

NFPA 1600

Standard on Disaster/Emergency Management and Business Continuity Programs

2004 Edition



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

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Standard on

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This edition of NFPA 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*, was prepared by the Technical Committee on Disaster Management and acted on by NFPA at its November Association Technical Meeting held November 15–19, 2003, in Reno, NV. It was issued by the Standards Council on January 16, 2004, with an effective date of February 5, 2004, and supersedes all previous editions.

This edition of NFPA 1600 was approved as an American National Standard on January 16, 2004.

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.

The 2004 edition contains updated terminology and has been editorially reformatted to follow the 2003 NFPA *Manual of Style*; however, the basic features of the standard remain unchanged. In addition, the committee added a table in Annex A that creates a crosswalk among FEMA’s CAR, NFPA 1600, and BCI & DRII Professional Practices. The committee added significant additional 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.

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NOTE: Membership on a committee shall not in and of itself constitute an endorsement of the Association or any document developed by the committee on which the member serves.

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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NOTICE: An asterisk (*) following the number or letter designating a paragraph indicates that explanatory material on the paragraph can be found in Annex A.

Chapter 1 Administration

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

1.2 Purpose. This standard shall provide those with the responsibility for disaster and emergency management and business continuity programs the criteria to assess current programs or to develop, implement, and maintain a program to mitigate, prepare for, respond to, and recover from disasters and emergencies.

1.3 Application. This document shall apply to both public and private programs.

Chapter 2 Referenced Publications (Reserved)

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 included, common usage of the terms shall apply.

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 Program. 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 and recovery plans, and ensure continuity of services through personnel training, plan testing, and maintenance.

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

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

3.3.5 Impact Analysis (Business Impact Analysis, BIA). A management level analysis that identifies the impacts of losing the entity's resources. The 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.

3.3.6 Incident Management System. In disaster/emergency management applications, the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

3.3.7 Mitigation. Activities taken to eliminate or reduce the probability of the event, or reduce its severity or consequences, either prior to or following a disaster/emergency.

3.3.8 Mutual Aid Agreement. A pre-arranged agreement developed between two or more entities to render assistance to the parties of the agreement.

3.3.9 Preparedness. Activities, programs, and systems developed and implemented prior to a disaster/emergency that are used to support and enhance mitigation of, response to, and recovery from disasters/emergencies.

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

3.3.11 Response. In disaster/emergency management applications, activities designed to address the immediate and short-term effects of the disaster/emergency.

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

Chapter 4 Program Management

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

- (1) Executive policy including vision, mission statement, and enabling authority
- (2) Program goals and objectives
- (3) Program plan and procedures

- (4) Applicable authorities, legislation, regulations, and/or industry codes of practice
- (5) Program budget, project schedule, and milestones

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 committee shall include the program coordinator and others who have the appropriate expertise and 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. The entity shall establish performance objectives for program elements listed in Chapter 4 and Chapter 5 and shall conduct a periodic evaluation of the objectives as described in Section 5.13.

Chapter 5 Program Elements

5.1* General.

5.1.1 The program shall include the elements given in Section 5.2 through Section 5.15, the scope of which shall be determined by the impact of the hazards affecting the entity.

5.1.2* These elements shall be applicable to the four phases of disaster/emergency management: mitigation, preparedness, response, and recovery.

5.2 Laws and Authorities.

5.2.1 The disaster/emergency management program shall comply with applicable legislation, regulations, directives, policies, and industry codes of practice.

5.2.2* The entity shall implement a strategy for addressing needs for legislative and regulatory revisions that evolve over time.

5.3* Hazard Identification, Risk Assessment, and Impact Analysis.

5.3.1* The entity shall identify 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 considered at a minimum shall include, but shall not be limited to, the following:

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

5.3.3* The entity shall conduct an impact analysis to determine the potential for detrimental impacts of the hazards on conditions including, but not limited to, 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

5.4 Hazard Mitigation.

5.4.1 The entity shall develop and implement a strategy to eliminate hazards or mitigate the effects of hazards that cannot be eliminated.

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

5.4.3 The mitigation strategy shall consider, but not be limited to, the following:

- (1) The 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 or physical risks
- (10) Establishment of hazard warning and communication procedures
- (11) Redundancy or duplication of essential personnel, critical systems, equipment, information, operations, or materials

5.5* Resource Management.

5.5.1 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.

5.5.2 The resource management objectives established shall consider, but not be limited to, the following:

- (1) Personnel, equipment, training, facilities, funding, expert knowledge, materials, 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

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

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

5.5.5 Voluntary donations, solicited and unsolicited, and the management thereof, shall be addressed.

5.6* Mutual Aid.

5.6.1 The need for mutual aid shall be determined and agreements established.

5.6.2 Mutual aid agreements shall be referenced in the applicable program plan.

5.7 Planning.

5.7.1* The program shall include, but shall not be limited to, a strategic plan, an emergency operations/response plan, a mitigation plan, a recovery plan, and a continuity plan.

5.7.2* Plans.

5.7.2.1* The strategic plan shall define the vision, mission, goals, and objectives of the program as it relates to the policy of the entity that is required in Section 4.1.

5.7.2.2 The emergency operations/response plan shall assign responsibilities to organizations and individuals for carrying out specific actions at projected times and places in an emergency or disaster.

5.7.2.3 The mitigation plan shall establish interim and long-term actions to eliminate hazards that impact the entity or to reduce the impact of those hazards that cannot be eliminated.

5.7.2.4* The recovery plan shall be developed using strategies based on the short-term and long-term priorities, processes, vital resources, and acceptable time frames for restoration of services, facilities, programs, and infrastructure.

5.7.2.5* A continuity plan shall identify the critical and time-sensitive applications, vital records, processes, and functions that shall be maintained, as well as the personnel and procedures necessary to do so, while the damaged entity is being recovered.

5.7.3 Common Plan Elements.

5.7.3.1 The functional roles and responsibilities of internal and external agencies, organizations, departments, and individuals shall be identified.

5.7.3.2 Lines of authority for those agencies, organizations, departments, and individuals shall be established or identified.

5.8 Direction, Control, and Coordination.

5.8.1 The entity shall develop the capability to direct, control, and coordinate response and recovery operations.

5.8.2* The capabilities shall include, but shall not be limited to, the following:

- (1) An incident management system
- (2)*The specific organizational roles, titles, and responsibilities for each incident management function specified in the emergency operations/response plan

5.8.3 The incident management system utilized shall be communicated to and coordinated with appropriate authorizations and resources identified in Section 5.5.

5.8.4 The entity shall establish applicable procedures and policies for coordinating response, continuity, and recovery activities with appropriate authorities and resources while ensuring compliance with applicable statutes or regulations.

5.9 Communications and Warning.

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

5.9.2 The entity shall develop and maintain a reliable capability to notify officials and alert emergency response personnel.

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

5.9.4 The program shall address communications including, but not limited to, the following:

- (1) Communication needs and capabilities to execute all components of the response and recovery plans
- (2) The inter-operability of multiple responding organizations and personnel

5.10* Operations and Procedures.

5.10.1 The entity shall develop, coordinate, and implement operational procedures to support the program.

5.10.2 The safety, health, and welfare of people, and the protection of property and the environment under the jurisdiction of the entity shall be addressed in the procedures.

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

5.10.4 A situation analysis that includes a damage assessment and the identification of resources needed to support response and recovery operations shall be conducted.

5.10.5 Procedures shall be established to allow for initiating recovery and mitigation activities during the emergency response.

5.10.6 Procedures shall be established for succession of management/government as required in 5.7.2.5.

5.11 Logistics and Facilities.

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

5.11.2* A primary and alternate facility capable of supporting continuity, response, and recovery operations shall be established, equipped, periodically tested, and maintained.

5.12 Training.

5.12.1 The entity shall assess training needs and shall develop and implement a training/educational curriculum to support the program. The training and education curriculum shall comply with all applicable regulatory requirements.

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

5.12.3 Frequency and scope of training shall be identified.

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

5.12.5 Training records shall be maintained.

5.13 Exercises, Evaluations, and Corrective Actions.

5.13.1 The entity shall evaluate program plans, procedures, and capabilities through periodic reviews, testing, post-incident reports, lessons learned, performance evaluations, and exercises.

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

5.13.3* Procedures shall be established to ensure that corrective action is taken on any deficiency identified in the evaluation process and to revise the relevant program plan.

5.14 Crisis Communication and Public Information.

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

5.14.2 The entity shall establish and maintain a disaster/emergency public information capability that includes, but is not limited to, the following:

- (1) A central contact facility for the media
- (2) A disaster/emergency information handling system
- (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)

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

5.15* Finance and Administration.

