



## 406 Preparing for & Effectively Handling Employee Issues During Times of Crises

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She is the Secretary of the Virginia Bar Association, corporate counsel section, Metro Richmond Women's Bar Association, Richmond Bar Association and the ABA. She is a graduate of Leadership Metro Richmond, as well as a past president of the MRWBA.

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## PREPARING FOR AND EFFECTIVELY HANDLING EMPLOYEE ISSUES DURING TIMES OF CRISIS

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## **FISHER & PHILLIPS, LLP THE HURRICANE DISASTERS OF 2005 EMPLOYMENT-RELATED FAQ'S**

This list of frequently asked questions has been prepared by the law firm of Fisher & Phillips LLP in response to Hurricanes Katrina, Rita and Wilma. In it we address many employment-related issues facing employers in the wake of these catastrophes. As with any brief summary of complex issues, the information provided here is not intended to serve as legal advice, and is no substitute for consultation with an experienced attorney. Most situations are highly fact specific. You should consult with counsel before taking action in any area that could result in legal liability.

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**MILITARY LEAVE AND EMERGENCY WORKERS**

**1. A number of our employees have been called upon to serve as relief workers to help with the hurricane devastation. Do laws such as USERRA protect them as they would national guard members, reservists and other members of the uniformed services?**

Probably, yes. Congress created the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) in an effort to bring the laws regarding military leave up to date with the realities of military service and modern workplace law. Although USERRA initially received little attention, it has gained new prominence for legislators and employers alike since the terrorist attacks on 9/11, and likely will again in the wake of Hurricanes Katrina, Rita, and Wilma.

**2. What does USERRA cover?**

USERRA is a broad pro-employee statute, significantly restricting the treatment of employees who perform services protected by the statute. Although USERRA is similar to other laws (such as the Family Medical Leave Act and COBRA) in some respects, it is unique in many others, including the creation of a presumption in favor of the complainant. It provides three major categories of employer obligations:

- o Prohibition against discrimination: Under the Act, a person cannot be denied initial employment, reemployment, retention, promotion, or any benefit on the basis of his or her membership, application for service, or obligation for service in the armed forces.
- o Continuation of benefits while on leave: USERRA also requires employers to provide eligible employees with up to five years of unpaid leave during the life of their employment. Throughout this period, the employee's seniority, health care and pension benefits must be maintained.
- o Right to reemployment: A returning service person has a virtually unfettered right to reemployment by his or her pre-service employer upon timely application for return to work.

Louisiana, Mississippi, Alabama, Texas, and Florida all have State laws patterned after USERRA that contain specific requirements for military personnel. For more specific information on the interplay between these laws and USERRA, contact legal counsel.

**3. What does this have to do with hurricane devastation?**

In addition to military personnel called up to serve in the federal response to the hurricane disasters, the Bioterrorism Preparedness and Response Act extended USERRA's protections to certain federal emergency workers dispatched to assist with national disasters, including those employees performing as intermittent disaster response appointees upon activation of the National Disaster Medical System (NDMS), even if they are not otherwise members of the uniformed services. NDMS programs include: 1) DMAT (Disaster Medical Assistance Team); 2) DMORT (Disaster Mortuary Operational Response Team); 3) VMAT (Veterinary Medical Assistance Team); 4) NPRT (National Pharmacy Response Team); and, 5) NNRT (National Nurse Response Team). Members of the commissioned corps of the Public Health Service (PHS) also qualify for USERRA protection, as would any other category of persons designated by the President as "uniformed services" at times of national emergency.

**4. How do I know if my employees are covered?**

To establish USERRA eligibility, an employee must meet the following five conditions:

- o Hold a civilian job and have a reasonable expectation that employment will continue indefinitely.
- o Provide advance written or verbal notice that he or she intends to leave for service (or training, in some cases) with NDMS or another qualifying program. In cases of emergency necessity, as well as circumstances where it is unreasonable to provide notice, failure to do so is excused.
- o The employee must not exceed the 5-year cumulative limit of time spent in *active* federal service.
- o The employee must be released *honorably* from NDMS (or another qualifying federal program).

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- o The employee must subsequently submit a timely application for re-employment or report back for work in a timely fashion.

To the extent that employees are unable to meet these criteria, or to the extent that they volunteer to serve with the relief effort despite the fact that they were not activated under any of the covered federal programs described above, they would not qualify for USERRA protection. Nonetheless, military employees may qualify for protection under broader State laws patterned after USERRA, or under State laws protecting emergency relief workers.

5. **One of our employees is a relief worker hired by the State (not NDMS) to help with the hurricane devastation. Does State law impose obligations on us with regard to this employee?**

It depends. If a State or local government provides protection to individuals it calls upon to provide disaster relief services, then you will be bound to follow those laws. You will find a general description of these laws below.

**Louisiana:** State law has detailed requirements for private and public employees called to duty as "first responders" pursuant to an operations plan by the Department of Homeland Security. Such employees must be placed on temporary leave pursuant to the employer's policy regarding such employees' leaves of absence, and must be reinstated to their prior position upon return to work (subject to further restrictions not discussed here). Such leave is designated as unpaid, but employees may use vacation, sick leave, and accrued compensatory leave during this term of service.

Louisiana also provides emergency services/disaster leave for public employees working for State governments in designated disasters or for the American Red Cross in disasters designated as Level III. A public employee certified by the American Red Cross as a disaster services volunteer may be granted paid leave for a period not to exceed 15 work days in any 12-month period to participate in relief efforts of the American Red Cross. Employees must notify the public employer of their intention to leave as soon as is practicable. The employee must provide the public employer with specific information such as: proof of certification as a Trained Disaster Volunteer; nature and location of the disaster the employee is assigned to; anticipated duration of leave; type of service employee will provide to Red Cross; identity and title of Red Cross official supervising employee and the unit the employee will be in; written request for the employee's services from a Red Cross official. Employees must be reinstated to their previous positions of public employment within 24 hours of providing notice to the employer of their intent to return.

**Mississippi:** State law provides emergency services/disaster leave for public employees working for local or State governments in designated disasters or for the American Red Cross in disasters designated as Level II. Public employees may be granted discretionary administrative leave with pay for a time not to exceed 20 days in any 12-month period.

**Alabama:** State law provides for emergency services leave in disasters designated by the American Red Cross as Level IV or higher for public employees. Upon the request of the American Red Cross, State employees certified as Disaster Services Volunteers by the American Red Cross may be granted leave with pay for a time not to exceed 15 days in any 12-month period. These public employees must be compensated at the regular rate of pay while working for the Red Cross.

**Texas:** State law has detailed requirements for employees assisting in emergency situations that cannot be fully explored here. In general, members of the State military forces are entitled to the same protection as individuals performing services in the uniformed services of the United States receive under USERRA. State employees called to active duty in the State military because of an emergency are further entitled to paid leave of absence without salary deduction. Texas also provides for 10 days of disaster services leave during each fiscal year for state employees certified as volunteers by the American Red Cross, or who are in training to become Red Cross volunteers. Any such employees may not suffer a deduction in salary, vacation, sick leave, overtime credit, or compensatory time for time spent working in disaster relief.

**Florida:** The Florida Disaster Volunteer Leave Act grants State employees certified as volunteers by the American Red Cross a paid leave of absence for up to 15 working days in any twelve month period following a disaster designated as Level II by the American Red Cross.

In certain situations, the Florida Uniformed Service members Protection Act may extend additional protection to members of the U.S. Armed Forces, U.S. Reserve Forces, and the Florida National Guard with respect to legal proceedings and contractual relationships. The relationship between these requirements and federal law cannot be fully explored here. Members of the Florida National Guard are also entitled to

the protections available under USERRA. Such protections extend beyond the employment situation, prohibiting discrimination against members of the Florida National Guard by schools, colleges, and universities. Officers or employees of the State, counties, school districts, municipalities, or political subdivisions of the State who are members of the Florida National Guard and who perform active duty for the State in an approved event, disaster, or operation are entitled to a 30-day paid leave of absence (for each such event or disaster), with no loss of time or efficiency rating. This leave may not be extended except by executive order.

6. **One of our employees advised us that he wanted to volunteer with the hurricane relief effort and has been absent from work. What are our obligations with regard to this employee?**

If the employee does not qualify for federal USERRA protection, or is not designated for protection under State or local law, then you are not obligated to provide such protection. Nevertheless, the employee may be eligible for FMLA leave or leave under one of your company's other policies.

7. **How long after they finish working for NDMS do employees have to return to us?**

If an employee works for NDMS for a period of 30 consecutive days, the employee must return to work on the first full regularly scheduled work day occurring after the employee has had safe transportation home plus an eight hour rest period. If it is impossible or unreasonable for the employee to return to work within this time frame through no fault of the employee, then the employee must return back to work as soon as possible following the eight-hour rest period.

8. **Are employees who participate in NDMS eligible for health care coverage and continuation?**

Yes. NDMS employees have the same USERRA right to elect continued health care coverage as military personnel do. NDMS employees also have the right to immediately reinstate health insurance coverage upon their return to work.

## FAMILY AND MEDICAL LEAVE

### 1. Does family and medical leave apply to this situation?

Employees requesting leave could conceivably be protected by the Family and Medical Leave Act (FMLA) to the extent they otherwise meet FMLA eligibility requirements. Even in the absence of State or federal protection, an employer's internal policies may extend protection to such individuals. Of course, there is nothing to prevent an employer from voluntarily extending such leave, even in the absence of any legal obligation.

As with many of our employment laws, the worst thing an employer (or as is often the case, an untrained supervisor) can do at times like this is to reject immediately an unorthodox leave request before the facts are in. As you can see, the federal government, along with many State legislatures, have extended broad reemployment protections to many who are now assisting with the relief effort, regardless of whether they are members of the uniformed services, and regardless of whether they are doing so on a voluntary basis. When in doubt, the wisest approach is to work with counsel to ensure legal compliance, thereby minimizing exposure to costly litigation.

### 2. One of my employees was already on FMLA leave at the time we had to suspend operations. How should we handle the leave now?

Although certain States may impose greater obligations than federal law, neither Louisiana, Mississippi, nor Alabama have such laws, which means that FMLA will govern leave obligations. Texas and Florida have family and medical leave provisions for state employees.

The law makes clear that employees on qualified FMLA leave are entitled to no greater rights, benefits or protections than they had before taking leave. While FMLA regulations provide little guidance with respect to your obligations in the context of a natural disaster, they do make clear that if an employee is legitimately laid off during the course of FMLA leave, then your responsibility to continue leave, maintain health benefits, or even restore the employee may cease at that time, absent any conflicting obligations pursuant to a collective bargaining agreement, employee handbook, or otherwise. By analogy, the same should hold true for an employee whose work assignment has been suspended due to any other intervening event, including a natural disaster such as a hurricane.

Nonetheless, it is the employer's burden to show that the employee would have been laid off (or terminated for lack of work) during the FMLA leave period, and therefore not entitled to job restoration. If the employees establish that they would instead have been reinstated, reassigned, transferred, or permitted to telecommute had they not taken FMLA leave, then their benefits continue until exhausted.

The best approach is to treat the employee as you would any other employee in his or her job classification. If a similarly situated co-worker is permitted to telecommute or transfer to another location, then benefits for the FMLA-qualifying employee should be continued until the 12-week leave entitlement has been exhausted, at which point your existing leave policies would dictate any continuing obligations. In certain situations, as evaluated on a case-by-case basis, additional unpaid leave may also be available to disabled employees as a form of reasonable accommodation under the Americans with Disabilities Act.

## UNEMPLOYMENT COMPENSATION

### 1. My employees are not working because of the hurricane. Are they eligible for unemployment compensation?

Yes, as long as your employees have earned the appropriate level of wages during the "base period" of time (which varies by State). Unemployment compensation is paid when employees are out of work for reasons other than their own misconduct.

**Alabama:** The employee must have insured wages in at least two quarters of their base period in order to qualify for unemployment benefits. The base period is the first four of the last five completed calendar quarters before the week an initial claim application is filed for a new benefit year. Wages paid during your base period are used to determine if the employee has enough wages to qualify for a claim and to calculate how much can be paid in benefits to the employee. The total base period wages must equal or exceed 12 times the high quarter earnings in order to be eligible for unemployment benefits. The high quarter is the base period quarter during which the employee was paid the highest amount of wages from covered employment. The average earnings of the two highest base period quarters must equal at least the minimum amount specified by law.

**Mississippi:** The base period is the first four of the last five completed calendar quarters prior to the effective date of the claim. The employee must have worked in at least two quarters of the base period, earned at least \$780 in the highest quarter and earned forty times the weekly benefit amount in the base period.

**Louisiana:** The base period is the first four of the last five completed calendar quarters before the quarter in which the claim is effective. To receive unemployment benefits, the employee must have been paid at least \$1,200.00 in total base period wages, and wages must have been earned in at least two of the four quarters in the base period. Total wages paid in the base period must equal or exceed 11/2 times the highest quarter of wages.

**Texas:** The base period is the first four of the last five calendar quarters before the first day of the benefit year. The benefit year consists of the 52 weeks consecutive to the effective date of the first valid claim.

**Florida:** The base period is the first four of the last five completed calendar quarters immediately preceding the first day of an individual's benefit year. The benefit year consists of the one-year period beginning with the first day of the first week for which the individual first files a valid claim for benefits.

### 2. Is there a waiting period for unemployment benefits?

**Alabama:** No established waiting period.

**Mississippi:** There is a one-week waiting period.

**Louisiana:** There is a one-week waiting period.

**Texas:** There is a one-week waiting period.

**Florida:** There is a one-week waiting period.

### 3. Is the waiting period for unemployment claims waived due to the disaster?

**Alabama:** No established waiting period.

**Mississippi:** The Department of Labor is not currently enforcing the waiting period for individuals affected by Hurricane Katrina, but there has been no formal waiver of the waiting period. At this time, Mississippi does not accept claims over the internet.

**Louisiana:** The Department of Labor has issued a statement that it will process claims for unemployment benefits "as soon as possible," but, there has been no formal waiver of the waiting period. The Department has suggested that all individuals should file on the internet to speed up claims processing.

**Texas:** The Texas Workforce Commission has issued a statement indicating that if and when President Bush declares a state of disaster, it will provide more information regarding changes to unemployment benefits. On-line filing is available for unemployment benefits.

<http://www.twc.state.tx.us/ui/uiclaim.html>

**Florida:** Currently, standard operating procedures for unemployment benefits claims are in place in Florida.

4. **If we are paying out accrued vacation pay, may employees also collect unemployment?**

**Alabama:** Certain types of payments, such as wages, vacation pay, holiday pay, workers' compensation, sick pay, and payments under the WARN Act (the plant closing law), may be deducted from unemployment benefits.

**Mississippi:** Wages over \$40 per week may be deducted from unemployment benefits. This means that payment for services to the employer, including commissions and bonuses can reduce benefits.

**Louisiana:** Unemployment benefits can be reduced by wages earned by an individual. This means all payments for services, including vacation pay, holiday pay, dismissal pay, commissions, bonuses and WARN Act payments may reduce unemployment benefits.

**Texas:** Certain types of payments, such as wages, vacation pay, holiday pay, workers' compensation, sick pay, and payments under the WARN Act (the plant closing law), may be deducted from unemployment benefits.

**Florida:** Unemployment benefits are reduced by any earned income payable to the extent it exceeds the federal hourly minimum wage rate. For these purposes, "earned income" means gross remuneration derived from work, professional services, or self-employment, including commissions, bonuses, back pay awards, and the cash value of all remuneration paid in a medium other than cash. Although Florida Statutes do not specifically list vacation pay in the definition of earned income, vacation pay would likely be considered "derived from work" and therefore used to reduce unemployment benefits.

