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This list represents the membership at the time the Committee was balloted on the final text of this edition. Since that time, changes in the membership may have occurred. A key to classifications is found at the back of the document.

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.

Contents

NFPA 1600

Standard on

Disaster/Emergency Management and Business Continuity Programs

2007 Edition

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

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

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

Chapter 1 Administration

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

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

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

Chapter 2 Referenced Publications

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

2.2 NFPA Publications. (Reserved)

2.3 Other Publications.

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

2.4 References for Extracts in Mandatory Sections.

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

Chapter 3 Definitions

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

3.2 NFPA Official Definitions.

3.2.1* Approved. Acceptable to the authority having jurisdiction.

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

3.2.3 Shall. Indicates a mandatory requirement.

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

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

3.3 General Definitions.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Chapter 4 Program Management

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

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

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

4.3* Advisory Committee.

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

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

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

4.4 Program Evaluation.

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

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

Chapter 5 Program Elements

5.1* General.

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

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

5.2 Laws and Authorities.

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

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

5.3* Risk Assessment.

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

5.3.2* Hazards to be evaluated shall include the following:

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

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

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

5.4 Incident Prevention.

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

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

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

5.5 Mitigation.

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

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

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

5.6* Resource Management and Logistics.

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

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

5.6.3 The resource management objectives established shall include the following:

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

5.6.4 Resource management shall include the following tasks:

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

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

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

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

5.7* Mutual Aid/Assistance.

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

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

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

5.8 Planning.

5.8.1 Planning Process.

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

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

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

5.8.2 Common Plan Elements.

5.8.2.1 Plans shall have clearly stated objectives.

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

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

5.8.2.4 Plans shall identify logistics support and resource requirements.

5.8.2.5 Plans shall identify the process for managing an incident.

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

5.8.3 Plans.

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

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

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

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

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

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

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

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

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

5.9 Incident Management.

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

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

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

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

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

5.10 Communications and Warning.

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

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

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

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

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

5.11* Operational Procedures.

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

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

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

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

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

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

5.12 Facilities.

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

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

5.13 Training.

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

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

5.13.3 Frequency and scope of training shall be identified.

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

5.13.5 Training records shall be maintained.

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

5.14 Exercises, Evaluations, and Corrective Actions.

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

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

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

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

5.15 Crisis Communication and Public Information.

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

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

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

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

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

5.16* Finance and Administration.

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

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

5.16.3 The procedures shall include the following:

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

Annex A Explanatory Material

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A.5.1 See Table A.5.1.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A.5.4.1 The prevention strategy should include the following:

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

Additional considerations for the prevention strategy could include the following:

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

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

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

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

A.5.5.1 The mitigation strategy should include the following:

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

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

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

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

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

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

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

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

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

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

Mutual aid/assistance agreements are the means for one entity to provide resources, facilities, services, and other required support to another entity during an incident. Each entity should be party to a mutual aid/assistance agreement (such as the Emergency Management Assistance Compact) with appropriate entities from which they expect to receive or to which they expect to provide assistance during an incident. This would normally include all neighboring orresource.fac8n-

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

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

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

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

Specific areas to consider in continuity plans include the following:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The task group should do the following:

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

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

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

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

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

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

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

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

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

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

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

It is important to note the following:

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

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

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

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

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

Annex B Disaster/Emergency Management and Business Continuity Related Organizations

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

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

B.2 Government Emergency Management and Related Agencies.

B.2.1 Australia/New Zealand.

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

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

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

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

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

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

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

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

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

B.2.2 Canada.

B.2.2.1 Federal Government.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B.2.2.2 Provincial Government.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B.2.3 Japan.

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

B.2.4 United Kingdom.

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

B.2.5 United States.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FEMA
500 C Street, SW
Washington, DC 20472

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B.3.1 Africa.

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

B.3.2 Canada.

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