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

5.15.2 Procedures shall be established to ensure that fiscal decisions can be expedited and shall be in accordance with established authority levels and accounting principles. The procedures shall include, but not be limited to, the following:

- (1) Establishing and defining 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

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 disaster/emergency management and business continuity community is comprised of many different entities including the government at distinct levels (e.g., federal, state/provincial, territorial, tribal, indigenous, and local levels); business and industry; non-governmental 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 as follows:

- (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.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.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 includes disaster/emergency manager, and an example of a title for the private sector includes 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, 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, but are not limited to, police, fire, emergency medical services, engineering, public works, environmental protection, public health, finance, education, disaster/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 Though 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 will be made in consultation with the program 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 disaster/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 man-

agement 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 each of the four phases of disaster/emergency management (mitigation, preparedness, response, recovery). Each element should not be considered independently, but in relation to each of the four phases.

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.

Table A.5.1 FEMA's CAR/NFPA 1600/BCI & DRII Professional Practices Crosswalk

CAR Emergency Management Functions (EMF)	NFPA 1600, <i>Standard on Disaster/Emergency Management and Business Continuity Programs</i> (Chapter/Section)	BCI & DRII Professional Practices (Subject Area)
—	4 Program Management	1 Project Initiation and Management
—	5.1 General	—
1 Laws and Authorities	5.2 Laws and Authorities	9 Public Relations 7 Crisis Coordination 10 Coordination with Public Authorities 2 Risk Evaluation and Control
2 Hazard Identification and Risk Assessment	5.3 Hazard Identification, Risk Assessment, and Impact Analysis	2 Risk Evaluation and Control
3 Hazard Mitigation	5.4 Hazard Mitigation 5.5 Resource Management	3 Business Impact Analysis 4 Developing Business Continuity Strategies
5 Planning	5.6 Mutual Aid 5.7 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 BC Plans
6 Direction, Control, and Coordination	5.8 Direction, Control, and Coordination	5 Emergency Response and Operations 6 Developing and Implementing BC Plans
7 Communications and Warning	5.9 Communications and Warning	5 Emergency Response and Operations 6 Developing and Implementing BC Plans
8 Operations and Procedures	5.10 Operations and Procedures	5 Emergency Response and Operations 6 Developing and Implementing BC Plans 4 Developing Business Continuity Strategies 6 Developing and Implementing BC Plans
9 Logistics and Facilities	5.11 Logistics and Facilities	7 Awareness and Training 7 Awareness and Training 8 Maintaining and Exercising Business Continuity Plans
10 Training	5.12 Training	
11 Exercises, Evaluations, and Corrective Actions	5.13 Exercises, Evaluations, and Corrective Actions	
12 Crisis Communications, Public Education, and Information	5.14 Crisis Communications and Public Information	9 Public Relations and Crisis Coordination
13 Finance and Administration	5.15 Finance and Administration	1 Project Initiation and Management

CAR: Capability Assessment for Readiness. BCI: Business Continuity Institute. DRII: Disaster Recovery Institute International.

For example, the entity might have the appropriate authority to conduct disaster/emergency operations but lack authority to take action prior to an event to mitigate the occurrence or the recurrence of a disaster/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.

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 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 checklist(s) are 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, but is not limited to, the following types of potential hazards:
- (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)
 - (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)
 - 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
 - (c) Biological hazards
 - i. Diseases that impact humans and animals (plague, smallpox, anthrax, West Nile virus, foot and mouth disease)
 - ii. Animal or insect infestation
 - (2) Human-caused events
 - (a) Accidental
 - i. Hazardous material (chemical, radiological, biological) 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
 - (b) Intentional
 - i. Terrorism (conventional, chemical, radiological, biological, cyber)
 - ii. Sabotage
 - iii. Civil disturbance, public unrest, mass hysteria, riot
 - iv. Enemy attack, war
 - v. Insurrection
 - vi. Strike
 - vii. Misinformation
 - viii. Crime
 - ix. Arson
 - x. Electromagnetic pulse

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 a disaster/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 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 disaster/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 a disaster/emergency.

A.5.4.2 The mitigation strategy should establish interim and long-term actions to reduce the risks from hazards.

A.5.4.3(9) Protective systems or equipment can reduce the probability of occurrence or the severity of consequences. For cyber risks, hardware and software firewalls can help prevent penetration of computer networks.

A.5.5 Resources for program administration as well as disaster/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 (e.g., heavy duty, protective, transportation, monitoring, decontamination, response, personal protective equipment)
- (2) Supplies (e.g., medical, personal hygiene, consumable, administrative, ice)
- (3) Sources of energy (e.g., electrical, fuel)
- (4) Emergency power production (generators)
- (5) Communications systems
- (6) Food and water
- (7) Technical information
- (8) Clothing
- (9) Shelter
- (10) Specialized personnel (e.g., medical, religious, volunteer organizations, disaster/emergency management staff, utility workers, morticians, and private contractors)
- (11) Specialized volunteer groups (e.g., 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.5.6 Mutual aid agreements between entities are an effective means to obtain resources and should be developed whenever possible. Mutual aid 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 agreement" as used here includes cooperative assistance agreements, intergovernmental compacts, or other terms commonly used for the sharing of resources.

A.5.7.1 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, assures that all constituents have a voice, and so on. These plans can be separate or integrated into a comprehensive plan.

A.5.7.2 The extent of planning requirements will depend on the program's objectives, results of the hazard analysis, corporate culture and philosophy, regulations, and so on.

A.5.7.2.1 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 disaster/emergency responses
- (6) Infrastructure, economic, 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.5.7.2.4 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 5.5
- (2) Priorities for restoration and mitigation
- (3) Acceptable downtime before restoration to a minimum level
- (4) Minimum resources needed to accomplish the restoration

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

A.5.7.2.5 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, 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-disaster 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 a disaster/emergency situation and the restoration of the business and its functions to pre-disaster 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:

- (1) **Succession:** To ensure that the leadership will continue to function effectively under disaster/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 disaster/emergency conditions.
Disaster/emergency authorities have been enacted that specify the essential duties to be performed by the leadership during the disaster/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 disaster/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 emergency operations center:** A facility from which direction and control is exercised in a disaster/emergency. This type of center is designated to ensure that the capability exists for the leadership to direct and control operations from a centralized facility in the event of a disaster/emergency. (See A.5.11.2).
- (5) **Alternate emergency operations center:** An alternate facility from which direction and control is exercised in a disaster/emergency should the primary center become unavailable, or should it be determined that the alternate facility is a more appropriate location from which to handle the disaster/emergency.
- (6) **Alternate operating or back-up facilities:** Provisions also exist for alternate site(s) for departments or agencies having disaster/emergency functions or continuing operations.
- (7) **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 disaster/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 disaster/emergency conditions and to maintain the continuity of operations.

- (8) **Protection of resources, facilities, and personnel:** The measures that are taken to disperse resources and personnel in a manner that will provide redundancy to ensure the entity can continue to function during disaster/emergency conditions. Plans and procedures are in place to ensure the protection of personnel, facilities, and resources so the entity(s) 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.5.7.2.4.)

A.5.8.2 In disasters/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 disasters/emergencies, incident management functions might be handled by one person, the incident commander. (See Sections C.3 and C.4.)

A.5.8.2(2) Where necessary, equivalent titles and functions should be cross-referenced.

A.5.10 Procedures should include, but not be limited to, the following:

- (1) Control of access to the area affected by the disaster/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 disaster/emergency.
- (5) Mobilization and demobilization of resources.
- (6) Provision of temporary, short-term, or long-term housing, feeding, and care of populations displaced by a disaster/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 disaster/emergency.
- (9) Provision for managing critical incident stress for responders.

A.5.10.3 Property conservation, as used in 5.10.3, means minimizing property damage.

A.5.11.2 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.5.7.2.5.)

It should also be noted that there is a movement toward mobile and virtual capabilities. Use of this type of capability should still meet the criteria in this section.

A.5.13.2 Exercises should include, but not be limited to, tabletops, simulations, and full operational exercises.

A.5.13.3 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.

During the evaluation, process deficiencies are noted that require improvement.

Typically, those deficiencies fall within one or more of the 13 program elements found within the standard. There are three categories, 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 should 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.
- (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.
- (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 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.5.14.1 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 a disaster/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.

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 a disaster/emergency, the potential effect of the hazard, and how to protect themselves from the impact of the hazard.

A.5.15 There should be a responsive financial management and administrative framework that complies with the entity's program requirements and is uniquely linked to disaster/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.5.15.1 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 financial department should be included as a member of the program committee. (*See Section 4.3.*)
- (2) The finance department should be actively involved with identifying, prioritizing, and purchasing internal and external resources. (*See Section 5.5.*)
- (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 5.7.2.1.*)

Annex B Disaster/Emergency Management and Related Organizations

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only. Information that has been provided in this annex is accurate as of the date of this publication.

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 Disaster/Emergency Management.