5. **Can we make up the difference between an employee's regular pay and unemployment compensation received, without jeopardizing the unemployment benefits?**

Yes, if the payments made are not earned by the individual and the employer has no obligation to make the payments, then the unemployment benefits will probably not be reduced or lost.

6. **If I give my employees other financial assistance, will this reduce their unemployment compensation benefits?**

No, as long as the assistance is not conditioned on the individual providing services to the employer, and the employer has no obligation to make the payments, then the unemployment benefits will probably not be reduced or lost.

7. **If my employees are not eligible for State unemployment compensation benefits, what other benefits are they eligible for?**

An individual who does not meet the eligibility requirements for State-provided unemployment compensation may be eligible for federal aid under the Disaster Unemployment Assistance program. This is a federal program under the Department of Labor and administered by the State. It provides financial assistance to individuals who have lost their job or business as a direct result of a major disaster declared by the President of the United States, and who are not eligible for regular unemployment insurance benefits.

8. **Where can I or my employees get further information?**

**Alabama:** <http://dir.alabama.gov/citizen/> or call 1-800-361-4524.

**Mississippi:** <http://mdes.ms.gov/wps/portal/#null> or call 1-888-844-3577.

**Louisiana:** [www.LAWORKS.net](http://www.LAWORKS.net) or call 1-866-783-5567 or 1-888-LAHELPU.

**Texas:** <http://www.twc.state.tx.us/ui/uiclaim.html> or call 1-800-939-6631

**Florida:** [http://www.floridajobs.org/unemployment/uc\\_emp\\_claims.html](http://www.floridajobs.org/unemployment/uc_emp_claims.html)

**Federal Disaster Unemployment Assistance:**  
<http://workforcsecurity.doleta.gov/unemploy/disaster.asp>



**OSHA****1. Is OSHA going to relax enforcement of its various standards due to the massive disruption associated with Hurricanes Katrina, Rita, and Wilma?**

OSHA cannot tell employers to ignore or violate OSHA and consensus Standards, even in the face of such disruption. In the case of some other recent hurricanes, OSHA mobilized its Compliance Officers and Industrial Hygienists to provide "compliance assistance" during the period of initial clean up, and did not meaningfully focus on issuing citations. Prior to Rita, OSHA mobilized Compliance Officers from throughout the U.S. to go to affected states and provide information and guidance, and to coordinate safety for federal responders. After Rita, OSHA mobilized resources in South Texas, and Compliance Officers are working out of its quickly enlarged Austin area office. OSHA has not issued a bulletin for Florida in the aftermath of Wilma.

**2. What OSHA Offices may be involved in either offering compliance assistance or issuing citations?**

Regions 4 and 5 include Florida, Alabama, Mississippi, and Louisiana. The Baton Rouge Area Office remains the most heavily involved in overall response, followed by the Mobile Area Office. Jacksonville, Florida, has authority over the Florida Panhandle. The Birmingham, Alabama, and Jackson Mississippi Offices were also affected by Katrina. OSHA's Region IV Response Team was sent to South Texas before Rita hit, and is coordinating with FEMA in Austin, Texas. OSHA has not yet made any posting for Florida.

**3. What on-line resources are available with regard to keeping workers safe during clean up and recovery operations?**

OSHA has established a page on its [www.OSHA.gov](http://www.OSHA.gov) website where employers can access over 20 audio and printed guidelines to specific work practices dangers likely associated with clean up and recovery, including flooding, electrical, fall protection, personal protective equipment, chain saws, mold, bloodborne pathogens and bacterial issues, tree trimming, trenching, and heat exposure. These materials can be accessed at <http://www.osha.gov/OshDoc/hurricaneRecovery.html>.

**4. What other on-line materials are available?**

OSHA links to the CDC website, which also provides over 50 areas of concern at [www.bt.cdc.gov/disasters/hurricanes/katrina.asp](http://www.bt.cdc.gov/disasters/hurricanes/katrina.asp).

**5. Do OSHA Standards describe when it is unsafe to return employees to the workplace?**

Many factors obviously enter in and each employer will have to consider OSHA Standards and commonsense issues. Section 13(a) of the OSHA Act defines "imminent danger" as "... any conditions or practices in any place of employment which are such that a danger exists which can reasonably be expected to cause death or serious physical harm immediately or before the imminence of such danger can be eliminated through the enforcement procedures otherwise provided by this Act." OSHA discusses "imminent danger" as where there is "threat of death or serious physical harm," or "a reasonable expectation that toxic substances or other health hazards are present, and exposure to them will shorten life or cause substantial reduction in physical or mental efficiency."

The threat must be immediate or imminent, which means that an employee must believe that death or serious physical harm could occur within a short time, for example, before OSHA could investigate the problem. Once again, this guidance is general, and employers must determine when this unusual State exists.

**6. Can an employee refuse to work because of safety concerns?**

On OSHA's "worker" page of its website, it expressly instructs employees to approach their employer first when they believe that working conditions are unsafe or unhealthy. OSHA states, "refusing to do a job because of potentially unsafe workplace conditions is not ordinarily an employee right under the OSHA Act." OSHA goes on to state that "employees do have the right to refuse to do a job if they believe in good faith that they are exposed to imminent danger, and good faith means that even if an imminent danger is not found to exist, the worker had reasonable grounds to believe that it did exist."

OSHA discourages employees from walking off the job and states that the employee must generally satisfy four conditions to do so, including 1) asking the employer to eliminate the danger, and the employer then refusing to do so; 2) the employee genuinely believing that an imminent danger existed and the employee did not refuse to work for other reasons; 3) a situation where a reasonable person would agree that there is a real danger of death or serious injury; and 4) there is not enough time due to the urgency of the hazard, to get it corrected through regular enforcement channels, such as requesting an OSHA inspection. In addition to OSHA Act protections, employees may also be protected under the National Labor Relations Act as engaging in "concerted protected activity" where they indicate that their refusal to work or complaint is on behalf of other employees or about an issue of interest to other employees. Under these circumstances, an employer may have a right to "permanently replace" the employee; however, discipline or discharge may be unlawful.

**7. What are some of the first safety hazards as waters recede and clean up begins?**

OSHA fact sheets raise the risk of heat exhaustion, and the need for sunscreen, frequent rest breaks, and abundant potable water. Toilet and hand wash facilities must be made available. Over-exertion and problems associated with working in the water, including concealed holes and snakes, are a problem.

First aid kits should be available because of the increased risk of infection, and hand washing should be practiced more so than usual. Additional first aid and CPR training may be necessary. Preliminary inspections of workites for stability, electrical hazards, and flood risk are essential. Architectural and engineering guidance may be necessary. Fire protection and trenching are obvious areas of risk.

Employers should establish a plan for contacting medical personnel in the event of an emergency, and should be aware of unusual hazards, such as downed power lines, frayed electrical wires, gas leaks, or poisonous snakes. You should also recognize the dangers associated with fire, and carbon monoxide from using fuel-powered generators and other equipment. Life vests may be necessary.

Even where specific chemical hazards are not apparent, waterproof boots or steel-toed shoes may be necessary, as well as gloves, long pants, and safety glasses. Sneakers and soft shoes are almost certainly not acceptable. Dust respirators may be necessary if working in a moldy building or otherwise exposed to fungi. Electrical hazards are especially an issue. Likewise, more fire extinguishers and basic training may be required than under usual circumstances.

**8. Do I need to inoculate my employees for various illnesses?**

The CDC website initially stated under, "Interim Immunization Recommendations for Emergency Responders," that Tetanus and Diphtheria inoculations may be necessary, as well as Hepatitis-B vaccine series for persons who will be performing direct patient care or otherwise expected to have contact with bodily fluids. Employers should be prepared to follow the guidelines of the Bloodborne Pathogen Standard in the event of exposure to water and waste material potentially containing blood or other potentially infectious material. The CDC indicated that at present, there is no indication for the following vaccines to be provided, including Hepatitis-A, Typhoid, Cholera, Rabies, and Meningococcal vaccine. The CDC has recently added "Immunization Information for Hurricane Katrina." The CDC recommends Hepatitis A vaccinations for many people living in affected areas, but not for Responders. Individuals assisting with clean-up are encouraged to receive a dosage of Tetanus-Diphtheria Toxoid if they have not had a booster shot in 10 years; if contact with blood or other bodily fluids is anticipated, Hepatitis B vaccinations may also be appropriate.

**9. Are there any areas more likely than others to be cited by OSHA?**

Every year OSHA issues large numbers of Citations under the Hazard Communication, Scaffolding, Personal Protection Equipment (PPE) and Fall Protection Standards, all of which may be implicated by recovery efforts. As examples, employees may be exposed to spilled chemicals or perform "nonroutine tasks," such as cleaning floors with bleach, which may necessitate obtaining new Material Safety Data Sheets (MSDS) and providing additional Haz Comm training. Similarly, gloves, dust masks and respirators may temporarily be necessary, which may require documented job safety analysis and training. Fall protection and scaffolding always generates scores of citations following storms.

**WAGE-HOUR****1. What do we do about lost time records for work already performed but not yet paid?**

Try to create the most accurate time records possible. There are two approaches to this problem. The first is to pay each employee based on the number of hours normally worked (assuming this information is available). The second is to ask each employee to estimate as accurately as possible the number of hours worked. The second approach is less likely to result in claims based on an under-payment of wages, but may be more cumbersome. Either way, you should obtain written authorization from the employee allowing you to make corrections (and possibly deductions from future wages) if more accurate time records become available.

**2. We used electronic/computerized time clocks. How should we track time while those are disabled or unavailable?**

You may record all hours worked by handwritten timesheets. Employers are not required to use time clocks under the FLSA. To ensure the accuracy of the timesheet, it is preferable that employees each fill out their own and record the actual times they start and stop work each day of the workweek. For example, IN- 8 am, OUT- 12 pm, IN- 1 pm, OUT- 5 pm, rather than just listing 8 hours for the day.

**3. As we rebuild our operation, is there any flexibility to avoid having to pay overtime as everyone will be working long hours?**

There is no flexibility at this time with respect to nonexempt employees to whom the FLSA requires you to pay the minimum wage and overtime. Each employee covered by the FLSA's overtime requirement must receive 1.5 times his or her regular rate for all time worked over 40 hours during a "workweek" (i.e. during the employer's designated 7-day period for measuring overtime). If you have a collective bargaining agreement, it may contain additional overtime requirements.

**4. Can employees "volunteer" to work off-the-clock performing services in the employer's employee-assistance center?**

No, where the employees' time benefits the employer. For example, where the employer sets up a hotline or other arrangements to assist Company employees with job-related benefits or information, employees volunteering to perform such services are engaged in "hours worked" for FLSA purposes because the work involved in providing those services benefits the employer.

**5. Do we have to keep paying our employees if they are not working because we have had to suspend operations on account of hurricane damage?**

Generally the answer is no unless you have a policy providing for pay under these circumstances which could give rise to a contract claim. The FLSA requires you to pay employees for all hours worked. Here, because the employees are not working, they are not entitled to pay. One exception is for an employee whose exempt status requires that he or she be paid on a "salary basis." If the employee does not work at all during the particular workweek, you do not need to pay his or her salary for that workweek. If such exempt employees work at some point during the workweek, however, they are generally entitled to their entire salary for that particular workweek.

One approach you might consider is requiring employees to use vacation or leave balances for the days not worked. The U.S. Department of Labor, however, has sometimes disapproved of employers forcing salaried-exempt employees to use vacation or leave balances for days not worked because of employer operations. Another approach would be to establish lower salaries going forward if you anticipate employees working reduced weeks for an extended period of time. Of course, either approach might have a negative impact on employee morale and have legal risks. We recommend contacting legal counsel before implementing either approach.

**6. If we continue to pay employees during the period they are out of work, can we charge their vacation and leave balances?**

Unless your vacation and leave policies allow for this, such a practice could give rise to a contract claim. Assuming your policies do not address this, you may want to forgo paying employees not working and

instead offer them the option of using their vacation and leave balances during this period. (Also, see previous FAQ with regard to salaried-exempt employees).

**7. Can we allow employees to contribute their available vacation or other leave time to employees who will be out of work on account of the hurricane?**

You can allow employees to contribute such time, but if you require them to do so they could have contract claims unless your vacation and leave policies address this practice.

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## RETIREMENT PLANS

### 1. Contributions to our pension plan are due in the next few weeks. Because of the Hurricane, we either can't make the contribution or can't determine how much is owing. What can we do?

IRS, PBGC and DOL have announced in Notice 2005-60 that pension plans affected by Katrina have until October 31, 2005 to make minimum funding contributions or apply for waivers, if the original deadline for these actions was between August 29, 2005 and October 30, 2005.

"Affected" plans are those located in one of the parishes or counties declared by President Bush to be eligible for individual assistance under the Stafford Disaster Relief and Emergency Assistance Act because of Katrina. A plan is located in one of these areas if:

- o the employer that maintains the plan has its principal place of business there (in the case of a single employer plan); or
- o employers employing more than 50% of the plan's active participants have their principal places of business there (in the case of multiple or multiemployer plans); or
- o the office of the plan administrator is located there; or
- o the office of the plan's primary record keeper is located there; or
- o the office of the enrolled actuary or other advisor who has been retained to determine the plan's funding requirements is located there.

An office is "located" in the affected area if it is the site of the plan's records or the worksite of the persons responsible for determining minimum funding requirements for the period.

### 2. Our 401(k) record keeper or bank trustee is not operating. How do employees access their accounts? Where do we make contributions to the plan?

The employer is under a legal requirement to submit funds to the record keeper/trustee as soon as reasonably possible, and no later than the 15<sup>th</sup> of the month following the payroll. If the record keeper is not operating, the employer should take reasonable steps to segregate the funds in a separate account for the participants to address this problem. See Q and A 4 below.

### 3. Can our employees take loans or hardship distributions from our 401(k) plan?

There are a number of tax relief measures which have been enacted to ease retirement plan loans and hardship distributions to Katrina victims. Initially, IRS announced that it would ease restrictions on loans and hardship distributions made from arrangements such as profit sharing plans, 401(k) plans, 403(b) plans, and certain 457(b) plans (arrangements maintained by state and local governments). In addition, the new rules relax distribution rules applicable to IRAs.

Persons qualifying for the relaxed rules include individuals whose primary residence was in the Katrina disaster area on August 29, 2005, those whose employment was located in this area on August 29th, and those whose spouses, children or parents lived or worked in the area on August 29th. Under the new rules, a plan can make a hardship distribution or loan even if plan documents do not currently allow loans or withdrawals for hardship. Moreover, if a plan allows only limited hardship distributions, IRS has expanded the rules to allow a distribution to meet any hardship created by Katrina. Finally, the 6 month ban on contributions made after a hardship distribution has been lifted as well.

To take advantage of the new rules, plan administrators must exercise good faith in determining that a hardship exists, and must develop necessary documentation supporting the action "as soon as practical," as long as the loans or distributions are made on or after August 29, 2005, and no later than March 31, 2006. Plan documents which do not otherwise allow loans or hardship distributions must be amended to add these features no later than the last day of the first plan year beginning on or after January 1, 2007. This gives plans operating on a calendar year basis until December 31, 2007 to become compliant.

On September 23, 2005, President Bush signed into law an emergency tax relief act which expanded the relief already granted by IRS. This law established relaxed rules for "Katrina distributions," which are amounts (not to exceed \$100,000) received from qualified retirement plans including profit sharing plans and 401(k) plans, as well as from 403(b) plans, 457(b) plans, and IRAs. Katrina distributions may be made on or after August 25, 2005, and before January 1, 2007, to individuals whose principal place of abode is in the Katrina disaster area, and who have suffered economic loss as a result of the storm.

