NFPA 1600

Standard on Disaster/Emergency Management and Business Continuity Programs

2007 Edition



NFPA, 1 Batterymarch Park, Quincy, MA 02169-7471
An International Codes and Standards Organization

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NFPA 1600

Standard on

Disaster/Emergency Management and Business Continuity Programs

2007 Edition

This edition of NFPA 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*, was prepared by the Technical Committee on Emergency Management and Business Continuity. It was issued by the Standards Council on December 1, 2006, with an effective date of December 20, 2006, and supersedes all previous editions.

This edition of NFPA 1600 was approved as an American National Standard on December 20, 2006.

Origin and Development of NFPA 1600

The NFPA Standards Council established the Disaster Management Committee in January 1991. The committee was given the responsibility for developing documents relating to preparedness for, response to, and recovery from disasters resulting from natural, human, or technological events.

The first document that the committee focused on was NFPA 1600, *Recommended Practice for Disaster Management*. NFPA 1600 was presented to the NFPA membership at the 1995 Annual Meeting in Denver, CO. That effort produced the 1995 edition of NFPA 1600.

For the 2000 edition, the committee incorporated a "total program approach" for disaster/emergency management and business continuity programs in its revision of the document from a recommended practice to a standard. They provided a standardized basis for disaster/emergency management planning and business continuity programs in private and public sectors by providing common program elements, techniques, and processes. The committee provided expanded provisions for enhanced capabilities for disaster/emergency management and business continuity programs so that the impacts of a disaster would be mitigated, while protecting life and property. The chapters were expanded to include additional material relating to disaster/emergency management and business continuity programs. The annex material was also expanded to include additional explanatory material.

For the 2004 edition, the committee updated terminology and editorially reformatted the document to follow the 2003 *Manual of Style for NFPA Technical Committee Documents*; however, the basic features of the standard remained unchanged. In addition, the committee added a table in Annex A that created a crosswalk among FEMA CAR, NFPA 1600, and BCI & DRII professional practices. The committee added significant informational resources to Annexes B, C, D, and E.

The document continues to be developed in cooperation and coordination with representatives from FEMA, NEMA, and IAEM. This coordinated effort was reflected in the expansion of the title of the standard for the 2000 edition to include both disaster and emergency management, as well as information on business continuity programs.

The 2007 edition incorporates changes to the 2004 edition, expanding the conceptual framework for disaster/emergency management and business continuity programs. Previous editions of the standard focused on the four aspects of mitigation, preparedness, response, and recovery. This edition identifies prevention as a distinct aspect of the program, in addition to the other four. Doing so brings the standard into alignment with related disciplines and practices of risk management, security, and loss prevention.

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Technical Committee on Emergency Management and Business Continuity

Lloyd W. Bokman, *Chair*
Ohio Emergency Management Agency, OH [E]
Rep. National Association of SARA Title III Program Officials

Charles (Buck) P. Adams, Medina County Emergency Management Agency, OH [E]
Richard R. Anderson, Anderson Risk Consultants, NJ [SE]
Charles E. Biggs, U.S. Department of Homeland Security (EP&R), DC [E]
Donald P. Boland, AT&T Communications, IL [U]
Pete Brewster, U.S. Department of Veterans Affairs, WV [U]
Steven J. Charvat, University of Washington, WA [U]
Rep. International Association of Emergency Managers
Donald C. Cooper, Cuyahoga Falls Fire Department, OH [U]
Carroll E. Eichhorn, Lawrence Livermore National Laboratory, CA [U]
Robert P. Fletcher, Jr., Readiness Consulting Services, MD [SE]
Robert Gazdik, St. Paul Travelers, MN [I]
David Gluckman, Willis of New Jersey, Incorporated, NJ [I]
Edward J. Hecker, U.S. Army Corps of Engineers, DC [E]
David J. Hiscott, Jr., Marathon Ashland Petroleum LLC, OH [U]
Rep. American Petroleum Institute
David R. Hood, Russell Phillips & Associates, LLC, NY [U]
Rep. NFPA Health Care Section
Gunnar J. Kuepper, Emergency and Disaster Management, Incorporated, CA [SE]
Edgar T. Ladouceur, Transport Canada, Canada [E]
Dana C. Lankhorst, Middlesex Mutual Assurance Company, NH [I]
Dean R. Larson, Purdue University Calumet, IN [SE]
MaryAnn Elizabeth Marrocolo, City of New York, NY [U]
Michael E. Martinet, County of Los Angeles, CA [E]
Carolyn A. McMullen, The McMullen Company, CA [SE]
Patricia A. Moore, Pat Moore Company, TX [SE]
Terry W. Moore, City of Houston, TX [U]
Rep. Emergency Management Association of Texas
Michael J. Morganti, Trinity, FL [SE]
Rep. Disaster Recovery Institute International
Melvyn Musson, Edward Jones Company, MO [SE]
Ashley E. "Lee" Newsome, Emergency Response Educators & Consultants, Incorporated, FL [SE]
William G. Raisch, New York University, NY [SE]
Clay P. Richter, Aon Risk Services, Incorporated, of Northern California, CA [I]
Dale J. Romme, Hallmark Cards, Incorporated, MO [U]
Rep. NFPA Industrial Fire Protection Section
Donald L. Schmidt, Preparedness, LLC, MA [SE]
R. Ian Stronach, Alcan Incorporated, Canada [U]
Lorraine E. Webb, Emergency Management Ontario, Canada [E]
Milt Wilson, City of Oshawa, Canada [U]
Rep. Ontario Association of Fire Chiefs

Alternates

Edward G. Buikema, U.S. Department of Homeland Security, IL [E]
(Alt. to C. E. Biggs)
Win Chaiyabhat, Aon Risk Services, ME [I]
(Alt. to C. P. Richter)
Marjorie L. DeBrot, U.S. Army Corps of Engineers, MO [E]
(Alt. to E. J. Hecker)
William B. Fox, Emergency Management Ontario, Canada [E]
(Alt. to L. E. Webb)
Susan B. McLaughlin, SBM Consulting, Limited, IL [U]
(Alt. to D. R. Hood)
Michael J. Mumaw, City of Beaverton, OR [U]
(Alt. to S. J. Charvat)
John Douglas Nelson, Chiron Corporation, CA [SE]
(Alt. to P. A. Moore)
Robie Robinson, Dallas County, TX [U]
(Alt. to T. W. Moore)
John A. Sharry, Beakmann Properties, CA [SE]
(Alt. to C. A. McMullen)
Michael R. Zanotti, U.S. Department of Veterans Affairs, WV [U]
(Alt. to P. Brewster)

Nonvoting

Emily Bentley, Emergency Management Accreditation Program, KY [U]
Sharon L. Caudle, U.S. Government Accountability Office, DC [U]
John C. Fannin III, SafePlace Corporation, DE [SE]
Rep. TC on Premises Security
Carl Anthony Gibson, La Trobe University, Australia [E]
James W. Kerr, Michael Rogers, Incorporated, MD [SE]
(Member Emeritus)
Gavin J. Love, WorleyParsons Pty Limited, Australia [SE]

Martha H. Curtis, NFPA Staff Liaison

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Committee Scope: This Committee shall have primary responsibility for documents on preparedness for, response to, and recovery from disasters resulting from natural, human, or technological events.

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A reference in brackets [ ] following a section or paragraph indicates material that has been extracted from another NFPA document. As an aid to the user, the complete title and edition of the source documents for extracts in mandatory sections of the document are given in Chapter 2 and those for extracts in informational sections are given in Annex F. Editorial changes to extracted material consist of revising references to an appropriate division in this document or the inclusion of the document number with the division number when the reference is to the original document. Requests for interpretations or revisions of extracted text shall be sent to the technical committee responsible for the source document.

Information on referenced publications can be found in Chapter 2 and Annex F.

Chapter 1 Administration

1.1* Scope. This standard shall establish a common set of criteria for disaster/emergency management and business continuity programs hereinafter referred to as the program.

1.2 Purpose. This standard shall provide disaster and emergency management and business continuity programs, the criteria to assess current programs or to develop, implement, and maintain aspects for prevention, mitigation, preparation, response, and recovery from emergencies.

1.3* Application. This document shall apply to public, not-for-profit, and private entities.

Chapter 2 Referenced Publications

2.1 General. The documents or portions thereof listed in this chapter are referenced within this standard and shall be considered part of the requirements of this document.

2.2 NFPA Publications. (Reserved)

2.3 Other Publications.

Merriam-Webster's Collegiate Dictionary, 11th edition, Merriam-Webster, Inc., Springfield, MA, 2003.

2.4 References for Extracts in Mandatory Sections.

NFPA 1561, *Standard on Emergency Services Incident Management System,* 2005 edition.

Chapter 3 Definitions

3.1 General. The definitions contained in this chapter shall apply to the terms used in this standard. Where terms are not defined in this chapter or within another chapter, they shall be defined using their ordinarily accepted meanings within the context in which they are used. *Merriam-Webster's Collegiate Dictionary,* 11th edition, shall be the source for the ordinarily accepted meaning.

3.2 NFPA Official Definitions.

3.2.1* Approved. Acceptable to the authority having jurisdiction.

3.2.2* Authority Having Jurisdiction (AHJ). An organization, office, or individual responsible for enforcing the requirements of a code or standard, or for approving equipment, materials, an installation, or a procedure.

3.2.3 Shall. Indicates a mandatory requirement.

3.2.4 Should. Indicates a recommendation or that which is advised but not required.

3.2.5 Standard. A document, the main text of which contains only mandatory provisions using the word "shall" to indicate requirements and which is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Nonmandatory provisions shall be located in an appendix or annex, footnote, or fine-print note and are not to be considered a part of the requirements of a standard.

3.3 General Definitions.

3.3.1* Business Continuity. An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies, recovery plans, and continuity of services.

3.3.2 Damage Assessment. An appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources.

3.3.3 Disaster/Emergency Management. An ongoing process to prevent, mitigate, prepare for, respond to, and recover from an incident that threatens life, property, operations, or the environment.

3.3.4 Emergency Management Program. A program that implements the mission, vision, and strategic goals and objectives as well as the management framework of the program and organization.

3.3.5 Entity. A governmental agency or jurisdiction, private or public company, partnership, nonprofit organization, or other organization that has emergency management and continuity of operations responsibilities.

3.3.6* Impact Analysis [Business Impact Analysis (BIA)]. A management level analysis that identifies the impacts of losing the entity's resources.

3.3.7 Incident Action Plan. A verbal plan, written plan, or combination of both, that is updated throughout the incident

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and reflects the overall incident strategy, tactics, risk management, and member safety that are developed by the incident commander. [**1561,** 2005]

3.3.8* Incident Management System (IMS). The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

3.3.9 Mitigation. Activities taken to reduce the severity or consequences of an emergency.

3.3.10* Mutual Aid/Assistance Agreement. A prearranged agreement between two or more entities to share resources in response to an incident.

3.3.11 Preparedness. Activities, tasks, programs, and systems developed and implemented prior to an emergency that are used to support the prevention of, mitigation of, response to, and recovery from emergencies.

3.3.12* Prevention. Activities to avoid an incident or to stop an emergency from occurring.

3.3.13* Recovery. Activities and programs designed to return conditions to a level that is acceptable to the entity.

3.3.14 Resource Management. A system for identifying available resources to enable timely and unimpeded access to resources needed to prevent, mitigate, prepare for, respond to, or recover from an incident.

3.3.15* Response. Immediate and ongoing activities, tasks, programs, and systems to manage the effects of an incident that threatens life, property, operations, or the environment.

3.3.16 Situation Analysis. The process of evaluating the severity and consequences of an incident and communicating the results.

3.3.17 Stakeholder. Any individual, group, or organization that might affect, be affected by, or perceive itself to be affected by the emergency.

Chapter 4 Program Management

4.1 Program Administration. The entity shall have a documented program that includes the following:

(1) Executive policy including vision, mission statement, roles and responsibilities, and enabling authority
(2) Program goals, objectives, and method of program evaluation
(3)*Program plan and procedures
(4) Applicable authorities, legislation, regulations, and/or industry codes of practice
(5) Program budget and project schedule, including milestones
(6) Records management practices

4.2* Program Coordinator. The program coordinator shall be appointed by the entity and authorized to administer and keep current the program.

4.3* Advisory Committee.

4.3.1* An advisory committee shall be established by the entity in accordance with its policy.

4.3.2 The advisory committee shall provide input to or assist in the coordination of the preparation, implementation, evaluation, and revision of the program.

4.3.3 The advisory committee shall include the program coordinator and others who have the appropriate expertise, knowledge of the entity, and the capability to identify resources from all key functional areas within the entity and shall solicit applicable external representation.

4.4 Program Evaluation.

4.4.1 The entity shall establish performance objectives for program management addressed in Chapter 4 and program elements identified in Chapter 5.

4.4.2 The entity shall conduct a periodic evaluation of the program based on the objectives.

Chapter 5 Program Elements

5.1* General.

5.1.1 The program shall include the elements given in Sections 5.2 through 5.16, the scope of which shall be determined by the impact of the hazards affecting the entity.

5.1.2* The program elements shall be applicable to prevention, mitigation, preparedness, response, and recovery.

5.2 Laws and Authorities.

5.2.1* The program shall comply with applicable legislation, policies, regulatory requirements, and directives.

5.2.2* The entity shall implement a strategy for addressing the need for revisions to legislation, regulations, directives, policies, and industry codes of practice.

5.3* Risk Assessment.

5.3.1* The entity shall identify hazards, monitor those hazards, the likelihood of their occurrence, and the vulnerability of people, property, the environment, and the entity itself to those hazards.

5.3.2* Hazards to be evaluated shall include the following:

(1) Natural hazards (geological, meteorological, and biological)
(2) Human-caused events (accidental and intentional)
(3) Technological-caused events

5.3.3* The entity shall conduct an impact analysis to determine potential detrimental impacts of the hazards on the following:

(1) Health and safety of persons in the affected area at the time of the incident (injury and death)
(2) Health and safety of personnel responding to the incident
(3)*Continuity of operations
(4) Property, facilities, and infrastructure
(5) Delivery of services
(6) The environment
(7)*Economic and financial condition
(8) Regulatory and contractual obligations
(9) Reputation of or confidence in the entity
(10)*Regional, national, and international considerations

5.4 Incident Prevention.

5.4.1* The entity shall develop a strategy to prevent an incident that threatens people, property, and the environment.

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5.4.2* The prevention strategy shall be based on the information obtained from Section 5.3 and shall be kept current using the techniques of information collection and intelligence.

5.4.3 The entity shall have a system to monitor the identified hazards and adjust the level of preventative measures to be commensurate with the risk.

5.5 Mitigation.

5.5.1* The entity shall develop and implement a mitigation strategy that includes measures to be taken to limit or control the consequences, extent, or severity of an incident that cannot be reasonably prevented.

5.5.2* The mitigation strategy shall be based on the results of hazard identification and risk assessment, impact analysis, program constraints, operational experience, and cost-benefit analysis.

5.5.3 The mitigation strategy shall include interim and long-term actions to reduce vulnerability.

5.6* Resource Management and Logistics.

5.6.1 The entity shall establish resource management objectives consistent with the overall program goals and objectives as identified in Section 4.1 for the hazards as identified in Section 5.3.

5.6.2 The entity shall establish procedures to locate, acquire, store, distribute, maintain, test, and account for services, personnel, resources, materials, and facilities procured or donated to support the program.

5.6.3 The resource management objectives established shall include the following:

(1) Personnel, equipment, training, facilities, funding, expert knowledge, materials, technology, information, intelligence, and the time frames within which they will be needed
(2) Quantity, response time, capability, limitations, cost, and liability connected with using the involved resources
(3) Resources and any needed partnership arrangements essential to the program

5.6.4 Resource management shall include the following tasks:

(1) Establishing processes for describing, inventorying, requesting, and tracking resources
(2) Activating these processes prior to and during an incident
(3) Dispatching resources prior to and during an incident
(4) Deactivating or recalling resources during or after incidents
(5) Contingency planning for shortfalls of resources

5.6.5 An assessment shall be conducted to identify the resource capability shortfalls and the steps necessary to overcome any shortfalls.

5.6.6 A current inventory of internal and external resources shall be maintained.

5.6.7 Donations of goods, services, personnel, and facilities, solicited and unsolicited, and the management thereof, shall be addressed.

5.7* Mutual Aid/Assistance.

5.7.1 The need for mutual aid/assistance shall be determined.

5.7.2 If mutual aid/assistance is needed, agreements shall be established.

5.7.3 Mutual aid/assistance agreements shall be referenced in the program plan.

5.8 Planning.

5.8.1 Planning Process.

5.8.1.1 The program shall follow a planning process that develops plans for the strategy, prevention, mitigation, emergency operations/response, business continuity, and recovery.

5.8.1.2 The entity shall engage in the planning process on a regularly scheduled basis or when the situation has changed to put the accuracy of the existing plan into question.

5.8.1.3 Where applicable, the entity shall include key stakeholders in the planning process.

5.8.2 Common Plan Elements.

5.8.2.1 Plans shall have clearly stated objectives.

5.8.2.2 Plans shall identify functional roles and responsibilities of internal and external agencies, organizations, departments, and positions.

5.8.2.3 Plans shall identify lines of authority for these agencies, organizations, departments, and positions.

5.8.2.4 Plans shall identify logistics support and resource requirements.

5.8.2.5 Plans shall identify the process for managing an incident.

5.8.2.6 Plans shall identify the process for managing the communication and flow of information, both internally and externally.

5.8.3 Plans.

5.8.3.1* The program shall include a strategic plan, an emergency operations/response plan, a prevention plan, a mitigation plan, a recovery plan, and a continuity plan.

5.8.3.2* The plans developed shall be either individual or integrated into a single plan document, or a combination of the two.

5.8.3.3* The strategic plan shall define the vision, mission, goals, and objectives of the program. *(See Section 4.1.)*

5.8.3.4* The emergency operations/response plan shall assign responsibilities for carrying out specific actions in an emergency.

5.8.3.5 The prevention plan shall establish interim and long-term actions to eliminate hazards that impact the entity.

5.8.3.6 The mitigation plan shall establish interim and long-term actions to reduce the impact of hazards that cannot be eliminated.

5.8.3.7* The recovery plan shall provide for short-term and long-term priorities for restoration of functions, services, resources, facilities, programs, and infrastructure.

5.8.3.8* The continuity plan shall identify stakeholders that need to be notified, the critical and time-sensitive applications, alternative work sites, vital records, contact lists, processes, and functions that shall be maintained, as well as the personnel, procedures, and resources that are needed while the entity is recovering.

5.8.3.9 The entity shall make appropriate sections of the plans available to those assigned specific tasks and responsibilities therein and to other stakeholders as required.

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5.9 Incident Management.

5.9.1* The entity shall develop an incident management system to direct, control, and coordinate response and recovery operations.

5.9.2* The incident management system shall describe specific organizational roles, titles, and responsibilities for each incident management function.

5.9.3 The entity shall establish applicable procedures and policies for coordinating response, continuity, and recovery activities with stakeholders directly involved in response, continuity, and recovery operations.

5.9.4 The entity shall establish applicable procedures and policies for coordinating response, continuity, and recovery activities with appropriate authorities and resources, including activation and deactivation of plans, while ensuring compliance with applicable statutes or regulations.

5.9.5* Emergency operations/response shall be guided by an incident action plan or management by objectives.

5.10 Communications and Warning.

5.10.1 Communications systems shall be established and regularly tested to support the program.

5.10.2 Communication procedures shall be established by the entity and regularly exercised to support the program.

5.10.3* The entity shall develop and maintain the capability to alert officials and emergency response personnel.

5.10.4 Emergency communications and warning protocols, systems, processes, and procedures shall be developed, periodically tested, and used to alert people potentially impacted by an actual or impending emergency.

5.10.5 The entity shall determine communication needs, provide capabilities to execute plans, and review and address the interoperability of multiple responding organizations.

5.11* Operational Procedures.

5.11.1 The entity shall develop, coordinate, and implement operational procedures to support the program and execute its plans.

5.11.2* Procedures shall be established and implemented for response to and recovery from the consequences of those hazards identified in Section 5.3 and shall address health and safety, incident stabilization, operational/business continuity, property conservation, and protection of the environment under the jurisdiction of the entity.

5.11.3 Procedures, including life safety, incident stabilization, operational/business continuity, and property conservation, shall be established and implemented for response to, and recovery from, the consequences of those hazards identified in Section 5.3.

5.11.4* Procedures shall be in place to conduct a situation analysis that includes a needs assessment, damage assessment, and the identification of resources needed to support response and recovery operations.

5.11.5 Procedures shall allow for concurrent recovery and mitigation activities during emergency response.

5.11.6 Procedures shall be established for succession of management/government as required in 5.8.3.8.

5.12 Facilities.

5.12.1* The entity shall establish a primary and an alternate emergency operations center, physical or virtual, capable of managing continuity, response, and recovery operations.

5.12.2 Facilities capable of supporting continuity, response, and recovery operations shall be identified.

5.13 Training.

5.13.1 The entity shall develop and implement a training/educational curriculum to support the program.

5.13.2 The objective of the training shall be to create awareness and enhance the skills required to develop, implement, maintain, and execute the program.

5.13.3 Frequency and scope of training shall be identified.

5.13.4 Personnel shall be trained in the entity's incident management system.

5.13.5 Training records shall be maintained.

5.13.6 The training and education curriculum shall comply with all applicable regulatory requirements.

5.14 Exercises, Evaluations, and Corrective Actions.

5.14.1 The entity shall evaluate program plans, procedures, and capabilities through periodic reviews, testing, and exercises.

5.14.2 Additional reviews shall be based on post-incident analyses and reports, lessons learned, and performance evaluations.

5.14.3* Exercises shall be designed to test individual essential elements, interrelated elements, or the entire plan(s).

5.14.4* Procedures shall be established to take corrective action on any deficiency identified.

5.15 Crisis Communication and Public Information.

5.15.1* The entity shall develop procedures to disseminate and respond to requests for pre-incident, incident, and post-incident information, as well as to provide information to internal and external audiences, including the media, and deal with their inquiries.