B.1.1 Disaster/Emergency Management and Related Agencies of the Federal Government in the 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) 498-0057 (fax)

Web page: www.atsdr.cdc.gov/

Centers for Disease Control and Prevention (CDC)

1600 Clifton Road
Atlanta, GA 30333
(404) 639-3311 or (800) 311-3435
Web page: www.cdc.gov

Department of Defense/Department of the Army, Director of Military Support

Defense Technical Information Center
Attn: IAC Program Office (DTIC-AI)
8725 John J. Kingman Road, Suite 0944
Fort Belvoir, VA 22060-6218
(703) 767-9120
(703) 767-9119 (fax)
Web page: www.iac.dtic.mil/

Department of Defense, Office of the Deputy Assistant to the Secretary for Counterproliferation and Chemical and Biological Defense Programs**DASTD (CP/CBD)**

Web page: www.acq.osd.mil/cp/

Department of Defense, Defense Technical Information Center, Index of Resources

Web page: www.dtic.mil/dtic/d

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)
Web page: www.nnsa.doe.gov/nevada.htm

Department of Health and Human Services

200 Independence Avenue, S.W.
Washington, DC 20201
(202) 619-0257 or (877) 696-6775
Web page: www.dhhs.gov/

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)
Web page: www.ndms.dhhs.gov/NDMS/ndms.html

Department of Health and Human Services (DHHS), Office of Public Health Preparedness

U.S. Department of Health and Human Services
200 Independence Avenue, S.W.
Washington, DC 20201
(202) 619-0257 or (877) 696-6775
Web page: www.hhs.gov/ophp

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

Web page: www.ndms.dhhs.gov/CT_Program/Response_Planning/C-BHMPlan.pdf

Department of Justice/Office for Domestic Preparedness

U.S. Department of Justice
950 Pennsylvania Avenue, N.W.
Washington, DC 20530-0001
Web page: www.ojp.usdoj.gov/odp/

Department of Transportation, Office of Hazardous Materials Safety

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

The 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
Web page: www.training.fema.gov/EMIWeb/

Emergency Response Guidebook (First Responder's Guide for HAZMAT operations), DOT, 2000

Web page: hazmat.dot.gov/erg2000/erg2000.pdf or www.tc.gc.ca/canutec/en/guide/guide.htm

Environmental Protection Agency, Chemical Emergency Preparedness and Prevention Office

U.S. EPA
Chemical Emergency Preparedness and Prevention Office (5104A)
Ariel Rios Federal Building
1200 Pennsylvania Avenue, N.W.
Washington, DC 20460
(703) 412-9810 or (800) 424-9346
Web page: www.epa.gov/swercepp/ or www.epa.gov/ceppo

EPA, Emergency Response Team

(732) 321-6740
Web page: www.ert.org

EPA, National Response System

Environmental Protection Agency
Ariel Rios Federal Building
1200 Pennsylvania Avenue, N.W.
Washington, DC 20460
(202) 260-2090
Web page: www.epa.gov/superfund/programs/er/nrs/nrsrtrt.htm

Department of Homeland Security/Emergency Preparedness Response Directorate (DHS formerly FEMA)

HQ DHS

Federal Center Plaza

500 C Street, S.W., Room 512

Washington, DC 20472

(202) 646-4600

(202) 646-4060 (fax)

Web page: www.dhs.gov**Federal Response Plan, FEMA**

FEMA

500 C Street, S.W., Room 512

Washington, DC 20472

Web page: www.fema.gov**FEMA National Emergency Training Center (NETC)**

Chief, Emergency Management Division, EMI

National Emergency Training Center (NETC)

16825 South Seton Avenue

Emmitsburg, MD 21727

(301) 447-1035 or (800) 238-3358

(301) 447-1441 (fax)

Web page: www.training.fema.gov/EMIWeb/**FEMA Partners List (state EMAs, local agencies, national agencies)**

FEMA

500 C Street, S.W.

Washington, DC 20472

(202) 566-1600

Web page: www.fema.gov/about/frp.shtm**FEMA, State and Local Guide (SLG) 101: Guide for All-Hazard Emergency Operations Planning**

FEMA

500 C Street, S.W.

Washington, DC 20472

Web page: www.fema.gov/rrr/gaheop.shtm**FEMA Bibliography Listing for Emergency Management**

FEMA

500 C Street, S.W.

Washington, DC 20472

(202) 566-1600

Web page: www.fema.gov/library/**FEMA Library of Reference Documents**

FEMA

500 C Street, S.W.

Washington, DC 20472

(202) 566-1600

Web page: www.fema.gov/EMI/edu/biblio.htm**Hazardous Materials Information Service, Dept. of Defense, Defense Logistics Agency**

Defense Supply Center Richmond

ATTN: DSCR-VBA

Jefferson Davis Hwy

Richmond, VA 23297-5685

(804) 279-5252

(804) 279-5337 (fax)

Web page: www.dlis.dla.mil/hmirs/**The Health Library for Disasters, World Health Organization, and Pan-American Health Organization**Web page: 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 x. 35328

(573) 563-8077 (fax)

Web page: www.wood.army.mil/hls/**Learning Resource Center, National Emergency Training Center, FEMA/NFA, Bibliographic Card Catalog System**

National Emergency Training Center

Learning Resource Center

16825 South Seton Avenue

Emmitsburg, MD 21727

(301) 447-1000

(301) 447-1052 (fax)

Web page: www.lrc.fema.gov/**Local Emergency Planning Committee (LEPC) Data Base**Web page: www.epa.gov/swercepp/lepclist.htm**National Animal Health Emergency Management System**Web page: www.usaha.org/NAHEMS/**National Institutes of Health**

National Institutes of Health (NIH)

9000 Rockville Pike

Bethesda, MD 20892

Web page: www.nih.gov**National Institute for Occupational Health and Safety**

(800) 35-NIOSH (1-800-356-4674)

(513) 533-8573 (fax)

Web page: www.cdc.gov/niosh/homepage.html**National Institute of Occupational Safety and Health (NIOSH) Publications**

(800) 356-4674

(513) 533-8573 (fax)

Web page: www.cdc.gov/niosh/publistd.html**National Interagency Civil-Military Institute National Guard Bureau**

Camp San Luis Obispo

Building 918

Highway # 1 North

San Luis Obispo, CA 93401

(805) 782-6740 or (800) 926-5637

Web page: www.nici.org/**National Laboratory Training Network, CDC**

Association of Public Health Laboratories

2025 M Street, N.W. Suite 550

Washington, DC 20036

(800) 536-NLTN (6586)

Web page: www.phppo.cdc.gov/nltm/default.asp

National Library of Medicine

8600 Rockville Pike
Bethesda, MD 20894
Web page: www.nlm.nih.gov/

National Oceanic and Atmospheric Administration (NOAA)

14th Street & Constitution Avenue, N.W.
Room 6013
Washington, DC 20230
(202) 482-6090
(202) 482-3154 (fax)
Web page: www.noaa.gov

The National Response Center, Chemical/HAZMAT Spills

National Response Center
c/o United States Coast Guard (G-OPF)-Room 2611
2100 2nd Street, S.W.
Washington, DC 20593-0001
(202) 267-2675 or (800) 424-8802
(202) 267-2165 (fax)
Web page: www.nrc.uscg.mil/index.html

National Wildlife Health Center, USGS

Web page: www.nwhc.usgs.gov/

Occupational Safety and Health Administration (OSHA)

National Office — U.S. Department of Labor
Occupational Safety and Health Administration (OSHA)
200 Constitution Avenue, N.W.
Washington, DC 20210
Web page: www.osha.gov

Office of Counterproliferation and Chemical Biological Defense, DOD

Web page: www.acq.osd.mil/cp/welcome.html

Office of Homeland Security

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

Public Health Service (DHHS) Office of Emergency Prep, Manages the National Disaster Medical System

Web page: ndms.dhhs.gov/

Public Health Training Network, CDC

Web page: www.phppo.cdc.gov/phtn/default.asp

State Health Department Web Sites

Web page: www.cdc.gov/search2.htm

U.S. Army Chemical School

Web page: www.wood.army.mil/usacmls/

U.S. Army Corps of Engineers

Web page: www.usace.army.mil

U.S. Army Medical Department

Web page: 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)
Web page: 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)
Web page: ccc.apgea.army.mil/

U.S. Army Medical Research and Materiel Command

Web page: mrmc-www.army.mil/

USAID The 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)
Web page: www.usaid.gov/hum_response/ofda/

U.S. Army Center for Health Promotion & Preventive Medicine

5158 Blackhawk Road
Aberdeen Proving Ground, MD 21010-5403
(800) 222-9698
(410) 436-7142 (fax)
Web page: chppm-www.apgea.army.mil/

U.S. Army Soldier and Biological Chemical Command (SBC-COM)

Web page: www.sbccom.apgea.army.mil/

U.S. Coast Guard, Command Center

Web page: www.uscg.mil/hq/commandcenter/oc.htm

U.S. Marine Corps, Chemical Biological Incident Response Force

Web page: www.specialoperations.com/USMC/CBIRF/

U.S. Nuclear Regulatory Commission

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

U.S. Secret Service

U.S. Secret Service
950 H Street, N.W.
Washington, DC 20223
(202) 406-5708
Web page: www.treas.gov/usss/index.shtml