Under this relief, recipients can pay income taxes on qualifying plan distributions by spreading the distribution out over three years, and can avoid taxes by recontributing the amounts to an eligible retirement plan within three years, just as if the recontribution was a standard rollover. In addition, the mandatory 20% withholding on distributions does not apply to Katrina recipients. If an individual had taken a hardship distribution *prior* to Katrina in order to purchase a home, and was not able to complete the purchase because of the disaster, he or she can roll the money back into an eligible retirement plan and avoid taxes and a 10% early distribution penalty if the amounts are paid back between August 29, 2005 and February 28, 2006. To qualify for this relief, the distribution must have been received between February 28, 2005 and August 29, 2005.

The new law also establishes special rules for plan loans made on and after September 23, 2005 and before January 1, 2007 to individuals whose principal place of abode was in the Katrina disaster area on August 28, 2005, and who suffered economic loss. The maximum total loan amount has been increased from \$50,000 to \$100,000. In addition, in the case of any qualifying person who had a plan loan outstanding on or after August 25, 2005, loan repayment and amortization requirements through December 31, 2006 are extended for a year. This provision allows plan loan repayments to be extended past the five year limitation imposed by current law.

Finally, the new law allows sponsors to amend plans retroactively to bring them into compliance with the relaxed requirements, as long as the amendments are made no later than the last day of the first plan year beginning on and after January 1, 2007.

### 4. Our payroll system has been destroyed and we can't make 401(k) contributions. What do we do?

Contributions may be made late so long as they are made to the 401(k) trust as soon as reasonably possible. In the meantime, keep the contributions separate from your general assets, and if possible, set up a trust in favor of the plan at another financial institution, and contribute there. There is always a chance that you will be required to make up any earnings which have been lost as a result of the delay in contributions or repayments if you do not make a reasonable effort to make these payments as soon as possible. In addition, you may have to pay a 15% excise tax to the IRS. This tax can be waived for good cause shown.

The federal agencies which oversee 401(k) plans and other employee benefit matters recognize that there will be situations in which employers simply cannot comply with all legal requirements. In this respect, the agencies have issued a joint news release (see EBSA News Release 05-1648-NAT), stating: "The agencies - EBSA, Internal Revenue Service and Pension Benefit Guaranty Corporation - realize that, due to this national disaster, there may be instances when full compliance may not be possible. The guiding principle must be to ensure that appropriate efforts are made to act reasonably, prudently, and in the interest of the workers and their families who rely on their health, pension and other benefits for their physical and economic well-being."

### 5. Has relief been announced for victims of Hurricane Wilma?

Yes. On October 27, 2005, IRS announced that it was extending deadlines for certain tax returns and payments until February 28, 2006, the same date applicable to victims of Hurricanes Katrina and Rita. Businesses with principal locations in the designated Wilma disaster areas, and individuals who live in these areas, are eligible for this relief, as are those whose books, records or tax professionals are located in the disaster areas.

The postponed deadlines are for returns or tax payments with an original or extended due date on or after October 23, 2005. The postponed deadlines include those that relate to the October 31, 2005 deadline for filing quarterly federal employment and excise tax returns; the December 15, 2005 date for filing corporate estimated taxes; and the January 15, 2006 date for filing individual estimated taxes. IRS also announced that it would waive failure-to-deposit penalties for employment and excise tax deposits due before November 4, 2005, as long as deposits were made by that date.

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IRS was careful to point out that this relief does not extend to information returns in the W-2, 1099 or 1098 series, although it noted that penalties for failure to file these forms can be waived for reasonable cause shown.

Affected tax payers should identify themselves by writing "Hurricane Wilma" in red ink at the top of their tax forms or other documents filed with IRS. Questions can be addressed to IRS through its disaster hotline at 1-866-562-5227. We expect that additional Hurricane Wilma relief will be announced shortly.

## GROUP HEALTH PLAN ADMINISTRATION

### 1. If our employees are no longer working, are they still entitled to health insurance coverage?

Not necessarily. You need to check your plan document (if self-insured) or call the insurance company (if fully-insured) to determine how long employees who are not actively working may remain covered by your health plan. Once this period expires, insurance coverage must be terminated (unless the insurance company or self-insured plan otherwise agrees to waive its eligibility provisions), and a COBRA notice must be sent. If your plan is self-insured and if you decide to waive plan eligibility provisions, you must make sure stop-loss insurers are notified and agree to cover claims relating to participants who would otherwise be ineligible for coverage.

### 2. What happens to health coverage if employees are not working and unable to pay their share of premiums?

In the normal course of events, health coverage will cease when premium amounts are no longer paid. However, several actions might be taken that would allow coverage to continue. First, the insurer providing the health coverage may voluntarily continue the coverage while the disaster is sorted out and the employer reopens its doors. More likely, the employer may make an arrangement with the insurer providing health coverage to pay the employee's portion of premiums to keep coverage in place (at least temporarily) and possibly until the employer can reopen its doors.

Each situation will be different, depending upon the insurer and the relationship between the employer and the insurer. Therefore, each fact situation will have to be individually investigated.

### 3. The physician network we use is not functioning. How do our employees get health services?

There are several things you can do. First, check with your HMO or insurer to determine if the organization has designated replacements for the providers which are not functioning. In many cases, you may be able to substitute out-of-network providers without employees incurring additional costs. We have been told that a number of insurers are willing to waive out of network penalties, deductibles or co-pays, and in certain cases, are willing to waive plan restrictions such as limitations on prescription refills. If you have a PPO which is lacking critical specialties or providers, contact the PPO providers or administrator to see if they have found replacements or to make sure they are willing to waive any exclusivity agreements that might exist. If you have employees or dependents who need critical prescriptions that cannot be filled in your area, contact the drug manufacturer. Many manufacturers are providing free drugs to those in need. You can also contact FEMA at 1-800-621-3362 (or 202-621-3362) to see what critical medical services are present in your area, and how providers can be contacted.

### 4. Are government programs available to help pay the employee share of health plan premiums?

There are no specific programs for this purpose, although on September 26, 2005, legislation was introduced to provide this relief to individuals and businesses with 50 or fewer workers who were affected by Katrina. The proposed law would also prohibit insurers from canceling policies or raising premiums for a brief period of time.

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**COBRA AND HIPAA ADMINISTRATION AND PROCEDURES**

1. **How will Katrina, affect the administration of health plans with respect to the many time limits that must be calculated under COBRA and HIPAA?**

The DOL and IRS will not take into consideration the time period between August 29, 2005 and February 28, 2006 (the "Suspension Period") when calculating timing requirements under the following provisions:

**HIPAA 63-Day Rule:** Under the HIPAA portability provisions, credit for prior coverage is not considered if an individual is without coverage for 63 days. Days falling during the Suspension Period will not count towards the 63-day limit.

**HIPAA Special Enrollment Requests:** HIPAA requires that an individual must request special enrollment rights within 30 days of a loss of coverage. Days falling during the Suspension Period will not count towards this 30-day limit.

**COBRA Elections:** COBRA requires that a group health plan beneficiary must elect COBRA continuation coverage within 60 days after a loss of coverage. Days falling during the Suspension Period will not count towards this 60-day limit.

**COBRA Premium Payments:** The Suspension Period will act as a grace period to give individuals more time to make their payments.

**Claims Procedures:** The Suspension Period will work to extend the time allowed for claims and appeals.

**Disclosure and Notices:** Plans that are affected by Katrina will have additional time to provide HIPAA portability notices and COBRA notices and disclosures.

Plans should pay careful attention to these provisions to ensure that their required notices are not defective. For example, plan participants who lost coverage on August 31, 2005 would normally have until October 30, 2005 to elect COBRA coverage. As a result of these provisions, they will have until April 29, 2006 to elect coverage. Failure to convey this information accurately to the participant would make the notice defective, and increase the likelihood of a potentially costly COBRA claim.

**SPECIAL COBRA ISSUES**

1. **We need to send COBRA notices to former employees, but we don't know where they are or if their homes have been destroyed. What do we do?**

In many cases, COBRA requires mailing of notices and election forms to a last known address. To fulfill this legal requirement, you should send COBRA notices to your employees' last known address, assuming that they have not called to report new addresses. This effort should be made even if you know that mail is not being delivered, and you should keep records to establish this process. Daily updates are made to the U.S. Postal Service's website regarding mail acceptance and delivery to the affected areas. Go to [www.usps.com](http://www.usps.com) for the most recent delivery information.

2. **We haven't received a COBRA payment from a former employee. What do we do?**

By law, you must provide a 30-day grace period for COBRA payments from former employees and their dependents. You may provide a longer grace period if you choose. Recent DOL and IRS guidance states that the time between August 29, 2005 and February 28, 2006, will not be counted towards this 30-day requirement. This means that you cannot cancel COBRA coverage for non-payment of premiums during this time.

At the end of the 30-day grace period, we recommend sending a letter to the last known address of the COBRA participant reminding him or her that a premium payment is missing and that COBRA coverage will be terminated if not received shortly. The new COBRA rules require that you send a notice of termination to the last known address of the participant if you do terminate the coverage for nonpayment of premiums.

3. **We've told employees to send COBRA payments to an address that no longer exists or no longer receives mail. What do we do?**

Go to the post office and fill out a business forwarding card or go to [www.usps.com](http://www.usps.com) and change your address online.

**THE IMPACT OF EMERGENCY RULE 17 IN LOUISIANA**

1. **The Commissioner of Insurance for the State of Louisiana has issued "Emergency Rule 17," which seems to say that group health plans cannot terminate participants' coverage, even after termination of their employment. Our plan already complies with federal COBRA continuation coverage requirements. What do we do?**

Emergency Rule 17 has created considerable confusion, particularly because employer group health plans are normally governed exclusively by the Employee Retirement Income Security Act (ERISA). Rule 17 deals with the regulation of insurance, where states have some limited authority with respect to employer group health plans. Therefore, even though self-insured plans need not be concerned with Rule 17, employers who sponsor insured medical plans must deal with it.

Rule 17 broadly prohibits insurers from terminating the coverage of anyone who was covered as of August 26, 2005 and whose primary residence or place of employment was in one of these designated Louisiana parishes: Jefferson, Orleans, Plaquemines, St. Bernard, St. Tammany, Tangipahoa and Washington. Persons from the following so-called "secondary" parishes are also eligible for this protection, but only if the applicable parish CEO or U.S. Postal Service certifies that the person incurred an interruption of mail service after August 26, 2005: Lafourche, Livingston, St. Charles, St. James, St. John the Baptist, St. Mary and Terrebonne. Until 31 days after the end of the current state of emergency declared by Governor Blanco, an insurer (or HMO, PPO) may terminate these individuals from coverage only with their written consent. The state of emergency is now scheduled to continue until November 24, 2005.

Employers who sponsor self-insured plans need not comply with this rule. They should continue to follow the provisions of their plan document when employees experience a separation or a reduction in hours that would result in termination of coverage for them and/or their dependents. This of course includes issuing the appropriate COBRA notice(s).

Rule 17 makes plan administration a bit more complicated for employers who sponsor insured plans. Even though the insurer may not terminate a participant's coverage without written consent, neither may the insurer require the employer to pay premiums on behalf of participants who are no longer eligible for coverage under the employer's plan. Therefore, to avoid paying premiums unnecessarily, these employers should arrange to notify their plan insurer of all employee terminations on a timely basis.

The effects of Rule 17 may also have a significant impact upon a plan's COBRA administration processes because it may be more difficult to affirm the date of a participant's "qualifying event." According to the Rule, an insurer may seek premium payments 31 days after expiration of the state of emergency and they may terminate coverage retroactively if a participant does not pay his premium. This provision alone could make it more difficult for plan sponsors to determine when a participant's coverage actually ends, thus making it more difficult to issue a valid COBRA notice.

**COMPLYING WITH HIPAA REQUIREMENTS**

1. **What are our obligations under the HIPAA privacy rules if we are contacted by officials asking for emergency personal health information about one of our employees?**

HIPAA privacy restrictions only apply to "covered entities" such as medical providers or employer-sponsored group health plans, and then only in connection with individually identifiable health information. Employers are not covered entities, so if you have medical information in your employment records, it is not subject to HIPAA restrictions. Nevertheless, disclosures should be made only to authorized personnel, and care should be taken even in disclosures to government personnel or other groups such as the Red Cross. Further, you should be careful not to release information to someone until you have properly identified them. We recommend you treat all medical information as confidential, and afford it the same protections as those granted by HIPAA in connection with your group health plan.

In certain circumstances, if you have plan information, you can share it with government officials acting in their official capacity, and with health care providers or officially chartered organizations such as the Red Cross. For example, you can share protected health information with providers to help in treatment, or with emergency relief workers to help coordinate services.

In addition, you can share the information with providers or government officials as necessary to locate, identify, or notify family members, guardians or anyone else responsible for an individual's care, of the individual's location, general condition or death. In such case, if at all possible, you should get the individual's written or verbal permission to disclose. However, if the person is unconscious or incapacitated, or cannot be located, information can be shared if doing so would be in the person's best interests. In addition, information can be shared with organizations like the Red Cross, which is authorized by law to assist in disaster relief efforts, even without a person's permission, if providing the information is necessary for the relief organization to respond to an emergency.

Finally, information can be disclosed to authorized personnel without permission of the person whose records are being disclosed if disclosure is necessary to prevent or lessen a serious and imminent threat to the health and safety of a person or the public.

## **WORKPLACE DONATIONS TO VICTIMS OF KATRINA, RITA, AND WILMA**

### **1. Is it possible for us to create a charitable trust through which employees can make tax-deductible contributions to assist other employees who suffered losses in the storm?**

Yes, it is now possible for an employer to create a "tax efficient" charitable fund (i.e., all contributions are tax-deductible to the donors and all distributions are income tax-free to the recipients) to provide disaster relief assistance to its own employees. After the 9/11 disaster, Congress enacted the Victims of Terrorism Tax Relief Act of 2001, which allowed employers to establish a 501(c)(3) private foundation for the sole purpose of providing disaster relief assistance to the employer's employees and their families (an "Employer-Controlled Foundation").

In order to avoid IRS concerns regarding private inurement, there are very specific requirements that must be followed to preserve the tax advantages described above with respect to an Employer-Controlled Foundation. Generally, those requirements are as follows:

- a. the employer must take all appropriate steps to establish an official 501(c)(3) charitable organization, which normally requires creation of a not-for-profit entity and the filing of certain tax forms (both initially and on an ongoing basis);
- b. the class of disaster relief recipients must be "large or indefinite";
- c. disaster relief recipients must be selected based upon "an objective determination of need" (e.g., disaster relief distributions must be purely needs-based, and may not be based upon factors such as the recipient's position or seniority with the employer);
- d. the selection of disaster relief recipients and the determination of need must be made by either (i) an independent committee of the Employer-Controlled Foundation, "a majority of the members of which are persons other than persons who are in a position to exercise substantial influence over the affairs of the controlling employer" or (ii) "other procedures and standards" that are "adequate substitutes to ensure that any benefit to the employer is incidental and tenuous"; and
- e. disaster relief distributions may not be made to, or for the benefit of, a "disqualified person" with respect to the employer (generally, "any person who was, at any time during the 5-year period ending on the date of such transaction, in a position to exercise substantial influence over the affairs of the organization" and members of such a person's family) or a member of the independent committee referred to in d) above.

Most of these requirements exist to ensure that an Employer-Controlled Foundation has a purely charitable purpose, and is not simply an additional employee benefit offered by the employer. If any of these requirements are not satisfied, there is a risk that contributions for disaster relief assistance will not be tax-deductible to the donors.

We are developing a package for clients that wish to set up a tax-exempt fund that can be adopted quickly and efficiently. Please contact a Fisher & Phillips attorney if you are interested.

