them. Researchers may learn of methods and procedures of those working in the field.

Confidentiality:

The information you provide will be kept confidential to the extent allowable by law. Some steps I will take to keep your identity confidential are: I will not use your name in the final dissertation. Your name and any identifying information will be removed from the study. The

location of the study will be removed. During data analysis your name will be replaced with a fake name.

The people who will have access to your information are: myself, my dissertation chair and committee. The Institutional Review Board may also review my research and view your information.

I will secure your information with these steps:

All data and materials for analysis will be kept on a computer to which only I have the password.

The list of false names I will use for participants will also be secured.

I will keep any hard copies of data locked up in a filing cabinet, and only I will have the key.

After the data analyses are complete, I will keep it secured for 7 years. After 7 years, all data will be destroyed.

Contact Information:

If you have questions for me, you can contact me at: H.Avila3754@email.ncu.edu.

My dissertation chair's name is Dr. Abigail Scheg. She works at Northcentral University. She is supervising me on the research. You can contact her at: ascheg@ncu.edu, 480-478-7553.

If you have questions about your rights in the research, if a problem has occurred, or if you are injured during your participation, please contact the Institutional Review Board at: irb@ncu.edu or 1-888-327-2877 ext. 8014.

Voluntary Participation:

Your participation is voluntary. If you decide not to participate, or if you stop participation after you start, there will be no penalty to you. You will not lose any benefit to which you are otherwise entitled.

Audiotaping:

I would like to use a voice recorder to record your responses. You can still participate if you do not wish to be recorded.

Please sign here if I can record you:

Participant Signature	Printed Name	Date
_____	_____	_____

Researcher Signature	Printed Name	Date
_____	_____	_____

Signature:

A signature indicates your understanding of this consent form. You will be given a copy of the form for your information.

Participant Signature	Printed Name	Date
_____	_____	_____

Researcher Signature	Printed Name	Date
_____	_____	_____

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Appendix B: Interview Questions

1. What types of education/training is required and/or expected for your township? For example, FEMA education, EMT training and certification and any other education or training in Emergency Management?
2. How does Nutley, NJ EMS leadership recruit volunteers in an event of a natural disaster? Please explain in detail the recruitment strategy of communications; for example, describe various methods you may use, town hall meetings, local gatherings, emails to the township residents, radio ads, local newspaper, and recruitment of different townships.
3. How does Nutley, NJ EMS and leadership plan and formulate volunteers' roles alongside EMS first responders in an event of a natural disaster? Please explain in detail training and/or education.
4. What type of training do volunteers receive to prepare them to operate in an event of a natural disaster? Describe all training in detail.
5. How are volunteers integrated with EMS in an event of a natural disaster? Please provide specific examples.
6. How does your organization join forces with other small township volunteer agencies, to plan, organize, direct, and coordinate and the local disaster management volunteers?" Provide specific examples.
7. What is your procedure to handle impulsive volunteers who show up in an event of a natural disaster? Please provide specific examples.
8. How does your small-town leadership use the volunteer management and donations to reach their capability list? Please provide specific examples.

9. Does your township have to or has ever participated in FEMA's Community Emergency Response Team (CERT) Training Materials (25)? If yes, when and how are volunteers trained and certified? If not, please explain why not.

10. Is there anything not addressed in this questionnaire regarding small town leadership properly planning, organizing, directing, and coordinating local disaster management volunteers that you would like to add?

Appendix C: Nutley Commissioner Approval

Dear Commissioner Petracco,

I am a doctoral student at Northcentral University and I contacting you regarding my dissertation research. I obtained your contact information from the website <https://www.nutleynj.org/commissioner-alphonse-petracco>. My dissertation proposal entitled “Theoretical Perspectives of the Roles Leadership in Disaster Planning and Emergency Management”. I am seeking volunteers in Nutley N.J. to participate in my study who are working in roles related to disaster planning and management. If you would like to participate it would be a great help to me. The research is aimed to help researchers and managers learn more about the practices in smaller towns like Nutley.

You may be eligible to participate if you:

1. Over 18 and under 65 years of age.
2. Currently work as a manager for the Nutley, N.J in disaster planning and relief.
3. Have at least five years of experience working in disaster relief in Nutley or another small town in New Jersey in the US.
4. A high school graduate with more than 12 years of total education.
5. FEMA education and training.
6. EMT training and certification.
7. Willing to participate in a 30 to 45 minute in person interview.

If you are interested, then I will send an informed consent to you for the study. We will then schedule a time to conduct an interview at your convenience in a location which is private. I will keep all information confidential as detailed in the informed consent. Your name and the location of the study will not be included in the final results.

If you have any questions, please contact me or my dissertation chair Dr. Abigail Scheg.

Best regards,

Hector Avila, Jr.

Doctoral candidate Northcentral University

Hector Avila <H.Avila3754@o365.ncu.edu>

Dissertation Chair: Dr. Abigail Scheg, ascheg@ncu.edu, 480-478-7553.

From: Alphonse Petracco <commissionerpetracco@nutleynj.org>

Sent: Thursday, February 15, 2018 2:16:27 PM

To: Hector, Avila

Subject: Re: Approval for IRB interviews

Please accept this as my approval to interview Public Safety personnel as requested. If there is any way I can be of further assistance, please do not hesitate to let me know.

Alphonse Petracco

Commissioner, Department of Public Safety

Township of Nutley

Sent from my iPhone