U.S. Geological Survey

U.S. Geological Survey
Headquarters
John W. Powell Federal Building
12201 Sunrise Valley Drive
Reston, VA 20192
Web page: www.usgs.gov/

National Earthquake Information Center, U.S. Geological Survey

MS 967, Box 25046
Denver Federal Center
Denver, CO 80225
(303) 273-8500
(303) 273-8450 (fax)
Web page: neic.usgs.gov/

National Landslide Information Center, U.S. Geological Survey

(800) 654-4966
(303) 273-8600 (fax)
Web page: landslides.usgs.gov/index.html

B.1.2 International Disaster/Emergency Management and Related Agencies and Organizations.**Asian Disaster Preparedness Center**

58 Moo 9, Km. 42, Paholyothin Highway
Klong Luang, Pathumthani 12120
Thailand
(66) 02 524 5354 or (66) 02 524 5355
(66) 02-524-5350 or (66) 02-524-5360 (fax)
Web page: www.adpc.ait.ac.th

Business Continuity Institute

P.O. Box 4474
Worcester WR6 5YA
United Kingdom
+44 (0) 870-603-8833
+44 (0) 870-603-8761 (fax)
Web page: www.thebci.org

Canadian Association of Chiefs of Police (CACP)

582 Somerset Street W.
Ottawa, ON K1R 5K2
Canada
(613) 233-1106
(613) 233-6960 (fax)
Web page: www.cacp.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)
Web page: www.cafc.ca

Canadian Centre for Emergency Preparedness (CCEP)

1005 Skyview Drive
Suite 323
Burlington, ON L7P 5B1
Canada
(905) 331-2552

(647) 439-1608 (fax)

Web page: www.ccep.ca

Canadian Centre for Occupational Health & Safety (CCOHS)

135 Hunter Street East
Hamilton, ON L8N 1M5
Canada
(800) 263-8466
(905) 572-4400
(905) 572-4500 (fax)
Web page: www.ccohs.ca

Canadian Chemical Producers' Association

350 Sparks Street
Suite 805
Ottawa, ON K1R 7S8
Canada
(613) 237-6215
(613) 237-4061 (fax)
Web page: www.ccpa.ca

Canadian Coast Guard (CCG)

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

Canadian Red Cross

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

Canadian Society of Safety Engineering (CSSE)

39 River Street
Toronto, ON M5A 3P1
Canada
(416) 646-1600
(416) 646-9460 (fax)
Web page: 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)
Web page: www.csa.ca

Canadian Transportation Agency (CTA)

15 Eddy Street
Gatineau, QC K1A 0N9
Canada
(888) 222-2592
(819) 953-8353 (fax)
Web page: 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)
Web page: www.tc.gc.ca/canutec

B.1.2.1 Disaster Recovery Information Exchange (DRIE) Canada

2175 Sheppard Avenue East, Suite 310
Willowdale, ON M2J 1W8
(416) 491-2420
(416) 491-1670 (fax)
www.drie.org

DRIE Atlantic

c/o Shane Savage
Atlantic Blue Cross Care
599 Main Street
Moncton, NB E1C 8L3
Canada
Web page: www.drie.org/atlantic/

DRIE Central

c/o Audrey Thompson
P.O. Box 27271
360 Main Street
Winnipeg, MB R3C 4T3
Canada
(204) 985-4854
(204) 947-5608 (fax)
Web page: www.drie.org/central/

DRIE Montreal

600 Montée du Moulin
Casier Postal 74012
Laval, QC H8A 4A2
Canada
(514) 572-1800
(514) 572-1801 (fax)
Web page: www.drie-montreal.org

DRIE Ottawa

P.O. Box 20518
390 Rideau Street
Ottawa, ON K1N 1A3
Canada
(613) 238-2909
Web page: www.drieottawa.org

DRIE South Western Ontario

c/o Mike Ross
TD Bank Financial Group
P.O. Box 5703, Stn B
London, ON N6A 4S4
Canada
(800) 461-3095
(905) 526-9056 (fax)
Web page: www.drie-swo.org

DRIE Toronto

2175 Sheppard Ave. E, Suite 310
Willowdale, ON M2J 1W8
Canada
(416) 491-2420
(416) 491-1670 (fax)
Web page: www.drie.org/toronto

DRIE West

P.O. Box 1557, Stn M
Calgary, AB T2P 3B9
Canada
(877) 571-7665
Web page: www.drie.org/west

Disaster Recovery Institute Canada (DRI Canada)

2175 Sheppard Avenue East, Suite 310
Willowdale, ON M2J 1W8
Canada
(416) 491-5335
(888) 728-DRIC (3742)
(416) 491-1670 (fax)
Web page: www.dri.ca

B.1.2.2 Canadian Provincial Emergency Management Organizations**Department of National Defense (Canada)**

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)
Web page: www.forces.gc.ca

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)
Web page: www.gov.ab.ca/ma/ds/

Emergency Management Ontario

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

Emergency Measures Organization (Newfoundland and Labrador)

Confederation Building
P.O. Box 8700
St. John's, NL A1B 4J6

Canada
(709) 729-3703
(709) 729-3857 (fax)
Web page: www.gov.nf.ca/mpa/emo.html

Emergency Measures Organization (Northwest Territories)

Municipal and Community Affairs
Government of the Northwest Territories
5201-50th Avenue, Suite 600
Yellowknife, NT X1A 3S9
(867) 873-7785
(867) 873-7554 (24 hr emergency)
(867) 873-8193 (fax)
Web page: www.maca.gov.nt.ca/about/emergency.html

Emergency Measures Organization (Nova Scotia)

P.O. Box 2581
Halifax, NS B3J 3N5
Canada
(903) 424-5620
(903) 424-5376 (fax)
Web page: www.gov.ns.ca/emo

Environment Canada (EC)

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

Federation of Canadian Municipalities

24 Clarence Street
Ottawa, ON K1A 0W6
Canada
(613) 241-5221
(613) 241-7440 (fax)
Web page: 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)
Web page: www.iapa.ca/

International Civil Defense Organization

10-12 Chemin de Surville
1213 Petit-Lancy
Geneva, Switzerland
+41 22 793 4433
+41 22 793 4428 (fax)
Web page: www.icdo.org

Justice Institute of British Columbia

715 McBride Boulevard
New Westminster, BC V3L 5T4
Canada
(604) 525-5422
(604) 528-5518 (fax)
Web page: www.jibc.bc.ca

Manitoba Emergency Measures Organization

Room 1525
405 Broadway
Winnipeg, MB R3C 3L6
Canada
(204) 945-4772
(888) 267-8298
(204) 945-4620 (fax)
Web page: www.gov.mb.ca/gs/memo/

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)
Web page: www.gnb.ca/cnb/emo-omu/index-e.asp

Nunavut Emergency Services

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

Office of Critical Infrastructure Protection & Emergency Preparedness (OCIEPP)

122 Bank Street, 2nd Floor
Ottawa, ON K1A 0W6
Canada
(613) 944-4875
(613) 991-7000 (emergency)
(800) 830-3118 (toll free)
(613) 998-9589 (fax)
Web page: www.ociepp-bpiepc.gc.ca

Ontario Association of Emergency Managers (OAEM)

2150 Burnhamthorpe Road West
P.O. Box 67043
Mississauga, ON L5L 5V4
Canada
Web page: www.oaem.ca

Organisation de la Sécurité Civile du Québec (OSCQ)

Web page: <http://www.msp.gouv.qc.ca/secivile>

Partnership Towards Safer Communities

Web page: www.ptsc-program.org

Prince Edward Island Emergency Measures Organization

National Bank Tower
134 Kent Street, Suite 600
Charlottetown, PE C1A 8R8
(902) 368-6361
(902) 892-9365 (24 hr emergency line)
(902) 368-6362 (fax)
Web page: www.gov.pe.ca/commcul/emo

Provincial Emergency Program (British Columbia)

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

Saskatchewan Emergency Planning

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

Transport Canada (TC)

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

World Health Organization

Avenue Appia 20
 1211 Geneva 27
 Switzerland
 (+00 41 22) 791 21 11
 (+00 41 22) 791 31 11 (fax)
 Web page: www.who.ch

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)
 Web page: <http://www.gov.yk.ca/depts/community/emo/>

B.1.3 Academic Institutions.**FEMA Higher Education Project**

National Emergency Training Center
 Emergency Management Institute
 16825 S. Seton Avenue
 Emmitsburg, MD 21727
 (301) 447-1262
 (301) 447-1598 (fax)
 Web page: training.fema.gov/EMIWeb/edu

Arkansas Technical University

Community Education
 Dean Hall 110
 Russellville, AR 72801
 (501) 968-0318
 (501) 968-0205 (fax)
 Web page: comm.ed.atu.edu/classind.htm

Brandon University

Applied Disaster & Emergency Studies
 Brandon, MB R7A 6A9
 Canada
 (204) 727-9768
 (204) 571-8588 (fax)
 Web page: www.brandonu.ca/Academic/ADES