5.15.2* The entity shall establish and maintain an emergency public information capability that includes the following:

(1) A central contact facility for the media
(2) A system for gathering, monitoring, and disseminating emergency information
(3) Pre-scripted information bulletins
(4) A method to coordinate and clear information for release
(5) The capability of communicating with special needs populations
(6) Protective action guidelines/recommendations (e.g., shelter-in-place or evacuation)

5.15.3 Where the public is potentially impacted by a hazard, a public awareness program shall be implemented.

5.15.4 The entity shall develop procedures to advise the public, through authorized agencies, of threats to people, property, and the environment.

5.16* Finance and Administration.

5.16.1* The entity shall develop financial and administrative procedures to support the program before, during, and after an emergency or a disaster.

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5.16.2 Procedures shall be created and maintained for expediting fiscal decisions in accordance with established authorization levels and fiscal policy.

5.16.3 The procedures shall include the following:

(1) Establishment and definition of responsibilities for the program finance authority, including its reporting relationships to the program coordinator
(2) Program procurement procedures
(3) Payroll
(4) Accounting systems to track and document costs
(5)*Management of funding from external sources

Annex A Explanatory Material

Annex A is not a part of the requirements of this NFPA document but is included for informational purposes only. This annex contains explanatory material, numbered to correspond with the applicable text paragraphs.

A.1.1 The emergency management and business continuity community comprises many different entities including the government at distinct levels (e.g., federal, state/provincial, territorial, tribal, indigenous, and local levels); business and industry; nongovernmental organizations; and individual citizens. Each of these entities has its own focus, unique missions and responsibilities, varied resources and capabilities, and operating principles and procedures. Each entity can have its own definition of disaster. Examples of disaster definitions used by entities include the following:

(1) An occurrence or imminent threat to the entity of widespread or severe damage, injury, or loss of life or property resulting from natural or human causes
(2) An emergency that is beyond the normal response resources of the entity and would require the response of outside resources and assistance for recovery
(3) A suddenly occurring or unstoppable developing event that does the following:
    (a) Claims loss of life, suffering, loss of valuables, or damage to the environment
    (b) Overwhelms local resources or efforts
    (c) Has a long-term impact on social or natural life that is always negative in the beginning

A.1.3 An example of a specific industry application of the framework in the public sector is the Emergency Management Accreditation Program (EMAP). EMAP uses NFPA 1600 as the basis for guidelines that are used to accredit state, local, and tribal emergency management programs. Accreditation involves review of documentation, observations, and interviews with program officials (e.g., officials with the emergency management agency and from partner agencies, such as transportation, health, utilities, environmental, and law enforcement).

NFPA 1600's comprehensive framework has also been applied to standards for hospitals. The 2005 revision to NFPA 99, *Standard for Health Care Facilities*, Chapter 12, Health Care Emergency Management, incorporated the "program" emphasis of NFPA 1600, serving to differentiate an "emergency management program" for health care systems from the current emphasis by other hospital standards on an "emergency management plan."

A.3.2.1 Approved. The National Fire Protection Association does not approve, inspect, or certify any installations, procedures, equipment, or materials; nor does it approve or evaluate testing laboratories. In determining the acceptability of installations, procedures, equipment, or materials, the authority having jurisdiction may base acceptance on compliance with NFPA or other appropriate standards. In the absence of such standards, said authority may require evidence of proper installation, procedure, or use. The authority having jurisdiction may also refer to the listings or labeling practices of an organization that is concerned with product evaluations and is thus in a position to determine compliance with appropriate standards for the current production of listed items.

A.3.2.2 Authority Having Jurisdiction (AHJ). The phrase "authority having jurisdiction," or its acronym AHJ, is used in NFPA documents in a broad manner, since jurisdictions and approval agencies vary, as do their responsibilities. Where public safety is primary, the authority having jurisdiction may be a federal, state, local, or other regional department or individual such as a fire chief; fire marshal; chief of a fire prevention bureau, labor department, or health department; building official; electrical inspector; or others having statutory authority. For insurance purposes, an insurance inspection department, rating bureau, or other insurance company representative may be the authority having jurisdiction. In many circumstances, the property owner or his or her designated agent assumes the role of the authority having jurisdiction; at government installations, the commanding officer or departmental official may be the authority having jurisdiction.

A.3.3.1 Business Continuity. In the public sector, this phrase is also known as *continuity of operations* or *continuity of government*. Mission, vision, and strategic goals and objectives are used to focus the program.

A.3.3.6 Impact Analysis [Business Impact Analysis (BIA)]. This analysis measures the effect of resource loss and escalating losses over time in order to provide the entity with reliable data upon which to base decisions concerning hazard mitigation, recovery strategies, and continuity planning.

A.3.3.8 Incident Management System (IMS). The incident command system (ICS) is a component of an overall incident management system.

A.3.3.10 Mutual Aid/Assistance Agreement. The term *mutual aid/assistance agreement* as used herein includes cooperative agreements, partnership agreements, memoranda of understanding, intergovernmental compacts, or other terms commonly used for the sharing of resources.

A.3.3.12 Prevention. Activities, tasks, programs, and systems intended to avoid or intervene in order to stop an incident from occurring. Prevention can apply both to human-caused incidents (such as terrorism, vandalism, sabotage, or human error) as well as to naturally occurring incidents. Prevention of human-caused incidents can include applying intelligence and other information to a range of activities that includes such countermeasures as deterrence operations, heightened inspections, improved surveillance and security operations, investigations to determine the nature and source of the threat, and law enforcement operations directed at deterrence, preemption, interdiction, or disruption.

A.3.3.13 Recovery. Recovery programs are designed to assist victims and their families, restore institutions to suitable economic growth and confidence, rebuild destroyed property, and reconstitute government operations and services. Recovery actions often extend long after the incident itself.

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Recovery programs include mitigation components designed to avoid damage from future incidents.

A.3.3.15 Response. The response of an entity to a disaster or other significant event that might impact the entity. Activities, tasks, programs, and systems can include the preservation of life, meeting basic human needs, preserving business operations, and protecting property and the environment. An incident response can include evacuating a facility, initiating a disaster recovery plan, performing damage assessment, and any other measures necessary to bring an entity to a more stable status.

A.4.1(3) The common criteria of the standard can be organized in a chronological order to form a program development schedule to include the following steps:

(1) Establish leadership and direction for the program. (Form an Advisory Committee, designate a program coordinator, conduct a program assessment, define the program policy, and develop and approve a strategic administrative plan.)
(2) Identify hazards and take actions to eliminate or reduce their impacts. (Conduct a hazards identification, risk assessment and impact analysis; develop prevention, mitigation, and continuity plan(s); and establish a public education program.)
(3) Prepare the entity for response and recovery operations. (Develop the emergency operations/response and recovery plan(s); establish operational procedures; define facilities; establish communications and warning systems; engage in resource management and logistics and mutual aid/assistance activities; conduct ongoing education, training, and exercise activities; and maintain a corrective action program.)

A.4.2 The program coordinator should ensure the preparation, implementation, evaluation, and revision of the program. It is not the intent of this standard to restrict the users to program coordinator titles. It is recognized that different entities use various forms and names for their program coordinator that performs the functions identified in the standard. An example of a title for the public sector is emergency manager, and an example of a title for the private sector is business continuity manager. A written position description should be provided.

A.4.3 Members of the advisory committee should participate with the clear understanding that the objective is to minimize turnover of committee members to maintain an effective committee. Within the private sector, representatives can include, but are not limited to, information technology and communications, plant operations, transportation, maintenance, engineering, personnel, public relations, environment, legal, finance, risk management, health and safety, security, stakeholders, and fire fighting/rescue. Within the public sector, representatives can include police, fire, emergency medical services, engineering, public works, environmental protection, public health, finance, education, emergency management, legal, transportation authorities, homeland security, stakeholders, and the military (e.g., the National Guard). When determining the representation on the committee, consideration should be given to public sector representation on a private sector committee and vice versa. This will help to establish a coordinated and cooperative approach to the program.

A.4.3.1 Although the program coordinator has the final authority in deciding the course of the program through its day-to-day administration, it is encouraged that major decisions be made in consultation with the advisory committee. The program coordinator and the advisory committee should be in agreement concerning priorities and resource allocation in the day-to-day operations of the program.

Decisions made and actions taken in the day-to-day administration of the program crucially affect the ultimate implementation of the program in times of emergency. Therefore, because the advisory committee is composed of those representing key functional areas, both within and external to the entity, it is encouraged that the program coordinator and the advisory committee consult together on important administrative matters to ensure the goals of the program are indeed met.

All state and local emergency management entities report to a higher authority. States report to governors, adjutant generals, chief law enforcement officers, county commissions, or city commissions. These authorities set the agendas for emergency management activities. Having an advisory committee might or might not be encouraged. Mandating that an entity must have an advisory committee will, in many cases, violate the authorities under which the emergency management entity is established. Those organizations that can have, or want to have, an advisory committee that will provide advice and guidance should be encouraged to do so.

A.5.1 See Table A.5.1.

A.5.1.2 Key program elements cross boundaries during prevention, mitigation, preparedness, response, and recovery. Each element should be considered interrelated and can be considered concurrently. The use of the terms *phases*, *elements*, or *components* varies from program to program.

A.5.2.1 Industry codes of practices and guidelines should also be considered.

A.5.2.2 If, through exercise or incident analysis, program evaluation, and corrective action, limitations in the necessary laws and applicable authorities are discovered, a formal process should exist to amend them.

In the case of public entities, consideration should be made for periodic review of existing legislation, regulations, codes, and authorities to determine whether adequate flexibility exists to accommodate evolving programmatic policy or if new legislation should be developed and introduced through a legislative initiative. This is particularly relevant as program requirements change to comply with changing roles and relationships in and among varying levels of government.

For example, the entity might have the appropriate authority to conduct emergency operations but lack authority to take action prior to an event to mitigate the occurrence or the recurrence of an emergency. In other cases, additional authorities could be needed to generate the necessary revenue to sustain a viable program, and additional authority could be required to create a standing contingency fund to adequately support a disaster operation. In the private sector, the governing factors can be industry codes of practice or regulations rather than statutory restrictions. A process should be established for periodic review of industry practices for compliance with the strategy, goals, and objectives of the entity. Evolving best practices should be incorporated into industry codes as applicable.

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Table A.5.1 NFPA 1600, BCI & DRII Professional Practices, and DHS/FEMA's FPC 65 COOP Elements Crosswalk

NFPA 1600 Chapter/Section	BCI & DRII Professional Practices (Subject Area)	DHS/FEMA FPC 65 COOP Elements
4, Program Management	1, Project Initiation and Management	—
5.2, Laws and Authorities	9, Public Relations and Crisis Coordination 10, Coordination with Public Authorities	—
5.3, Risk Assessment	2, Risk Evaluation and Control	—
5.4, Incident Prevention	2, Risk Evaluation and Control	—
5.5, Mitigation	2, Risk Evaluation and Control	—
5.6, Resource Management and Logistics	3, Business Impact Analysis	Human Capital
5.7, Mutual Aid/Assistance	4, Developing Business Continuity Strategies	—
5.8, Planning	1, Project Initiation and Management 2, Risk Evaluation and Control 3, Business Impact Analysis 4, Developing Business Continuity Strategies 5, Emergency Response and Operations 6, Developing and Implementing Business Continuity Plans	Plans and Procedures Essential Functions Orders of Succession Delegations of Authority Vital Records and Databases Human Capital
5.9, Incident Management	5, Emergency Response and Operations 6, Developing and Implementing Business Continuity Plans	Devolution of Control and Direction
5.10, Communications and Warning	5, Emergency Response and Operations 6, Developing and Implementing Business Continuity Plans	Interoperable Communications
5.11, Operational Procedures	5, Emergency Response and Operations 6, Developing and Implementing Business Continuity Plans	Plans and Procedures Orders of Succession Delegations of Authority Vital Records and Databases Reconstitution
5.12, Facilities	4, Developing Business Continuity Strategies 6, Developing and Implementing Business Continuity Plans 7, Awareness and Training	Alternate Operating Facilities
5.13, Training	7, Awareness and Training	Tests, Training and Exercises
5.14, Exercises, Evaluations, and Corrective Actions	8, Maintaining and Exercising Business Continuity Plans	Tests, Training and Exercises
5.15, Crisis Communication and Public Information	9, Public Relations and Crisis Coordination	—
5.16, Finance and Administration	1, Project Initiation and Management	—

BCI: Business Continuity Institute. DRII: Disaster Recovery Institute International.
DHS: Department of Homeland Security. FEMA: Federal Emergency Management Agency.

A.5.3 A comprehensive risk assessment identifies the range of possible hazards, threats, or perils that have or might impact the entity, surrounding area, or critical infrastructure supporting the entity. The potential impact of each hazard, threat, or peril is determined by the severity of each and the vulnerability of people, property, operations, the environment, and the entity to each threat, hazard, or peril. The risk assessment should categorize threats, hazards, or perils by both their relative frequency and severity, keeping in mind that there might be many possible combinations of frequency and severity for each. The entity should attempt to mitigate, prepare for, plan to respond to, and recover from those threats, hazards, or perils that are able to significantly impact people, property, operations, the environment, or the entity itself.

A.5.3.1 A number of methodologies and techniques for risk assessment exist that range from simple to complex. These techniques and associated amplifying information include, but are not limited to, the following:

(1) "What-if": The purpose of the what-if analysis is to identify specific hazards or hazardous situations that could result in undesirable consequences. This technique has limited structure but relies on knowledgeable individuals who are familiar with the areas/operations/processes. The value of the

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end result is dependent on the team and the exhaustive nature of the questions they ask regarding the hazards.

(2) Checklist: A specific list of items is used to identify hazards and hazardous situations by comparing the current or projected situations with accepted standards. The value of the end result is dependent on the quality of the checklist and the experience/credentials of the checklist user.

(3) What-if/checklist: This technique is a combination of the what-if and checklist techniques, and uses the strength of both techniques to complete the risk assessment. The what-if questions are developed and the checklist(s) used to encourage the creativity of the what-if process, as well as fill in any gaps in the process of developing questions. The value of the end result is dependent on the team and exhaustive nature of the questions they ask regarding the hazards.

(4) Hazard and operability study (HAZOP): This technique requires an interdisciplinary team that is very knowledgeable of the areas/operations/processes to be assessed. This approach is thorough, time-consuming, and costly. The value of the end result depends on the qualifications/experience of the team, the quality of the reference material available, the ability of the team to function as a team, and strong, positive leadership.

(5) Failure mode and effects analysis (FMEA): Each element in a system is examined individually and collectively to determine the effect when one or more elements fail. This is a bottom-up approach; that is, the elements are examined and the effect of failure on the overall system is predicted. A small interdisciplinary team is required. This technique is best suited for assessing potential equipment failures. The value of the end result is dependent on the credentials of the team and scope of the system to be examined.

(6) Fault-tree analysis (FTA): This is a top-down approach where an undesirable event is identified and the range of potential causes that could lead to the undesirable event is identified. The value of the end result is dependent on the competence in using the FTA process, on the credentials of the team, and on the depth of the team's analysis.

A.5.3.2 The hazard identification should include the following types of potential hazards. This list is not all-inclusive but reflects the general categories that should be assessed in the hazard identification.

(1) Naturally occurring hazards that can occur without the influence of people and have potential direct or indirect impact on the entity (people, property, the environment), such as the following:
   (a) Geological hazards (does not include asteroids, comets, meteors)
      i. Earthquake
      ii. Tsunami
      iii. Volcano
      iv. Landslide, mudslide, subsidence
      v. Glacier, iceberg
   (b) Meteorological hazards
      i. Flood, flash flood, seiche, tidal surge
      ii. Drought
      iii. Fire (forest, range, urban, wildland, urban interface)
      iv. Snow, ice, hail, sleet, avalanche
      v. Windstorm, tropical cyclone, hurricane, tornado, water spout, dust/sand storm
      vi. Extreme temperatures (heat, cold)
      vii. Lightning strikes
      viii. Famine
      ix. Geomagnetic storm
   (c) Biological hazards
      i. Emerging diseases that impact humans or animals [plague, smallpox, anthrax, West Nile virus, foot and mouth disease, SARS, pandemic disease, BSE (Mad Cow Disease)]
      ii. Animal or insect infestation or damage

(2) Human-caused events such as the following:
   (a) Accidental
      i. Hazardous material (explosive, flammable liquid, flammable gas, flammable solid, oxidizer, poison, radiological, corrosive) spill or release
      ii. Explosion/fire
      iii. Transportation accident
      iv. Building/structure collapse
      v. Energy/power/utility failure
      vi. Fuel/resource shortage
      vii. Air/water pollution, contamination
      viii. Water control structure/dam/levee failure
      ix. Financial issues, economic depression, inflation, financial system collapse
      x. Communications systems interruptions
      xi. Misinformation
   (b) Intentional
      i. Terrorism (explosive, chemical, biological, radiological, nuclear, cyber)
      ii. Sabotage
      iii. Civil disturbance, public unrest, mass hysteria, riot
      iv. Enemy attack, war
      v. Insurrection
      vi. Strike or labor dispute
      vii. Disinformation
      viii. Criminal activity (vandalism, arson, theft, fraud, embezzlement, data theft)
      ix. Electromagnetic pulse
      x. Physical or information security breach
      xi. Workplace violence
      xii. Product defect or contamination
      xiii. Harassment
      xiv. Discrimination

(3) Technological-caused events that can be unrelated to natural or human-caused events, such as the following:
   (a) Central computer, mainframe, software, or application (internal/external)
   (b) Ancillary support equipment
   (c) Telecommunications
   (d) Energy/power/utility

A.5.3.3 The impact analysis is a broad description and quantification of a potential event that can impact an entity. This analysis should give a clear idea of what hazards are most likely to occur; what entity facilities, functions, or services are affected based on their vulnerability to that hazard; what actions will most effectively protect them; and the potential impact on the entity in quantifiable terms.

Within the impact analysis, the entity should consider the impact external to its area of influence that can affect the entity's ability to cope with an emergency. One example is the cascade effects of a hurricane. Direct impacts can include wind and flood damage. Secondary impacts can include communications, power, and transportation disruptions, both inside and outside

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the direct impact area, and the potential impact on the entity in quantifiable terms.

A.5.3.3(3) In order to maintain continuity of operations, the entity should identify essential or critical functions and processes, their recovery priorities, and internal and external interdependencies, so that recovery time objectives can be set.

A.5.3.3(7) An economic and financial impact analysis allows the quantification of the impacts without considering the cause of the emergency. This analysis is closely related to the process of identifying essential or critical functions or processes and helps decide where to place the emphasis in planning efforts.

The analysis examines potential economic or financial loss resulting from disruption of the functions, processes, or services over time.

The purpose of an economic and financial impact analysis is to arrive at a general loss expectancy that demonstrates what is at risk and to guide measures to mitigate the effects of an emergency.

A.5.3.3(10) It is important to consider the regional, national, or international implications of a hazard's impact on a community, such as in New York City. A hazard that affects the New York Stock Exchange will have enormous national and international impacts that should be considered.

A.5.4.1 The prevention strategy should include the following:

(1) Deterrence operations
(2) Provision of protective systems or equipment for physical or cyber risks
(3) Surveillance and security operations
(4) Investigations to determine the full nature and source of the threat
(5) Public health and agricultural surveillance and testing processes
(6) Immunizations, isolation, or quarantine
(7) Threat assessment documentation

Additional considerations for the prevention strategy could include the following:

(1) Perimeter fence line and gates
(2) Access control system, increased camera surveillance, intruder detection systems (motion-sensing cameras, infrared detectors)
(3) Patrols (inside and outside) of facility and increased inspections of vehicles entering the facility
(4) Background checks for personnel

A.5.4.2 Techniques to consider in a prevention strategy include the following:

(1) Ongoing hazard identification
(2) Threat assessment
(3) Risk assessment
(4) Impact analysis
(5) Program assessment
(6) Operational experience
(7) Ongoing incident analysis
(8) Information collection and analysis
(9) Intelligence and information sharing

An impact analysis could include a cost-benefit analysis. The cost-benefit analysis should not be the overriding factor in establishing a prevention strategy.

A.5.5.1 The mitigation strategy should include the following:

(1) Use of applicable building construction standards
(2) Hazard avoidance through appropriate land use practices
(3) Relocation, retrofitting, or removal of structures at risk
(4) Removal or elimination of the hazard
(5) Reduction or limitation of the amount or size of the hazard
(6) Segregation of the hazard from that which is to be protected
(7) Modification of the basic characteristics of the hazard
(8) Control of the rate of release of the hazard
(9) Provision of protective systems or equipment for both cyber and physical risks
(10) Establishment of hazard warning and communication procedures
(11) Redundancy or diversity of essential personnel, critical systems, equipment, information, operations, or materials
(12) Acceptance/retention/transfer of risk (insurance programs)
(13) Protection of competitive/proprietary information

A.5.5.2 The mitigation strategy should establish interim and long-term actions to reduce the risks from hazards.

A.5.6 The five key principles of resource management that underpin effective resource management are as follows:

(1) Advance Planning. Entities work together in advance of an incident to develop plans for managing and employing resources in a variety of possible emergency circumstances.
(2) Resource Identification and Ordering. Entities use standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities.
(3) Categorizing Resources. Resources are categorized by size, capacity, capability, skill, and other characteristics.
(4) Use of Agreements. Mutual aid/assistance agreements and pre-incident agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations.
(5) Effective Management of Resources. Resource managers use validated practices to perform the following key resource management tasks systematically and efficiently:
    (a) Acquisition Procedures. Used to obtain resources to support operational requirements.
    (b) Management Information Systems. Used to collect, update, and process data; track resources; and display their readiness status.
    (c) Ordering, Mobilization, Dispatching, and Demobilization Protocols. Used to request resources, prioritize requests, activate and dispatch resources to incidents, and return resources to normal status.

To the extent practical and feasible, an entity should type resources according to established definitions, such as utilizing the Department of Homeland Security/FEMA's National Mutual Aid and Resource Management Initiative Resource Type Definitions.