### **2. Can our employees donate vacation or paid time off to help other employees in need and how will donated vacation pay be treated under state tax laws?**

The Internal Revenue Service has announced that employees can exchange their sick, personal and vacation days or paid time off ("PTO") for cash to help victims of Hurricane Katrina. When an employee elects to donate these days, the number of PTO days allocated to that employee is reduced accordingly. The company then donates the value of the PTO days in cash on behalf of the employee to any qualified tax-exempt organization providing relief in the region. The donations must be made to public charities and private foundations that provide relief to victims of Hurricane Katrina before January 1, 2007.

Employers may then deduct the amount of the donation from their taxes. Cash payments are not included in Box 1, 3 (if applicable), or 5 of the Form W-2. Employees do not count the donated time as income, but they cannot take a deduction for contributions to a charitable organization.

Many states, such as New York, are adopting the Federal Tax rules that exclude donated vacation from taxable income. For more state-specific information, contact a Fisher & Phillips attorney.

**REPORTING AND GENERAL TAX ISSUES**

1. **Our Form 5500 Annual Report is due for filing and we do not have enough information to file it. What do we need to do?**

The Department of Labor's Employee Benefits Security Administration (EBSA) has granted an extension of time to annual report Form 5500 filers who cannot file on time because of Katrina. The extension applies to plan administrators or sponsoring employers located in one of the counties or parishes identified as "affected" by FEMA or eligible for relief under the Stafford Disaster Relief and Emergency Assistance Act.

Originally, EBSA stated that the 5500 filing deadline had been extended to January 3, 2006. On September 28, 2005, the agency expanded this relief so that 5500 series filings due between September 23, 2005 and February 28, 2006, need only be filed by February 28, 2006. To obtain an extension, the filer should check Part I, Box D on the 5500 and attach a statement to the filing entitled "Form 5500 Box D, Hurricane Katrina Disaster Relief Extension," and stating that the filer qualifies for an extension under IR-2005-84 or IR-2005-91, depending on where the filer is located.

This extension also applies to employers located outside the affected area who are unable to file because they cannot obtain information from service providers, banks or insurance companies whose operations were affected by the hurricane.

2. **How will Katrina affect tax filing deadlines like September 15 or September 30? Must employers ask for an extension?**

The IRS has already announced tax filing relief programs due to Katrina for the Southeast region. Most deadlines for tax filings or payments falling after August 29, 2005 (August 24, 2005 in Florida), will be extended to February 28, 2006. You should also regularly check the IRS tax filing relief information which is updated and available on the IRS website [www.irs.gov](http://www.irs.gov).

3. **Is it possible for an employer to provide income tax-free disaster relief assistance to its own employees?**

Yes, it is possible for an employer to provide income tax-free disaster relief assistance to its own employees, provided that a) any amounts paid for such assistance are to reimburse or pay reasonable and necessary (i) personal, family, living or funeral expenses incurred as a result of a "qualified disaster" or (ii) expenses incurred for the repair or rehabilitation of a personal residence or repair or replacement of its contents, to the extent that the need for such repair, rehabilitation or replacement is attributable to a "qualified disaster," and b) any expenses compensated by such amounts are not otherwise compensated for by insurance or otherwise. For this purpose, a "qualified disaster" includes any Presidential declared disaster, such as the Presidential Disaster Areas struck by Hurricanes Katrina, Rita, and Wilma.

4. **Are there any tax incentives offered to employers who hire individuals who are unemployed because of Hurricane Katrina?**

Yes, there are two new tax credits available to employers: the work opportunity tax credit (WOTC), and the employee-retention tax credit. In each case, employers will be able to claim a credit against income tax equal to a percentage of first-year wages up to \$6,000 per employee. Usually, the percentage is 40%. The credit is limited to wages up to \$3,000 for summer youth employees.

The work opportunity tax credit (WOTC) gives a tax credit to employers who hire disadvantaged individuals. Traditionally, the WOTC was established to encourage employers to hire veterans, ex-felons and high-risk youths, however, the WOTC was extended in 2002 to include individuals affected by 9/11. This credit is now available to employers who hire individuals who live in a Hurricane Katrina disaster zone and became unemployed when their workplace was destroyed by Katrina. This credit can be claimed for two years if the employer is also located in the disaster zone. Otherwise, the credit can be claimed for three months.

The employee-retention tax credit is available to employers that keep employees in the disaster area on their payrolls even if the employee is performing reduced or no service for the employer. There are two limitations placed on this credit: First, the credit is only available to employers with 200 or fewer employees, and the employer's business operations must have stopped because of Katrina. Second, the employee retention tax credit can only be claimed until the end of 2005.

**NATIONAL LABOR RELATIONS ACT**

1. **My workforce is unionized. Can my company make changes to unionized employees' work schedules or duties in response to Hurricanes Katrina, Rita, and Wilma?**

The National Labor Relations Act (NLRA) imposes on employers the duty to bargain in good faith over mandatory subjects of bargaining such as wages, hours, and terms and conditions of employment. Generally speaking, employers who make unilateral changes to these facets of employment may be subject to unfair labor practice charges that would apply even in emergency situations such as this one, unless your collective bargaining agreement provides otherwise.

Many collective bargaining agreements contain provisions that allow for employer flexibility in determining work assignments, scheduling and layoffs. The first authority for determining your rights and obligations is your own collective bargaining agreement.

2. **I have a "force majeure" clause in my contract. Does it cover the damage caused by the hurricanes?**

Possibly. A "force majeure" clause is one that dictates your rights and duties in the event of an emergency situation created by an unforeseeable force of nature (or the like). Whether a hurricane triggers the force majeure clause in a contract, and the effect of that clause on the provisions of the contract, will vary significantly with each employer.

3. **There is no force majeure in my contract. Does that mean I still have to abide by all of the contract provisions during the crisis?**

The general duty to bargain over changes in contractual terms may be suspended where compelling economic exigencies compel prompt action. The law views "compelling economic exigencies" as extraordinary, unforeseen events having a major economic effect that requires the employer to take immediate action and make a unilateral change.

Although Hurricanes Katrina, Rita, and Wilma would seem to fit the description of a "compelling economic exigency," realize that its effect will be different for every employer. That is, while it may suspend the duty to bargain for one employer whose only facility was completely destroyed, it will likely not suspend the duty for an employer that has lost significant accounts or contracts as a result of the storm.

In practice, the safest course of action (and the one most likely to avoid future litigation) is to notify the union in all cases, even if you believe that your particular situation fits into the "compelling economic exigency" category.

4. **How much notice do I have to give the union before I make a change to my contract?**

The law requires employers to give the union "adequate" notice of a proposed change to the collective bargaining agreement, and an opportunity to bargain about that proposed change. There is no "bright line" rule as to how much notice is "adequate." However, where an employer can show a need for a prompt change and time is of the essence, a notice period as short as a couple of days may be considered "adequate" under the circumstances.

5. **Due to damage caused by the hurricane, my company must go out of business. Do I have to notify the union before I do this?**

An employer has the right to cease operations and go out of business completely without first bargaining with the union over its decision. But, an employer that decides to close its operation must give the union adequate notice of its decision, and bargain over the effects of the decision to close if the union requests bargaining.

6. **If I decide to close my business as a result of the Hurricanes, how much notice do I have to give to the union?**

Again you are required to give the union "adequate" notice of your decision to go out of business. There is no one rule as to how much notice is "adequate" under the circumstances. Depending on the circumstances, as little as a couple of days notice may be considered adequate. Remember that you may



still be subject to State and federal laws with respect to plant closure notifications. State and local plant closing laws are discussed in more detail in these materials.

**7. What is my bargaining obligation after I've made the decision to close my business and I notify the union of my decision to close?**

Once the decision has been made to close a business and the union has been adequately notified, you are required to bargain over the effects of the closure on employees if the union requests such bargaining. By way of example, these "effects" can include: severance payments, letters of recommendation, vacation payouts and continuation of health insurance benefits. Remember that your collective bargaining agreement may already provide for the continuation of some of these benefits in a plant closure situation.

**8. What happens if I close my business on the Gulf Coast altogether, and then reopen a brand new facility elsewhere? Do I still have to bargain with the Union?**

Reopening the same or similar business at a later date could result in a duty to bargain with the new employees (if a company uses a business shutdown in order to avoid bargaining obligations). The law imposes a bargaining obligation on the new employer on the theory that it is the "alter ego" of the previous employer.

While union avoidance is likely not the motivation of an employer that decides to close its operation due to hurricane damage, the result could be the same. If the subsequent employer has the same or similar ownership, management, business objective, customers, and supervision as the prior entity, the law will likely impose a renewed duty to bargain with the previous union and could also require the new company to follow the terms of the previous collective bargaining agreement.

Many contracts have specific provisions that cover situations in which the employer relocates its business. In that case, the provisions of the collective bargaining agreement would govern.

**9. I would like to move the work that used to be done at my Gulf Coast facility to one of my other existing facilities. Do I have to bargain with the union about that?**

An employer has the right to close part of its business and transfer work elsewhere without bargaining with the union over the decision to do so. This decision must be based on a legitimate economic justification and not on a desire to replace union employees with non-union employees.

As with a complete shutdown, an employer that decides to close part of its operation and transfer work elsewhere must give adequate notice to the union of its decision. Following proper notice, the union has the right to demand that the company bargain over the effects of the decision to close a facility and transfer the work. Bargaining over the effects of the decision to close may include discussions about topics such as severance pay, continuation of benefits, and the right to fill the jobs in the new location. Note also that your collective bargaining agreement might address a plant closure/transfer of work situation.

**10. I have a case that is currently pending before Region 15 in New Orleans. What will happen to it?**

Effective October 17, 2005, the New Orleans office of the NLRB has relocated some of its operations to Houston, Texas. All charges, petitions and written inquiries regarding situations within Region 15 should be directed to the NLRB's temporary Region 15 office in Houston. This temporary office is located at The Mickey Leland Federal Building, 1919 Smith Street, 1st Floor, Houston, Texas 77002-2649. The telephone number for the office is (713)209-3261. All telephone inquiries regarding situations within Region 15 should continue to be directed to the Board's Memphis, Tennessee Regional Office (Region 26). The telephone number for the Memphis Regional Office is (901) 544-0018.

All NLRB offices in Florida are up and running.

## WORKERS' COMPENSATION

**1. My employees have physical and psychological injuries from exposure to dangerous substances, or from coming into contact with dead bodies in the course of their work. Will they be limited to the recovery of workers' compensation, or can they sue the company for damages in court?**

Generally, under State law, your employees will be limited to workers' compensation remedies if they are injured physically as a result of an accident occurring in the course and scope of their job duties. If their physical injuries result from deliberate or intentional (rather than accidental) conduct, however, such employees will likely have the right to sue you in court for all of their actual losses (compensatory damages), including mental distress damages, as well as for punitive damages. Beyond this, there are significant differences in the laws of the States that were affected by the Hurricanes.

**Mississippi:** Mississippi courts broadly interpret the scope of the workers' compensation laws to cover not only negligent (accidental or careless) behavior, but also reckless or grossly negligent conduct. Thus, in Mississippi, it is likely that employees injured as a result of conduct which is not the result of a deliberate act will be limited to receiving only workers' compensation benefits.

**Alabama:** In Alabama, employees who are seeking to recover for psychological injuries (not physical injuries) are allowed to file separate lawsuits outside of workers' compensation against their employers. In such suits, they can recover for mental distress and punitive damages.

**Louisiana:** In Louisiana as well, employers must be extremely careful. There, an employee who has suffered emotional distress as a result of the negligence of his employer can sue in court for actual and punitive damages even if the employee has not suffered any physical injury so long as the court does not conclude that the claim was "spurious," i.e. falsified and without evidentiary support.

**Texas:** In Texas, as in Mississippi, workers' compensation is the exclusive remedy for acts which are negligent, or even "willfully negligent," as the Texas courts have defined the term; thus, an injured Texas employee subject to workers' compensation laws is generally limited to workers' compensation remedies, except in obvious cases of intentional acts (e.g., a direct and willful assault on the employee by the employer). Texas employers may opt out of the state workers' compensation scheme by posting an appropriate bond. Those who do opt out are not protected from damages suits even in cases in which workers are injured on the job through pure negligence.

**Florida:** Florida courts, similar to their counterparts in Texas and Mississippi, consider workers' compensation law as the exclusive remedy unless the act triggering injury was "virtually certain" to cause injury. In addition, the exclusive coverage of workers' compensation for unintentional acts applies to injuries that are either physical or psychological. Accordingly, in Florida, an employee is limited to workers' compensation remedies for injuries, whether physical or psychological, that result from conduct which is less than intentional or deliberate.

**2. How can my company avoid being sued for workplace injuries in court (for damages exceeding workers' compensation benefits)?**

The bottom line for all employers seeking to avoid such claims, especially when employees are going to be exposed to extremely unpleasant or potentially dangerous or shocking circumstances, is to use "reasonable care" in making and supervising all such job assignments. Plan such work carefully to protect your employees from any physical danger or psychologically shocking circumstances which you can possibly anticipate in the course of their duties. The more "careless" or "reckless" your actions appear to be in assigning or supervising such work, the more likely it is that a court in any State will allow an employee to sue for damages in court, rather than be limited to workers' compensation.

**3. Should I ask for volunteers when assigning unpleasant or potentially dangerous duties?**

Yes, we recommend that employers ask for volunteers to perform such duties when they are required. Warn volunteers in detail about any dangerous or unpleasant circumstances they can expect, and require them to execute full releases, approved by counsel in advance, from any liability which may result from their decision to participate. Any employee who is unwilling to sign a release should be assigned to other duties.

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4. **What else can I do to minimize the likelihood that my company will be sued for a workplace injury?**

Give employees who do agree to perform such duties any and all protective clothing and equipment which is necessary for safety or reasonably desirable in the circumstances. Minimal compliance with the provisions of OSHA is only a starting point for protection from employee lawsuits. Every reasonable step should be taken to minimize the likelihood that employees who agree to perform "hurricane" duties are protected from potential psychological harm as well as physical harm. Finally, treat your employees even better than you would expect to be treated in the circumstances: never let them think you do not care about their safety or well-being.

5. **How can I reduce the risk of physical injury or emotional distress to those performing hurricane duty under these conditions?**

As a general matter, you must continue to comply with OSHA standards. OSHA has posted information on its website regarding Cleanup and Recovery from Hurricanes. Fact sheets are available (in English and Spanish) about dangers associated with recovery efforts. Please visit [www.osha.gov](http://www.osha.gov) to obtain a printout of that information.

Beyond those regulations, you should exercise reasonable care to become informed about the risks to the workers and take reasonable steps to protect your workers from those identified risks. The primary step is to **inform your workers** of the potential physical and psychological risks of working in the area.

In addition, you should

- o maintain a list of workers, the tasks to be performed and the location of the workers;
- o provide safety equipment appropriate to the tasks that the workers are assigned to complete; and,
- o make sure that anyone who is to work in a flooded area has had a current tetanus shot.

You should also have workers sign a statement that they have been made aware of the risks and that they have received safety equipment, if it is required for their particular tasks.

6. **Are "volunteers" considered employees?**

In determining whether a worker is a true volunteer, most States primarily consider whether the person is being compensated or will otherwise receive benefits. Louisiana has a broader definition for employees that includes anyone rendering service for another. Like most States, Louisiana, Alabama, and Mississippi will strongly consider the amount of control exercised by the employer over the workers and the power to dismiss the workers when determining whether a worker is an employee. If you are compensating so-called "volunteer" workers and exercising control over their work, then it is likely that the State will consider them to be employees. The more compensation you provide and the more control you exercise, the more likely it is that they will be considered employees.