Colorado State University

Department of Environmental & Radiological Health Services
 Environmental Health Building
 Fort Collins, CO 80523
 (970) 491-5003
 (970) 491-2940 (fax)
 Web page: www.cvmb.colostate.edu/erhs/

Memphis State University

Center for Earthquake Research and Information
 The University of Memphis
 Memphis, TN 38152
 (901) 678-2007
 (901) 678-4734 (fax)
 Web page: www.ceri.memphis.edu

St. Petersburg College

Institute of Emergency Administration & Fire Science
 P.O. Box 13489
 St. Petersburg, FL 33733
 (727) 341-4422
 (727) 549-6062 (fax)
 Web page: www.spjc.edu/

Texas A&M University

Hazard Reduction & Recovery Center
 TAMU MS 3137
 College Station, TX 77843-3137
 (979) 845-7813
 (979) 845-5121 (fax)
 Web page: hrrc.tamu.edu/

**University of California — Berkeley Extension
Environment Management**

(510) 642-4151 Ext 28

Web page: www.unex.berkeley.edu/em

University of Akron

Public Administration & Urban Studies

Buchtel College of Arts and Sciences

The Polsky Building 265

Akron, OH 44325-7904

(330) 972-7618

(330) 972-6376 (fax)

Web page: www.uakron.edu/colleges/artsoci/depts/paus/

University of Colorado-Boulder

Natural Hazards Research/Applications Center

Floodplain Management Resource Center

Campus Box 482

Boulder, CO 80309-0482

(303) 492-6818

(303) 492-2151 (fax)

Web page: www.colorado.edu/hazards/

University of Delaware

Disaster Research Center

Newark, DE 19716-2581

(302) 831-6618

(302) 831-2091 (fax)

Web page: www.udel.edu/DRC/nodhtml.html

University of Nebraska-Lincoln

International Drought Mitigation Center

239 L.W. Chase Hall

P.O. Box 830749

Lincoln, NE 68583-0749

(402) 472-3679

(402) 472-6614 (fax)

Web page: www.drought.unl.edu/index.htm

University of North Texas

Emergency Administration and Planning Program

Department of Public Administration

P.O. Box 310617

Denton, TX 76203-0617

(940) 565-3292

(940) 565-4466 (fax)

Web page: www.unt.edu/eadp

University of Tennessee

Institute for Public Service

105 Student Services Administration Building

Knoxville, TX 37996-0213

(865) 974-6621

(865) 974-1528 (fax)

Web page: ips.utk.edu

B.1.4 Nongovernment Organizations.

AFCOM

742 East Chapman Avenue

Orange, CA 92866

(714) 997-7966

(714) 997-9743 (fax)

Web page: www.afcom.com

ARAMA (The Association of Information Management Professionals) International

13725 W. 109th Street, Suite 101

Lenexa, KS 66215

(913) 341-3808 or (800) 422-2762 (U.S. and Canada)

(913) 341-3742 (fax)

Web page: www.arma.org

Amateur Radio Disaster Services

Web page: www.ares.org

America's Second Harvest

35 E. Wacker Dr., #2000

Chicago, IL 60601

(312) 263-2303 or (800) 771-2303

(815) 467-4915 (fax)

Web page: www.secondharvest.org

American Academy of Emergency Medicine

611 East Wells Street

Milwaukee, WI 53202

(800) 884-2236

(414) 276-3349 (fax)

Web page: 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)

Web page: www.aameda.org/

American Civil Defense Association

The American Civil Defense Association

P.O. Box 1057

118 Court Street

Starke, FL 32091

(800) 425-5397 or (904) 964-5397

(904) 964-9641 (fax)

Web page: www.tacda.org

American Public Works Association

1401 K Street, N.W., 11th Floor

Washington, DC 20005

(202) 408-9541

(202) 408-9542 (fax)

Web page: www.apwa.net

American Radio Relay League

225 Main Street

Newington, CT, 06111-1494

(860) 594-0200

(860) 594-0259 (fax)

Web page: www.arrl.org

American Red Cross

American Red Cross National Headquarters

2025 E Street, N.W.

Washington, DC 20006

(202) 303-4498 or (877) 272-7337

Web page: www.redcross.org/

American Society for Industrial Security

ASIS International

1625 Prince Street

Alexandria, VA 22314-2818
(703) 519-6200
(703) 519-6299 (fax)
Web page: www.asisonline.org

American Society for Public Administration (ASPA)

1120 G Street, N.W., Suite 700
Washington, DC 20005
(202) 393-7878
(202) 638-4952 (fax)
Web page: www.aspanet.org

American Society of Civil Engineers (ASCE)

ASCE World Headquarters
1801 Alexander Bell Drive
Reston, VA 20191-4400
(800) 548-2723
(703) 295-6300 (international)
(703) 295-6222 (fax)
Web page: www.asce.org

American Society of Professional Emergency Planners (ASPEP)

East Gate Business Center
133 Gaither Drive, Suite N
Mt. Laurel, NJ 08054
(856) 273-8115
(856) 642-9453 (fax)
Web page: www.aspep.org

Applied Technology Council

Applied Technology Council
555 Twin Dolphin Drive, Suite 550
Redwood City, CA 94065
(650) 595-1542
(650) 593-2320 (fax)
Web page: www.atcouncil.org

Association of Contingency Planners (ACP)

National Headquarters
12461 Jacqueline Place
Granada Hills, CA 91344
(818) 360-4158
(818) 832-9578 (fax)
Web page: www.acp-international.com

Association of Energy Engineers

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

Association of Engineering Geologists (AEG)

Association of Engineering Geologists
P.O. Box 460518
Denver, CO 80246
(303) 757-2926
(303) 757-2969 (fax)
Web page: www.aegweb.org/indexf.html

Association of Public-Safety Communications Officials (APCO)

APCO International, Inc.
World Headquarters
351 N. Williamson Blvd.
Daytona Beach, FL 32114-1112
(386) 322-2500 or (888) 272-6911
(386) 322-2501 (fax)
Web page: www.apcointl.org

Association of Records Managers & Administrators (ARMA)

ARMA International
13725 W. 109th St., Suite 101
Lenexa, KS 66215
(913) 341-3808 or (800) 422-2762 (U.S. and Canada)
(913) 341-3742 (fax)
Web page: 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)
Web page: www.ascr.org

Association of State Dam Safety Officials (ASDSO)

450 Old Vine, 2nd Floor
Lexington, KY 40507
(859) 257-5140
(859) 323-1958 (fax)
Web page: www.damsafety.org

Association of State Floodplain Managers, Inc.

2809 Fish Hatchery Road, Suite 204
Madison, WI 53713
(608) 274-0123
(608) 274-0696 (fax)
Web page: www.floods.org

Association of Traumatic Stress Specialists (ATSS)

(512) 868-3677
(512) 868-3678 (fax)
Web page: www.atss-hq.com

BOMA International

1201 New York Avenue, N.W., Suite 300
Washington, DC 20005
(202) 408-2662
(202) 371-0181 (fax)
Web page: www.boma.org

Building Seismic Safety Council (BSSC)

National Institute of Building Seismic
1090 Vermont Avenue, N.W., Suite 700
Washington, DC 20005
(202) 289-7800
(202) 289-1092 (fax)
Web page: www.bssconline.org

Business Network of Emergency Resources, Inc.

9415 Carousel Center
Syracuse, NY 13290-9801
(888) 353-BNET
Web page: www.bnetinc.org

Center for Earthquake Research & Information (CERI)

University of Memphis
3876 Central Avenue Ste 1
Memphis, TN 38152-3050
(901) 678-2007
Web page: www.ceri.memphis.edu

Center of Excellence In Disaster Management & Humanitarian Assistance

The Center of Excellence in Disaster
Management & Humanitarian Assistance
Tripler Army Medical Center
1 Jarrett White Road (MCPA-DM)
Tripler AMC, HI 96859-5000
(808) 433-7035
(808) 433-1757 (fax)
Web page: <http://coe-dmha.org>

Central U.S. Earthquake Consortium (CUSEC)

2630 East Holmes Road
Memphis, TN 38118
(901) 544-3570 or (800) 824-5817
(901) 544-0544 (fax)
Web page: www.cusec.org/

Chartered Property Casualty Underwriters Society (CPCU), CPCU Society

Kahler Hall
P.O. Box 3009
720 Providence Road
Malvern, PA 19355-0709
(800) 932-2728
(610) 251-2780 (fax)
Web page: www.cpcusociety.org

Chemical and Biological Defense Information Analysis Center (CBIAC)

Aberdeen Proving Ground — Edgewood Area
P.O. Box 196
Gunpowder, MD 21010-0196
(410) 676-9030
(410) 676-9703 (fax)
Web page: www.cbiac.apgea.army.mil