Resources for program administration as well as emergency operations should be specifically identified. These resources include, but are not limited to, the following:

(1) The locations, quantities, accessibility, operability, and maintenance of equipment (heavy duty, protective, transportation, monitoring, decontamination, response, personal protective equipment)
(2) Supplies (medical, personal hygiene, consumable, administrative, ice)
(3) Sources of energy (electrical, fuel)

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(4) Emergency power production (generators)
(5) Communications systems
(6) Food and water
(7) Technical information
(8) Clothing
(9) Shelter
(10) Specialized personnel (medical, religious, volunteer organizations, emergency management staff, utility workers, morticians, and private contractors)
(11) Specialized volunteer groups [Red Cross, amateur radio, religious relief organizations, charitable agencies, VOAD (Volunteer Organization Active in Disaster), COAD (Community Organization Active in Disaster), CERT (Community Emergency Response Team)]
(12) External federal, state, provincial, tribal, territorial, and local agencies

A resource should be available in a timely manner and should have the capability to do its intended function. Restriction on the use of the resource should be taken into account, and application of the resource should not incur more liability than would failure to use the resource. Finally, the cost of the resource should not outweigh the benefit.

A.5.7 Mutual aid/assistance agreements between entities are an effective means to obtain resources and should be developed whenever possible. Mutual aid/assistance agreements should be in writing, be reviewed by legal counsel, be signed by a responsible official, define liability, and detail funding and cost arrangements. The term *mutual aid/assistance agreement* as used here includes cooperative assistance agreements, intergovernmental compacts, or other terms commonly used for the sharing of resources.

Mutual aid/assistance agreements are the means for one entity to provide resources, facilities, services, and other required support to another entity during an incident. Each entity should be party to a mutual aid/assistance agreement (such as the Emergency Management Assistance Compact) with appropriate entities from which they expect to receive or to which they expect to provide assistance during an incident. This would normally include all neighboring or nearby entities, as well as relevant private sector and nongovernmental organizations. States should participate in interstate compacts and look to establish intrastate agreements that encompass all local entities. Mutual aid/assistance agreements are also needed with private organizations, such as the International Red Cross, to facilitate the timely delivery of private assistance at the appropriate entity level during incidents. At a minimum, mutual aid/assistance agreements should include the following elements or provisions:

(1) Definitions of key terms used in the agreement
(2) Roles and responsibilities of individual parties
(3) Procedures for requesting and providing assistance
(4) Procedures, authorities, and rules for payment, reimbursement, and allocation of costs
(5) Notification procedures
(6) Protocols for interoperable communications
(7) Relationships with other agreements among entities
(8) Workers' compensation
(9) Treatment of liability and immunity
(10) Recognition of qualifications and certifications
(11) Sharing agreements, as required

A.5.8.3.1 It should be noted that most entities engage in multiple planning activities (e.g., mitigation planning, land use planning). Coordination ensures nonduplication, improves understanding, increases support, and assures that all stakeholders have a voice.

A.5.8.3.2 The extent of planning requirements will depend on the program's objectives, results of the hazard analysis, organizational culture and philosophy, regulations, and so on.

A.5.8.3.3 The plan should be reviewed annually and updated as necessary. It should also be re-evaluated when any of the following occur:

(1) Regulatory changes
(2) New hazards are identified or existing hazards change
(3) Resources or organizational structures change
(4) After tests, drills, or exercises
(5) After emergency responses
(6) Infrastructure, economic, and geopolitical changes
(7) Funding or budget level changes

The strategic plan identifies the long-term goals, using broad general statements of desired accomplishments. The objectives developed from these goals include measurable activities that should be accomplished within identified time frames to meet those objectives.

A.5.8.3.4 The management functions of the incident command system (command, operations, planning, logistics, and finance/administration) can be used to structure the emergency operations/response plan. This approach can improve understanding and effective use of both.

A.5.8.3.7 A specific plan for all of the items might be impossible in advance of a disaster. A strategy for recovery covering all of the items in the standard might be more appropriate, based upon the entity.

In developing plans, short-term goals and objectives should be established and should include, but not be limited to, the following:

(1) Vital personnel, systems, operations, records, and equipment identified in Section 5.6
(2) Priorities for restoration and mitigation
(3) Acceptable downtime before restoration to a minimum level
(4) Minimum resources needed to accomplish the restoration

The recovery strategy should include provisions for the return of the following services, as applicable:

(1) Critical infrastructure (water, gas, electricity, and waste management)
(2) Telecommunications and cyber systems
(3) Distribution systems or networks for essential goods (food, clothing, personal supplies, and services)
(4) Transportation systems, networks and infrastructure
(5) Built environment (including residential, commercial, and industrial uses)
(6) Psychosocial services
(7) Health services
(8) Continuity of governance systems

In developing plans, consideration should be given to long-term goals and objectives, which should include, but not be limited to, the following:

(1) The entity's strategic plan
(2) Management and coordination of activities
(3) Funding and fiscal management
(4) Management of volunteer, contractual, and entity resources
(5) Opportunities for disaster mitigation

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A.5.8.3.8 Plans for business continuity, continuity of government, and continuity of operations are generally similar in intent and less similar in content. Continuity plans have various names in both the public and private sectors. These include business continuity plans, business resumption plans, disaster recovery plans, and so on.

In addition, within the public sector, continuity of operations plans might use business impact analysis to identify critical governmental functions.

Recovery planning for public sector normally includes bringing infrastructure and individuals back to pre-incident conditions, including implementation of mitigation measures, to facilitate short- and long-term recovery.

Business continuity planning in the private sector incorporates both the initial activities to respond to an emergency situation and the restoration of the business and its functions to pre-incident levels. As a result, there are both differences and similarities between public sector recovery plans and private sector business continuity plans.

Specific areas to consider in continuity plans include the following:

(1) Succession: To ensure that the leadership will continue to function effectively under emergency conditions. When practical, there is a designation of at least three successors for each position. Provisions have been made to deal with vacancies and other contingencies such as absence or inability to act.
(2) Pre-delegation of emergency authorities: To ensure that sufficient enabling measures are in effect to continue operations under emergency conditions. Emergency authorities have been enacted that specify the essential duties to be performed by the leadership during the emergency period and that enable the leadership to act if other associated entities are disrupted, and to re-delegate with appropriate limitations.
(3) Emergency action steps: Actions that facilitate the ability of personnel to respond quickly and efficiently to disasters/emergencies. Checklists, action lists, and/or standard operating procedures (SOPs) have been written that identify emergency assignments, responsibilities, and emergency duty locations. Procedures should also exist for alerting, notifying, locating, and recalling key members of the entity. The SOPs and notification procedures should be integrated.
(4) Primary and alternate emergency operations centers: A facility or capability from which direction and control is exercised in an emergency. This type of center or capability is designated to ensure that the capacity exists for the leadership to direct and control operations from a centralized facility or capability in the event of an emergency. *(See A.5.12.1.)*
(5) Alternate operating or backup facilities: Provisions also exist for alternate site(s) for departments or agencies having emergency functions or continuing operations.
(6) Vital records: The measures that are taken by the entity to protect the entity's vital records — for example, financial, data, personnel records, and engineering drawings — that the entity should have to continue functioning during emergency conditions and to protect the rights and interests of the entity. Procedures have been put in place to ensure the selection, preservation, and availability of records essential to the effective functioning of the entity under emergency conditions and to maintain the continuity of operations. Protection of records should comply with applicable laws [Health Insurance Portability and Accountability Act (HIPAA) or other privacy laws].
(7) Protection of resources, facilities, and personnel: The measures that are taken to deploy resources and personnel in a manner that will provide redundancy to ensure the entity can continue to function during emergency conditions. Plans and procedures are in place to ensure the protection of personnel, facilities, and resources so the entity can operate effectively. The entity should have the ability to allocate needed resources and restore functions during and after disasters/emergencies. Plans should address deployment procedures to relocate/replicate resources or facilities, increase protection of facilities, and inform and train personnel in protective measures. Preparedness should be increased based on the threat level. *(See A.5.3.)*

A.5.9.1 An example of an approved incident management system (IMS) would be NIMS, as used in the United States, the British equivalent, or the Continental European system, or their equivalent. *(See Annex E.)*

For specific information on communications and warning and emergency public information, see Sections 5.10 and 5.15.

A.5.9.2 In emergencies, an incident management system would be used to systematically identify management functions assigned to various personnel. The system used varies among entities and among jurisdictions within entities. In minor emergencies, incident management functions might be handled by one person, the incident commander or equivalent designation.

An incident management system is designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration. See Annex E for detailed information on incident management systems (IMSs).

A.5.9.5 See Annex E for information on incident action plans.

A.5.10.3 Means of maintaining capability includes redundant or multiple systems.

A.5.11 Procedures should include, but not be limited to, the following:

(1) Control of access to the area affected by the emergency
(2) Identification of personnel engaged in activities at the incident
(3) Accounting for personnel engaged in incident activities
(4) Accounting for persons affected, displaced, or injured by the emergency
(5) Mobilization and demobilization of resources
(6) Provision of temporary, short-term, or long-term housing, feeding, and care of populations displaced by an emergency
(7) Recovery, identification, and safeguarding of human remains (The National Foundation for Mortuary Care has recommended practices for mass casualty events.)
(8) Provision for the mental health and physical well-being of individuals affected by the emergency
(9) Provision for managing critical incident stress for responders

A.5.11.2 Property conservation, as used in 5.11.2, means minimizing property damage.

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A.5.11.4 A needs assessment should include addressing the safety, health, and welfare of people, and the protection of property and the environment under the jurisdiction of the entity.

A.5.12.1 Emergency operations centers (EOCs) represent the physical location at which the coordination of information and resources to support incident management activities normally takes place. The Incident Command Post (ICP) located at or in the immediate vicinity of an incident site, although primarily focused on the tactical on-scene response, can perform an EOC-like function in smaller-scale incidents or during the initial phase of the response to larger, more complex events. Standing EOCs, or those activated to support larger, more complex events, are typically established in a more central or permanently established facility at a higher level of organization within a jurisdiction.

EOCs can be organized by major functional discipline (fire, law enforcement, medical services, and so on), by jurisdiction (city, county, region, and so on), or, more likely, by some combination thereof.

Department Operations Centers (DOCs) normally focus on internal agency incident management and response and are linked to and, in most cases, are physically represented in a higher level EOC. ICPs should also be linked to DOCs and EOCs to ensure effective and efficient incident management.

For complex incidents, EOCs can be staffed by personnel representing multiple jurisdictions and functional disciplines and a wide variety of resources. For example, a local EOC established in response to a bioterrorism incident would likely include a mix of law enforcement, emergency management, public health, and medical personnel (representatives of health care facilities, pre-hospitalization emergency medical services, patient transportation systems, pharmaceutical repositories, laboratories, and so on).

EOCs can be permanent organizations and facilities or can be established to meet temporary, short-term needs. The physical size, staffing, and equipping of an EOC will depend on the size of the jurisdiction, resources available, and anticipated incident management workload. EOCs can be organized and staffed in a variety of ways. Regardless of the specific organizational structure used, EOCs should include the following core functions: coordination; communications; resource dispatch and tracking; and information collection, analysis, and dissemination.

EOCs can also support multiagency coordination and joint information activities as discussed subsequently. On activation of a local EOC, communications and coordination have to be established between the Incident Command (IC) or Unified Command (UC) and the EOC when they are not collocated. ICS field organizations have to also establish communications with the activated local EOC, either directly or through their parent organizations. Additionally, EOCs at all levels of government and across functional agencies have to be capable of communicating appropriately with other EOCs during incidents, including those maintained by private organizations. Communications between EOCs has to be reliable and contain built-in redundancies. The efficient functioning of the EOCs most frequently depends on the existence of mutual aid/assistance agreements and joint communications protocols among participating agencies.

Facilities should be capable of accommodating any combination of essential representatives who are identified in the entity's plan. Facilities should have adequate workspace, communications, and back-up utilities and should meet other basic human needs for each representative. Essential functions include gathering essential information capable of providing centralized direction and control, and warning for response and recovery actions. Facilities should be located so that they are not impacted by the same event. *(See A.5.8.3.8.)*

With the increased usage of virtual or mobile EOC capabilities, entities using this mode of operation should still meet the criteria in this section.

An emergency operations center would include an emergency coordination center or its equivalent.

A.5.14.3 Exercises should include, but not be limited to, tabletops, simulations, and full operational exercises.

A.5.14.4 A Corrective Action Program is a process that follows an actual occurrence or exercise to identify program shortfalls and necessary corrective actions to address those shortfalls. The Corrective Action Program provides the techniques to manage the capabilities improvement process.

The Corrective Action Program begins following the "after-action" discussion/critique of the incident or exercise. The Corrective Action Program might also begin during the incident if a lengthy or extended event is being managed. During the evaluation, process deficiencies are noted that require improvement. Some corrective actions might not be taken immediately due to constraints, such as budgets, staffing, or contracts, and might be deferred as part of the long-range project. However, temporary actions should be taken to implement the desired option.

Typically, those process deficiencies fall within one or more of the 13 program elements found in the standard. There are three categories of corrective actions, listed as follows:

(1) Plan or standard operating procedures (SOP) revisions
(2) Training
(3) Equipment additions or modifications and facilities

A task group is assigned to each identified area of noted deficiency to develop the necessary actions for improvement and a time schedule for development of the necessary corrective action is established.

The task group should do the following:

(1) Develop options for appropriate corrective action
(2) Make recommendations for a preferred option
(3) Develop an implementation plan, which could include training
(4) Ensure that during the next exercise the corrective action be evaluated to determine if the corrective actions have been successful

There are eight components in the Corrective Action Program, as follows:

(1) Develop a problem statement that states the problem and identifies its impact
(2) Review the past history of corrective action issues from previous evaluations and identify possible solutions to the problem
(3) Select a corrective action strategy and prioritize the actions to be taken, as well as an associated schedule for completion
(4) Provide authority and resources to the individual assigned to implementation so that the designated change can be accomplished
(5) Identify the resources required to implement the strategy

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(6) Check on the progress of completing the corrective action
(7) Forward problems that need to be resolved by higher authorities to the level of authority that can resolve the problem
(8) Test the solution through exercising once the problem is solved

As a special note: The appropriate corrective actions might not be taken due to budgetary or other constraints or will be deferred as a part of the long-range capital project. However, temporary actions might be adopted during the time it takes to fund and implement the desired option.

A.5.15.1 Information can be accessed, both internally and externally, in many ways. There can be formal educational programs established to reach the populations that could be impacted by an emergency. In turn, these same populations might request information of the entity with regard to the hazards and the program in place. In both cases, the entity should establish procedures to disseminate this information to (or educate and inform) its own members and, if applicable, the public. Also, it should establish procedures to respond to internal and external requests for such information, which can be done through pamphlets, speaker's bureaus, the Internet, community meetings, newsletters, and so forth. A schedule and identification of accountable and responsible individuals for resolution of stakeholder communications should be identified and implemented.

Information should be tailored to the appropriate audience or population. For example, internal members will need to know more about their role in the program. They will need to know how to respond, where to respond, and how to prevent or minimize the impact of the hazard. The public, on the other hand, will need to know how they will be notified of an emergency, the potential effect of the hazard, and how to protect themselves from the impact of the hazard.

A.5.15.2 An emergency public information capability should incorporate a joint information system that includes the following:

(1) Interagency coordination and integration
(2) Developing and delivering coordinated messages
(3) Support for decision makers
(4) Flexibility, modularity, and adaptability

The system provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis. It includes the plans, protocols, and structures used to provide information to the public during incident operations, and encompasses all public information operations related to the incident, including federal, state, local, tribal, and private organization public information officers (PIOs), staff, and a joint information center established to support an incident.

A joint information center is a physical location where public affairs professionals from organizations involved in incident management activities can colocate to perform critical emergency information, crisis communications, and public affairs functions. It is important for the center to have the most current and accurate information regarding incident management activities at all times. The center provides the organizational structure for coordinating and disseminating official information. Centers should be established at each level of incident management, as required.

It is important to note the following:

(1) The center should include representatives of each jurisdiction, agency, private sector, and nongovernmental organization involved in incident management activities.
(2) A single center location is preferable, but the system should be flexible and adaptable enough to accommodate multiple center locations when the circumstances of an incident require. Multiple centers might be needed for a complex incident spanning a wide geographic area or multiple jurisdictions.
(3) Each center should have procedures and protocols to communicate and coordinate effectively with other centers, as well as with other appropriate components of the incident management system.

A.5.16 There should be a responsive financial management and administrative framework that complies with the entity's program requirements and is uniquely linked to emergency operations. The framework should provide for maximum flexibility to expeditiously request, receive, manage, and apply funds in a non-emergency environment and in emergency situations to ensure the timely delivery of assistance. The administrative process should be documented through written procedures. The program should also be capable of capturing financial data for future cost recovery, as well as identifying and accessing alternative funding sources and managing budgeted and specially appropriated funds.

A.5.16.1 In addition to having sound financial and administration procedures for daily operations, it is equally important to have procedures in place that will allow an entity to expedite financial decision making and ensure that proper accounting occurs. To develop proper financial and administration procedures, the following steps should be taken:

(1) The finance department should be included as a member of the Advisory Committee. *(See Section 4.3.)*
(2) The finance department should be actively involved with identifying, prioritizing, and purchasing internal and external resources. *(See Section 5.6.)*
(3) The entity's financial opportunities or limitations should be identified within the strategic plan that defines the vision, mission, goals, and objectives of the program. *(See 5.8.3.3.)*

A.5.16.3(5) Many emergency management programs in both the public and private sectors are supported in part by grants from government entities or private sources.

Annex B Disaster/Emergency Management and Business Continuity Related Organizations

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.

B.1 The following lists of U.S. federal and international agencies, organizations, and academic institutions have been identified for informational purposes only and are not intended to be all-inclusive. Inclusion on the list does not constitute an endorsement by NFPA or the Technical Committee on Emergency Management and Business Continuity.

B.2 Government Emergency Management and Related Agencies.

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B.2.1 Australia/New Zealand.

Australian Capital Territory Emergency Services Authority
123–125 Carruthers Street
Curtin, ACT 2605
Australia
02-6207-8444
02-6207-8447 (fax)
www.esa.actgov.au

Emergency Management Australia (Federal)
Mount Macedon Road
Mount Macedon, Victoria 3441
Australia
03-5421-5100
03-5421-5272 (fax)
www.ema.gov.au

Department of Justice, Victoria, Australia
Victoria State Emergency Service – State Headquarters
168 Stuart Street
Southbank, Victoria 3006
Australia
03-9684-6666
www.ses.vic.gov.au

Office of Emergency Services (New South Wales)
Level 12, 52 Phillip Street
Sydney, NSW, 2000
Australia
02-8247-5900
02-9253-9168 (fax)
www.emergency.nsw.gov.au

Northern Territory Emergency Service
PO Box 2630
Alice Springs, NT 0871
Australia
08-8951-6662
08-8953-2544 (fax)
www.nt.gov.au

Queensland Department of Emergency Services
Emergency Services Complex
Cnr Park Road and Kedron Park Road
Kedron
Brisbane 4031
Queensland
Australia
07-3247-8821

South Australia Security and Emergency Management
GPO Box 2343
Adelaide 5000
Australia
www.semo.sa.gov.au

State Emergency Service – Tasmania
Level 1, 47 Liverpool Street
Hobart, Tasmania 7000
Australia
03-6230-2700
03-6234-9767
www.ses.tas.gov.au

Ministry of Civil Defence and Emergency Management
33 Bowen Street
PO Box 5010
Wellington, New Zealand
04-473-7363
04-473-7369 (fax)
www.civildefence.govt.nz

B.2.2 Canada.

B.2.2.1 Federal Government.