7. **How do I handle true volunteers?**

If a worker is a volunteer, he or she is not considered an employee and therefore, is not covered by workers' compensation. For this reason, you need to take some preventive steps before accepting volunteers:

- o Maintain a list of the people volunteering for you and *require each volunteer to sign a comprehensive release;*
- o the release should identify the potential physical and psychological risks that the volunteer may encounter; and,
- o no one should be allowed to volunteer unless he or she has signed a release.

## IMMIGRATION LAW

1. **How do I complete I-9 forms for persons who are displaced and have no documents?**

On Tuesday, September 6, 2005, the Department of Homeland Security issued a press release announcing that it would not penalize employers for hiring persons who do not have I-9 documents because they were displaced as a result of Hurricane Katrina and its aftermath. The DHS announcement states that the enforcement grace period will last for 45 days. The press release does not provide guidance about how to complete the form or what to do at the end of the 45 day period if the individual still lacks documents.

2. **What happens to employees on temporary visas who cannot work?**

Although there is no guidance from DHS yet, presumably these workers would be treated as if they were on an approved, unpaid leave and therefore would not be out-of-status for failing to work.

3. **Must I pay an H-1b alien the salary listed in the petition even if that person cannot now work?**

Again, there is no advice from DHS, but presumably you could put such a person on an unpaid leave of absence until he or she is able to work again.

4. **What happens to cases that were pending in Citizenship and Immigration Services Offices in the affected areas?**

There is no indication yet from DHS about what will happen to pending cases. This may be because CIS officials have not been able to assess the damage firsthand. We suspect that all cases that were pending in affected offices will need to be re-filed. This may cause substantial delays for work permits, travel documents, and permanent residence interviews.

For additional information, [click here](#).

## PLANT CLOSING LAWS

### 1. Do we have any liability under the WARN Act if we are forced to suspend operations without prior notice on account of the storm and its aftermath?

Probably not, so long as you take steps to issue appropriate notice going forward. The federal WARN Act does impose a notice obligation on covered employers (those with 100 or more full-time employees) who implement a "plant closing" or "mass layoff" in certain situations, even when they are forced to do so for economic reasons. It is important to keep in mind that these quoted terms are defined extensively under WARN's regulations, and that they are not intended to cover every single layoff or plant closing. As neither Louisiana, Alabama, Mississippi nor Florida have enacted separate notice requirements at the State level, the federal law would govern all such obligations for employers operating in those States.

Generally speaking, employers must provide at least 60 calendar days of notice prior to any covered plant closing or mass layoff. Fortunately, even in cases where its notice requirements would otherwise apply, the WARN Act provides a specific exception "if the plant closing or mass layoff is due to any form of natural disaster...." This provision would clearly apply to a Hurricane such as Katrina, Rita, or Wilma. To qualify for the exception, you must be able to show that the plant closing or mass layoff was a direct result of the natural disaster. Businesses that are indirectly impacted may still benefit from a similar provision, known as the "unforeseeable business circumstances" exception.

This exemption is a limited one, in that an employer relying upon it must still provide "as much notice as is practicable, and at that time shall give a brief statement of the basis for reducing the notification period." In other words, once you are in a position to evaluate the immediate impact of the disaster upon your workforce, you must then provide specific notice to "affected employees," along with a statement explaining the failure to provide more extensive notice, which in this case would obviously be tied to the unforeseeable nature of the Hurricane and its aftermath.

Any such notice must contain the following information: 1) Whether the planned action is expected to be permanent or temporary, and if a plant is being closed, a statement to that effect; 2) the expected date the plant closing or mass layoff will commence, as well as the anticipated date of layoff or termination (within a 2-week window); 3) an indication as to whether bumping rights exist; and, 4) the name and phone number of a company official who can be reached for further information. For employees residing in the immediate path of the hurricane, any attempt to notify them will be difficult at best, but the law suggests that notice may be effectuated through written correspondence to their last known address. Of course, many of these facts may not yet be known, in which case the Department of Labor takes the position that "notice need only contain such information as is available at the time the notice is given."

### 2. What if my workforce is unionized?

In the case of union-represented employees, notice is far simpler, as it need only be served upon the collective bargaining representative, containing the following information: 1) the name and address of the work site where the planned action will occur, and the name and phone number of a company official to be contacted for further information; 2) whether the planned action is expected to be permanent or temporary and, if a plant is to be closed, a statement to that effect; 3) the expected date of first separation and anticipated schedule if layoffs are to occur on more than one date (within a 2-week window); and, 4) the job titles to be affected and names of workers currently holding those positions.

In either event, notice must also be delivered simultaneously to the State dislocated worker unit, and to the chief elected official of the local municipality in which the affected facility resides. Both notices must contain the following information: 1) the name and address of the work site where the planned action will occur, and the name and phone number for a company official to be contacted for further information; 2) whether the planned action is expected to be permanent or temporary, and, if a plant is to be closed, a statement to that effect; 3) the expected date of first separation and anticipated schedule if layoffs are to occur on more than one date (within a 2-week window); 4) the job titles of positions to be affected and names of workers currently holding those positions; and, 5) the name of each union representing affected employees and the name and address of the union's chief elected officer.

### 3. Will the government really enforce this law in light of the catastrophe?

In the aftermath of Hurricanes, the extent to which the Department of Labor will focus upon enforcement of the WARN Act remains to be seen. Nonetheless, the law provides stiff penalties for non-compliance,

including up to 60 days of back pay and benefits, along with a civil penalty of up to \$500 per day. More importantly, it provides for a private cause of action in federal court, suggesting that employers may soon be responding to lawsuits arising under the WARN Act regardless of the enforcing agency's official position.

Consequently, we advise that you evaluate your current situations to ascertain whether the most recent disaster has triggered a WARN Act qualifying event in your organization. If so, provide as much notice to affected employees as is practicable under the circumstances. When in doubt, the best approach is to work through counsel to arrive at a safe, but practical solution to a potentially thorny situation for many employers that are impacted by the disaster, either directly or indirectly.

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1600

NFPA 1600  
Standard on  
Disaster/Emergency  
Management and  
Business Continuity  
Programs  
2004 Edition



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An International Codes and Standards Organization

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## NFPA 1600

### Standard on

## Disaster/Emergency Management and Business Continuity Programs

### 2004 Edition

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

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

### Origin and Development of NFPA 1600

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

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

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

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

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

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

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

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## NFPA 1600

## Standard on

Disaster/Emergency Management and  
Business Continuity Programs

## 2004 Edition

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

## Chapter 1 Administration

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

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

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

## Chapter 2 Referenced Publications (Reserved)

## Chapter 3 Definitions

**3.1 General.** The definitions contained in this chapter shall apply to the terms used in this standard. Where terms are not included, common usage of the terms shall apply.

**3.2 NFPA Official Definitions.**

**3.2.1\* Approved.** Acceptable to the authority having jurisdiction.

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

**3.2.3 Shall.** Indicates a mandatory requirement.

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

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

**3.3 General Definitions.**

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

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

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

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

**3.3.5 Impact Analysis (Business Impact Analysis, BIA).** A management level analysis that identifies the impacts of losing the entity's resources. The analysis measures the effect of resource loss and escalating losses over time in order to provide the entity with reliable data upon which to base decisions concerning hazard mitigation, recovery strategies, and continuity planning.

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

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

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

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

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

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

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

## Chapter 4 Program Management

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

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

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

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

**4.3\* Advisory Committee.**

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

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

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

**4.4 Program Evaluation.** The entity shall establish performance objectives for program elements listed in Chapter 4 and Chapter 5 and shall conduct a periodic evaluation of the objectives as described in Section 5.13.

## Chapter 5 Program Elements

**5.1\* General.**

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

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

**5.2 Laws and Authorities.**

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

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

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

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

**5.3.2\*** Hazards to be considered at a minimum shall include, but shall not be limited to, the following:

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

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

- (1) Health and safety of persons in the affected area at the time of the incident (injury and death)
- (2) Health and safety of personnel responding to the incident
- (3)\*Continuity of operations
- (4) Property, facilities, and infrastructure
- (5) Delivery of services

- (6) The environment
- (7)\*Economic and financial condition
- (8) Regulatory and contractual obligations
- (9) Reputation of or confidence in the entity

**5.4 Hazard Mitigation.**

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

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

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

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

**5.5\* Resource Management.**

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

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

- (1) Personnel, equipment, training, facilities, funding, expert knowledge, materials, and the time frames within which they will be needed
- (2) Quantity, response time, capability, limitations, cost, and liability connected with using the involved resources

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

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

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

**5.6\* Mutual Aid.**

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

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

**5.7 Planning.**

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

**5.7.2\* Plans.**

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

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

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

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

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

**5.7.3 Common Plan Elements.**

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

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

**5.8 Direction, Control, and Coordination.**

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

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

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

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

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

**5.9 Communications and Warning.**

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

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

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

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

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

**5.10\* Operations and Procedures.**

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

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

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

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

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

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

**5.11 Logistics and Facilities.**

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

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

**5.12 Training.**

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

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

**5.12.3** Frequency and scope of training shall be identified.

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

**5.12.5** Training records shall be maintained.

**5.13 Exercises, Evaluations, and Corrective Actions.**

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

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

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

**5.14 Crisis Communication and Public Information.**

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

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

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

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

**5.15\* Finance and Administration.**

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

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

- (1) Establishing and defining responsibilities for the program finance authority, including its reporting relationships to the program coordinator
- (2) Program procurement procedures
- (3) Payroll
- (4) Accounting systems to track and document costs

**Annex A Explanatory Material**

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

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

- (1) An occurrence or imminent threat to the entity of wide-spread or severe damage, injury, or loss of life or property resulting from natural or human causes
- (2) An emergency that is beyond the normal response resources of the entity and would require the response of outside resources and assistance for recovery

(3) A suddenly occurring or unstoppable developing event that does as follows:

- (a) Claims loss of life, suffering, loss of valuables, or damage to the environment
- (b) Overwhelms local resources or efforts
- (c) Has a long-term impact on social or natural life that is always negative in the beginning

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

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

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

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



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

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

All state and local emergency management entities report to a higher authority. States report to Governors, Adjutant Generals, Chief Law Enforcement Officers, County Commissions, or City Commissions. These authorities set the agendas for emergency management activities. Having an advisory committee might or might not be encouraged. Mandating that an entity must have an advisory committee will, in many cases, violate the authorities under which the emergency man-

agement entity is established. Those organizations that can have, or want to have, an advisory committee that will provide advice and guidance should be encouraged to do so.

**A.5.1** See Table A.5.1.

**A.5.1.2** Key program elements cross boundaries during each of the four phases of disaster/emergency management (mitigation, preparedness, response, recovery). Each element should not be considered independently, but in relation to each of the four phases.

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

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

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

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

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

- (1) "What-if": The purpose of the "What-if" analysis is to identify specific hazards or hazardous situations that could result in undesirable consequences. This technique has limited structure but relies on knowledgeable individuals who are familiar with the areas/operations/processes. The value of the end result is dependent on the team and the exhaustive nature of the questions they ask regarding the hazards.
- (2) Checklist: A specific list of items is used to identify hazards and hazardous situations by comparing the current or projected situations with accepted standards. The value of the end result is dependent on the quality of the checklist and the experience/credentials of the checklist user.
- (3) What-if/checklist: This technique is a combination of the what-if and checklist techniques, and uses the strength of both techniques to complete the risk assessment. The what-if questions are developed and checklist(s) are used to encourage the creativity of the what-if process, as well as fill in any gaps in the process of developing questions. The value of the end result is dependent on the team and exhaustive nature of the questions they ask regarding the hazards.
- (4) Hazard and operability study (HAZOP): This technique requires an interdisciplinary team that is very knowledgeable of the areas/operations/processes to be assessed. This approach is thorough, time-consuming, and costly. The value of the end result depends on the qualifications/experience of the team, the quality of the reference material available, the ability of the team to function as a team, and strong, positive leadership.
- (5) Failure mode and effects analysis (FMEA): Each element in a system is examined individually and collectively to determine the effect when one or more elements fail. This is a bottom-up approach; that is, the elements are examined and the effect of failure on the overall system is predicted. A

small interdisciplinary team is required. This technique is best suited for assessing potential equipment failures. The value of the end result is dependent on the credentials of the team and scope of the system to be examined.

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

**A.5.3.2** The hazard identification should include, but is not limited to, the following types of potential hazards:

- (1) Naturally occurring hazards that can occur without the influence of people and have potential direct or indirect impact on the entity (people, property, the environment)
  - (a) Geological hazards (does not include asteroids, comets, meteors)
    - i. Earthquake
    - ii. Tsunami
    - iii. Volcano
    - iv. Landslide, mudslide, subsidence
    - v. Glacier, iceberg
  - (b) Meteorological hazards
    - i. Flood, flash flood, seiche, tidal surge
    - ii. Drought
    - iii. Fire (forest, range, urban)
    - iv. Snow, ice, hail, sleet, avalanche
    - v. Windstorm, tropical cyclone, hurricane, tornado, water spout, dust/sand storm
    - vi. Extreme temperatures (heat, cold)
    - vii. Lightning strikes
    - viii. Famine
  - (c) Biological hazards
    - i. Diseases that impact humans and animals (plague, smallpox, anthrax, West Nile virus, foot and mouth disease)
    - ii. Animal or insect infestation
- (2) Human-caused events
  - (a) Accidental
    - i. Hazardous material (chemical, radiological, biological) spill or release
    - ii. Explosion/fire
    - iii. Transportation accident
    - iv. Building/structure collapse
    - v. Energy/power/utility failure
    - vi. Fuel/resource shortage
    - vii. Air/water pollution, contamination
    - viii. Water control structure/dam/levee failure
    - ix. Financial issues, economic depression, inflation, financial system collapse
    - x. Communications systems interruptions
  - (b) Intentional
    - i. Terrorism (conventional, chemical, radiological, biological, cyber)
    - ii. Sabotage
    - iii. Civil disturbance, public unrest, mass hysteria, riot
    - iv. Enemy attack, war
    - v. Insurrection
    - vi. Strike
    - vii. Misinformation
    - viii. Crime
    - ix. Arson
    - x. Electromagnetic pulse

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

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

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

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

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

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

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

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

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

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

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

**A.5.5** Resources for program administration as well as disaster/emergency operations should be specifically identified. These resources include, but are not limited to, the following:

- (1) The locations, quantities, accessibility, operability, and maintenance of equipment (e.g., heavy duty, protective, transportation, monitoring, decontamination, response, personal protective equipment)
- (2) Supplies (e.g., medical, personal hygiene, consumable, administrative, ice)
- (3) Sources of energy (e.g., electrical, fuel)
- (4) Emergency power production (generators)
- (5) Communications systems
- (6) Food and water
- (7) Technical information
- (8) Clothing
- (9) Shelter
- (10) Specialized personnel (e.g., medical, religious, volunteer organizations, disaster/emergency management staff, utility workers, morticians, and private contractors)
- (11) Specialized volunteer groups (e.g., Red Cross, amateur radio, religious relief organizations, charitable agencies,

VOAD (Volunteer Organization Active in Disaster), COAD (Community Organization Active in Disaster), CERT (Community Emergency Response Team)

- (12) External federal, state, provincial, tribal, territorial, and local agencies

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

**A.5.6** Mutual aid agreements between entities are an effective means to obtain resources and should be developed whenever possible. Mutual aid agreements should be in writing, be reviewed by legal counsel, be signed by a responsible official, define liability, and detail funding and cost arrangements. The term "mutual aid agreement" as used here includes cooperative assistance agreements, intergovernmental compacts, or other terms commonly used for the sharing of resources.

**A.5.7.1** It should be noted that most entities engage in multiple planning activities (e.g., mitigation planning, land use planning) Coordination ensures nonduplication, improves understanding, increases support, assures that all constituents have a voice, and so on. These plans can be separate or integrated into a comprehensive plan.