Disaster and Emergency Response Association

P.O. Box 797
Longmont, CO 80502
(303) 809-4412
Web page: www.disasters.org

DRI International

201 Park Washington Court
Falls Church, VA 22046-4527
(703) 538-1792
(703) 241-5603 (fax)
Web page: www.drri.org

Earthquake Engineering Research Institute

499 14th Street, Suite 320
Oakland, CA 94612-1934
(510) 451-0905
(510) 451-5411 (fax)
Web page: www.eeri.org

Emergency Infrastructure Partnership (EIIP)

Avagene Moore
Web page: www.emforum.org

Emergency Management Laboratory

P.O. Box 117
Oak Ridge, TN 37831-0117
(865) 576-9647
Web page: www.ornl.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)
Web page: www.femf.org

Global Warming International Center (GWIC)

The Global Warming International Center
P.O. Box 5275
Woodridge, IL 60517-0275
(630) 910-1551
(630) 910-1561 (fax)
Web page: www.GlobalWarming.net

IT Governance Institute

3701 Algonquin Road, Suite 1010
Rolling Meadows, IL 60008
(847) 253-1545
(847) 253-1443 (fax)
Web page: www.itgovernance.org

Humane Society of the United States

2100 L Street
Washington, DC 20037
(202) 452-1100
Web page: www.hsus.org/ace/352

Information Systems Audit & Control Association/ Foundation (ISACA)

3701 Algonquin Road, Suite 1010
Rolling Meadows, IL 60008
(847) 253-1545
(847) 253-1443 (fax)
Web page: www.isaca.org

Information Systems Security Association (ISSA)

7044 S. 13th Street
Oak Creek, WI 53154
(414) 768-8000 or (800) 370-ISSA
(414) 768-8001 (fax)
Web page: www.issa.org

Institute for Business and Home Safety (IBHS)

4775 E. Fowler Avenue
Tampa, FL 33617
(813) 286-3400
(813) 286-9960 (fax)
Web page: www.ibhs.org

Insurance Information Institute (III)

110 William Street
New York, NY 10038
(212) 346-5500
Web page: www.iii.org

International Association of Arson Investigators

12770 Boenker Road
Bridgeton, MO 63044
(314) 739-4224
(314) 739-4219 (fax)
Web page: 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)
Web page: 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)
Web page: www.iafc.org

International Association of Marine Investigators (IAMI)

9 Sherwood Drive
Westford, MA 01886
(978) 392-9292
Web page: www.iamimarine.org

International City/County Management Association (ICMA)

Director Program Development
777 North Capitol Street, N.E., Suite 500
Washington, DC 20002
(202) 289-4262
(202) 962-3500 (fax)
Web page: 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)
Web page: www.icisf.org

International Disaster Recovery Institute

P.O. Box 4515
Shrewsbury, MA 01545
(508) 845-6000
(508) 842-2585 (fax)
Web page: www.idra.com

International Emergency Management Society (TIEMS)

P.O. Box 2777
Soli, N-0204
Oslo, Norway
Web page: www.tiems.org

International Facility Management Association (IFMA)

1 E. Greenway Plaza, Suite 1100
Houston, TX 77046-0194
(713) 623-4362
(713) 623-6124 (fax)
Web page: www.ifma.org

Multidisciplinary Center for Earthquake Engineering Research

Red Jacket Quadrangle
State University of New York at Buffalo
Buffalo NY, 14261
(716) 645-3391
(716) 645-3399 (fax)
Web page: 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)
Web page: www.nacatadj.org

National Association of Counties (NACO)

440 First Street, N.W., Suite 800
Washington, DC 20001
(202) 393-6226
(202) 393-2630 (fax)
Web page: 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)
Web page: 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)
Web page: www.naemt.org

National Association of SARA Title III Program Officials (NASTTPO)

577 Wickham Way
Gahanna, OH 43230
Web page: www.nasttpo.org

National Association for Search and Rescue

4500 Southgate Place, Suite 100
Chantilly, VA 20151-1714
(703) 222-6277
(703) 222-6283 (fax)
Web page: www.nasar.org

National Center for Post-Traumatic Stress Disorder

(802) 296-6300
(802) 296-5135 (fax)
Web page: www.ncptsd.org/

National Defense Industrial Association

2111 Wilson Boulevard, Suite 400
Arlington, VA 22201
(703) 522-1820
(703) 522-1885 (fax)
Web page: www.ndia.org

National Emergency Management Association (NEMA)

P.O. Box 11910

Lexington, KY 40578-1910

(859) 244-8000

(859) 244-8239 (fax)

Web page: 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)

Web page: 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)

Web page: www.nga.org**National Hydrological Warning Council**Web page: www.alertsystems.org**National Institute of Building Science (NIBS)**

1090 Vermont Avenue, N.W., Suite 700

Washington, DC 20005

(202) 289-7800

(202) 289-1092 (fax)

Web page: www.nibs.org**National Institute for Urban Search and Rescue**

P.O. Box 91648

Santa Barbara, CA 93190

(805) 966-6178

Web page: www.niusr.org**National Safety Council**

1121 Spring Lake Drive

Itasca, IL 60143-3201

(630) 285-1121

(630) 285-1315 (fax)

Web page: www.nsc.org**National Voluntary Organizations Active in Disaster (NVOAD)**

14253 Ballinger Terrace

Burtonsville, MD 20866

(301) 890-2119

(253) 541-4915 (fax)

Web page: www.nvoad.org**National Watershed Coalition**

9304 Lundy Court

Burke, VA 22015-3431

(703) 455-6886

(703) 455-6888 (fax)

Web page: www.watershedcoalition.org**North American Center for Emergency Communications (NACEC)**

The North American Center For Emergency Communications

P.O. Box 174

Aurora, MN 55705-0174

(218) 229-2887

Web page: www.nacec.org**North East States Emergency Consortium**

1 West Water Street

Wakefield, MA 01880

(781) 224-9876

(781) 224-4350 (fax)

Web page: www.nesec.org**New England Disaster Recovery Information Exchange (NEDRIX)**

McCormack P.O. Box 155

Boston, MA 02101-0155

(781) 485-0279

(617) 385-1616 (fax)

Web page: 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)

Pan American Health Organization

525 23rd Street, N.W.

Washington, DC 20037-2895

(202) 974-3000

(202) 775-3663 (fax)

Web page: www.paho.org/**PRISM International**

605 Benson Road

Garner, NC 27529

(919) 771-0657 or (800) 336-9793

(919) 771-0457 (fax)

Web page: www.prismintl.org**Private & Public Businesses, Inc.**

P.O. Box 510229

St. Louis, MO 63151-0110

(314) 894-2052

Web page: www.ppbi.org**Public Risk Management Association**

1815 N. Fort Meyer Drive

Suite 1020

Arlington, VA 22209

(703) 528-7701

(703) 528-7966 (fax)

Web page: www.primacentral.org**Risk & Insurance Management Society (RIMS)**

655 Third Avenue, 2nd Floor

New York, NY 10017

(212) 286-9292

Web page: www.rims.org**Seismological Society of America**

201 Plaza Professional Building

El Cerrito, CA 94530

(510) 525-5474

(510) 525-7204 (fax)

Web page: www.seismosoc.org

Society for Risk Analysis

Society for Risk Analysis

1313 Dolley Madison Boulevard

Suite 402

McLean, VA 22101

(703) 790-1745

(703) 790-2672 (fax)

Web page: www.sra.org

South East Business Recovery Exchange

Web page: www.drj.com/groups/sebre.htm

Southern CA Earthquake Center

University of Southern California

3651 Trousdale Parkway, Suite 169

Los Angeles, CA 90089-0742

(213) 740-5843

(213) 740-0011 (fax)

Web page: www.scec.org

State Guard Association of the United States (SGAUS)

P.O. Box 1416

Fayetteville, GA 30214-1416

(770) 460-1215

Web page: www.sgaus.org

Storage Networking Industry Association

2570 West El Camino Real, Suite 304

Mountain View, CA 94040-1313

(650) 949-6750

(650) 949-6755 (fax)

Web page: www.snia.org

Volunteers in Technological Assistance

1600 Wilson Blvd., Suite 710

Arlington, VA 22209

(703) 276-1800

(703) 243-1865 (fax)

Web page: www.vita.org

Welcome to Hazmat on the Web

Web page: www.hazmat48.wpafb.af.mil/

Western States Seismic Policy Council

125 California Avenue, Suite D201, #1

Palo Alto, CA 94306

(650) 330-1101

(650) 326-1769 (fax)

Web page: www.wsspc.org

B.1.5 Periodicals and Publications.