Canadian Centre for Emergency Preparedness (CCEP)
1005 Skyview Drive
Suite 323
Burlington, ON L7P 5B1
Canada
(905) 331-2552
(905) 331-1641 (fax)
www.ccep.ca

Canadian Centre for Occupational Health & Safety (CCOHS)
135 Hunter Street East
Hamilton, ON L8N 1M5
Canada
(800) 263-8466 or (905) 572-4400
(905) 572-4500 (fax)
www.ccohs.ca
Education and Training: www.ccohs.ca/education

Canadian Coast Guard (CCG)
200 Kent Street 13th Floor, Station 13228
Ottawa, ON K1A 0E6
Canada
(613) 993-0999
(613) 990-1866 (fax)
www.ccg-gcc.gc.ca

Canadian General Standards Board (CGSB)
Gatineau, QC K1A 1G6
Canada
(819) 956-0425 or (800) 665-2472
(819) 956-5644 (fax)
www.pwgsc.gc.ca/cgsb/home/index-e.html

Canadian Network of Toxicology Centers
University of Guelph
2nd Floor, Bovey Building
Gordon Street
Guelph, ON N1G 2W1
Canada
(519) 824-4120 ext. 52950
(519) 837-3861 (fax)
www.uoguelph.ca/cntc

Canadian Nuclear Safety Commission
Headquarters
280 Slater Street
P.O. Box 1046
Station B
Ottawa, ON K1P 5S9
Canada

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(800) 668-5284 (in Canada)
(613) 995-5894 (outside Canada)
(613) 995-5086 (fax)
www.nuclearsafety.gc.ca

Canadian Transportation Agency (CTA)
15 Eddy Street
Gatineau, QC K1A 0N9
Canada
(888) 222-2592
(819) 953-8353 (fax)
www.cta-otc.gc.ca

CANUTEC (Transport Canada)
330 Sparks Street
Office 1401
Ottawa, ON K1A 0N5
Canada
(613) 996-6666 (emergency — call collect)
*666 (cellular phone in Canada only)
(613) 992-4624 (information — call collect)
(613) 954-5101 (fax)
www.tc.gc.ca/canutec

Defense R and D, Suffield
Box 4000, Station Main
Medicine Hat, AB T1A 8K6
Canada
(403) 544-4656
(403) 544-3388 (fax)
www.dres.dnd.ca/About DRDC/index_e.html

Environment Canada (EC)
351 St. Joseph Boulevard
Hull, QC K1A 0H3
Canada
(819) 997-2800
(800) 668-6767 (toll free)
(819) 953-2225 (fax)
www.ec.gc.ca

Hazardous Materials Information Review Commission
427 Laurier Avenue West, 7th Floor
Ottawa, ON K1A 1M3
Canada
(613) 993-4331
(613) 993-4686 (fax)
www.hmirc-ccrmd.gc.ca

Health Canada
Chemical Emergency Response Unit
5th Floor, 269 Laurier West
Ottawa, ON K1A 0K9
(613) 946-5690
www.hc-sc.gc.ca

Human Resources Development Canada
HRSDC — Labour Program
Place du Portage, Phase II
165 Hotel de Ville Street, 10th Floor
Gatineau, QC K1A 0J2
(819) 953-7495 or (800) 463-2493
(819) 953-8768 (fax)
www.sdc.gc.ca/en/gateways/nav/top_nav/program/labour.shtml

National Defense Headquarters
Major-General George R. Pearkes Building
101 Colonel By Drive
Ottawa, ON K1A 0K2
Canada
(613) 995-2534
(613) 995-2610 (fax)
www.forces.gc.ca

Natural Resources Canada
Explosives Research Laboratory
1431 Merivale Road
Ottawa, ON K1A 0G1
Canada
(613) 948-5200
www.nrcan-rncan.gc.ca/mms/explosif/over/over_e.htm

Public Health Agency of Canada
Center for Emergency Preparedness and Response
130 Colonnade Road, A.L. 6501 H
Ottawa, ON K1A 0K9
www.phac-aspc.gc.ca/cepr-cmiu/index.html

Public Safety and Emergency Preparedness Canada (PSEPC)
340 Laurier Avenue, West
Ottawa, ON K1A 0P8
Canada
(613) 991-3283
www.psepc-sppcc.gc.ca

Transport Canada (TC)
Tower C, Place de Ville
330 Sparks Street
Ottawa, ON K1A 0N5
Canada
(613) 990-2309 or (613) 954-4731
(613) 998-8620 or (613) 954-4731 (fax)
www.tc.gc.ca

Transportation Safety Board of Canada (TSBC)
Place du Centre
200 Promenade du Portage, 4th Floor
Hull, QC K1A 1K8
Canada
(819) 994-3741
(819) 997-2239 (fax)
www.bst.gc.ca

Workplace Hazardous Materials Information System (WHMIS)
Chief, National Office / National WHMIS Coordinator
Health Canada
123 Slater Street, A.L. 3504D
Ottawa, ON K1A 0K9
Canada
(613) 957-2991 or (866) 225-0709
(613) 941-5366
www.hc-sc.gc.ca/ewh-semt/occup-travail/whmis-simdut/index_e.html/harmonization.htm

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B.2.2.2 Provincial Government.

Alberta

Emergency Management Alberta
Alberta Municipal Affairs
16th Floor, Commerce Place
10155 102 Street
Edmonton, AB T5J 4L4
Canada
(780) 422-9000
310-0000 (toll free in Alberta)
(780) 422-1549 (fax)
www.gov.ab.ca/ma/ds

British Columbia

Justice Institute of British Columbia
715 McBride Boulevard
New Westminster, BC V3L 5T4
Canada
(604) 525-5422
(604) 528-5518 (fax)
www.jibc.bc.ca

British Columbia Provincial Emergency Program
455 Boleskine Road
Victoria, BC V8Z 1E7
Canada
(250) 952-4913
(800) 663-3456 (24 hour emergency)
#7372 (cellular phone toll free in British Columbia)
(250) 952-4888 (fax)
www.pep.bc.ca
Mailing Address:
P.O. Box 9201 Stn Prov. Govt
Victoria, BC V8W 9J1
Canada

Manitoba

Manitoba Emergency Measures Organization
Room 1525
405 Broadway
Winnipeg, MB R3C 3L6
Canada
(204) 945-4772
(888) 267-8298
(204) 945-4620 (fax)
www.gov.mb.ca/emo/index.html

Newfoundland and Labrador

Emergency Measures Organization (Newfoundland and Labrador)
Confederation Building
P.O. Box 8700
St. John's, NL A1B 4J6
(709) 729-3703
(709) 729-3857 (fax)
www.mpa.gov.nl.ca/mpa/emo.html

New Brunswick

New Brunswick Emergency Measures Organization
Victoria Health Centre
P. O. Box 6000, Stn A
65 Brunswick Street
Fredericton, NB E3B 5H1
Canada
(506) 453-2133
(800) 567-4034
(506) 456-5513 (fax)
www.gnb.ca/cnb/emo-omu/index-e.asp

Northwest Territories

Emergency Measures Organization (Northwest Territories)
Municipal and Community Affairs
Government of the Northwest Territories
5201 50th Avenue, Suite 600
Yellowknife, NT X1A 3S9
(867) 873-7083
(867) 873-7554 (24 hour emergency)
(867) 873-8193 (fax)
www.maca.gov.nt.ca/about/emergency.html

Nova Scotia

Emergency Measures Organization (Nova Scotia)
P.O. Box 2581
Halifax, NS B3J 3N5
Canada
(903) 424-5620
(903) 424-5376 (fax)
www.gov.ns.ca/emo

Nunavut

Nunavut Emergency Services
Dept. of Community Government & Transportation
P.O. Box 800
Iqaluit, NV X0A 0H0
(867) 979-6262 (24 hour emergency)
(800) 693-1666 (24 hour emergency toll free)
(867) 979-4221 (fax)

Ontario

Emergency Management Ontario
77 Wellesley Street West, Box 222
Toronto, ON M7A 1N3
Canada
(416) 314-3723
(866) 314-0472 (24 hour emergency line)
(416) 314-3758 (fax)
www.mpss.jus.gov.on.ca/english/pub_security/emo/about_emo.html

Prince Edward Island

Prince Edward Island Emergency Measures Organization
National Bank Tower
134 Kent Street, Suite 600
Charlottetown, PE C1A 8R8
Canada
(902) 368-6361
(902) 892-9365 (24 hour emergency line)
(902) 368-6362 (fax)
www.gov.pe.ca

Québec

Organisation de la Sécurité Civile du Québec (OSCQ)
Direction des communications
2525, boul. Laurier, 5th Floor
Tour du Saint-Laurent

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Québec, QC G1V 2L2
Canada
(418) 644-6826 or (866) 644-6826
(418) 643-3194 (fax)
www.msp.gouv.qc.ca/secivile

Ministère des Transports du Québec
Direction du transport routier des marchandises
Service de la normalization technique
Section transport des matières dangereuses
700 Boulevard René-Lévesque Est, 2e étage
Québec, QC G1R 5H1
Canada
(888) 355-0511
(418) 643-1269 (fax)
www.mtq.quov.qc.ca/fr/index.asp

Saskatchewan
Saskatchewan Emergency Planning
220 – 1855 Victoria Avenue
Regina, SK S4P 3V7
Canada
(306) 787-9563
(306) 787-1694 (fax)
www.cps.gov.sk.ca/safety/emergency

Yukon
Yukon Emergency Measures Organization
Community Services
Emergency Measures Branch
Combined Services Building, 2nd Floor
60 Norseman Road
Whitehorse Airport
Whitehorse, YT
Canada
Mailing Address:
Government of Yukon
Box 2703, EMO
Whitehorse, YT Y1A 2C6
Canada
(867) 667-5220
(800) 661-0408, local 5220 (toll free in Yukon)
(867) 393-6266 (fax)
www.community.gov.yk.ca

B.2.3 Japan.

Fire and Disaster Management Agency
Ministry of Home Affairs
1-2 Kasumigaseki 2-chome, Chiyoda-ku
Tokyo 100-8926
Japan
81-3-5253-5111
www.fdma.go.jp

B.2.4 United Kingdom.

UK Resilience
Civil Contingencies Secretariat
HM Government
10 Great George Street
London
SW1P 3AE
United Kingdom
www.ukresilience.infor(main page)
www.pfe.gov.uk(specific page for emergency management)

B.2.5 United States.

Agency for Toxic Substances and Disease Registry
Public Health Service
U.S. Department of Health and Human Services
1600 Clifton Road
Atlanta, GA 30333
(404) 498-0110 or (888) 42-ATSDR or (888) 422-8737
(404) 498-0093 (fax)
www.atsdr.cdc.gov/atsdrhome.html

Air Force Hazardous Material Resource Information System
2325 5th Street, Building 675
Wright-Patterson AFB OH 45433-7021
www.hazmat48.wpafb.af.mil/

Centers for Disease Control and Prevention (CDC)
1600 Clifton Road
Atlanta, GA 30333
(404) 639-3311
(404) 639-3534 or (800) 311-3435 (public inquiries)
www.cdc.gov

CDC Public Health Emergency Response Guide for State, Local, and Tribal Public Health Directors
www.bt.cdc.gov/planning/responseguide.asp

CDC, Emergency Preparedness & Response
Bioterrorism Preparedness & Response Planning
Centers for Disease Control and Prevention
Mailstop C-18
1600 Clifton Road
Atlanta, GA 30333
(800) 232-4436
(888) 232-6348 (TTY)
(877) 554-4625 (CDC clinician information line)
www.bt.cdc.gov

CDC, National Center for Infectious Diseases
Office of Health Communication
National Center for Infectious Diseases
Centers for Disease Control and Prevention
Mailstop C-14
1600 Clifton Road
Atlanta, GA 30333
www.cdc.gov/ncidod/diseases/index.htm

Chemical and Biological Defense Information Analysis Center (CBIAC)
Building E3330, Room 150
Aberdeen Proving Ground — Edgewood Area
Gunpowder, MD 21010-0196
(410) 676-9030
(410) 676-9703 (fax)
www.cbiac.apgea.army.mil

Department of Defense/Department of the Army, Director of Military Support
Defense Technical Information Center
Attn: Information Analysis Center Program Office (DTIC-AI)
8725 John J. Kingman Road, Suite 0944
Fort Belvoir, VA 22060-6218

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(703) 767-9120
(800) 225-3842
(703) 767-9119 (fax)
www.iac.dtic.mil

Department of Defense, Defense Technical Information Center, Index of Resources
www.dtic.mil/dtic/d

Department of Defense, Office of the Deputy Assistant to the Secretary for Counterproliferation and Chemical and Biological Defense Programs (DASTD CP/CBD)
www.acq.osd.mil/cp/

Department of Education, Emergency Planning
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202
(202) 401-2000
(800) 872-5327
(202) 401-0689 (fax)
www.ed.gov/admins/lead/safety/emergencyplan/index.html

Department of Energy/National Nuclear Security Administration
U.S. Department of Energy
National Nuclear Security Administration
Nevada Operations Office
P.O. Box 98518
Las Vegas, NV 89193-8518
(702) 295-3521
(702) 295-0154 (fax)
www.nnsa.doe.gov/nevada.htm

Department of Health and Human Services (DHHS)
200 Independence Avenue, SW
Washington, DC 20201
(202) 619-0257 or (877) 696-6775
www.hhs.gov

Department of Health and Human Services, Health and Medical Services Support Plan for the Federal Response to Acts of Chemical/Biological (C/B) Terrorism, 21 June 1996
Department of Health and Human Services
200 Independence Avenue, SW
Washington, DC 20201
(877) 696-6775
http://ndms.dhhs.gov/CT_Program/Response_Planning/C-BHMPlan.pdf

Department of Health and Human Services (DHHS), Office of Public Health Emergency Preparedness (OPHEP)
U.S. Department of Health and Human Services
200 Independence Avenue, SW
Washington, DC 20201
(202) 401-5840 or (202) 619-0257 or (877) 696-6775
www.hhs.gov/ophep

Department of Health and Human Services, Pandemic Influenza
National Vaccine Program Office
U.S. Department of Health and Human Services
200 Independence Avenue, SW
Washington, DC 20201
www.hhs.gov/nvpo/pandemics/index.html

Department of Health and Human Services, U.S. Public Health Service, National Disaster Medical System
USPHS Office of Emergency Preparedness
National Disaster Medical System
12300 Twinbrook Parkway, Suite 360
Rockville, MD 20857
(301) 443-1167 or (800) USA-NDMS
(301) 443-5146 or (800) USA-KWIK (fax)
www.oep.ndms.dhhs.gov/NDMS/ndms.html

Department of Homeland Security/FEMA
Headquarters DHS
Federal Center Plaza
500 C Street, SW
Washington, DC 20472
(202) 646-4600
(202) 646-4060 (fax)
www.dhs.gov

Department of Homeland Security/Ready.gov
www.ready.gov/default.html
Ready Business: www.ready.gov/business/index.html
Ready America: www.ready.gov/index.html

Department of Homeland Security/FEMA
National Disaster Medical System
500 C Street, SW
Washington, DC 20472
(800) USA-NDMS or (800) 872-6367
(202) 646-4618 (fax)
www.ndms.fema.gov

Department of Homeland Security/Preparedness Directorate
United States Fire Administration
National Fire Academy
National Fire Data Center
National Fire Programs
National Emergency Training Center (NETC)
16825 South Seton Avenue
Emmitsburg, MD 21727
(800) 500-5164
www.usfa.fema.gov

Department of Homeland Security/FEMA
Emergency Management Institute/Training Division
National Emergency Training Center
www.training.fema.gov/emiweb

Department of Homeland Security/FEMA
National Incident Management System (NIMS) Integration Center
Copies of the NIMS document:
Call FEMA at (800) 480-2520, press option 4, ask for FEMA 501, National Incident Management System.
Download from NIMS Website: www.fema.gov/nims
Contact the NIMS Integration Center: NIMS Integration Center @ dhs.gov or (202) 646-3850
www.fema.gov/nims/nims_about.shtm

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Department of Homeland Security/Preparedness Directorate
Office of Grants and Training
810 7th Street, NW
Washington, DC 20531
ODP Centralized Scheduling and Information Desk (CSID)
(800) 368-6498 (8:00 a.m. to 7:00 p.m. EST, Mon-Fri)
(202) 514-5566 (fax)
www.dhs.gov

Department of Justice/Office for Domestic Preparedness
U.S. Department of Justice
950 Pennsylvania Avenue, NW
Washington, DC 20530-0001
www.ojp.usdoj.gov/odp/

Department of Transportation, Office of Hazardous Materials Safety
Research and Special Programs Administration
400 7th Street, SW
Washington, DC 20590
(202) 366-4000
http://hazmat.dot.gov

Department of Veterans Affairs, Veterans Health Administration
Emergency Management Strategic Healthcare Group
510 Butler Avenue, Building 203-B
Martinsburg, WV 25401
(304) 264-4835
(304) 264-4499 (fax)
www.va.gov/emshg

Emergency Education Network, EENET
National Emergency Training Center (NETC)
16825 South Seton Avenue
Emmitsburg, MD 21727
(800) 500-5164
www.fema.gov/tab_education.shtm

Emergency Management Institute, FEMA
National Emergency Training Center (NETC)
16825 South Seton Avenue
Emmitsburg, MD 21727
(800) 500-5164
www.training.fema.gov/emiWeb

Emergency Management Assistance Compact (EMAC)
National Emergency Management Association
(859) 244-8217
www.emacweb.org

Emergency Response Guidebook
First Responder's Guide for HAZMAT Operations, DOT, 2004
hazmat.dot.gov/pubs/erg2004/gydebook.htm
Download: hazmat.dot.gov/pubs/erg2004/erg2004.pdf

Environmental Protection Agency, Chemical Emergency Preparedness and Prevention
Ariel Rios Federal Building
1200 Pennsylvania Avenue, NW
Washington, DC 20460
(800) 424-9346 (toll free)
(703) 412-9810 (metropolitan DC area and international calls)
www.epa.gov/ceppo or www.epa.gov/swercepp

Environmental Protection Agency, Environment Response Team
2890 Woodbridge Avenue
Building 18, MS 101
Edison, NJ 08837
(732) 321-6740
www.ert.org/

Environmental Protection Agency, National Response System
Ariel Rios Federal Building
1200 Pennsylvania Avenue, NW
Washington, DC 20460
(202) 260-2090
www.epa.gov/superfund/programs/er/nrs/index.htm

Federal Emergency Management Agency (FEMA)
500 C Street, SW
Washington, DC 20472
Federal Response Plan: www.fema.gov
State and Local Guide (SLG) 101: Guide for All-Hazard Emergency Operations Planning:
wwww.fema.gov/rrr/gaheop.shtm
Bibliography Listing for Emergency Management: www.fema.gov/library or (202) 566-1600

Hazardous Materials Information Resource System, Department of Defense, Defense Logistics Agency
Defense Supply Center Richmond
ATTN: DSCR-VBA
Jefferson Davis Highway
Richmond, VA 23297-5685
(804) 279-5252
(804) 279-5337 (fax)
www.dlis.dla.mil/hmirs

The Health Library for Disasters, World Health Organization, and Pan-American Health Organization
www.helid.desastres.net/cgi_bin/library.exe

Homeland Security Integration Center, U.S. Army
MANSCEN
Homeland Security Office (ATZT-HLS)
203 Illinois Avenue
Building 312, Room 304
Fort Leonard Wood, MO 65473-8936
(573) 596-0131 ext. 35328
(573) 563-8077 (fax)
www.wood.army.mil/hls

Learning Resource Center, National Emergency Training Center, FEMA/NFA, LRC Online Card Catalog
National Emergency Training Center
Learning Resource Center
16825 South Seton Avenue
Emmitsburg, MD 21727
(301) 447-1000
(301) 447-1052 (fax)
www.lrc.fema.gov/index.html

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Local Emergency Planning Committee (LEPC) Database
www.epa.gov/swercepp/lepclist.htm

National Animal Health Emergency Management System
www.usaha.org/nahems

National Institute of Building Science (NIBS)
1090 Vermont Avenue, NW, Suite 700
Washington, DC 20005-4905
(202) 289-7800
(202) 289-1092 (fax)
www.nibs.org

National Institute of Health, National Library of Medicine
MedlinePlus: Disasters and Emergency Preparedness
U.S. National Library of Medicine
8600 Rockville Pike
Bethesda, MD 20894
(888) 346-3656 (toll free)
(301) 594-5983
(301) 402-1384 (fax)
www.nlm.nih.gov/medlineplus/disastersandemergencypreparedness.html

National Institutes of Health (NIH)
9000 Rockville Pike
Bethesda, MD 20892
(301) 496-4000
www.nih.gov
List of toll free numbers: www.nih.gov/health/infoline.htm

National Institute for Occupational Safety and Health (NIOSH)
(800) 35-NIOSH or (800) 356-4674
(513) 533-8573 (fax)
www.cdc.gov/niosh/homepage.html

National Institute of Occupational Safety and Health (NIOSH) Publications
(800) 35-NIOSH or (800) 356-4674
(513) 533-8328 (outside the U.S.)
(513) 533-8573 (fax)
(888) 232-3299 (fax-on-demand)
www.cdc.gov/niosh/publistd.html

National Interagency Civil-Military Institute National Guard Bureau
937 North Harbor Drive
Broadway Navy Complex
Building 1, 2nd Deck
San Diego, CA 92132
Office of the Director: (619) 532-1486
(619) 532-1571 (fax)
www.jitc-west.org/index.html

National Laboratory Training Network, CDC
Association of Public Health Laboratories
2025 M Street, NW, Suite 550
Washington, DC 20036
(202) 822-5227 or (800) 536-6586
(202) 887-5098 (fax)
www.aphl.org

National Library of Medicine
8600 Rockville Pike
Bethesda, MD 20894
(888) 346-3656 (local and international calls)
(301) 594-5983
(301) 402-1384 (fax)
www.nlm.nih.gov

National Oceanic and Atmospheric Administration (NOAA)
14th Street and Constitution Avenue, NW
Washington, DC 20230
(202) 482-6090
(202) 482-3154 (fax)
www.noaa.gov

The National Response Center, Chemical/HAZMAT Spills
c/o United States Coast Guard (G-OPF)
2100 2nd Street, SW, Room 2611
Washington, DC 20593-0001
(800) 424-8802 (toll free)
(202) 267-2675 (direct)
(202) 267-2165 (fax)
(202) 267-4477 (TDD)
www.nrc.uscg.mil/nrchp.html

National Response Plan
DHS/FEMA
(800) 368-6498
Download site: www.dhs.gov/interweb/assetlibrary/NRP_FullText.pdf

FEMA
500 C Street, SW
Washington, DC 20472

National Wildlife Health Center, USGS
Center Director
(608) 270-2401
www.nwhc.usgs.gov

Occupational Safety and Health Administration (OSHA)
National Office — U.S. Department of Labor
200 Constitution Avenue, NW
Washington, DC 20210
(800) 321-OSHA (6742)
(877) 889-5627 (TTY)
www.osha.gov

Office of Counterproliferation and Chemical Biological Defense, Department of Defense
www.acq.osd.mil/cp/

Office of Homeland Security
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500
(202) 456-1414
(202) 456-2461 (fax)
www.whitehouse.gov/homeland

Public Health Service (DHHS) Office of Emergency Preparedness
(Manages the National Disaster Medical System)
http://ndms.dhhs.gov/index.html

Public Health Training Network, Center for Disease Control
(800) 311-3435
www.phppo.cdc.gov/phtn/default.asp

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U.S. Army Center for Health Promotion & Preventive Medicine
5158 Blackhawk Road
Aberdeen Proving Ground, MD 21010-5403
(800) 222-9698
https://chppm-www.apgea.army.mil

U.S. Army Chemical School
Fort Leonard Wood Staff Duty Office
(573) 563-8053 (commercial phone)
www.wood.army.mil/usacmls

U.S. Army Corps of Engineers
For General Information:
Public Affairs Office, CEPA
(202) 761-0011
www.usace.army.mil

U.S. Army Medical Department
www.armymedicine.army.mil

U.S. Army Medical Research Institute of Chemical Defense
Commander
U.S. Army Medical Research Institute of Chemical Defense
3100 Ricketts Point Road
Aberdeen Proving Ground, MD 21010-5400
(410) 436-3628
(410) 436-1960 (fax)
http://chemdef.apgea.army.mil

U.S. Army Medical Research Institute of Chemical Defense, Chemical Casualty Care Division
Commander
U.S. Army Medical Research Institute of Chemical Defense (USAMRICD)
ATTN MCMR-UV-ZM
3100 Ricketts Point Road
Aberdeen Proving Ground, MD 21010-5400
(410) 436-2230
(410) 436-3086 (fax)
https://ccc.apgea.army.mil

U.S. Army Medical Research and Material Command
https://mrmc-www.army.mil

U.S. Army Soldier and Biological Chemical Command (SBCCOM)
www.sbccom.apgea.army.mil

U.S. Coast Guard Command Center
www.uscg.mil/hq/commandcenter/oc.htm

U.S. Geological Survey
Headquarters
USGS National Center
John W. Powell Federal Building
12201 Sunrise Valley Drive
Reston, VA 20192
(703) 648-4000 (main switchboard)
(888) 275-8747
www.usgs.gov

U.S. Geological Survey/National Earthquake Information Center
Box 25046, DFC
Denver, CO 80225-0046
(303) 273-8500
(303) 273-8450 (fax)
Earthquake Information Line: (303) 273-8516 (prerecorded information on earthquakes located during the previous 24 hours)
http://neic.usgs.gov

U.S. Geological Survey/National Landslide Information Center
(800) 654-4966
(303) 273-8600 (fax)
http://landslides.usgs.gov/index.html

U.S. Marine Corps, Chemical Biological Incident Response Force
(301) 744-2041 (Public Affairs Officer)
(301) 744-2038 (Command Duty Officer)
www.cbirf.usmc.mil

U.S. Nuclear Regulatory Commission
Office of Public Affairs (OPA)
Washington, DC 20555
(301) 415-8200 or (800) 368-5642
www.nrc.gov

U.S. Public Health Service, National Disaster Medical System
500 C Street SW
Washington, DC 20472
(800) USA-NDMS or (800) 872-6367
(202) 646-4618 (fax)
www.oep.ndms.dhhs.gov

U.S. Secret Service
Office of Government Liaison & Public Affairs
245 Murray Drive
Building 410
Washington, DC 20223
(202) 406-5708
www.treas.gov/usss/index.shtml

USAID — Office of U.S. Foreign Disaster Assistance (OFDA)
U.S. Agency for International Development Information Center
Ronald Reagan Building
Washington, DC 20523-1000
(202) 712-4810
(202) 216-3524 (fax)
www.usaid.gov/hum_response/ofda

B.3 Non-Governmental Emergency Management and Related Organizations.