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

**A.5.7.2.1** The plan should be reviewed annually and updated as necessary. It should also be re-evaluated when any of the following occur:

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

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

**A.5.7.2.4** In developing plans, short-term goals and objectives should be established and should include, but not be limited to, the following:

- (1) Vital personnel, systems, operations, records, and equipment identified in Section 5.5
- (2) Priorities for restoration and mitigation
- (3) Acceptable downtime before restoration to a minimum level
- (4) Minimum resources needed to accomplish the restoration

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

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

**A.5.7.2.5** Plans for business continuity, continuity of government, and continuity of operations are generally similar in intent, and less similar in content. Continuity plans have various names in both the public and private sectors. These include business continuity plans, business resumption plans, recovery plans, and so on.

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

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

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

Specific areas to consider in continuity plans include:

- (1) Succession: To ensure that the leadership will continue to function effectively under disaster/emergency conditions. When practical, there is a designation of at least three successors for each position. Provisions have been made to deal with vacancies and other contingencies such as absence or inability to act.
- (2) Pre-delegation of emergency authorities: To ensure that sufficient enabling measures are in effect to continue operations under disaster/emergency conditions.

Disaster/emergency authorities have been enacted that specify the essential duties to be performed by the leadership during the disaster/emergency period and that enable the leadership to act if other associated entities are disrupted, and to re-delegate with appropriate limitations.

- (3) Emergency action steps: Actions that facilitate the ability of personnel to respond quickly and efficiently to disasters/emergencies. Checklists, action lists, and/or standard operating procedures (SOPs) have been written that identify disaster/emergency assignments, responsibilities, and emergency duty locations. Procedures should also exist for alerting, notifying, locating, and recalling key members of the entity. The SOPs and notification procedures should be integrated.
- (4) Primary emergency operations center: A facility from which direction and control is exercised in a disaster/emergency. This type of center is designated to ensure that the capability exists for the leadership to direct and control operations from a centralized facility in the event of a disaster/emergency. (See A.5.11.2).

Checklists, action lists, and/or standard operating procedures (SOPs) have been written that identify disaster/emergency assignments, responsibilities, and emergency duty locations. Procedures should also exist for alerting, notifying, locating, and recalling key members of the entity. The SOPs and notification procedures should be integrated.

- (5) Alternate emergency operations center: An alternate facility from which direction and control is exercised in a disaster/emergency should the primary center become unavailable, or should it be determined that the alternate facility is a more appropriate location from which to handle the disaster/emergency.
- (6) Alternate operating or back-up facilities: Provisions also exist for alternate site(s) for departments or agencies having disaster/emergency functions or continuing operations.
- (7) Vital records: The measures that are taken by the entity to protect the entity's vital records — for example, financial, data, personnel records, and engineering drawings — that the entity should have to continue functioning during disaster/emergency conditions and to protect the rights and interests of the entity.

Procedures have been put in place to ensure the selection, preservation, and availability of records essential to the effective functioning of the entity under disaster/emergency conditions and to maintain the continuity of operations.

- (8) Protection of resources, facilities, and personnel: The measures that are taken to disperse resources and personnel in a manner that will provide redundancy to ensure the entity can continue to function during disaster/emergency conditions. Plans and procedures are in place to ensure the protection of personnel, facilities, and resources so the entity(s) can operate effectively. The entity should have the ability to allocate needed resources and restore functions during and after disasters/emergencies.

Plans should address deployment procedures to relocate/replicate resources or facilities, increase protection of facilities, and inform and train personnel in protective measures. Preparedness should be increased based on the threat level. (See A.5.7.2.4.)

**A.5.8.2** In disasters/emergencies, an incident management system would be used to systematically identify management functions assigned to various personnel. The system used varies among entities and among jurisdictions within entities. In minor disasters/emergencies, incident management functions might be handled by one person, the incident commander. (See Sections C.3 and C.4.)

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

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

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

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

**A.5.11.2** Facilities should be capable of accommodating any combination of essential representatives who are identified in the entity's plan. Facilities should have adequate workspace, communications, and back-up utilities and should meet other basic human needs for each representative. Essential functions include gathering essential information capable of providing centralized direction and control, and warning for response and recovery actions. Facilities should be located so that they are not impacted by the same event. (See A.5.7.2.5.)

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

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

**A.5.13.3** A Corrective Action Program is a process that follows an actual occurrence or exercise to identify program shortfalls and necessary corrective actions to address those shortfalls. The Corrective Action Program provides the techniques to manage the capabilities improvement process.

The Corrective Action Program begins following the "after-action" discussion/critique of the incident or exercise.

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

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

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

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

The task group should do the following:

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

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

- (1) Develop a problem statement that states the problem and identifies its impact.
- (2) Review the past history of corrective action issues from previous evaluations and identify possible solutions to the problem.
- (3) Select a corrective action strategy and prioritize the actions to be taken.
- (4) Provide authority and resources to the individual assigned to implementation so that the designated change can be accomplished.
- (5) Identify the resources required to implement the strategy.
- (6) Check on the progress of completing the corrective action.
- (7) Forward problems that need to be resolved by higher authorities to the level of authority that can resolve the problem.
- (8) Test the solution through exercising once the problem is solved.

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

**A.5.14.1** Information can be accessed, both internally and externally, in many ways. There can be formal educational programs established to reach the populations that could be impacted by a disaster/emergency. In turn, these same populations might request information of the entity with regard to the hazards and the program in place. In both cases, the entity should establish procedures to disseminate this information to (or educate and inform) its own members and, if applicable, the public.

Also, it should establish procedures to respond to internal and external requests for such information, which can be done through pamphlets, speaker's bureaus, the Internet, community meetings, newsletters, and so forth.

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

**A.5.15** There should be a responsive financial management and administrative framework that complies with the entity's program requirements and is uniquely linked to disaster/emergency operations. The framework should provide for maximum flexibility to expeditiously request, receive, manage, and apply funds in a non-emergency environment and in emergency situations to ensure the timely delivery of assistance. The administrative process should be documented through written procedures. The program should also be capable of capturing financial data for future cost recovery, as well as identifying and accessing alternative funding sources and managing budgeted and specially appropriated funds.

**A.5.15.1** In addition to having sound financial and administration procedures for daily operations, it is equally important to have procedures in place that will allow an entity to expedite financial decision making and ensure that proper accounting occurs. To develop proper financial and administration procedures, the following steps should be taken:

- (1) The financial department should be included as a member of the program committee. (See Section 4.3.)
- (2) The finance department should be actively involved with identifying, prioritizing, and purchasing internal and external resources. (See Section 5.5.)
- (3) The entity's financial opportunities or limitations should be identified within the strategic plan that defines the vision, mission, goals, and objectives of the program. (See 5.7.2.1.)

#### **Annex B Disaster/Emergency Management and Related Organizations**

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

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

##### **B.1.1 Disaster/Emergency Management and Related Agencies of the Federal Government in the United States.**

###### **Agency for Toxic Substances and Disease Registry**

Public Health Service  
U.S. Department of Health and Human Services  
1600 Clifton Road  
Atlanta, GA 30333  
(404) 498-0110 or (888) 42-ATSDR or (888) 422-8737  
(404) 498-0057 (fax)  
Web page: [www.atsdr.cdc.gov/](http://www.atsdr.cdc.gov/)

###### **Centers for Disease Control and Prevention (CDC)**

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

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

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

###### **Department of Defense, Office of the Deputy Assistant to the Secretary for Counterproliferation and Chemical and Biological Defense Programs**

**DASTD (CP/CBD)**  
Web page: [www.acq.osd.mil/cp/](http://www.acq.osd.mil/cp/)

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

Web page: [www.dtic.mil/dtic/d](http://www.dtic.mil/dtic/d)

###### **Department of Energy/National Nuclear Security Administration**

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

###### **Department of Health and Human Services**

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

###### **Department of Health and Human Services, U. S. Public Health Service, National Disaster Medical System**

USPHS Office of Emergency Preparedness  
National Disaster Medical System  
12300 Twinbrook Parkway, Suite 360  
Rockville, MD 20857  
(301) 443-1167 or (800) USA-NDMS  
(301) 443-5146 or (800) USA-KWIK (fax)  
Web page: [www.ndms.dhhs.gov/NDMS/ndms.html](http://www.ndms.dhhs.gov/NDMS/ndms.html)

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

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

###### **Department of Health and Human Services, Health and Medical Services Support Plan for the Federal Response to Acts of Chemical/Biological (C/B) Terrorism, 21 June 1996**

Web page: [www.ndms.dhhs.gov/CT\\_Program/Response\\_Planning/C-BHMPlan.pdf](http://www.ndms.dhhs.gov/CT_Program/Response_Planning/C-BHMPlan.pdf)

###### **Department of Justice/Office for Domestic Preparedness**

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

###### **Department of Transportation, Office of Hazardous Materials Safety**

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

###### **The Emergency Education Network, EENET**

National Emergency Training Center (NETC)  
16825 South Seton Avenue  
Emmitsburg, MD 21727  
(800) 500-5164  
[www.fema.gov/tab\\_education.shtm](http://www.fema.gov/tab_education.shtm)

###### **Emergency Management Institute, FEMA**

National Emergency Training Center (NETC)  
16825 South Seton Avenue  
Emmitsburg, MD 21727  
(800) 500-5164  
Web page: [www.training.fema.gov/EMIWeb/](http://www.training.fema.gov/EMIWeb/)

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

Web page: [hazmat.dot.gov/erg2000/erg2000.pdf](http://hazmat.dot.gov/erg2000/erg2000.pdf) or [www.tc.gc.ca/canutec/en/guide/guide.htm](http://www.tc.gc.ca/canutec/en/guide/guide.htm)

###### **Environmental Protection Agency, Chemical Emergency Preparedness and Prevention Office**

U.S. EPA  
Chemical Emergency Preparedness and Prevention Office (5104A)

Ariel Rios Federal Building  
1200 Pennsylvania Avenue, N.W.  
Washington, DC 20460  
(703) 412-9810 or (800) 424-9346  
Web page: [www.epa.gov/swercpp/](http://www.epa.gov/swercpp/) or [www.epa.gov/ceppo](http://www.epa.gov/ceppo)

###### **EPA, Emergency Response Team**

(732) 321-6740  
Web page: [www.ert.org](http://www.ert.org)

###### **EPA, National Response System**

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

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

HQ DHS  
Federal Center Plaza  
500 C Street, S.W., Room 512  
Washington, DC 20472  
(202) 646-4600  
(202) 646-4060 (fax)  
Web page: [www.dhs.gov](http://www.dhs.gov)

**Federal Response Plan, FEMA**

FEMA  
500 C Street, S.W., Room 512  
Washington, DC 20472  
Web page: [www.fema.gov](http://www.fema.gov)

**FEMA National Emergency Training Center (NETC)**

Chief, Emergency Management Division, EMI  
National Emergency Training Center (NETC)  
16825 South Seton Avenue  
Emmitsburg, MD 21727  
(301) 447-1035 or (800) 238-3358  
(301) 447-1441 (fax)  
Web page: [www.training.fema.gov/EMIWeb/](http://www.training.fema.gov/EMIWeb/)

**FEMA Partners List (state EMAs, local agencies, national agencies)**

FEMA  
500 C Street, S.W.  
Washington, DC 20472  
(202) 566-1600  
Web page: [www.fema.gov/about/frp.shtm](http://www.fema.gov/about/frp.shtm)

**FEMA, State and Local Guide (SLG) 101: Guide for All-Hazard Emergency Operations Planning**

FEMA  
500 C Street, S.W.  
Washington, DC 20472  
Web page: [www.fema.gov/rrr/gaep.shtm](http://www.fema.gov/rrr/gaep.shtm)

**FEMA Bibliography Listing for Emergency Management**

FEMA  
500 C Street, S.W.  
Washington, DC 20472  
(202) 566-1600  
Web page: [www.fema.gov/library/](http://www.fema.gov/library/)

**FEMA Library of Reference Documents**

FEMA  
500 C Street, S.W.  
Washington, DC 20472  
(202) 566-1600  
Web page: [www.fema.gov/EMI/edu/biblio.htm](http://www.fema.gov/EMI/edu/biblio.htm)

**Hazardous Materials Information Service, Dept. of Defense, Defense Logistics Agency**

Defense Supply Center Richmond  
ATTN: DSCR-VBA  
Jefferson Davis Hwy  
Richmond, VA 23297-5685  
(804) 279-5252  
(804) 279-5337 (fax)  
Web page: [www.dlis.dla.mil/hmirs/](http://www.dlis.dla.mil/hmirs/)

**The Health Library for Disasters, World Health Organization, and Pan-American Health Organization**

Web page: [www.helid.desastres.net/cgi-bin/library.exe](http://www.helid.desastres.net/cgi-bin/library.exe)

**Homeland Security Integration Center, U.S.Army**

MANSCEN  
Homeland Security Office (ATZT-HLS)  
203 Illinois Avenue  
Building 312, Room 304  
Fort Leonard Wood, MO 65473-8936  
(573) 596-0131 x. 35328  
(573) 563-8077 (fax)  
Web page: [www.wood.army.mil/hls/](http://www.wood.army.mil/hls/)

**Learning Resource Center, National Emergency Training Center, FEMA/NEA, Bibliographic Card Catalog System**

National Emergency Training Center  
Learning Resource Center  
16825 South Seton Avenue  
Emmitsburg, MD 21727  
(301) 447-1000  
(301) 447-1052 (fax)  
Web page: [www.lrc.fema.gov/](http://www.lrc.fema.gov/)

**Local Emergency Planning Committee (LEPC) Data Base**

Web page: [www.epa.gov/swercepp/leplist.htm](http://www.epa.gov/swercepp/leplist.htm)

**National Animal Health Emergency Management System**

Web page: [www.usaha.org/NAHEMS/](http://www.usaha.org/NAHEMS/)

**National Institutes of Health**

National Institutes of Health (NIH)  
9000 Rockville Pike  
Bethesda, MD 20892  
Web page: [www.nih.gov](http://www.nih.gov)

**National Institute for Occupational Health and Safety**

(800) 35-NIOSH (1-800-356-4674)  
(513) 533-8573 (fax)  
Web page: [www.cdc.gov/niosh/homepage.html](http://www.cdc.gov/niosh/homepage.html)

**National Institute of Occupational Safety and Health (NIOSH) Publications**

(800) 356-4674  
(513) 533-8573 (fax)  
Web page: [www.cdc.gov/niosh/publistd.html](http://www.cdc.gov/niosh/publistd.html)

**National Interagency Civil-Military Institute National Guard Bureau**

Camp San Luis Obispo  
Building 918  
Highway # 1 North  
San Luis Obispo, CA 93401  
(805) 782-6740 or (800) 926-5637  
Web page: [www.nici.org/](http://www.nici.org/)

**National Laboratory Training Network, CDC**

Association of Public Health Laboratories  
2025 M Street, N.W. Suite 550  
Washington, DC 20036  
(800) 536-NLTN (6586)  
Web page: [www.phppo.cdc.gov/nltm/default.asp](http://www.phppo.cdc.gov/nltm/default.asp)

**National Library of Medicine**

8600 Rockville Pike  
Bethesda, MD 20894  
Web page: [www.nlm.nih.gov/](http://www.nlm.nih.gov/)

**National Oceanic and Atmospheric Administration (NOAA)**

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

**The National Response Center, Chemical/HAZMAT Spills**

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

**National Wildlife Health Center, USGS**

Web page: [www.nwhc.usgs.gov/](http://www.nwhc.usgs.gov/)