Agency for Toxic Substances and Disease Newsletter, DHHS

Web page: www.atsdr.cdc.gov/HEC/HSPH/hsphhome.htm

Air University Index to Military Periodicals

Web page: www.dtic.mil/search97doc/aulimp/main.htm

Biodefense Quarterly, Center for Civilian Biodefense Studies, Johns Hopkins University

www.hopkins-biodefense.org/pages/news/quarter.html

CB Quarterly, U.S. Army Soldiers and Biological Chemical Command

Web page: www.sbccom.apgea.army.mil/RDA/quarterly/index.htm

The Chemical and Biological Information Analysis Center Newsletter

Web page: www.cbiac.apgea.army.mil/awareness/newsletter/intro.html

CHPPM News Bulletins, U.S. Army Center For Health Promotion and Preventive Medicine

Web page: chppm-www.apgea.army.mil/imo/ddb/dmd/DMD/NEWS.HTML

CML, Army Chemical Review, U.S. Army Chemical School Periodical

Web page: www.wood.army.mil/CHBULLETIN/Default.htm

Contingency Planning and Management

Web page: www.contingencyplanning.com/

Disaster Recovery Journal

Web page: www.drj.com/

Dispatch, The Chemical and Biological Arms Control Institute

Web page: www.cbaci.org/dispatch.htm

Emerging Infectious Diseases, CDC, National Center for Infectious Diseases

Web page: www.cdc.gov/ncidod/eid/index.htm

Emergency Information Infrastructure Partnership Newsletter

Web page: www.emforum.org/eiip/news.htm

Emergency Preparedness Information Exchange (EPIX)

Web page: www.epix.hazard.net

Hazardous Technical Information Service Newsletter, Dept. of the Army

Web page: www.dscr.dla.mil/htis/

The Homeland Defense Journal

Web page: www.homelanddefensejournal.com/#

The Journal of Homeland Defense

Web page: www.homelanddefense.org/

The Journal of Homeland Security

Web page: www.homelandsecurity.org/journal/index.cfm

Journal of Terrorism and Political Violence

Web page: www.frankcass.com/jnlst/tpv.htm

Military Medical Technology Online

Web page: www.mmt-kmi.com/

Morbidity and Mortality Weekly Report, CDC

Web page: www.cdc.gov/mmwr

National Fire and Rescue Magazine

Web page: www.nfrmag.com/

The Nonproliferation Review, Center for Nonproliferation Studies, Monterey Institute of International Studies

Web page: <http://cns.miiis.edu/pubs/npr/index.htm>

Office for State and Local Domestic Preparedness Support Bulletins (DOJ)

Web page: www.ojp.usdoj.gov/odp/docs/bulletins.htm

OSHA Job Safety and Health Quarterly Magazine

Web page: www.osha-slc.gov/html/jshq-index.html

B.1.6 List Servers, Bulletin Services, Forums for WMD.

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

The American Civil Defense Association Mail List

Web page: www.tacda.org/

ANSER Homeland Security Bulletin

Web page: www.homelandsecurity.org/

Bioterrorism, Public Information List Server

Web page: www.topica.com/lists/bioterror

BIO-War. Biological Warfare Discussion List

Web page: www.topica.com/lists/biowar

Canadian Centre for Emergency Preparedness, Quarterly Newsletter

Web page: www.ccep.ca/ccepnews.html

Centers for Disease Control Mailing Lists (Multiple)

Web page: www.cdc.gov/subscribe.html

The Chemical and Biological Arms Control Institute, Chemical & Biological Arms Control Dispatch, Bulletin

www.cbaci.org/ (E-mail to request service)

Chemical Doctrine List Server, U.S. Army Chemical School

Web page: <http://confs.itcenter.org/>

(Go to Chemical Doctrine and sign up per instructions)

Daily Brief (Misc. Emergency Management) Discussion List

Web page: groups.yahoo.com/group/DailyBrief

“Dangerous Goods” List Server – Storage and Handling Commercial Products

Web page: www.onelist.com/subscribe/DangerousGoods

Department of Justice, Office of Domestic Preparedness List Server

Web page: <http://odp.ncjrs.org/content/subscribe.asp>

Disaster Research Newsletter, University of Colorado

Web page: <http://www.colorado.edu/hazards/sub.html>

Emergency Management Discussion List

Web page: <http://groups.yahoo.com/group/emergency-management>

Emergency Management Legislation List Server

Subscribe at: emlegislation-subscribe@yahoogroups.com

Emergency News Wire Site, JAGWA International

Web page: groups.yahoo.com/group/emergency_wires

Environmental Protection Agency, Multiple List Servers available

Web page: www.epa.gov/epahome/listserv.htm

Flashtraffic. Emergency, Intelligence, Military, International Information List Server

Web page: www.flashtraffic.org/

George Washington University Dept. of Emergency Medicine, Terrorism Discussion Group, List Server

Web page <http://gwu.edu/~gwems/>

HAZMAT — WMD Discussion List

Web page: groups.yahoo.com/group/Hazmat-WMD

Henry L. Stimson Center, Chemical and Biological Weapons Nonproliferation Project, Terrorism Response InterActive Discussion Forum

Web page: www.stimson.org/cwc/forumportal.html

Incident Briefing Network

Subscribe at: incident-briefing-network-subscribe@yahoogroups.com

International Association of Emergency Managers Emergency Management Discussion List

Web page: www.iaem.com/

Monterey Institute, Center for Nonproliferation Studies, WMD Bulletin

Web page: <http://cns.miis.edu/research/cbw/index.htm>

Natural Hazards Center, University of Colorado at Boulder, Consolidated list of sources

Web page: www.colorado.edu/hazards/sites/lists.html

National Institutes of Health List Server

Web page: <http://list.nih.gov/>

Public Health Electronic List Server, Links and Resources

Web page: www.lib.umich.edu/hw/public.health/e.discuss.html

The Terrorism Research Center, Information Bulletins

Web page: www.terrorism.org/mailman/listinfo/realnews

“This Week in U.S. Medicine,” Federal Medical Bulletin Service

Web page: www.usmedicine.com/

WMD Info Share, List Server

To subscribe send email to: wmdinfo-share-request@wmdfirstresponders.com with the word “subscribe” in the body of the message.

Workers Education and Training Program, National Institute of Environmental Health Sciences, National Institutes of Health, Weekly E-Newsbrief

Web page: <http://www-apps.niehs.nih.gov/wetp/public/index.cfm?fuseaction=subscribe>

Annex C Additional Resources

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only. Information that has been provided in this annex is accurate as of the date of this publication.

C.1 The following lists of planning information resources, emergency management agencies of states and territories, 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. 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
(631) 543-2217
(631) 543-6977 (fax)
Web page: www.aaets.org

American Society of Safety Engineers (ASSE)

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

Chemical Education Foundation

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

CHEMTREC, American Chemistry Council Emergency HAZMAT Information

1300 Wilson Blvd.
Arlington, VA 22209
(703) 741-5000
(703) 741-6000 (fax)
Web page: www.americanchemistry.com

Corporate Angel Network

Corporate Angel Network, Inc.
Westchester County Airport
One Loop Road
White Plains, NY 10604-1215
(914) 328-1313
(914) 328-3938 (fax)
Toll-Free Patient Line (866) 328-1313
Web page: www.corpangelnetwork.org

Disastercom

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

Doctors for Disaster Preparedness

1601 N. Tucson Boulevard #9
Tucson, AZ 85716
(520) 325-2680
Web page: www.oism.org/ddp/

DRI International

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

The Emergency Information Infrastructure Partnership Forum

Web page: www.emforum.org/

Emergency Nursing World, Internet Site, Bioterrorism Resources

Web page: <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)
Web page: www.easna.org

Federal Emergency Management Agency (FEMA)

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

Humanitarian Resource Institute Community and Family Preparedness Network

Humanitarian Resource Institute
P.O. Box 21372
Carson City, NV 89721
Western USA: (775) 884-4680
167 Cherry Street, # 260
Milford, CT 06460
Eastern USA: (203) 668-0282
Web page: 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)
Web page: www.iaem.com

Metropolitan Washington Council of Governments (MWCOC)

Regional Emergency Coordination Plan
777 North Capitol St., N.E., Suite 300
Washington, DC 20002-4239
(202) 962-3200
(202) 962-3201 (fax)
Web page: www.mwcog.org

National Center for Post-Traumatic Stress Disorder

(802) 296-6300
Web page: www.ncptsd.org/index.html

The 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)
Web page: www.nemaweb.org/index.cfm

National Fire Protection Association

1 Batterymarch Park
Quincy, MA 02169-7471
(617) 770-3000 or (800) 344-3555
(617) 770-0700 (fax)
Web page: 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

Web page: www.nga.org/center/topics/1,1188,C_CENTER_ISSUE%5ED_854,00.html

National Institute for Chemical Studies

2300 MacCorkle Ave. S.E.

Charleston, WV 25304

(304) 346-6264

(304) 346-6349 (fax)

Web page: www.nicsinfo.org/

**National Voluntary Organizations Active in Disaster
(NVOAD)**

14253 Ballinger Terrace

Burtonsville, MD 20866

(301) 890-2119

(253) 541-4915 (fax)

Web page: www.nvoad.org/

**The Natural Hazards Center, University of Colorado at
Boulder**

University of Colorado

482 UCB

Boulder, CO 80309-0482

(303) 492-6818

(303) 492-2151 (fax)