B.3.1 Africa.

UN/ISDR Africa
Block U, Room 217
UNEP, Gigiri, Nairobi, Kenya
+ 254 2 62 41 01
+ 254 2 62 47 26 (fax)
ISDR-Africa@unep.org
www.unisdrafrica.org

B.3.2 Canada.

Air Transport Association of Canada (ATAC)
1100-255 Albert St.
Ottawa, ON K1T 3W8

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Canada
(613) 233-7727
(613) 230-8648 (fax)
www.atac.ca

Canadian Association of Chiefs of Police (CACP)
582 Somerset Street W
Ottawa, ON K1R 5K2
Canada
(613) 233-1106
(613) 233-6960 (fax)
www.cacp.ca

Canadian Association of Chemical Distributors
627 Lyons Lane #301
Oakville, ON L6J 5Z7
Canada
(905) 844-9140
(905) 844-5706 (fax)
www.cacd.ca

Canadian Association of Fire Chiefs (CAFC)
P.O. Box 1227, Station B
Ottawa, ON K1P 5R3
Canada
(613) 270-9138
(613) 599-7027 (fax)
www.cafc.ca

Canadian Association of Oilwell Drilling Contractors (CAODC)
Manager, Technical Services (CAODC)
800, 540 - 5 Avenue SW
Calgary, AB T2P 0M2
Canada
(403) 264-4311
(403) 263-3796 (fax)
www.caodc.ca

Canadian Association of Petroleum Producers (CAPP)
2100, 350 7th Avenue SW
Calgary, AB T2P 3N9
Canada
(403) 267-1100
(403) 261-4622 (fax)
www.capp.ca

Canadian Center for Pollution Prevention
100 Charlotte Street
Sarnia, ON N7T 4R2
Canada
(519) 337-3423 or (800) 667-9790
(519) 337-3486 (fax)
www.c2p2online.com

Canadian Chemical Producers' Association (CCPA)
350 Sparks Street
Suite 805
Ottawa, ON K1R 7S8
Canada
(613) 237-6215
(613) 237-4061 (fax)
www.ccpa.ca

Canadian Emergency Response Contractors Alliance (CERCA)
c/o CCPA
350 Sparks Street
Suite 805
Ottawa, ON K1R 7S8
Canada
(613) 237-6215
(613) 237-4061 (fax)
www.ccpa.ca/issues/transportation/cerca.aspx

Canadian Gas Association (CGA)
350 Sparks Street, Suite 809
Ottawa, ON K1R 7S8
Canada
(613) 748-0057
(613) 748-9078 (fax)
www.cga.ca

Canadian Interagency Forest Fire Center (CIFFC)
210-301 Weston Street
Winnipeg, MB R3E 3H4
Canada
(204) 784-2030
(204) 956-2398 (fax)
www.ciffc.ca

Canadian National Rail (CN Rail)
Dangerous Goods and Responsible Care
935 de la Gauchetiere Street West
Montreal, QC H3B 2M9
Canada
(888) 888-5909
www.cn.ca

Canadian Red Cross
170 Metcalfe Street, Suite 300
Ottawa, ON K2P 2P2
Canada
(613) 740-1900
(613) 740-1911 (fax)
www.redcross.ca

Canadian Society of Safety Engineering (CSSE)
39 River Street
Toronto, ON M5A 3P1
Canada
(416) 646-1600
(416) 646-9460 (fax)
www.csse.org

Canadian Standards Association (CSA)
5060 Spectrum Way
Mississauga, ON L4W 5N6
Canada
(416) 747-4000 or (800) 463-6727
(416) 747-2473 (fax)
www.csa.ca

Disaster Recovery Information Exchange (DRIE) Canada
157 Adelaide Street West
P.O. Box 247
Toronto, ON M5H 4E7

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Canada
(647) 299-DRIE (3743)
www.drie.org

Disaster Recovery Institute Canada (DRI Canada)
200 Sanders Street, Suite 201
P.O. Box 552
Kemptville, ON K0G 1J0
Canada
(613) 258-2271
(888) 728-DRIC (3742)
(613) 258-1447 (fax)
www.dri.ca

DRIE Atlantic
644 Main Street
P.O. Box 220
Moncton, NB E1C 8L3
Canada
(506) 853-3729
(506) 863-4678 (cellular)
www.drie.org/atlantic

DRIE Central
P.O. Box 27271
360 Main Street
Winnipeg, MB R3C 4T3
Canada
www.drie.org/central

DRIE Montreal
600 Montée du Moulin
Casier Postal 74012
Laval, QC H7A 4A2
Canada
(514) 280-4044 (fax)
www.drie-montreal.org

DRIE Ottawa
P.O. Box 20518
390 Rideau Street
Ottawa, ON K1N 1A3
Canada
www.drieottawa.org

DRIE South Western Ontario
c/o Mike Ross
208-1063 King Street West
Hamilton, ON L8S 4S3
Canada
(800) 461-3095
(905) 526-9056 (fax)
www.drie-swo.org

DRIE Toronto
157 Adelaide Street West
P.O. Box 247
Toronto, ON M5H 4E7
Canada
(647) 299-3743
www.drie.org/toronto

DRIE West
P.O. Box 1557, Station M
Calgary, AB T2P 3B9
Canada
(403) 254-4376
www.drie.org/west

Federation of Canadian Municipalities
24 Clarence Street
Ottawa, ON K1A 0W6
Canada
(613) 241-5221
(613) 241-7440 (fax)
www.fcm.ca

Industrial Accident Prevention Association (IAPA)
207 Queen's Quay West, Suite 550
Toronto, ON M5J 2Y3
Canada
(416) 506-8888
(800) 669-4939 (toll free)
(416) 506-8880 (fax)
www.iapa.ca

Liquefied Petroleum Gas Emergency Response Corporation
800-717 7th Avenue SW
Calgary, AB T2P 0Z3
Canada
(403) 543-6090
(403) 543-6099 (fax)
www.propanegas.ca/lpgerc/index.asp

Ontario Association of Emergency Managers (OAEM)
2150 Burnhamthorpe Road West
P.O. Box 67043
Mississauga, ON L5L 5V4
Canada
Contact: president2006@oaem.ca
www.oaem.ca

Ontario Trucking Association
555 Dixon Road
Toronto, ON M9W 1H8
Canada
(416) 249-7401
(416) 245-6152 (fax)
www.ontruck.org

Railway Association of Canada
99 Bank Street, Suite 1401
Ottawa, ON K1P 6B9
Canada
(613) 567-8591
(613) 567-6726 (fax)
www.railcan.ca

B.3.3 Germany.

UN/ISDR Platform for the Promotion of Early Warning
Görresstrasse 30
D-53113 Bonn, Germany
0049 228 249 88 10
0049 228 249 88 88 (fax)
isdr-ppew@un.org
www.unisdr-earlywarning.org

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B.3.4 Latin America.

UN/ISDR Latin America and the Caribbean
P.O. Box 3745-1000
San José, Costa Rica
+506 224 1186
+506 224 7758 (fax)
eird@eird.org
www.eird.org

B.3.5 Norway.

International Emergency Management Society (TIEMS)
P.O. Box 2777
Soli, N-0204
Oslo, Norway
www.tiems.org

B.3.6 Switzerland.

International Civil Defense Organization
10-12 Chemin de Surville
P.O. Box 172
1213 Petit-Lancy 2
Geneva, Switzerland
+41 22 879-6969
+41 22 879 6979 (fax)
www.icdo.org

International Federation of Red Cross and Red Crescent Societies
PO Box 372
CH-1211 Geneva 19
Switzerland
+41 22 730 42 22
+41 22 733 03 95 (fax)
www.ifrc.org/index.ssd

United Nations Inter-Agency Secretariat of the International Strategy for Disaster Reduction (UN/ISDR)
Palais des Nations
CH 1211 Geneva 10, Switzerland
+41 22 9172529 / 762 / 759
+41 22 9170563 (fax)
isdr@un.org
www.unisdr.org

World Health Organization
Avenue Appia 20
1211 Geneva 27
Switzerland
(+00 41 22) 791 21 11
(+00 41 22) 791 31 11 (fax)
www.who.ch

B.3.7 Thailand.

Asian Disaster Preparedness Center
58 Moo 9, Km. 42, Paholyothin Highway
Klong Luang, Pathumthani 12120
Thailand
(66) 02 516 5900 or (66) 02 516 5910 or (66) 02 524 5350
(66) 02 524 5360 (fax)
www.adpc.net

B.3.8 United Kingdom.

The Business Continuity Institute
10-11 Southview Park
Marsack Street
Caversham
Reading
Berkshire, RG4 5AF
England
+44 (0) 870 603 8783
+44 (0) 870-603-8761 (fax)
www.thebci.org

UK Financial Services Authority
www.fsa.gov.uk

B.3.9 United States.

AFCOM (formerly Association for Computer Operations Management)
742 East Chapman Avenue
Orange, CA 92866
(714) 997-7966
(714) 997-9743 (fax)
www.afcom.com/afcomnew/index.asp

Amateur Radio Emergency Services
www.ares.org

America's Second Harvest
35 East Wacker Drive, #2000
Chicago, IL 60601
(312) 263-2303 or (800) 771-2303
(312) 263-5626
www.secondharvest.org

American Academy of Emergency Medicine
555 East Wells Street
Milwaukee, WI 53202-3823
(800) 884-2236
(414) 276-3349 (fax)
www.aaem.org

American Academy of Medical Administrators
701 Lee Street, Suite 600
Des Plaines, IL 60016-4516
(847) 759-8601
(847) 759-8602 (fax)
www.aameda.org

American Civil Defense Association
The American Civil Defense Association
P.O. Box 1057
Starke, FL 32091
(800) 425-5397 or (904) 964-5397
(904) 964-9641 (fax)
www.tacda.org

American Public Works Association
1401 K Street, NW, 11th Floor
Washington, DC 20005
(202) 408-9541
(202) 408-9542 (fax)
www.apwa.net

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American Radio Relay League
225 Main Street
Newington, CT 06111-1494
(860) 594-0200
(860) 594-0259 (fax)
www.arrl.org

American Red Cross
American Red Cross National Headquarters
2025 E Street, NW
Washington, DC 20006
(202) 303-4498 or (877) 272-7337
Disaster assistance info: (866) 438-4636
www.redcross.org

American Society for Industrial Security
ASIS International
1625 Prince Street
Alexandria, VA 22314-2818
(703) 519-6200
(703) 519-6299 (fax)
www.asisonline.org

American Society for Public Administration (ASPA)
1120 G Street, NW, Suite 700
Washington, DC 20005
(202) 393-7878
(202) 638-4952 (fax)
www.aspanet.org/scriptcontent/index.cfm

American Society of Civil Engineers (ASCE)
World Headquarters
1801 Alexander Bell Drive
Reston, VA 20191-4400
(800) 548-2723
(703) 295-6300 (international)
(703) 295-6222 (fax)
www.asce.org

American National Standards Institute (ANSI)
Homeland Security Standards Panel (HSSP)
25 West 43rd Street
New York, NY 10036
(212) 642-4992
(212) 840-2298 (fax)
www.ansi.org/hssp
ANSI Homeland Security Standards Database (HSSD)

Applied Technology Council (West Coast Office)
201 Redwood Shores Parkway, Suite 240
Redwood City, CA 94065
(650) 595-1542
(650) 593-2320 (fax)

Applied Technology Council (East Coast Office)
2111 Wilson Boulevard, Suite 700
Arlington, VA 22201
(703) 351-5052
(703) 351-9532 (fax)
www.atcouncil.org

Association of Contingency Planners (ACP)
National Headquarters
Technical Enterprises, Inc. (TEI)
7044 South 13th Street
Oak Creek, WI 53154
(800) 445-4227 x450 (information)
(800) 445-4227 x116 (membership)
www.acp-international.com

Association of Energy Engineers
4025 Pleasantdale Road., Suite 420
Atlanta, GA 30340
(770) 447-5083
(770) 446-3969 (fax)
www.aeecenter.org

Association of Environmental & Engineering Geologists (AEG)
P.O. Box 460518
Denver, CO 80246
(303) 757-2926
(303) 757-2969 (fax)
www.aegweb.org

Association of Public-Safety Communications Officials (APCO) International
World Headquarters
351 North Williamson Boulevard
Daytona Beach, FL 32114-1112
(386) 322-2500 or (888) 272-6911
(386) 322-2501 (fax)
www.apcointl.org

Association of Records Managers & Administrators (ARMA)
ARMA International
13725 West 109th Street, Suite 101
Lenexa, KS 66215
(913) 341-3808 or (800) 422-2762 (U.S. and Canada)
(913) 341-3742 (fax)
www.arma.org

Association of Specialists in Cleaning & Restoration International (ASCR)
8229 Cloverleaf Drive, Suite 460
Millersville, MD 21108
(800) 272-7012
(410) 729-3603 (fax)
www.ascr.org

Association of State Dam Safety Officials (ASDSO)
450 Old Vine Street, 2nd Floor
Lexington, KY 40507-1544
(859) 257-5140
(859) 323-1958 (fax)
www.damsafety.org

Association of State Floodplain Managers, Inc.
2809 Fish Hatchery Road
Madison, WI 53713
(608) 274-0123
(608) 274-0696 (fax)
www.floods.org/home/default.asp

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Association of Traumatic Stress Specialists (ATSS)
P.O. Box 2747
Georgetown, TX 78627
(512) 868-3677
(512) 868-3678 (fax)
www.atss-hq.com

Building Owners and Managers Association (BOMA) International
1201 New York Avenue, NW, Suite 300
Washington, DC 20005
(202) 408-2662
(202) 371-0181 (fax)
www.boma.org

Building Seismic Safety Council (BSSC)
National Institute of Building Seismic
1090 Vermont Avenue, NW, Suite 700
Washington, DC 20005
(202) 289-7800
(202) 289-1092 (fax)
www.bssconline.org

Business Network of Emergency Resources, Inc.
11 Hanover Square, Suite 501
New York, NY 10005
(888) 353-2638
www.bnetinc.org

Center for Biosecurity
University of Pittsburgh Medical Center
The Pier IV Building
621 East Pratt Street, Suite 210
Baltimore, MD 21202
(443) 573-3304
(443) 573-3305 (fax)
www.upmc-biosecurity.org

Center for Earthquake Research and Information (CERI)
University of Memphis
3876 Central Avenue Suite 1
Memphis, TN 38152-3050
(901) 678-2007
www.ceri.memphis.edu

Center of Excellence in Disaster Management & Humanitarian Assistance
Tripler Army Medical Center
1 Jarrett White Road (MCPA-DM)
Tripler Army Medical Center
HI 96859-5000
(808) 433-7035
(808) 433-1757 (fax)

Central U.S. Earthquake Consortium (CUSEC)
2630 East Holmes Road
Memphis, TN 38118
(901) 544-3570 or (800) 824-5817
(901) 544-0544 (fax)
www.cusec.org

Chartered Property Casualty Underwriters Society (CPCU)
720 Providence Road
Malvern, PA 19355-0709
(800) 932-2728
(610) 251-2780 (fax)
www.cpcusociety.org

DRI International
201 Park Washington Court
Falls Church, VA 22046-4513
(703) 538-1792
(703) 241-5603 (fax)
www.drii.org

Earthquake Engineering Research Institute
499 14th Street, Suite 320
Oakland, CA 94612-1934
(510) 451-0905
(510) 451-5411 (fax)
www.eeri.org

Emergency Infrastructure Partnership (EIIP)
Avagene Moore
www.emforum.org
EIIP Newsletter: www.emforum.org/eiip/news.htm

Emergency Management Laboratory
P.O. Box 117, MS-11
Oak Ridge, TN 37831- 0117
(865) 576-9647
www.orau.gov/eml

Florida Emergency Medicine Foundation
Emergency Medicine Learning and Resource Center
3717 South Conway Road
Orlando, FL 32812
(407) 281-7396 or (800) 766-6335
(407) 281-4407 (fax)
www.femf.org

Global Warming International Center (GWIC)
22W381, 75th Street
Naperville, IL 60565-9245
(630) 910-1551
(630) 910-1561 (fax)
www.GlobalWarming.net

Humane Society of the United States
2100 L Street, NW
Washington, DC 20037
(202) 452-1100
www.hsus.org/index.html

IT Governance Institute
3701 Algonquin Road, Suite 1010
Rolling Meadows, IL 60008
(847) 590-7491
(847) 253-1443 (fax)
www.itgi.org

Information Systems Audit & Control Association/ Foundation (ISACA)
3701 Algonquin Road, Suite 1010
Rolling Meadows, IL 60008
(847) 253-1545
(847) 253-1443 (fax)
www.isaca.org

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Information Systems Security Association (ISSA)
Technical Enterprises, Inc.
7044 S 13th Street
Oak Creek, WI 53154
(414) 908-4949
(800) 370-4772 (toll free in U.S.)
(414) 768-8001 (fax)
www.issa.org

Institute for Business and Home Safety (IBHS)
4775 E Fowler Avenue
Tampa, FL 33617
(813) 286-3400
(813) 286-9960 (fax)
www.ibhs.org

Insurance Information Institute (III)
110 William Street
New York, NY 10038
(212) 346-5500
www.iii.org

International Association of Arson Investigators (IAAI)
12770 Boenker Road
Bridgeton, MO 63044
(314) 739-4224
(314) 739-4219 (fax)
www.firearson.com

International Association of Chiefs of Police (IACP)
515 N Washington Street
Alexandria, VA 22314
(703) 836-6767 or (800) THE IACP
(703) 836-4543 (fax)
www.theiacp.org

International Association of Fire Chiefs (IAFC)
4025 Fair Ridge Drive, Suite 300
Fairfax, VA 22033-2868
(703) 273-0911
(703) 273-9363 (fax)
www.iafc.org/home/index.asp

International Association of Marine Investigators (IAMI)
711 Medford Center #419
Medford, OR 97504
(866) 844-4264
(541) 857-8498 (fax)
www.iamimarine.org

International City/County Management Association (ICMA)
Director, Program Development
777 North Capitol Street, NE, Suite 500
Washington, DC 20002
(202) 289-4262
(202) 962-3500 (fax)
www.icma.org

International Critical Incident Stress Foundation
3290 Pine Orchard Lane, Suite 106
Ellicott City, MD 21042
(410) 750-9600
(410) 313-2473 (emergency)
(410) 750-9601 (fax)
www.icisf.org

International Disaster Recovery Institute
c/o BWT Associates
P.O. Box 4515
Shrewsbury, MA 01545
(508) 845-6000
(508) 842-9003 (fax)
www.idra.com

International Facility Management Association (IFMA)
1 E Greenway Plaza, Suite 1100
Houston, TX 77046-0194
(713) 623-4362
(713) 623-6124 (fax)
www.ifma.org

Multidisciplinary Center for Earthquake Engineering Research
University at Buffalo, State University of New York
Red Jacket Quadrangle
Buffalo, NY 14261
(716) 645-3391
(716) 645-3399 (fax)
www.mceer.buffalo.edu

National Association of Catastrophe Adjusters, Inc.
P.O. Box 821864
North Richland Hills, TX 76182
(817) 498-3466
(817) 498-0480 (fax)
www.nacatadj.org

National Association of Counties (NACO)
440 First Street, NW, Suite 800
Washington, DC 20001
(202) 393-6226
(202) 393-2630 (fax)
www.naco.org

National Association of EMS Physicians (NAEMSP)
P.O. Box 15945-281
Lenexa, KS 66285-5945
(913) 492-5858 or (800) 228-3677
(913) 599-5340 (fax)
www.naemsp.org

National Association of Emergency Medical Technicians (NAEMT)
P.O. Box 1400
Clinton, MS 39060-1400
(601) 924-7744 or (800) 34 NAEMT (62368)
(601) 924-7325 (fax)
www.naemt.org

National Association of SARA Title III Program Officials (NASTTPO)
577 Wickham Way
Gahanna, OH 43230
www.nasttpo.org