**Occupational Safety and Health Administration (OSHA)**

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

**Office of Counterproliferation and Chemical Biological Defense, DOD**

Web page: [www.acq.osd.mil/cp/welcome.html](http://www.acq.osd.mil/cp/welcome.html)

**Office of Homeland Security**

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

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

Web page: [ndms.dhhs.gov/](http://ndms.dhhs.gov/)

**Public Health Training Network, CDC**

Web page: [www.phppo.cdc.gov/phtn/default.asp](http://www.phppo.cdc.gov/phtn/default.asp)

**State Health Department Web Sites**

Web page: [www.cdc.gov/search2.htm](http://www.cdc.gov/search2.htm)

**U.S. Army Chemical School**

Web page: [www.wood.army.mil/usacmls/](http://www.wood.army.mil/usacmls/)

**U.S. Army Corps of Engineers**

Web page: [www.usace.army.mil](http://www.usace.army.mil)

**U.S. Army Medical Department**

Web page: [www.armymedicine.army.mil/](http://www.armymedicine.army.mil/)

**U.S. Army Medical Research Institute of Chemical Defense**

Commander  
U.S. Army Medical Research Institute of Chemical Defense  
3100 Ricketts Point Road  
Aberdeen Proving Ground, MD 21010-5400  
(410) 436-3628  
(410) 436-1960 (fax)  
Web page: [chemdef.apgea.army.mil/](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-UVZM  
3100 Ricketts Point Road  
Aberdeen Proving Ground, MD 21010-5400  
(410) 436-2230  
(410) 436-3086 (fax)  
Web page: [ccc.apgea.army.mil/](http://ccc.apgea.army.mil/)

**U.S. Army Medical Research and Materiel Command**

Web page: [mrmc-www.army.mil/](http://mrmc-www.army.mil/)

**USAID The Office of U.S. Foreign Disaster Assistance (OFDA)**

U.S. Agency for International Development Information Center  
Ronald Reagan Building  
Washington, DC 20523-1000  
(202) 712-4810  
(202) 216-3524 (fax)  
Web page: [www.usaid.gov/hum\\_response/ofda/](http://www.usaid.gov/hum_response/ofda/)

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

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

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

Web page: [www.sbccom.apgea.army.mil/](http://www.sbccom.apgea.army.mil/)

**U.S. Coast Guard, Command Center**

Web page: [www.uscg.mil/hq/commandcenter/oc.htm](http://www.uscg.mil/hq/commandcenter/oc.htm)

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

Web page: [www.specialoperations.com/USMC/CBIRF/](http://www.specialoperations.com/USMC/CBIRF/)

**U.S. Nuclear Regulatory Commission**

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

**U.S. Secret Service**

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

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

**National Earthquake Information Center, U.S. Geological Survey**  
MS 967, Box 25046  
Denver Federal Center  
Denver, CO 80225  
(303) 273-8500  
(303) 273-8450 (fax)  
Web page: [neic.usgs.gov/](http://neic.usgs.gov/)

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

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

**Asian Disaster Preparedness Center**  
58 Moo 9, Km. 42, Paholyothin Highway  
Klong Luang, Pathumthani 12120  
Thailand  
(66) 02 524 5354 or (66) 02 524 5355  
(66) 02-524-5350 or (66) 02-524-5360 (fax)  
Web page: [www.adpc.ait.ac.th](http://www.adpc.ait.ac.th)

**Business Continuity Institute**  
P.O. Box 4474  
Worcester WR6 5YA  
United Kingdom  
+44 (0) 870-603-8833  
+44 (0) 870-603-8761 (fax)  
Web page: [www.thebci.org](http://www.thebci.org)

**Canadian Association of Chiefs of Police (CACP)**  
582 Somerset Street W.  
Ottawa, ON K1R 5K2  
Canada  
(613) 233-1106  
(613) 233-6960 (fax)  
Web page: [www.cacp.ca](http://www.cacp.ca)

**Canadian Association of Fire Chiefs (CAFC)**  
P.O. Box 1227, Station B  
Ottawa, ON K1P 5R3  
Canada  
(613) 270-9138  
(613) 599-7027 (fax)  
Web page: [www.caafc.ca](http://www.caafc.ca)

**Canadian Centre for Emergency Preparedness (CCEP)**  
1005 Skyview Drive  
Suite 323  
Burlington, ON L7P 5B1  
Canada  
(905) 331-2552

(647) 439-1608 (fax)  
Web page: [www.ccep.ca](http://www.ccep.ca)

**Canadian Centre for Occupational Health & Safety (CCOHS)**  
135 Hunter Street East  
Hamilton, ON L8N 1M5  
Canada  
(800) 263-8466  
(905) 572-4400  
(905) 572-4500 (fax)  
Web page: [www.ccohs.ca](http://www.ccohs.ca)

**Canadian Chemical Producers' Association**  
350 Sparks Street  
Suite 805  
Ottawa, ON K1R 7S8  
Canada  
(613) 237-6215  
(613) 237-4061 (fax)  
Web page: [www.ccpa.ca](http://www.ccpa.ca)

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

**Canadian Red Cross**  
170 Metcalfe Street, Suite 300  
Ottawa, ON K2P 2P2  
Canada  
(613) 740-1900  
(613) 740-1911 (fax)  
Web page: [www.redcross.ca](http://www.redcross.ca)

**Canadian Society of Safety Engineering (CSSE)**  
39 River Street  
Toronto, ON M5A 3P1  
Canada  
(416) 646-1600  
(416) 646-9460 (fax)  
Web page: [www.csse.org](http://www.csse.org)

**Canadian Standards Association (CSA)**  
5060 Spectrum Way  
Mississauga, ON L4W 5N6  
Canada  
(416) 747-4000 or (800) 463-6727  
(416) 747-2473 (fax)  
Web page: [www.csa.ca](http://www.csa.ca)

**Canadian Transportation Agency (CTA)**  
15 Eddy Street  
Gatineau, QC K1A 0N9  
Canada  
(888) 222-2592  
(819) 953-8353 (fax)  
Web page: [www.cta-otc.gc.ca](http://www.cta-otc.gc.ca)

**CANUTEC (Transport Canada)**  
330 Sparks Street  
Office 1401  
Ottawa, ON K1A 0N5  
Canada  
(613) 996-6666 (Emergency — call collect)  
(\*666) (cellular phone in Canada only)  
(613) 992-4624 (Information — call collect)  
(613) 954-5101 (fax)  
Web page: [www.tc.gc.ca/canutec](http://www.tc.gc.ca/canutec)

**B.1.2.1 Disaster Recovery Information Exchange (DRIE) Canada**

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

**DRIE Atlantic**  
c/o Shane Savage  
Atlantic Blue Cross Care  
599 Main Street  
Moncton, NB E1C 8L3  
Canada  
Web page: [www.drie.org/atlantic/](http://www.drie.org/atlantic/)

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

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

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

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

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

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

**Disaster Recovery Institute Canada (DRI Canada)**  
2175 Sheppard Avenue East, Suite 310  
Willowdale, ON M2J 1W8  
Canada  
(416) 491-5335  
(888) 728-DRIC (3742)  
(416) 491-1670 (fax)  
Web page: [www.dri.ca](http://www.dri.ca)

**B.1.2.2 Canadian Provincial Emergency Management Organizations**

**Department of National Defense (Canada)**  
National Defense Headquarters  
Major-General George R. Pearkes Building  
101 Colonel By Drive  
Ottawa, ON K1A 0K2  
Canada  
(613) 995-2534  
(613) 995-2610 (fax)  
Web page: [www.forces.gc.ca](http://www.forces.gc.ca)

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

**Emergency Management Ontario**  
77 Wellesley Street West, Box 222  
Toronto, ON M7A 1N3  
Canada  
(416) 314-3723  
(866) 314-0472 (24 hr emergency line)  
(416) 314-3758 (fax)  
Web page: [www.mpsj.jus.gov.on.ca/english/pub\\_security/emo/emo.html](http://www.mpsj.jus.gov.on.ca/english/pub_security/emo/emo.html)

**Emergency Measures Organization (Newfoundland and Labrador)**  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6

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

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

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

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

**Federation of Canadian Municipalities**  
24 Clarence Street  
Ottawa, ON K1A 0W6  
Canada  
(613) 241-5221  
(613) 241-7440 (fax)  
Web page: [www.fcm.ca](http://www.fcm.ca)

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

**International Civil Defense Organization**  
10-12 Chemin de Surville  
1213 Petit-Lancy  
Geneva, Switzerland  
+41 22 793 4433  
+41 22 793 4428 (fax)  
Web page: [www.icdo.org](http://www.icdo.org)

**Justice Institute of British Columbia**  
715 McBride Boulevard  
New Westminster, BC V3L 5T4  
Canada  
(604) 525-5422  
(604) 528-5518 (fax)  
Web page: [www.jibc.bc.ca](http://www.jibc.bc.ca)

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

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

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

**Office of Critical Infrastructure Protection & Emergency Preparedness (OCIPEP)**  
122 Bank Street, 2nd Floor  
Ottawa, ON K1A 0W6  
Canada  
(613) 944-4875  
(613) 991-7000 (emergency)  
(800) 830-3118 (toll free)  
(613) 998-9589 (fax)  
Web page: [www.ocipep-bpiepc.gc.ca](http://www.ocipep-bpiepc.gc.ca)

**Ontario Association of Emergency Managers (OAEM)**  
2150 Burnhamthorpe Road West  
P.O. Box 67043  
Mississauga, ON L5L 5V4  
Canada  
Web page: [www.oaem.ca](http://www.oaem.ca)

**Organisation de la Sécurité Civile du Québec (OSCCQ)**  
Web page: <http://www.msp.gouv.qc.ca/secivile>

**Partnership Towards Safer Communities**  
Web page: [www.ptsc-program.org](http://www.ptsc-program.org)

**Prince Edward Island Emergency Measures Organization**  
National Bank Tower  
134 Kent Street, Suite 600  
Charlottetown, PE C1A 8R8  
(902) 368-6361  
(902) 892-9365 (24 hr emergency line)  
(902) 368-6362 (fax)  
Web page: [www.gov.pe.ca/commcul/emo](http://www.gov.pe.ca/commcul/emo)

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

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

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

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

**World Health Organization**  
Avenue Appia 20  
1211 Geneva 27  
Switzerland  
(+00 41 22) 791 21 11  
(+00 41 22) 791 31 11 (fax)  
Web page: [www.who.ch](http://www.who.ch)

**Yukon Emergency Measures Organization**  
Community Services  
Emergency Measures Branch  
Combined Services Building, 2nd Floor  
60 Norseman Road  
Whitehorse Airport  
Whitehorse, YT  
Canada  
Mailing Address:  
Government of Yukon  
Box 2703, EMO  
Whitehorse, YT Y1A 2C6  
Canada

(867) 667-5220  
(800) 661-0408, local 5220 (toll free in Yukon)  
(867) 393-6266 (fax)  
Web page: <http://www.gov.yk.ca/depts/community/emo/>

#### B.1.3 Academic Institutions.

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

**Arkansas Technical University**  
Community Education  
Dean Hall 110  
Russellville, AR 72801  
(501) 968-0318  
(501) 968-0205 (fax)  
Web page: [commmed.atu.edu/classind.htm](http://commmed.atu.edu/classind.htm)

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

**Colorado State University**  
Department of Environmental & Radiological Health Services  
Environmental Health Building  
Fort Collins, CO 80523  
(970) 491-5003  
(970) 491-2940 (fax)  
Web page: [www.cvmbs.colostate.edu/erhs/](http://www.cvmbs.colostate.edu/erhs/)

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

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

**Texas A&M University**  
Hazard Reduction & Recovery Center  
TAMU MS 3137  
College Station, TX 77843-3137  
(979) 845-7813  
(979) 845-5121 (fax)  
Web page: [hrrc.tamu.edu/](http://hrrc.tamu.edu/)

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

(510) 642-4151 Ext 28

Web page: [www.unex.berkeley.edu/em](http://www.unex.berkeley.edu/em)**University of Akron**

Public Administration &amp; Urban Studies

Buchtel College of Arts and Sciences

The Polsky Building 265

Akron, OH 44325-7904

(330) 972-7618

(330) 972-6376 (fax)

Web page: [www.uakron.edu/colleges/artsci/depts/paus/](http://www.uakron.edu/colleges/artsci/depts/paus/)**University of Colorado-Boulder**

Natural Hazards Research/Applications Center

Floodplain Management Resource Center

Campus Box 482

Boulder, CO 80309-0482

(303) 492-6818

(303) 492-2151 (fax)

Web page: [www.colorado.edu/hazards/](http://www.colorado.edu/hazards/)**University of Delaware**

Disaster Research Center

Newark, DE 19716-2581

(302) 831-6618

(302) 831-2091 (fax)

Web page: [www.udel.edu/DRC/nodhtml.html](http://www.udel.edu/DRC/nodhtml.html)**University of Nebraska-Lincoln**

International Drought Mitigation Center

239 L.W. Chase Hall

P.O. Box 830749

Lincoln, NE 68583-0749

(402) 472-3679

(402) 472-6614 (fax)

Web page: [www.drought.unl.edu/index.htm](http://www.drought.unl.edu/index.htm)**University of North Texas**

Emergency Administration and Planning Program

Department of Public Administration

P.O. Box 310617

Denton, TX 76203-0617

(940) 565-3292

(940) 565-4466 (fax)

Web page: [www.unt.edu/eadp](http://www.unt.edu/eadp)**University of Tennessee**

Institute for Public Service

105 Student Services Administration Building

Knoxville, TX 37996-0213

(865) 974-6621

(865) 974-1528 (fax)

Web page: [ips.utk.edu](http://ips.utk.edu)**B.1.4 Nongovernment Organizations.****AFCOM**

742 East Chapman Avenue

Orange, CA 92866

(714) 997-7966

(714) 997-9743 (fax)

Web page: [www.afcom.com](http://www.afcom.com)**ARAMA (The Association of Information Management  
Professionals) International**

13725 W. 109th Street, Suite 101

Lenexa, KS 66215

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

(913) 341-3742 (fax)

Web page: [www.ama.org](http://www.ama.org)**Amateur Radio Disaster Services**Web page: [www.ares.org](http://www.ares.org)**America's Second Harvest**

35 E. Wacker Dr., #2000

Chicago, IL 60601

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

(815) 467-4915 (fax)

Web page: [www.secondharvest.org](http://www.secondharvest.org)**American Academy of Emergency Medicine**

611 East Wells Street

Milwaukee, WI 53202

(800) 884-2236

(414) 276-3349 (fax)

Web page: [www.aaem.org](http://www.aaem.org)**American Academy of Medical Administrators**

701 Lee Street, Suite 600

Des Plaines, IL 60016-4516

(847) 759-8601

(847) 759-8602 (fax)

Web page: [www.aameda.org/](http://www.aameda.org/)**American Civil Defense Association**

The American Civil Defense Association

P.O. Box 1057

118 Court Street

Starke, FL 32091

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

(904) 964-9641 (fax)

Web page: [www.tacda.org](http://www.tacda.org)**American Public Works Association**

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

Washington, DC 20005

(202) 408-9541

(202) 408-9542 (fax)

Web page: [www.apwa.net](http://www.apwa.net)**American Radio Relay League**

225 Main Street

Newington, CT, 06111-1494

(860) 594-0200

(860) 594-0259 (fax)

Web page: [www.arrl.org](http://www.arrl.org)**American Red Cross**

American Red Cross National Headquarters

2025 E Street, N.W.

Washington, DC 20006

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

Web page: [www.redcross.org/](http://www.redcross.org/)**American Society for Industrial Security**

ASIS International

1625 Prince Street

Alexandria, VA 22314-2818

(703) 519-6200

(703) 519-6299 (fax)

Web page: [www.asisonline.org](http://www.asisonline.org)**American Society for Public Administration (ASPA)**

1120 G Street, N.W., Suite 700

Washington, DC 20005

(202) 393-7878

(202) 638-4952 (fax)

Web page: [www.aspanet.org](http://www.aspanet.org)**American Society of Civil Engineers (ASCE)**

ASCE World Headquarters

1801 Alexander Bell Drive

Reston, VA 20191-4400

(800) 548-2723

(703) 295-6300 (international)

(703) 295-6222 (fax)

Web page: [www.asce.org](http://www.asce.org)**American Society of Professional Emergency Planners  
(ASPEP)**

East Gate Business Center

133 Gaither Drive, Suite N

Mt. Laurel, NJ 08054

(856) 273-8115

(856) 642-9453 (fax)

Web page: [www.aspep.org](http://www.aspep.org)**Applied Technology Council**

Applied Technology Council

555 Twin Dolphin Drive, Suite 550

Redwood City, CA 94065

(650) 595-1542

(650) 593-2320 (fax)

Web page: [www.atcouncil.org](http://www.atcouncil.org)**Association of Contingency Planners (ACP)**

National Headquarters

12461 Jacqueline Place

Granada Hills, CA 91344

(818) 360-4158

(818) 832-9578 (fax)

Web page: [www.acp-international.com](http://www.acp-international.com)**Association of Energy Engineers**

Association of Energy Engineers

4025 Pleasantdale Rd., Suite 420

Atlanta, GA 30340

(770) 447-5083

(770) 446-3969 (fax)

Web page: [www.aeecenter.org](http://www.aeecenter.org)**Association of Engineering Geologists (AEG)**

Association of Engineering Geologists

P.O. Box 460518

Denver, CO 80246

(303) 757-2926

(303) 757-2969 (fax)

Web page: [www.aegweb.org/indexf.html](http://www.aegweb.org/indexf.html)**Association of Public-Safety Communications Officials  
(APCO)**

APCO International, Inc.