Web page: www.colorado.edu/hazards/index.html

NBC Industry Group

P.O. Box 2781

Springfield, VA 22152

Web page: 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)

Web page: www.nedrix.com/

Nuclear Regulatory Commission

U.S. Nuclear Regulatory Commission

Office of Public Affairs (OPA)

Washington, DC 20555

(800) 368-5642 or local (301) 415-8200

Web page: www.nrc.gov

NUREG-0654, Criteria for Preparation and Evaluation of Radiological Emergency Response Plans and Preparedness in Support of Nuclear Power Plants

People Availability

Web page: www.availability.com

Public Entity Risk Institute

11350 Random Hills Road, #210

Fairfax, VA 22030

(703) 352-1846

(703) 352-6339 (fax)

Web page: www.riskinstitute.org

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

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)

Web page: www.aema.state.al.us

Alaska

Division of Emergency Services

Military and Veterans Affairs Department

P.O. Box 5750

Fort Richardson (Anchorage), AK 99505-5750

(907) 428-7000

(907) 428-7009 (fax)

Web page: www.ak-prepared.com/

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)

Web page: 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)

Web page: 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)

Web page: www.oes.ca.gov

Colorado

Office of Emergency Management

15075 S. Golden Road

Golden, CO 80401-3979

(303) 273-1622

(303) 273-1795 (fax)

Web page: www.dola.state.co.us/oem/oemindex.htm

Connecticut Office of Emergency Management

Department of Public Safety

360 Broad Street

Hartford, CT 06105

(860) 566-3180

(860) 247-0664 (fax)

Web page: 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)
 Web page: www.state.de.us/dema/

District of Columbia

Emergency Management Agency
 2000 14th Street, N.W., 8th Floor
 Washington, DC 20009
 (202) 727-6161
 Web page: 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)
 Web page: www.floridadisaster.org/

Georgia

Emergency Management Agency, S.E.
 P.O. Box 18055
 935 East Confederate Avenue, S.E.
 Atlanta, GA 30316-0055
 (404) 635-7000
 (404) 635-7205 (fax)
 Web page: www.state.ga.us/GEMA/

Hawaii

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

Idaho

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

Illinois

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

Indiana

Emergency Management Agency
 302 W. Washington Street, Room E-208
 Indianapolis, IN 46204
 (317) 232-3830
 (317) 232-3895 (fax)
 Web page: 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)
 Web page: www.state.ia.us/government/dpd/emd/

Kansas

Division of Emergency Management
 2800 S.W. Topeka Boulevard
 Topeka, KS 66611-1287
 (785) 274-1000
 (785) 274-1426 (fax)
 Web page: 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
 (800) 255-2587 or (502) 564-7815
 (502) 607-1614 (fax)
 Web page: 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)
 Web page: www.loep.state.la.us

Maine

Emergency Management Agency
 72 State House Station
 Augusta, ME 04333-0072
 (207) 626-4503
 (207) 626-4299 (fax)
 Web page: 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)
 Web page: 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)
 Web page: www.state.ma.us/mema/ MEMA

Northeast States Emergency Consortium

419 Main Street, Suite 5
 Wakefield, MA 01880
 (781) 224-9876
 (781) 224-4350 (fax)
 Web page: www.serve.com/NESEC

Northern New England Disaster Recovery Information Exchange (NEDRIX)

McCormack P.O. Box 155
 Boston, MA 02101-0155
 (781) 485-0279
 (781) 385-1616 (fax)
 Web page: www.nedrix.com

Michigan**Michigan State Police**

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

Minnesota**Division of Emergency Management**

444 Cedar Street, Suite 223
 St. Paul, MN 55101-6223
 (651) 296-2233
 (651) 296-0459 (fax)
 Web page: www.dps.state.mn.us/emermgt/#

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)
 Web page: 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)
 Web page: 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)
 Web page: 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)
 Web page: 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)

Web page: 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)
 Web page: 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)
 Web page: 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
 (505) 476-9600
 (505) 476-9650 (fax)
 Web page: 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)
 Web page: 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)
 Web page: 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)
 Web page: www.ncem.org

North Dakota**Division of Emergency Management**

P.O. Box 5511
 Bismarck, ND 58506-5511

(701) 328-8100
(701) 328-8181 (fax)
Web page: www.state.nd.us/dem/

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)
Web page: 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)
Web Page: www.odcem.state.ok.us

Oregon**Office of Emergency Management**

3225 State Street
Salem, OR 97310
(503) 378-2911
(503) 588-1378 (fax)
Web page: 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)
Web page: www.pema.state.pa.us

Puerto Rico**State Civil Defense**

P.O. Box 5127
San Juan, PR 00906
(809) 724-0124
Web page: 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)
Web page: www.state.ri.us/riema/

South Carolina**South Carolina Emergency Preparedness Division**

1100 Fish Hatchery Rd.
West Columbia, SC 29172
(803) 737-8500
(803) 734-8062 (fax)
Web page: 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)
Web page: 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)
Web page: 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, Non-Duty Hours (512) 424-2000
(512) 424-2444 (fax)
Web page: www.txdps.state.tx.us/dem/

Utah**Division of Comprehensive Emergency Management**

Room 1110 State Office Building
Salt Lake City, UT 84114
(801) 538-3400
(801) 538-3770 (fax)
Web page: 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)
Web page: www.dps.state.vt.us/vem

Virginia**Department of Emergency Services**

10501 Trade Court
Richmond, VA 23236
(804) 897-6510
(804) 897-6506 (fax)
Web page: 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)
Web page: 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)
Web page: www.state.wv.us/wvoes

Wisconsin**Division of Emergency Management**

2400 Wright Street
 Madison, WI 53704
 (608) 242-3232
 (608) 242-3247 (fax)
 Web page: www.emergencymanagement.wi.gov/

Wyoming**Emergency Management Agency**

5500 Bishop Road
 Cheyenne, WY 82009-3320
 (307) 777-4900
 (307) 635-6017 (fax)
 Web page: www.wyohomelandsecurity.state.wy.us/

C.2.1.2 Territories and Insular Areas.**Pacific Rim Caucus****American Samoa****TEMCO Manager****Department of Public Safety****Territorial Emergency Management Coordinating Office**

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)
 Web page: www.ns.gov.gu/

Northern Mariana Islands**Emergency Management Office****Office of the Governor**

Capital Hill
 P.O. Box 10007
 Saipan, MP 96950
 (670) 322-9274 or (670) 322-8001
 (670) 322-7743 (fax)
 Web page: www.cnmimo.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)

UK Financial Services Authority

Web page: www.fsa.gov.uk/

Virgin Islands**Territorial Emergency Management Agency**

102 Estate Hermon Hill

Christiansted

St. Croix, VI 00820

(809) 773-2244

(809) 778-8980 (fax)

Web page: www.usvi.org/vitema

C.3 Resources for Incident Management. Incident management has numerous versions throughout the world. The versions sometimes differ by agency, by state, and in the public and private sectors. The following list of resources is not intended to be inclusive or signify endorsement or approval.

C.3.1 Incident Management Publications.**National Fire Protection Association**

NFPA Publications

1 Batterymarch Park

PO Box 9101

Quincy, MA 02269-9101

NFPA 1561, *Standard on Emergency Services Incident Management System*, 2002 edition

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*

HEICS (Hospital Emergency Incident Command System)

BCERMS (British Columbia Emergency Response Management System)

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

NIMS (National Incident Management System — under development as identified in Presidential Directive HSPD-5)

NIIMS (National Interagency Incident Management System)

SEMS (Standardized Emergency Management System)

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

C.4 Training Resources. 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 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

C.5 Risk Assessment.

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

www.system-safety.org

Annex D Disaster/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. Information that has been provided in this annex is accurate as of the date of this publication.

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.

D.2 Accreditation.

Emergency Management Accreditation Program (EMAP)

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.

Emergency Management Accreditation Program (EMAP)

P.O. Box 11910

Lexington, KY 40578

(859) 244-8210

(859) 244-8239 (fax)

Web page: www.emaponline.org/index.cfm

D.3 National and International Certifications.

Certified Emergency Manager (CEM®)

Associate Emergency Manager (AEM)

Administered by:

International Association of Emergency Managers (IAEM) (Formerly NCCEM)

201 Park Washington Court

Falls Church, VA 22046-4527

(703) 538-1795

(703) 241-5603 (fax)

Web page: 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, education, 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.

Business Continuity Institute (BCI)

P.O. Box 4474

Worcester WR6 5YA

United Kingdom

(UK) +44 (0) 870 603 8783; +44 1886 833555

(UK) +44 (0) 870 603 8761; +44 1886 833845 (fax)

(Canada): (416) 515-2909

Web page: 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 1000 members in 30 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 Business Continuity Institute (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.

DRI International

201 Park Washington Court

Falls Church, VA 22046-4527

(703) 538-1792

(703) 241-5603 (fax)

Web page: 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 also 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:

- (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