National Association for Search and Rescue
25671 Tremaine Terrace
South Riding, VA 20152

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(703) 222-6277
(877) 893-0702 (toll free)
(703) 222-6283 (fax)
www.nasar.org/nasar

National Center for Post-Traumatic Stress Disorder
Department of Veterans Affairs National Center for PTSD
(802) 296-6300
www.ncptsd.va.gov

National Defense Industrial Association
2111 Wilson Boulevard, Suite 400
Arlington, VA 22201
(703) 522-1820
(703) 522-1885 (fax)
www.ndia.org

National Emergency Management Association (NEMA)
P.O. Box 11910
Lexington, KY 40578-1910
(859) 244-8000
(859) 244-8239 (fax)
www.nemaweb.org/index.cfm

National Environmental Health Association
720 S Colorado Boulevard, Suite 970-S
Denver, CO 80246-1925
(303) 756-9090
(303) 691-9490 (fax)
www.neha.org

National Governors Association (NGA)
Committee Director, Justice and Safety
Hall of the States
444 North Capitol Street
Washington, DC 20001-1572
(202) 624-5300
(202) 624-5313 (fax)
www.nga.org

National Institute for Urban Search and Rescue
P.O. Box 91648
Santa Barbara, CA 93190
(805) 569-5066
www.niusr.org

National Safety Council
1121 Spring Lake Drive
Itasca, IL 60143-3201
(630) 285-1121
(630) 285-1315 (fax)
www.nsc.org

National Voluntary Organizations Active in Disaster (NVOAD)
5960 Kingstowne Center, Suite 120, PMB 111
Alexandria, VA 22315
(703) 339-5596
(253) 541-4915 (fax)
www.nvoad.org

National Watershed Coalition
1023 Manvel, Suite D
P.O. Box 556
Chandler, OK 74834
(405) 627-0670
www.watershedcoalition.org

North East States Emergency Consortium
1 West Water Street
Wakefield, MA 01880
(781) 224-9876
(781) 224-4350 (fax)
www.nesec.org

New England Disaster Recovery Information Exchange (NEDRIX)
McCormack P.O. Box 155
Boston, MA 02101-0155
(781) 485-0279
(781) 385-1616 (fax)
www.nedrix.com

Pacific Earthquake Engineering Research Center
University of California, Berkeley
1301 South 46th Street
Richmond, CA 94804-4698
(510) 231-9554
(510) 231-9471 (fax)
http://peer.berkeley.edu

Pan American Health Organization
525 23rd Street, NW
Washington, DC 20037-2895
(202) 974-3000
(202) 974-3663 (fax)
www.paho.org

PRISM International
605 Benson Road, Suite B
Garner, NC 27529
(919) 771-0657 or (800) 336-9793
(919) 771-0457 (fax)
www.prismintl.org

Private and Public Businesses, Inc.
P.O. Box 510229
St. Louis, MO 63151-0110
(314) 894-2052
www.ppbi.org

Public Risk Management Association
500 Montgomery Street, Suite 750
Alexandria, VA 22314
(703) 528-7701
(703) 739-0200 (fax)
www.primacentral.org

Risk and Insurance Management Society (RIMS)
1065 Avenue of the Americas, 13th Floor
New York, NY 10018
(212) 286-9292
www.rims.org

Seismological Society of America
201 Plaza Professional Building
El Cerrito, CA 94530
(510) 525-5474
(510) 525-7204 (fax)
www.seismosoc.org

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Society for Risk Analysis
1313 Dolley Madison Boulevard
Suite 402
McLean, VA 22101
(703) 790-1745
www.sra.org

South East Business Recovery Exchange
www.drj.com/groups/sebre.htm

Southern California Earthquake Center
University of Southern California
3651 Trousdale Parkway, Suite 169
Los Angeles, CA 90089-0742
(213) 740-5843
www.scec.org

State Guard Association of the United States (SGAUS)
P.O. Box 1416
Fayetteville, GA 30214-1416
(770) 460-1215
www.sgaus.org

Storage Networking Industry Association
500 Sansome Street, Suite 504
San Francisco, CA 94111
(415) 402-0006 ext. 103
(415) 402-0009 (fax)
www.snia.org/home

Volunteers in Technological Assistance
1600 Wilson Boulevard, Suite 1030
Arlington, VA 22209
(703) 276-1800
(703) 243-1865 (fax)
www.vita.org

Western States Seismic Policy Council
644 Emerson Street, Suite 22
Palo Alto, CA 94301
(650) 330-1101
(650) 330-1973 (fax)
www.wsspc.org

B.4 Academic Institutions.

B.4.1 Coordination Project for Higher Education Programs Including FEMA Higher Education Project.

FEMA Higher Education Project
National Emergency Training Center
Emergency Management Institute
16825 S Seton Avenue
Emmitsburg, MD 21727
(301) 447-1000
(301) 447-1346 (fax)
(301) 447-1441 or (301) 447-1000 (admissions fax)
http://training.fema.gov/EMIWeb/edu

B.4.2 Canada.

Fire Etc., Division of Lakeland College
Integrated Response Training, Risk Management Training
5704 47 Avenue
Vermilion, AB T9X 1K4
Canada
(780) 853-5800 or (888) 863-2387 (Canada only)
(780) 853-3008 (fax)
www.fire-etc.ca

Fleming College
1005 Elgin Street West
Cobourg, ON K9A 5J4
(866) 353-6464 or (905) 372-6865
(705) 749-5525 (fax)
www.flemingc.on.ca

Lambton College of Applied Arts and Technology
Fire Science Technology Program
1457 London Road
Sarnia, ON N7S 6K4
Canada
(519) 542-7751
www.lambton.on.ca

McGill University
School of Environment
MSE Administration
3534 University
Montreal, QC H3A 2A7
Canada
(514) 398-5331 or (514) 398-4306
(514) 398-1643 (fax)
www.mcgill.ca/mse

Underwriters Laboratories of Canada
UL University Customer Training Workshops
7 Underwriters Road
Toronto, ON M1R 3B4
Canada
(888) 503-5536
www.uluniversity.com/ca

University of Québec, Trois-Rivières
Gestion des Matières Dangereuses (GMD)
3351 Boulevard des Forges
C.P. 500, Trois-Rivières, QC G9A 5H7
Canada
(819) 376-5011 ext. 2687
(819) 376-5012 (fax)
www.uqtr.uquebec.ca/sppu/gmd.html

University of Toronto, Center for Environment
Earth Sciences Building
33 Willcocks Street, Room 1016V
Toronto, ON M5S 3E8
Canada
(416) 978-6526
www.environment.utoronto.ca

B.5 Periodicals and Publications.

B.5.1 Canada.

L'Actualite Chimique Canadienne / Canadian Chemical News (ACCN)
Chemical Institute of Canada
www.chimiste.ca/publications/accn/cicfrm_index_e.htm

Canada Institute for Scientific and Technical Information (CISTI)
National Research Council of Canada
Journal listings: http://cisti-icist.nrc-cnrc.gc.ca/main_e.html
http://pubs.nrc-cnrc.gc.ca/cgi-bin/rp/rp2_jour_e

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The Canadian Journal of Chemical Engineering
Canadian Society for Chemical Engineering (CSChe)
130 Slater Street, Suite 550
Ottawa, ON K1P 6E2
Canada
www.chemistry.ca/publications/cjche/cschefrm_index__e.htm

Canadian Journal of Chemistry
NRC Research Press
National Research Council of Canada
Ottawa, ON K1A 0R6
Canada
http://pubs.nrc-cnrc.gc.ca/cgi-bin/rp/rp2_desc_e?cjc

Journal of Hazardous Materials
Environmental Control, Risk Assessment, Impact and Management
ISSN: 0304-3894
www.elsevier.com/wps/find/journaldescription.cws_home/502691/description#description

Occupational Health and Safety Magazine
Business Information Group, a division of Hollinger Canadian Newspapers, L.P.
www.ohscanada.com/about/about.asp

Transport of Dangerous Goods Newsletter
Transport Canada, Transport of Dangerous Goods Directorate
www.tc.gc.ca/tdg/newsletter/menu/htm

B.5.2 United States.

CB Quarterly, U.S. Army Soldiers and Biological Chemical Command
www.sbccom.apgea.army.mil/rda/quarterly/index.htm

The Chemical and Biological Information Analysis Center Newsletter
www.cbiac.apgea.army.mil/awareness/newsletter/intro.html

CHPPM News Bulletins, U.S. Army Center For Health Promotion and Preventive Medicine
www.apgea.army.mil/imo/ddb/dmd/dmd/news.html

CML, Army Chemical Review, U.S. Army Chemical School Periodical
www.wood.army.mil/chbulletin/default.htm

Contingency Planning and Management
20 Commerce Street
Flemington, NJ 08822
(908) 788-0343
(908) 788-3782 (fax)
www.contingencyplanning.com

Disaster Recovery Journal
P.O. Box 510110
St. Louis, MO 63151
(314) 894-0276
(314) 894-7474 (fax)
www.drj.com/

Disaster Research Newsletter, University of Colorado
www.colorado.edu/hazards/sub.html
Disaster Resource.com, Online Journal www.disaster-resource.com

Dispatch, The Chemical and Biological Arms Control Institute
1747 Pennsylvania Avenue, NW, Seventh Floor
Washington, DC 20006
(202) 296-3550
(202) 296-3574 (fax)
www.cbaci.org/cbaci/index.html

Emerging Infectious Diseases Journal, CDC, National Center for Infectious Diseases
Mailstop D-61
1600 Clifton Road
Atlanta, GA 30333
www.cdc.gov/ncidod/eid/index.htm

Emergency Information Infrastructure Partnership Newsletter (EIIP)
www.emforum.org/eiip/news.htm

Emergency Preparedness Information Exchange (EPIX)
http://epix.hazard.net

Hazardous Technical Information Service Newsletter, Department of the Army
Defense Supply Center Richmond
DSCR-VBC/HTIS
8000 Jefferson Davis Highway
Richmond, VA 23297-5609
(804) 279-5168
(800) 848-4847
(804) 279-4194 (fax)
www.dscr.dla.mil/userweb/htis/htis.htm

The Homeland Defense Journal
Homeland Defense Journal, Inc.
4301 Wilson Boulevard
Suite 1003
Arlington, VA 22203
(703) 807-2753
www.homelanddefensejournal.com/conf_border2.htm

Institute of Homeland Security
www.homelanddefense.org

The Journal of Homeland Security
www.homelandsecurity.org/journal

Military Medical Technology Online
Kerrigan Media International, Inc.
1300 Piccard Drive, Suite 200
Rockville, MD 20850
(301) 926-5090
(888) 299-8292 (toll free)
(301) 926-5091 (fax)
www.military-medical-technology.com

Morbidity and Mortality Weekly Report
Centers for Disease Control and Prevention
1600 Clifton Rd, Mailstop K-95
Atlanta, GA 30333
www.cdc.gov/mmwr

National Fire and Rescue Magazine
www.nfrmag.com

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Natural Hazards Center, University of Colorado at Boulder
Consolidated list of sources
www.colorado.edu/hazards/resources/sites.html

The Nonproliferation Review, Center for Nonproliferation Studies, Monterey Institute of International Studies
460 Pierce Street
Monterey, CA 93940
(831) 647-4154
(831) 647-3519 (fax)
http://cns.miis.edu/pubs/npr/index.htm

Office for State and Local Domestic Preparedness Support Bulletins
Department of Justice
www.ojp.usdoj.gov/odp/docs/bulletins.htm

OSHA Job Safety and Health Quarterly Magazine
Occupational Safety & Health Administration
200 Constitution Avenue, NW
Washington, DC 20210
www.osha.gov/html/jshq-index.html

B.6 List Servers, Bulletins, Services, and Forums.

B.6.1 Canada.

(Note: Some mailing lists are restricted to particular programs and are by invitation only. Those are generally not shown here. Some of the following lists also have access restrictions.)

Canada's National Occupational Health and Safety Website
www.canoshweb.org/en/

North American Emergency Response Guidebook
Offered through CANUTEC, Transport Canada
www.tc.gc.ca/canutec/ERG_GMU/ERG2000_menu.htm

Canadian Transport of Dangerous Goods Act and Regulations
Transport Canada, Transport of Dangerous Goods Directorate
www.tc.gc.ca/tdg/clear/menu.htm

Government of Canada Official Website
www.canada.gc.ca

Reg Watch, Standards Alert
Search tool for Canadian and International Standards referenced in Canadian Federal Law
Standards Council of Canada Service
www.scc.ca/en/news_events/subscriptions/regwatch.shtml
www.scc.ca/en/news_events/subscriptions/standards_alert.shtml

B.6.2 United States.

(Note: Some mailing lists are restricted to particular programs and are by invitation only. Those are generally not shown here. Some of the following lists also have access restrictions.)

APIC Bioterrorism Resources
www.apic.org/bioterror/

BioHazard News
www.biohazardnews.net/index.htm

BIO-War. Biological Warfare Discussion List
http://lists.topica.com/lists/biowar

BioWeapons Prevention Project (BWPP)
www.bwpp.org

The Chemical and Biological Arms Control Institute, Chemical & Biological Arms Control Dispatch, Bulletin
www.cbaci.org/cbaci/index.html (e-mail to request service)

The Chemical and Biological Weapons Information Gateway
www.cbwinfo.com/intro.html

George Washington University Department of Emergency Medicine, Terrorism Discussion Group, List Server
http://gwu.edu/~gwems

The Chemical and Biological Weapons Nonproliferation and Response Project
www.stimson.org/cwc

Information Sharing and Analysis Centers (ISACs)
www.isaccouncil.com/sites/index.php

Joint SIPRI-Bradford Chemical and Biological Warfare Project
http://projects.sipri.se/cbw/cbw-sipri-bradford.html

Monterey Institute, Center for Nonproliferation Studies, Weapons of Mass Destruction Bulletin
http://cns.miis.edu/research/cbw/index.htm

NIOSH Documentation for Immediately Dangerous To Life or Health Concentrations (IDLHs)
www.cdc.gov/niosh/idlh/intridl4.html

Health Physics Society Reports and Other Information on Radiological Aspects of Weapons of Mass Destruction
http://hps.org/hsc/reports.html

Stockholm International Peace Research Institute (SIPRI) Chemical and Biological Warfare Project
http://projects.sipri.se/cbw/cbw-mainpage.html

The Terrorism Research Center, Information Bulletins
www.terrorism.org/mailman/listinfo/realnews

Weapons of Mass Destruction Commission (WMDC)
www.wmdcommission.org

WMD Info Share, List Server
To subscribe send email to:
wmdinfosharerequest@wmdfirstresponders.com with the word "subscribe" in the body of the message.

WMD Links
www.msiac.dmso.mil/wmd/links.asp

Annex C Additional Resources

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.

C.1 The following lists of planning information resources, emergency management agencies of states and territories and incident management and training resources have been identified for informational purposes only and are not intended to be all-inclusive. Inclusion on the list does not constitute an endorsement by NFPA or the Technical Committee on Emergency Management and Business Continuity. The Internet contains a wealth of resources that should be explored for additional information.

C.2 Planning Information Resources.

American Academy of Experts in Traumatic Stress (AAETS)
368 Veterans Memorial Highway
Commack, NY 11725

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(631) 543-2217
(631) 543-6977 (fax)
www.aaets.org

American Society of Safety Engineers (ASSE)
Customer Service
1800 E Oakton St
Des Plaines, IL 60018
(847) 699-2929 between 8:30 a.m. and 5:00 p.m., CST
(847) 768-3434 (fax)
www.asse.org

Association of Homeland Defense Professionals
5659 Coventry Lane, #174
Fort Wayne, IN 46804
866-404-2437
260-459-6139 (fax)

Chemical Education Foundation
1560 Wilson Boulevard, Suite 1250
Arlington, VA 22209
(703) 527-6223
(703) 527-7747 (fax)
www.chemed.org/html-index.html

CHEMTREC, American Chemistry Council Emergency HAZMAT Information
1300 Wilson Boulevard
Arlington, VA 22209
(703) 741-5000
(703) 741-6000 (fax)
www.americanchemistry.com

Corporate Angel Network, Inc.
Westchester County Airport
One Loop Road
White Plains, NY 10604-1215
(914) 328-1313
(914) 328-3938 (fax)
(866) 328-1313 (toll free patient line)
www.corpangelnetwork.org

Department of Homeland Security/FEMA
Homeland Security Presidential Directive/HSPD-5, Subject: Management of Domestic Incidents
Homeland Security Presidential Directive/HSPD-7, Subject: Critical Infrastructure Identification, Prioritization, and Protection
Homeland Security Presidential Directive/HSPD-8, Subject: National Preparedness
Homeland Security Presidential Directive/HSPD-12, Subject: Policy for a Common Identification Standard for Federal Employees and Contractors
National Response Plan (NRP)
State and Local Guide, Guide for All-Hazards Emergency Operations Planning (SLG 101), 1996
Capability Assessment for Readiness (CAR)
Disaster Planning Guide for Business and Industry, 1983
NRT-1, Hazardous Materials Emergency Planning Guide, National Response Team, 1987
www.fema.gov

Disastercom
Disaster Preparedness and Emergency Response Association (DERA)
P.O. Box 797
Longmont, CO 80502
(303) 809-4412
www.disasters.org/dera/dera.htm

Doctors for Disaster Preparedness
1601 N Tucson Boulevard, #9
Tucson, AZ 85716
(520) 325-2680
www.oism.org/ddp

DRI International
201 Park Washington Court
Falls Church, VA 22046-4527
(703) 538-1792
(703) 241-5603 (fax)
www.drii.org

The Emergency Information Infrastructure Partnership Forum
www.emforum.org

Emergency Nursing World, Internet Site, Bioterrorism Resources
http://enw.org/Bioterrorism.htm

Employee Assistance Society of North America
230 E Ohio Street, Suite 400
Chicago, IL 60611-3265
(312) 644-0828
(312) 644-8557 (fax)
www.easna.org

Federal Emergency Management Agency (FEMA)
State and Local Guide, Guide for All-Hazards Emergency Operations Planning (SLG 101), 1996
National Response Plan (NRP)
Capability Assessment for Readiness (CAR)
Disaster Planning Guide for Business and Industry, 1993
NRT-1, Hazardous Materials Emergency Planning Guide, National Response Team, 1987
www.fema.gov

Humanitarian Resource Institute Community and Family Preparedness Network
Humanitarian Resource Institute
Western U.S.: (775) 884-4680
P.O. Box 21372
Carson City, NV 89721
Eastern U.S.: (203) 668-0282
167 Cherry Street, # 260
Milford, CT 06460
www.humanitarian.net

International Association of Emergency Managers (IAEM)
American Society of Professional Emergency Planners (ASPEP)
201 Park Washington Court
Falls Church, VA 22046-4527
(703) 538-1795
(703) 241-5603 (fax)
www.iaem.com

International Center for Enterprise Preparedness (InterCEP)
New York University
113 University Place, 9th Floor
New York, NY 10003

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(212) 998-2000
(212) 995-4614 (fax)
www.nyu.edu/intercep

International Fire Safety Training Association
930 N Willis
Stillwater, OK 74078
(405) 744-5723
(405) 744-8204 (fax)
www.ifsta.org

International Society of Fire Service Instructors
2425 Highway 49 East
Pleasant View, TN 37146
(800) 435-0005
(615) 746-1170
www.isfsi.org

Metropolitan Washington Council of Governments (MWCOG)
Regional Emergency Coordination Plan
777 North Capitol Street, NE, Suite 300
Washington, DC 20002-4239
(202) 962-3200
(202) 962-3201 (fax)
www.mwcog.org

National Center for Post-Traumatic Stress Disorder
(802) 296-6300
www.ncptsd.org/index.html

National Emergency Management Association (NEMA)
c/o Council of State Governments
P.O. Box 11910
Lexington, KY 40578
(859) 244-8000
(859) 244-8239 (fax)
www.nemaweb.org/index.cfm

National Fire Protection Association (NFPA)
1 Batterymarch Park
Quincy, MA 02169-7471
(617) 770-3000 or (800) 344-3555
(617) 770-0700 (fax)
www.nfpa.org/catalog/home/index.asp

National Governor's Association Center for Best Practices, Emergency Management Site
Hall of States
444 N Capitol Street
Washington, DC 20001-1512
(202) 624-5300
www.nga.org/center/topics/1,1188,C_CENTER_ISSUE%5ED_854,00.html

National Institute for Chemical Studies
2300 MacCorkle Avenue SE
Charleston, WV 25304
(304) 346-6264
(304) 346-6349 (fax)
www.nicsinfo.org

National Voluntary Organizations Active in Disaster (NVOAD)
14253 Ballinger Terrace
Burtonsville, MD 20866
(301) 890-2119
(253) 541-4915 (fax)
www.nvoad.org

Natural Hazards Center, University of Colorado at Boulder
University of Colorado
482 UCB
Boulder, CO 80309-0482
(303) 492-6818
(303) 492-2151 (fax)
www.colorado.edu/hazards/index.html

NBC Industry Group
P.O. Box 2781
Springfield, VA 22152
www.nbcindustrygroup.com

New England Disaster Recovery Information Exchange (NEDRIX)
McCormack P.O. Box 155
Boston, MA 02101-0155
(781) 485-0279
(617) 385-1616 (fax)
www.nedrix.com

People Availability
www.availability.com

Public Entity Risk Institute
11350 Random Hills Road, Suite #210
Fairfax, VA 22030
(703) 352-1846
(703) 352-6339 (fax)
www.riskinstitute.org

U.S. Nuclear Regulatory Commission
Office of Public Affairs (OPA)
Washington, DC 20555
(800) 368-5642 or local (301) 415-8200
www.nrc.gov
NUREG-0654, Criteria for Preparation and Evaluation of Radiological Emergency Response Plans and Preparedness in Support of Nuclear Power Plants

C.2.1 States, Territories, and Insular Areas — Offices of Emergency Management Contact Lists.

C.2.1.1 States.

Alabama
Emergency Management Agency
5898 County Road 41, P.O. Drawer 2160
Clanton, AL 35046-2160
(205) 280-2200
(205) 280-2410 (fax)
www.aema.state.al.us

Alaska
Division of Homeland Security & Emergency Management
Military and Veterans Affairs Department
P.O. Box 5750
Fort Richardson (Anchorage), AK 99505-5750
(907) 428-7000
(907) 428-7009 (fax)
www.ak-prepared.com

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Arizona
Arizona Division of Emergency Management
Emergency and Military Affairs Department
5636 E McDowell Road
Phoenix, AZ 85008
(602) 244-0504 or (800) 411-2336
(602) 231-6356 (fax)
www.dem.state.az.us

Arkansas
Arkansas Department of Emergency Management
P.O. Box 758
Conway, AR 72033-7058
(501) 730-9750
(501) 730-9754 (fax)
www.adem.state.ar.us

California
Governor's Office of Emergency Services
P.O. Box 419047
Rancho Cordova, CA 95741-9047
(916) 845-8527
(916) 845-8505 (fax)
www.oes.ca.gov

Colorado
Colorado Division of Emergency Management
9195 East Mineral Avenue, Suite 200
Centennial, CO 80112
(720) 852-6600
(720) 852-6750(fax)
www.dola.state.co.us/eom

Connecticut Office of Emergency Management
Department of Public Safety
360 Broad Street
Hartford, CT 06105
(860) 566-3180
(860) 247-0664 (fax)
www.ct.gov/oem/site/default.asp

Delaware
Emergency Management Agency
165 Brick Store Landing Road
Smyrna, DE 19977
(302) 659-DEMA(3362) or (877)SAY-DEMA
(302) 659-6855 (fax)
www.state.de.us/dema

District of Columbia
Emergency Management Agency
2000 14th Street, NW, 8th Floor
Washington, DC 20009
(202) 727-6161
www.dcema.dc.gov/main.shtm

Florida
Division of Emergency Management
2555 Shumard Oak Boulevard
Tallahassee, FL 32399-2100
(850) 413-9900
(850) 488-7842 (fax)
www.floridadisaster.org

Georgia
Emergency Management Agency, Southeast
P.O. Box 18055
935 East Confederate Avenue, SE
Atlanta, GA 30316-0055
(404) 635-7000
(404) 635-7205 (fax)
www.state.ga.us/GEMA

Hawaii
State Civil Defense
3949 Diamond Head Road
Honolulu, HI 96816-4495
(808) 733-4300
(808) 733-4287 (fax)
www.scd.state.hi.us

Idaho
Bureau of Disaster Services/Military Division
4040 Guard Street, Building 600
Boise, ID 83705-5004
(208) 334-3460
(208) 334-2322 (fax)
www.state.id.us/bds

Illinois
Emergency Management Agency
110 E Adams Street
Springfield, IL 62701-1109
(217) 782-2700
(217) 782-2589 (fax)
www.state.il.us/iema

Indiana
Department of Homeland Security
302 W Washington Street, Room E-208
Indianapolis, IN 46204
(317) 232-3830
(317) 232-3895 (fax)
www.in.gov/sema/emerg_mgt

Iowa
Emergency Management Division
Hoover State Office Building, Level A, Room 29
Des Moines, IA 50319-0113
(515) 281-3231
(515) 281-7539 (fax)
www.state.ia.us/government/dpd/emd

Kansas
Division of Emergency Management
2800 SW Topeka Boulevard
Topeka, KS 66611-1287
(785) 274-1000
(785) 274-1426 (fax)
www.accesskansas.org/kdem
Certification: Kansas Certified Emergency Manager Through Kansas Emergency Management Association

Kentucky
Division of Emergency Management
Boone Center, 100 Minuteman Parkway
Frankfort, KY 40601

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(800) 255-2587 or (502) 564-7815
(502) 607-1614 (fax)
www.kyem.dma.state.ky.us

Louisiana
Office of Emergency Preparedness
7667 Independence Boulevard
Baton Rouge, LA 70806
(225) 925-7500
(225) 925-7501 (fax)
www.loep.state.la.us

Maine
Emergency Management Agency
72 State House Station
Augusta, ME 04333-0072
(207) 626-4503
(207) 626-4299 (fax)
www.state.me.us.mema

Maryland
Emergency Management Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reisterstown, MD 21136
(410) 517-3600 or (877) MEMA-USA
(410) 517-3610 (fax)
www.mema.state.md.us

Massachusetts
Emergency Management Agency
400 Worcester Road
Framingham, MA 01702-5399
(508) 820-2000 or (800) 982-6846
(508) 820-2030 (fax)
www.state.ma.us/mema

Michigan
Michigan State Police
Emergency Management Division
4000 Collins Road
Lansing, MI 48909
(517) 336-6198
(517) 333-4987 (fax)
www.michigan.gov/msp

Minnesota
Division of Homeland Security and Emergency Management
444 Cedar Street, Suite 223
St. Paul, MN 55101-6223
(651) 201-7400
(651) 296-0459 (fax)
www.hsem.state.mn.us

Mississippi
Emergency Management Agency
P.O. Box 4501
1410 Riverside Drive
Jackson, MS 39296-4501
(601) 352-9100 or (800) 222-MEMA(6362)
(601) 352-8314 (fax)
www.msema.org/index.htm

Missouri
State Emergency Management Agency
P.O. Box 116
2302 Militia Drive
Jefferson City, MO 65102
(573) 526-9101
(573) 634-7966 (fax)
www.sema.state.mo.us/semapage.htm

Montana
Disaster and Emergency Services Division
P.O. Box 4789
1900 Williams Street
Helena, MT 59604-4789
(406) 841-3911
(406) 841-3965 (fax)
www.state.mt.us

Nebraska
Emergency Management Agency
1300 Military Road
Lincoln, NE 68508-1090
(402) 471-7421 or (877) 297-2368
(402) 471-7433 (fax)
www.nebema.org

Nevada
Division of Emergency Management
2525 S Carson Street, Capital Complex
Carson City, NV 89701
(702) 687-4240
(702) 687-6788 (fax)
www.dem.state.nv.us

New Hampshire
Office of Emergency Management
State Office Park South
107 Pleasant Street
Concord, NH 03301-3809
Mailing address:
10 Hazen Drive
Concord, NH 03305
(603) 271-2231 or (800) 852-3792
(603) 225-7341 (fax)
www.nhoem.state.nh.us

New Jersey
New Jersey State Police
Office of Emergency Management
P.O. Box 7068, Old River Road
West Trenton, NJ 08268-0068
(609) 882-2000
(609) 538-0345 (fax)
www.state.nj.us/njoem

New Mexico
State of New Mexico, Emergency Management
Emergency Management Center
13 Bataan Boulevard
P.O. Box 1628
Santa Fe, NM 87504-1628

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(505) 476-9600
(505) 476-9650 (fax)
www.dps.nm.org/emergency

New York
Contingency Planning Exchange, Inc.
551 Fifth Avenue, Suite 3025
New York, NY 10176-3099
(212) 983-8644
(212) 687-4016 (fax)
www.cpeworld.org

New York State Emergency Management Office
1220 Washington Avenue
Building 22, Suite 101
Albany, NY 12226-2251
(518) 457-2222
(518) 457-9995 (fax)
www.nysemo.state.ny.us

North Carolina
Division of Emergency Management
116 W Jones Street
Raleigh, NC 27603-1335
(919) 733-3867
(919) 733-7554 (fax)
www.ncem.org

North Dakota
Division of Emergency Management
P.O. Box 5511
Bismarck, ND 58506-5511
(701) 328-8100
(701) 328-8181 (fax)
www.state.nd.us/dem

Northeast States Emergency Consortium
419 Main Street, Suite 5
Wakefield, MA 01880
(781) 224-9876
(781) 224-4350 (fax)
www.serve.com/NESEC

Ohio
Ohio Department of Public Safety
Emergency Management Agency
2855 W Dublin Granville Road
Columbus, OH 43235-2206
(614) 889-7150
(614) 889-7183 (fax)
www.state.oh.us/odps/division/ema/index.htm

Oklahoma
Department of Civil Emergency Management
2401 North Lincoln Blvd, Suite C51
Oklahoma City, OK 73152-3365
(405) 521-2481
(405) 521-4053 (fax)
www.odcem.state.ok.us

Oregon
Office of Emergency Management
3225 State Street
Salem, OR 97310
(503) 378-2911
(503) 588-1378 (fax)
www.osp.state.or.us/oem

Pennsylvania
Emergency Management Agency
P.O. Box 3321
Harrisburg, PA 17105-3321
(717) 651-2001
(717) 651-2040 (fax)
www.pema.state.pa.us

Puerto Rico
State Civil Defense
P.O. Box 5127
San Juan, PR 00906
(809) 724-0124
www.disaster-management.net/puerto_di.htm

Rhode Island
Emergency Management Agency
645 New London Avenue
Cranston, RI 02920
(401) 946-9996
(401) 944-1891 (fax)
www.state.ri.us/riema

South Carolina
South Carolina Emergency Preparedness Division
1100 Fish Hatchery Road
West Columbia, SC 29172
(803) 737-8500
(803) 734-8062 (fax)
www.state.sc.us/emd

South Dakota
Division of Emergency Management
500 East Capitol Avenue
Pierre, SD 57501-5070
(605) 773-3231
(605) 773-3580 (fax)
www.state.sd.us/military/sddem.htm

Tennessee
Emergency Management Agency
3041 Sidco Drive
P.O. Box 45102
Nashville, TN 37204
(615) 741-4332
(615) 242-9635 (fax)
www.tnema.org

Texas
Division of Emergency Management
Department of Public Safety
P.O. Box 4087
5805 N Lamar Boulevard
Austin, TX 78752-4422
(512) 424-2138, (512) 424-2000 (non-duty hours)
(512) 424-2444 (fax)
www.txdps.state.tx.us/dem

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Utah
Division of Comprehensive Emergency Management
Room 1110, State Office Building
Salt Lake City, UT 84114
(801) 538-3400
(801) 538-3770 (fax)
www.cem.state.ut.us

Vermont
Division of Emergency Management
103 S Main Street
Waterbury, VT 05671-2101
(802) 244-8721 or (800) 347-0488
(802) 244-8655 (fax)
www.dps.state.vt.us/vem

Virginia
Department of Emergency Services
10501 Trade Court
Richmond, VA 23236
(804) 897-6510
(804) 897-6506 (fax)
www.vdem.state.va.us

Washington
Washington State Military Department
Emergency Management Division
MS: TA-20, Building 20
Camp Murray, WA 98430-5122
(253) 512-7000 or (800) 562-6108
(253) 512-7207 (fax)
www.emd.wa.gov

West Virginia
Office of Emergency Services
Office of Emergency Services
Room EB-80, State Capitol
Charleston, WV 25305-0360
(304) 558-5380
(304) 344-4538 (fax)
www.state.wv.us/wvoes

Wisconsin
Division of Emergency Management
2400 Wright Street
Madison, WI 53704
(608) 242-3232
(608) 242-3247 (fax)
www.emergencymanagement.wi.gov

Wyoming
Emergency Management Agency
5500 Bishop Road
Cheyenne, WY 82009-3320
(307) 777-4900
(307) 635-6017 (fax)
www.wyohomelandsecurity.state.wy.us

C.2.1.2 Territories and Insular Areas.

Pacific Rim Caucus

American Samoa
Territorial Emergency Management Coordinating Office
TEMCO Manager
Department of Public Safety
P.O. Box 086
Pago Pago, AS 96799
(684) 633-2331
(684) 633-2300 (fax)

Guam
Division of Civil Defense
Emergency Services Office
P.O. Box 2877
Agana, GU 96910
(671) 475-9600
(671) 477-3727 (fax)
www.ns.gov.gu

Northern Mariana Islands
Emergency Management Office
Office of the Governor
Capitol Hill
P.O. Box 10007
Saipan, MP 96950
(670) 322-9274 or (670) 322-8001
(670) 322-7743 (fax)
www.cnmiemo.org

Marshall Islands
Civil Defense Coordinator
Republic of the Marshall Islands
P.O. Box 15
Majuro, RMI 96960
011-692-625-3234 / 3445
011-692-625-3649 (fax)

Micronesia
Special Assistant to the President for Disaster Coordination
Disaster Control
Office of the President
P.O. Box P.S. 490
Kolonia, Pohnpel, FSM 96941
011-691-320-2822
011-691-320-2785 (fax)

Republic of Palau
NEMO Coordinator
Office of the Vice President
P.O. Box 100
Koror, Republic of Palau, 96940
011-680-488-2422
011-680-488-3312 (fax)

Virgin Islands
Territorial Emergency Management Agency
102 Estate Hermon Hill
Christiansted
St. Croix, VI 00820
(809) 773-2244
(809) 778-8980 (fax)
www.usvi.org/vitema

C.3 Risk Assessment. *Systems Safety Analysis Handbook: A Source Book for Safety Practitioners*, 2nd ed., System Safety Society, Unionville, VA, 1997.

www.system-safety.org

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Annex D Emergency Management Accreditation and Certification Programs

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.

D.1 The following lists of certification and accreditation programs have been identified for informational purposes only and are not intended to be all-inclusive. Inclusion on the list does not constitute an endorsement by NFPA or the Technical Committee on Emergency Management and Business Continuity.

D.1.1 Accreditation — Canada.

Canadian Emergency Preparedness College
Public Safety and Emergency Preparedness Canada
1495 Heron Road
Ottawa, ON
Canada
(613) 949-5050
(613) 998-9589 (fax)
www.psepc.gc.ca/prg/em/cepc/cepc_index-en.asp

Emergency Management Ontario
Ministry of Community Safety and Correctional Services
25 Grosvenor Street, 18th Floor
Toronto, ON M7A 1Y6
Canada
(416) 326-5010
www.mpss.jus.gov.on.ca/english/pub_security/emo/EMO_training.html

Justice Institute of British Columbia
715 McBride Boulevard
New Westminster, BC V3L 5T4
Canada
(604) 525-5422
(604) 528-5518 (fax)
www.jibc.bc.ca/emergency/default.htm

York University
Emergency Management Certificate Program
4700 Keele Street
Toronto, ON M3J 1P3
Canada
(416) 736-2100
(416) 736-5536 (fax)
www.yorku.ca/web/futurestudents/programs/template.asp?id=618

D.1.2 Accreditation — United States.

Emergency Management Accreditation Program (EMAP)
P.O. Box 11910
Lexington, KY 40578
(859) 244-8210
(859) 244-8239 (fax)
www.emaponline.org/index.cfm

EMAP is a voluntary accreditation process based on a national standard (NFPA 1600). A nine-member independent commission oversees the accreditation program. EMAP takes the CAR and NFPA 1600 to the next level by adding requirements for documentation, on-site assessment, committee review, and periodic review.

D.2 National and International Certifications.

D.2.1 Canada.

DRI Canada
2175 Sheppard Avenue E, Suite 310
Willowdale, ON M2J 1W8
Canada
(416) 491-5335
(888) 728-DRIC (3742)
(416) 491-1670 (fax)
www.drii.ca

DRI Canada is a Canadian not-for-profit corporation established in 1996 to create a base of common disaster recovery planning knowledge through education, assistance, and the development of a resource base; to certify qualified individuals; and to promote the credibility and professionalism of certified professionals. DRI Canada is the only affiliate of DRI International and provides DRI International education and certification programs in Canada.

D.2.2 United Kingdom.

Business Continuity Institute (BCI)
10 Southview Park
Marsack Street
Caversham
RG4 5AF
United Kingdom
+44 (0) 870 603 8783 or +44 118 947 8215
+44 (0) 870 603 8761 (fax)
www.thebci.org

The Business Continuity Institute (BCI) was established in 1994 to provide opportunities to obtain guidance and support from fellow professionals. The Institute provides an internationally recognized status in relation to the individual's experience as a continuity practitioner. The BCI has over 2000 members in more than 50 countries.

The wider role of the BCI is to promote the highest standards of professional competence and commercial ethics in the provision and maintenance of business continuity planning and services.

The main method of entry into the BCI is by certification through a structured interview. The certification process is based on a set of 10 certification standards for business continuity practitioners. These standards are reviewed annually by the BCI to ensure that they remain current.

D.2.3 United States.

DRI International
201 Park Washington Court
Falls Church, VA 22046-4527
(703) 538-1792
(703) 241-5603 (fax)
www.drii.org

DRI International (DRII) was originally formed in 1988 as the Disaster Recovery Institute in St. Louis, MO. A group of professionals from the industry and from Washington University in St. Louis foresaw the need for comprehensive education in business continuity. Alliances with academia helped shape early research and curriculum development.

The group understood that both individual certification and the establishment of a common body of knowledge (standards) could only enhance industry professionalism. As a result, the new nonprofit organization established the following goals:

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(1) To promote a base of common knowledge for the business continuity planning/disaster recovery industry through education, assistance, and publication of the standard resource base
(2) To certify qualified individuals in the discipline
(3) To promote the credibility and professionalism of certified individuals

DRII sets standards that provide the minimum acceptable level of measurable knowledge, thus providing a baseline for levels of knowledge and capabilities.

Accordingly, in 1997, DRII, together with BCI, published the Professional Practices for Business Continuity Planners as the industry's international standard.

Certified Emergency Manager (CEM®)
Associate Emergency Manager (AEM)
International Association of Emergency Managers (IAEM—Formerly NCCEM)
201 Park Washington Court
Falls Church, VA 22046-4527
(703) 538-1795
(703) 241-5603 (fax)
www.iaem.com/certification.html

CEM®certification is a peer review process administered through the International Association of Emergency Managers (IAEM). It is not necessary to be an IAEM member to be certified, although IAEM membership does offer a number of benefits that can assist individuals through the certification process. Certification is maintained in five-year cycles. The CEM Program is served by a CEM Commission, which is composed of emergency management professionals, including representatives from allied fields, educations, the military, and private industry. Development of the CEM Program was supported by the Federal Emergency Management Agency (FEMA), the National Emergency Management Association (NEMA), and a host of allied organizations.

D.3 United States — State Certifications.

Colorado
Colorado Emergency Management Certification Program
15075 South Golden Road
Golden, CO 80401-3979
(303) 273-1622
(303) 273-1795 (fax)
www.dola.state.co.us/oem

The Colorado certification program is designed to provide a method of professional certification for emergency management personnel in the state of Colorado. This volunteer program seeks to establish a clearly visible set of career goals for emergency management professionals, provide public officials and chief executive officers with defined standards in selecting personnel to fill emergency management positions, promote continued training and education of emergency management personnel, and increase the visibility and professional scope of emergency management personnel.

Florida
FEPA Certification Program
3015 Shannon Lakes North, Suite 303
Tallahassee, FL 32309
(850) 906-0779
(850) 893-1845 (fax)
www.fepa.org

The Florida Emergency Preparedness Association (FEPA) certification plan was approved in 1998, and offers the following certifications: Florida Associate Emergency Manager (FAEM), Florida Professional Emergency Manager (FPEM), and Florida Emergency Management Volunteer (FEMV).

In addition, the CEM certification is recognized for reciprocity.

Indiana
Emergency Management Agency (Indiana)
302 W Washington Street, Room E-208
Indianapolis, IN 46204
(317) 232-3830
(317) 232-3895 (fax)
www.in.gov/sema/emerg_mgt

The State of Indiana and the Indiana Public Safety Training Institute certify emergency management personnel through a Professional Emergency Manager (PEM) program. The program covers three phases of recognition (Basic Level, Senior Level, and Master Level), which must be completed in order.

To receive a certificate for each level, participants must pass a 100-question comprehensive written examination with a minimum of 75 correct answers. In order to maintain the PEM designation, each participant is required to complete 24 hours annually of professional development/continuing education training. The present curriculum encompasses 172 hours of training at the Basic Level, 188 hours of training at the Senior Level, and an additional 158 hours of training at the Master Level.

Additional information may be obtained by contacting the PEM Coordinator, Amy Lindsey, at (317) 234-2539 or at alindsey@sema.state.in.us.

Kansas
Kansas Emergency Manager Program
Kansas Emergency Management Association
Reno County Emergency Management
206 W First Anenue
Hutchinson, KS 67501
(620) 694-2975
www.kema.org/KCEM

For information contact:
Janice Davidson, KCEM
Ottawa County Emergency Management
307 N Concord, Suite 170
Minneapolis, KS 67467
785-392-3600

Michigan
Michigan Professional Emergency Manager (PEM) Certification
Michigan State Police
Emergency Management Division
4000 Collins Road
Lansing, MI 48909
(517) 336-6198
(517) 333-4987 (fax)
www.michigan.gov/msp

Emergency management is a discipline that, like any other profession, requires an academic background. The PEM certification program meets this requirement with nearly 240 instructional hours built into the program. The PEM credential has gained acceptance as the single most important development within emergency management in the State of Michigan. The

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PEM program has been designed to offer formal academic preparation as well as practical classroom experience to anyone involved in emergency management.

Minnesota
Emergency Manager Certification Program, Division of Homeland Security and Emergency Management
State Training Officer
444 Cedar Street, Suite 223
St. Paul, MN 55501-6223
(651) 201-7400
(651) 296-0459 (fax)
www.hsem.state.mn.us

Texas
Texas Emergency Manager (TEM) Certification
Emergency Management Association of Texas
314 Highland Mall Boulevard, Suite 510
Austin, TX 78752
(512) 454-4476
(512) 451-9556 (fax)
www.emat-tx.org

The Texas Emergency Manager (TEM©) certification is an indicator of experience, hard work, continuing education, dedication to integrity, and creativity. It is also an assurance that the individual has passed at least a minimum screening of competence. Obtaining certification as a TEM proves that you can effectively accomplish the goals and objectives of comprehensive emergency management in Texas. The TEM certification program is a modification of the International Association of Emergency Managers Certified Emergency Manager (CEM®) program. It is different from the CEM in that the TEM has requirements unique to Texas and does not require a college degree. The Emergency Management Association of Texas (EMAT) Board recognizes that many emergency managers have not had the opportunity to attend college, yet possess the knowledge, skills, and abilities to effectively manage a comprehensive emergency management program. The TEM addresses that situation.

Virginia
Virginia Emergency Management Certification Program,
Virginia Emergency Management Association (VEMA)
c/o Joe A. Mellender
Executive Assistant
11023 Popes Head Road
Fairfax, VA 22030
www.vemaweb.org/prodev/cert.htm#read

VEMA Emergency Management Certification Program provides a structured certification program for professional development by support staff, administrative personnel, volunteers, technical specialists, and program managers in local jurisdiction, agency, or state government emergency management programs.

Wisconsin
Wisconsin Division of Emergency Management
2400 Wright Street
P.O. Box 7865
Madison, WI 53707-7865
(608) 242-3232
(608) 242-3247 (fax)
www.emergencymanagement.wi.gov

Wisconsin Emergency Management (WEM), in partnership with the Wisconsin Emergency Management Association (WEMA), established a voluntary, nonmandatory Emergency Manager Certification program. This program was designed for the dedicated emergency manager who seeks professional status and certification in the field of emergency management. The program encourages emergency managers to enhance their career development, expand their knowledge by completing a specified training curriculum, and successfully finish an examination in order to gain recognition as a Certified Emergency Manager.

D.4 Additional Certifications of Interest.

American Society for Industrial Security (ASIS)
1625 Prince Street
Alexandria, VA 22314-2818
(703) 518-1470
(703) 519-6299 (fax)
www.asisonline.org

ASIS International is the largest international organization for professionals responsible for security. These professionals are becoming involved with ASIS International to understand the constant changes in security issues and solutions. ASIS International is dedicated to increasing the effectiveness and productivity of security practices by developing educational programs and materials that address broad security concerns.

Certified Floodplain Manager
Association of Floodplain Managers, Inc.
FEMA
500 C Street, SW
Washington, DC 20472
(202) 566-1600
www.fema.gov

Certified Safety Professional (CSP)
Associate Safety Professional (ASP)
Board of Certified Safety Professionals
208 Burwash Avenue
Savoy, IL 61874
(217) 359-9263
(217) 359-0055 (fax)

Certified Safety Professional (CSP) is a title or designation awarded by the Board of Certified Safety Professionals (BCSP) to individuals who meet the standards for a safety professional established by BCSP. A safety professional is a person engaged in the prevention of accidents, incidents, and events that harm people, property, or the environment. Safety professionals use qualitative and quantitative analysis of simple and complex products, systems, operations, and activities to identify hazards; evaluate the hazards to identify what events can occur and the likelihood of occurrence, severity of results, risk (a combination of probability and severity), and cost; and identify what controls are appropriate and their cost and effectiveness. Safety professionals make recommendations to managers, designers, employers, government agencies, and others. Safety professionals may manage and implement controls. Controls may involve administrative controls (such as plans, policies, procedures, training, etc.) and engineering controls (such as safety features and systems, fail-safe features, barriers, and other forms of protection).

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International Facility Management Association (IFMA)
1 E Greenway Plaza, Suite 1100
Houston, TX 77046-0194
(713) 623-4362
(713) 623-6124 (fax)
www.ifma.org

IFMA is committed to meeting the educational needs of all workplace professionals through the most convenient and cost effective delivery methods possible. IFMA's self-study courses provide the workplace professional with opportunities to earn continuing education units and certification maintenance points.

Emergency Number Professional (ENP) Certification
National Emergency Number Association (NENA)
422 Beecher Road
Columbus, OH 43230
(800) 332-3911 or (614) 741-2080
(614) 933-0911 (fax)
www.nena.org/certification

Occupational Health and Safety Technologist (OHST)
Council on Certification of Health, Environmental and Safety Technologists
208 Burwash Avenue
Savoy, IL 61874-9571
(217) 359-2686
(217) 359-0055 (fax)
www.cchest.org

This program is intended for persons who work in occupational health and safety. Typical individuals are involved in safety inspections, industrial hygiene monitoring, safety and health training, investigating and maintaining records and similar functions. The job duties may be full time or part time. Qualifications are less stringent than those of the Certified Safety Professional (CSP) operated by the Board of Certified Safety Professionals or the Certified Industrial Hygiene (CIH) operated by the American Board of Industrial Hygiene. The OHST certification has achieved recognition in several state regulations related to safety, workers' compensation, and other areas.

Annex E Incident Management System (IMS)

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.

E.1 Incident Command System Resources. The incident command system (ICS) is based on proven management characteristics. Each management characteristic contributes to the strength and efficiency of the overall system.

E.1.1 Common Terminology. ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and hazard scenarios. This common terminology covers the following:

(1) **Organizational Functions.** Major functions and functional units with domestic incident management responsibilities are named, and defined terminology for the organizational elements involved is standard and consistent.

(2) **Resource Descriptions.** Major resources including personnel, facilities, and major equipment and supply items used to support incident management activities are given common names and are "typed" with respect to their capabilities to help avoid confusion and to enhance interoperability. The process for accomplishing this task is specified in Chapter IV of NIMS.

(3) **Incident Facilities.** Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.

(a) **Modular Organization.** The incident command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. When needed, separate functional elements can be established, each of which can be further subdivided to enhance external organizational management and external coordination. Responsibility for the establishment and expansion of the ICS modular organization ultimately rests with the Incident Commander (IC), who bases these decisions on the requirements of the situation. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated and the number of management positions expand to adequately address the requirement of the incident.

(b) **Management by Objectives.** Management by objectives represents an approach that is communicated throughout the entire ICS organization. This approach includes establishing overarching objectives for the following:

i. Developing and issuing assignments, plans, procedures, and protocols
ii. Establishing specific, measurable objectives for various incident management functional activities, and directing efforts to attain them, in support of defined strategic objectives
iii. Documenting results to measure performance and facilitate corrective action

(c) **Reliance on an Incident Action Plan.** Incident action plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

(d) **Manageable Span of Control.** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.

(e) **Predesignated Incident Locations and Facilities.** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, donated goods processing, mass care, and evacuation. The IC will direct the identification and location of facilities based on the requirements of the situation at hand. Typical predesignated facilities include incident command posts, bases, camps, staging areas, mass casualty triage areas, and others, as required.

(f) **Comprehensive Resource Management.** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of domestic incident

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management. Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

(g) **Integrated Communications.** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures. This integrated approach links the operational and support units of the various agencies involved and is necessary to maintain communications connectivity and discipline and enable common situational awareness and interaction. Preparedness planning has to address the equipment, systems, and protocols necessary to achieve integrated voice and data incident management communications.

(h) **Establishment and Transfer of Command.** The command function has to be clearly established from the beginning of incident operations. The agency with primary jurisdictional authority over the incident designates the individual at the scene responsible for establishing command. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(i) **Chain of Command and Unity of Command.** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels have to be able to control the actions of all personnel under their supervision.

(j) **Unified Command (UC).** In incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

(k) **Accountability.** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles have to be adhered to:

i. **Check-In.** All responders, regardless of agency affiliation, have to report in to receive an assignment in accordance with the procedures established by the IC.

ii. **Incident Action Plan (IAP).** Response operations have to be directed and coordinated as outlined in the IAP.

iii. **Unity of Command.** Each individual involved in incident operations will be assigned to only one supervisor.

iv. **Span of Control.** Supervisors have to be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

v. **Resource Tracking.** Supervisors have to record and report resource status changes as they occur.

(l) **Deployment.** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

(m) **Information and Intelligence Management.** The incident management organization has to establish a process for gathering, sharing, and managing incident-related information and intelligence.

E.1.2 The Command Function. The command function can be conducted in one of the two following general ways:

(1) **Single Command IC.** When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority. (In some cases in which incident management crosses jurisdictional and/or functional agency boundaries, a single IC can be designated if all parties agree to such an option.) Jurisdictions should consider pre-designating ICs in their preparedness plans. The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the incident action plan (IAP) and all requests pertaining to the ordering and releasing of incident resources.

(2) **Unified Command (UC).** UC is an important element in multi-jurisdictional or multi-agency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the UC structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources. The exact composition of the UC structure will depend on the location(s) of the incident [i.e., which geographical administrative jurisdiction(s) are involved] and the type of incident [i.e., which functional agencies of the involved jurisdiction(s) are required]. In the case of some multi-jurisdictional incidents, the designation of a single IC can be considered to promote greater unity of effort and efficiency.

E.1.3 Area Command.

(1) **Description.** An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. An agency administrator or other public official with jurisdictional responsibility for the incident usually makes the

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decision to establish an Area Command. An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site specific, geographically dispersed, or evolve over long periods of time (a bioterrorism event). In this sense, acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between federal, state, local, tribal, private-sector, and nongovernmental organizations.

Area Command is also used when there are a number of incidents in the same area and of the same type, such as two or more hazardous material (HAZMAT) or oil spills, and fires. These represent incidents that can compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and are coordinated through an Emergency Operations Center (EOC). If the incidents under the authority of the Area Command are multi-jurisdictional, then a Unified Area Command should be established. This allows each jurisdiction to have representation in the command structure. Area Command should not be confused with the functions performed by an EOC. An Area Command oversees management of the incident(s), while an EOC coordinates support functions and provides resources support.

(2) **Responsibilities.** For incidents under its authority, an Area Command has the following responsibilities:
   (a) Set overall incident-related priorities
   (b) Allocate critical resources according to priorities
   (c) Ensure that incidents are properly managed and that incident management objectives are met and do not conflict with each other or with agency policy
   (d) Identify critical resource needs and report them to EOCs and/or multi-agency
   (e) Coordinate entities
   (f) Ensure that short-term emergency recovery is coordinated to assist in the transition to full recovery operations

Where necessary, equivalent titles and functions should be cross-referenced.

E.2 Incident Management System Resources. Incident management systems have numerous versions throughout the world. The versions sometimes differ by agency, state, province, or government, and in the public and private sectors. The following list of resources is not intended to be inclusive or to signify endorsement or approval.

E.2.1 Incident Management Publications.

E.2.1.1 Canada. (Reserved)

E.2.1.2 United States.

National Fire Protection Association (NFPA)
NFPA Publications
1 Batterymarch Park
Quincy, MA 02169-7471

NFPA 1561, *Standard on Emergency Services Incident Management System*, 2005 edition.

Oklahoma State University
Fire Protection Publications
Headquarters for the International Fire Service Training Association (IFSTA)
930 N Willis
Stillwater, OK 74078
(800) 654-4055
(405) 744-8204 (fax)

Model Procedures for Incident Management Systems for Structural Firefighting

Model Procedures for Incident Management Systems for EMS

Model Procedures for Incident Management Systems for Hi-Rise Firefighting

Model Procedures for Incident Management Systems for Wildland Firefighting

Model Procedures for Incident Management Systems for HazMat

Model Procedures for Incident Management Systems for USAR

United States Government
Occupational Safety and Health Administration (www.osha.gov)

29 CFR 1910.38 Employee Emergency Plans

29 CFR 1910.120 Hazardous Waste Operations and Emergency Response

HICS (Hospital Incident Command System)

BCERMS (British Columbia Emergency Response Management System)

www.pep.bc.ca/bcerms/bcerms_overview-manual.pdf

HSPD-5, Management of Domestic Incidents (Homeland Security Presidential Directive), February 2003

HSPD-7, Critical Infrastructure Identification, Prioritization, and Protection (Homeland Security Presidential Directive), December 2003

HSPD-8, National Preparedness (Homeland Security Presidential Directive), December 2003

HSPD-12, Policy for a Common Identification Standard for Federal Employees and Contractors (Homeland Security Presidential Directive), August 2004

NIMS (National Incident Management System)

NIIMS (National Interagency Incident Management System)

NRP (National Response Plan)

SEMS (Standardized Emergency Management System)

E.3 Training Resources.

E.3.1 Canada.

DART Rescue Inc.
75 King Street South
Box 40061
Waterloo, ON N2J 4V1
Canada
(519) 721-DART
(519) 721-3278
www.dartrescue.com

Echelon Response and Training
10 Kenmore Avenue, Unit 4
Stoney Creek, ON L8E 5N1
Canada
(905) 388-4444
(905) 643-3106 (fax)
www.echelonresponse.com

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Emergency Response Management Consulting
Suite 280, 17010 103 Avenue
Edmonton, AB T5S 1K7
Canada
(780) 483-9168 or (800) 718-ERMC (3762)
(780) 444-6167 (fax)
www.ru-ready.com

ENFORM, Petroleum Industry Training Service
Calgary Training Centre
1538 25th Avenue NE
Calgary, AB T2E 8Y3
Canada
(403) 250-9606
(403) 250-1289 (fax)
(800)667-5557 (registration line)
www.pits.ca/index.htm

Environmental Accident Protection Incorporated
4156 Petrolia Street
P.O. Box 929
Petrolia, ON N0N 1R0
Canada
(519) 882-3542
(519) 882-3562 (fax)
www.eap-inc.com/main.html

Fielding Chemical Technologies
3575 Mavis Road
Mississauga, ON L5C 1T7
Canada
(888) 873-2524 or (905) 279-5122
(905) 279-4130 (fax)
www.fieldchem.com/trainingservices.asp

Magellan Engineering
185 Rideau Street, 3rd Floor
Ottawa, ON K1N 5X8
Canada
(613) 562-9535
(613) 562-9538 (fax)
www.emergencies.ca

Professional Emergency Management
PROEM LTD.
Calgary, AB
Canada
(403) 560-9456
www.proem.com

Sécurité Publique du Québec
Civil Protection Training
Direction des Communications
2525 boul. Laurier, 5th floor
Tour du Saint-Laurent
Québec, QC G1V 2L2
Canada
(418) 644-6826 or (866) 644-6826
(418) 643-3194 (fax)
www.msp.gouv.qc.ca/secivile/secivile_en.asp?ndn=03&txtSection=formation

Shield Specialized Emergency Services
2257 Premier Way, # 100
Sherwood Park, AB T8H 2K8
Canada
(780) 416-6082
(780) 416-6084 (fax)
www.shieldspecialized.com

Team-1 Environmental Services
1650 Upper Ottawa Street
Hamilton, ON L8W 3P2
Canada
(905) 383-5550
(905) 574-0492 (fax)
www.team-1.com

E.3.2 United States. Various training courses are available in both the public and private sectors to support Incident Management among other emergency management functions identified in this standard. Training sources for courses include, but are not limited to, the following:

The National Emergency Training Center, U.S. Fire Administration, Emmitsburg, MD

Federal, State and Local Emergency Management Agencies

State Fire Academies and Schools

National Interagency Fire Coordination Center, Boise, ID

California Specialized Training Institute

DRI International, Falls Church, VA

Annex F Informational References

F.1 Referenced Publications. The documents or portions thereof listed in this annex are referenced within the informational sections of this code and are not part of the requirements of this document unless also listed in Chapter 2 for other reasons.

F.1.1 NFPA Publications. National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 99, *Standard for Health Care Facilities*, 2005 edition.

F.1.2 Other Publications. Department of Homeland Security/FEMA, 500 C Street, SW, Washington, DC 20472.

National Mutual Aid and Resource Management Initiative Resource Type Definitions, National Incident Management System, Chapter IV.

F.2 Informational References. The following documents or portions thereof are listed here as informational resources only. They are not a part of the requirements of this document.

F.2.1 Canada.

Bureau de normalization du Québec
Montréal
8475 Avenue Christophe-Colomb
Montréal, QC H2M 2N9
Canada
(418) 652-2238 or (800) 386-5114
(418) 652-2292 (fax)
www.bnq.qc.ca

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Canadian Standards Association (CSA)
5060 Spectrum Way
Mississauga, ON L4W 5N6
Canada
(416) 747-4000 or (800) 463-6727
(416) 747-2473 (fax)
www.csa.ca

National Pollutant Release Inventory
Environment Canada
Inquiry Centre
70 Crémazie Street
Gatineau, QC K1A 0H3
Canada
(819) 997-2800 or (800) 668-6767
(819) 994-1412 (fax)
www.ec.gc.ca/pdb/npri/npri_home_e.cfm

Standards Council of Canada
270 Albert Street, Suite 200
Ottawa, ON K1P 6N7
Canada
(613) 238-3222
(613) 569-7808 (fax)
www.scc.ca

Underwriters Laboratories of Canada
7 Underwriters Road
Toronto, ON M1R 3B4
(866) 9373-ULC or (416) 757-3611
(416) 757-8727 (fax)
www.ulc.ca

F.2.2 United States.

F.2.2.1 NFPA Publications. National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA codes, standards, recommended practices, and guides are excellent resources to assist in developing, implementing, and maintaining disaster and emergency management and business continuity programs. This annex provides a summary of the resources that are most commonly referenced.

For a complete list of NFPA documents, see NFPA at www.nfpa.org.

F.2.2.1.1 Building Design Features.

NFPA 220, *Standard on Types of Building Construction*, 2006 edition.

NFPA 221, *Standard for High Challenge Fire Walls, Fire Walls, and Fire Barrier Walls*, 2006 edition.

NFPA 232, *Standard for the Protection of Records*, 2007 edition.

NFPA 241, *Standard for Safeguarding Construction, Alteration, and Demolition Operations*, 2004 edition.

F.2.2.1.2 Codes.

NFPA 1, *Uniform Fire Code*™, 2006 edition.

NFPA 54, *National Fuel Gas Code*, 2006 edition.

NFPA 70, *National Electrical Code*®, 2005 edition.

NFPA 70A, *National Electrical Code® Requirements for One- and Two-Family Dwellings*, 2005 edition.

NFPA 70B, *Recommended Practice for Electrical Equipment Maintenance*, 2006 edition.

NFPA 72®, *National Fire Alarm Code®*, 2007 edition.

NFPA 73, *Electrical Inspection Code for Existing Dwellings*, 2006 edition.

NFPA *101®*, *Life Safety Code®*, 2006 edition.

F.2.2.1.3 Emergency Operations.

NFPA 13E, *Recommended Practice for Fire Department Operations in Properties Protected by Sprinkler and Standpipe Systems*, 2005 edition.

NFPA 414, *Standard for Aircraft Rescue and Fire-Fighting Vehicles*, 2007 edition.

NFPA 422, *Guide for Aircraft Accident/Incident Response Assessment*, 2004 edition.

NFPA 424, *Guide for Airport/Community Emergency Planning*, 2002 edition.

NFPA 471, *Recommended Practice for Responding to Hazardous Materials Incidents*, 2002 edition.

NFPA 600, *Standard on Industrial Fire Brigades*, 2005 edition.

NFPA 601, *Standard for Security Services in Fire Loss Prevention*, 2005 edition.

NFPA 704, *Standard System for the Identification of the Hazards of Materials for Emergency Response*, 2007 edition.

NFPA 901, *Standard Classifications for Incident Reporting and Fire Protection Data*, 2006 edition.

NFPA 921, *Guide for Fire and Explosion Investigations*, 2004 edition.

NFPA 1141, *Standard for Fire Protection in Planned Building Groups*, 2003 edition.

NFPA 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*, 2007 edition.

NFPA 1620, *Recommended Practice for Pre-Incident Planning*, 2003 edition.

F.2.2.1.4 Emergency Power.

NFPA 110, *Standard for Emergency and Standby Power Systems*, 2005 edition.

NFPA 111, *Standard on Stored Electrical Energy Emergency and Standby Power Systems*, 2005 edition.

NFPA 853, *Standard for the Installation of Stationary Fuel Cell Power Systems*, 2007 edition.

F.2.2.1.5 Fire Department.

NFPA 1201, *Standard for Providing Emergency Services to the Public*, 2004 edition.

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2007 edition.

NFPA 1250, *Recommended Practice in Emergency Service Organization Risk Management*, 2004 edition.

NFPA 1401, *Recommended Practice for Fire Service Training Reports and Records*, 2006 edition.

NFPA 1402, *Guide to Building Fire Service Training Centers*, 2007 edition.

NFPA 1403, *Standard on Live Fire Training Evolutions*, 2007 edition.

NFPA 1404, *Standard for Fire Service Respiratory Protection Training*, 2006 edition.

NFPA 1405, *Guide for Land-Based Fire Fighters Who Respond to Marine Vessel Fires*, 2006 edition.

NFPA 1410, *Standard on Training for Initial Emergency Scene Operations*, 2005 edition.

NFPA 1451, *Standard for a Fire Service Vehicle Operations Training Program*, 2007 edition.

NFPA 1452, *Guide for Training Fire Service Personnel to Conduct Dwelling Fire Safety Surveys*, 2005 edition.

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NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2007 edition.

NFPA 1521, *Standard for Fire Department Safety Officer*, 2002 edition.

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NFPA 1670, *Standard on Operations and Training for Technical Search and Rescue Incidents*, 2004 edition.

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NFPA 32, *Standard for Drycleaning Plants*, 2007 edition.

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NFPA 130, *Standard for Fixed Guideway Transit and Passenger Rail Systems*, 2007 edition.

NFPA 140, *Standard on Motion Picture and Television Production Studio Soundstages and Approved Production Facilities*, 2004 edition.

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NFPA 501A, *Standard for Fire Safety Criteria for Manufactured Home Installations, Sites, and Communities*, 2005 edition.

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NFPA 914, *Code for Fire Protection of Historic Structures*, 2007 edition.

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NFPA 1000, *Standard for Fire Service Professional Qualifications Accreditation and Certification Systems*, 2006 edition.

NFPA 1001, *Standard for Fire Fighter Professional Qualifications*, 2002 edition.

NFPA 1002, *Standard for Fire Apparatus Driver/Operator Professional Qualifications*, 2003 edition.

NFPA 1003, *Standard for Airport Fire Fighter Professional Qualifications*, 2005 edition.

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NFPA 1033, *Standard for Professional Qualifications for Fire Investigator*, 2003 edition.

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F.2.2.1.10 Risk Control.

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NFPA 70E®, *Standard for Electrical Safety in the Workplace*, 2004 edition.

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F.3 References for Extracts in Informational Sections.(Reserved)

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- Committee votes by written ballot on Proposals. If two-thirds approve, Report goes forward. Lacking two-thirds approval, Report returns to Committee.
- Report on Proposals (ROP) is published for public review and comment.

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Revise definition of effective ground-fault current path to read:

3.3.78 Effective Ground-Fault Current Path. An intentionally constructed, permanent, low impedance electrically conductive path designed and intended to carry ~~underground~~ electric fault current ~~conditions~~ from the point of a ground fault on a wiring system to the electrical supply source.

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