World Headquarters

351 N. Williamson Blvd.

Daytona Beach, FL 32114-1112

(386) 322-2500 or (888) 272-6911

(386) 322-2501 (fax)

Web page: [www.apcointl.org](http://www.apcointl.org)**Association of Records Managers & Administrators (ARMA)**

ARMA International

13725 W. 109th St., Suite 101

Lenexa, KS 66215

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

(913) 341-3742 (fax)

Web page: [www.arma.org](http://www.arma.org)**Association of Specialists in Cleaning & Restoration Inter-  
national (ASCR)**

8229 Cloverleaf Drive, Suite 460

Millersville, MD 21108

(800) 272-7012

(410) 729-3603 (fax)

Web page: [www.ascr.org](http://www.ascr.org)**Association of State Dam Safety Officials (ASDSO)**

450 Old Vine, 2nd Floor

Lexington, KY 40507

(859) 257-5140

(859) 323-1958 (fax)

Web page: [www.damsafety.org](http://www.damsafety.org)**Association of State Floodplain Managers, Inc.**

2809 Fish Hatchery Road, Suite 204

Madison, WI 53713

(608) 274-0123

(608) 274-0696 (fax)

Web page: [www.floods.org](http://www.floods.org)**Association of Traumatic Stress Specialists (ATSS)**

(512) 868-3677

(512) 868-3678 (fax)

Web page: [www.atss-hq.com](http://www.atss-hq.com)**BOMA International**

1201 New York Avenue, N.W., Suite 300

Washington, DC 20005

(202) 408-2662

(202) 371-0181 (fax)

Web page: [www.boma.org](http://www.boma.org)**Building Seismic Safety Council (BSSC)**

National Institute of Building Seismic

1090 Vermont Avenue, N.W., Suite 700

Washington, DC 20005

(202) 289-7800

(202) 289-1092 (fax)

Web page: [www.bssonline.org](http://www.bssonline.org)**Business Network of Emergency Resources, Inc.**

9415 Carousel Center

Syracuse, NY 13290-9801

(888) 353-BNET

Web page: [www.bnetinc.org](http://www.bnetinc.org)

**Center for Earthquake Research & Information (CERI)**

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

**Center of Excellence In Disaster Management & Humanitarian Assistance**

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

**Central U.S. Earthquake Consortium (CUSEC)**

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

**Chartered Property Casualty Underwriters Society (CPCU), CPCU Society**

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

**Chemical and Biological Defense Information Analysis Center (CBIAC)**

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

**Disaster and Emergency Response Association**

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

**DRI International**

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

**Earthquake Engineering Research Institute**

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

**Emergency Infrastructure Partnership (EIP)**

Avagene Moore  
Web page: [www.emforum.org](http://www.emforum.org)

**Emergency Management Laboratory**

P.O. Box 117  
Oak Ridge, TN 37831-0117  
(865) 576-9647  
Web page: [www.orau.gov/eml/](http://www.orau.gov/eml/)

**Florida Emergency Medicine Foundation**

Emergency Medicine Learning and Resource Center  
3717 South Conway Road  
Orlando, FL 32812  
(407) 281-7396 or 800-766-6335  
(407) 281-4407 (fax)  
Web page: [www.femf.org](http://www.femf.org)

**Global Warming International Center (GWIC)**

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

**IT Governance Institute**

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

**Humane Society of the United States**

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

**Information Systems Audit & Control Association/ Foundation (ISACA)**

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

**Information Systems Security Association (ISSA)**

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

**Institute for Business and Home Safety (IBHS)**

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

**Insurance Information Institute (III)**

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

**International Association of Arson Investigators**

12770 Boenker Road  
Bridgeton, MO 63044  
(314) 739-4224  
(314) 739-4219 (fax)  
Web page: [www.firearson.com](http://www.firearson.com)

**International Association of Chiefs of Police (IACP)**

515 N. Washington Street  
Alexandria, VA 22314  
(703) 836-6767 or (800) THE IACP  
(703) 836-4543 (fax)  
Web page: [www.theiacp.org](http://www.theiacp.org)

**International Association of Fire Chiefs (IAFC)**

4025 Fair Ridge Drive, Suite 300  
Fairfax, VA 22033-2868  
(703) 273-0911  
(703) 273-9363 (fax)  
Web page: [www.iafc.org](http://www.iafc.org)

**International Association of Marine Investigators (IAMI)**

9 Sherwood Drive  
Westford, MA 01886  
(978) 392-9292  
Web page: [www.iammarine.org](http://www.iammarine.org)

**International City/County Management Association (ICMA)**

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

**International Critical Incident Stress Foundation**

3290 Pine Orchard Lane, Suite 106  
Ellicott City, MD 21042  
(410) 750-9600  
(410) 313-2473 (emergency)  
(410) 750-9601 (fax)  
Web page: [www.icisf.org](http://www.icisf.org)

**International Disaster Recovery Institute**

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

**International Emergency Management Society (TIEMS)**

P.O. Box 2777  
Soli, N-0204  
Oslo, Norway  
Web page: [www.tiems.org](http://www.tiems.org)

**International Facility Management Association (IFMA)**

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

**Multidisciplinary Center for Earthquake Engineering Research**

Red Jacket Quadrangle  
State University of New York at Buffalo  
Buffalo NY, 14261  
(716) 645-3391  
(716) 645-3399 (fax)  
Web page: [mceer.buffalo.edu](http://mceer.buffalo.edu)

**National Association of Catastrophe Adjusters, Inc.**

P. O. Box 821864  
North Richland Hills, TX 76182  
(817) 498-3466  
(817) 498-0480 (fax)  
Web page: [www.nacatadj.org](http://www.nacatadj.org)

**National Association of Counties (NACO)**

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

**National Association of EMS Physicians (NAEMSP)**

P.O. Box 15945-281  
Lenexa, KS 66285-5945  
(913) 492-5858 or (800) 228-3677  
(913) 599-5340 (fax)  
Web page: [www.naemsp.org](http://www.naemsp.org)

**National Association of Emergency Medical Technicians (NAEMT)**

P.O. Box 1400  
Clinton, MS 39060-1400  
(601) 924-7744 or (800) 34 NAEMT (62368)  
(601) 924-7325 (fax)  
Web page: [www.naemt.org](http://www.naemt.org)

**National Association of SARA Title III Program Officials (NASTTPO)**

577 Wickham Way  
Gahanna, OH 43230  
Web page: [www.nasttpo.org](http://www.nasttpo.org)

**National Association for Search and Rescue**

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

**National Center for Post-Traumatic Stress Disorder**

(802) 296-6300  
(802) 296-5135 (fax)  
Web page: [www.nctpsd.org/](http://www.nctpsd.org/)

**National Defense Industrial Association**

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



**National Emergency Management Association (NEMA)**

P.O. Box 11910  
Lexington, KY 40578-1910  
(859) 244-8000  
(859) 244-8239 (fax)  
Web page: [www.nemaweb.org/index.cfm](http://www.nemaweb.org/index.cfm)

**National Environmental Health Association**

720 S. Colorado Boulevard, Suite 970-S  
Denver, CO 80246-1925  
(303) 756-9090  
(303) 691-9490 (fax)  
Web page: [www.neha.org](http://www.neha.org)

**National Governors Association (NGA)**

Committee Director, Justice and Safety  
Hall of the States  
444 North Capitol Street  
Washington, DC 20001-1572  
(202) 624-5300  
(202) 624-5313 (fax)  
Web page: [www.nga.org](http://www.nga.org)

**National Hydrological Warning Council**

Web page: [www.alertsystems.org](http://www.alertsystems.org)

**National Institute of Building Science (NIBS)**

1090 Vermont Avenue, N.W., Suite 700  
Washington, DC 20005  
(202) 289-7800  
(202) 289-1092 (fax)  
Web page: [www.nibs.org](http://www.nibs.org)

**National Institute for Urban Search and Rescue**

P.O. Box 91648  
Santa Barbara, CA 93190  
(805) 966-6178  
Web page: [www.niusr.org](http://www.niusr.org)

**National Safety Council**

1121 Spring Lake Drive  
Itasca, IL 60143-3201  
(630) 285-1121  
(630) 285-1315 (fax)  
Web page: [www.nsc.org](http://www.nsc.org)

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

14253 Ballinger Terrace  
Burtonsville, MD 20866  
(301) 890-2119  
(253) 541-4915 (fax)  
Web page: [www.nvoad.org](http://www.nvoad.org)

**National Watershed Coalition**

9304 Lundy Court  
Burke, VA 22015-3431  
(703) 455-6886  
(703) 455-6888 (fax)  
Web page: [www.watershedcoalition.org](http://www.watershedcoalition.org)

**North American Center for Emergency Communications (NACEC)**

The North American Center For Emergency Communications  
P.O. Box 174

Aurora, MN 55705-0174  
(218) 229-2887

Web page: [www.naccce.org](http://www.naccce.org)

**North East States Emergency Consortium**

1 West Water Street  
Wakefield, MA 01880  
(781) 224-9876  
(781) 224-4350 (fax)  
Web page: [www.nesec.org](http://www.nesec.org)

**New England Disaster Recovery Information Exchange (NEDRIX)**

McCormack P.O. Box 155  
Boston, MA 02101-0155  
(781) 485-0279  
(617) 385-1616 (fax)  
Web page: [www.nedrix.com](http://www.nedrix.com)

**Pacific Earthquake Engineering Research Center**

University of California, Berkeley  
1301 South 46th Street  
Richmond, CA 94804-4698  
(510) 231-9554  
(510) 231-9471 (fax)

**Pan American Health Organization**

525 23rd Street, N.W.  
Washington, DC 20037-2895  
(202) 974-3000  
(202) 775-3663 (fax)  
Web page: [www.paho.org/](http://www.paho.org/)

**PRISM International**

605 Benson Road  
Garner, NC 27529  
(919) 771-0657 or (800) 336-9793  
(919) 771-0457 (fax)  
Web page: [www.prismintl.org](http://www.prismintl.org)

**Private & Public Businesses, Inc.**

P.O. Box 510229  
St. Louis, MO 63151-0110  
(314) 894-2052  
Web page: [www.ppbil.org](http://www.ppbil.org)

**Public Risk Management Association**

1815 N. Fort Meyer Drive  
Suite 1020  
Arlington, VA 22209  
(703) 528-7701  
(703) 528-7966 (fax)  
Web page: [www.primacentral.org](http://www.primacentral.org)

**Risk & Insurance Management Society (RIMS)**

655 Third Avenue, 2nd Floor  
New York, NY 10017  
(212) 286-9292  
Web page: [www.rims.org](http://www.rims.org)

**Seismological Society of America**

201 Plaza Professional Building  
El Cerrito, CA 94530  
(510) 525-5474

(510) 525-7204 (fax)  
Web page: [www.seismosoc.org](http://www.seismosoc.org)

**Society for Risk Analysis**

Society for Risk Analysis  
1313 Dolley Madison Boulevard  
Suite 402  
McLean, VA 22101  
(703) 790-1745  
(703) 790-2672 (fax)  
Web page: [www.sra.org](http://www.sra.org)

**South East Business Recovery Exchange**

Web page: [www.drj.com/groups/sebre.htm](http://www.drj.com/groups/sebre.htm)

**Southern CA Earthquake Center**

University of Southern California  
3651 Trousdale Parkway, Suite 169  
Los Angeles, CA 90089-0742  
(213) 740-5843  
(213) 740-0011 (fax)  
Web page: [www.scec.org](http://www.scec.org)

**State Guard Association of the United States (SGAUS)**

P.O. Box 1416  
Fayetteville, GA 30214-1416  
(770) 460-1215  
Web page: [www.sgaus.org](http://www.sgaus.org)

**Storage Networking Industry Association**

2570 West El Camino Real, Suite 304  
Mountain View, CA 94040-1313  
(650) 949-6750  
(650) 949-6755 (fax)  
Web page: [www.snia.org](http://www.snia.org)

**Volunteers in Technological Assistance**

1600 Wilson Blvd., Suite 710  
Arlington, VA 22209  
(703) 276-1800  
(703) 243-1865 (fax)  
Web page: [www.vita.org](http://www.vita.org)

**Welcome to Hazmat on the Web**

Web page: [www.hazmat48.wpafb.af.mil/](http://www.hazmat48.wpafb.af.mil/)

**Western States Seismic Policy Council**

125 California Avenue, Suite D201, #1  
Palo Alto, CA 94306  
(650) 330-1101  
(650) 326-1769 (fax)  
Web page: [www.wsspc.org](http://www.wsspc.org)

**B.1.5 Periodicals and Publications.**

**Agency for Toxic Substances and Disease Newsletter, DHHS**  
Web page: [www.watsdr.cdc.gov/HEC/HSPH/hsp/home.htm](http://www.watsdr.cdc.gov/HEC/HSPH/hsp/home.htm)

**Air University Index to Military Periodicals**

Web page: [www.dtic.mil/search97doc/aulimp/main.htm](http://www.dtic.mil/search97doc/aulimp/main.htm)

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

[www.hopkins-biodefense.org/pages/news/quarter.html](http://www.hopkins-biodefense.org/pages/news/quarter.html)

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

Web page: [www.sbccom.apgea.army.mil/RDA/quarterly/index.htm](http://www.sbccom.apgea.army.mil/RDA/quarterly/index.htm)

**The Chemical and Biological Information Analysis Center Newsletter**

Web page: [www.cbic.apgea.army.mil/awareness/newsletter/intro.html](http://www.cbic.apgea.army.mil/awareness/newsletter/intro.html)

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

Web page: [chppm-www.apgea.army.mil/imo/ddb/dmd/DMD/NEWS.HTML](http://chppm-www.apgea.army.mil/imo/ddb/dmd/DMD/NEWS.HTML)

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

Web page: [www.wood.army.mil/CHBULLETIN/Default.htm](http://www.wood.army.mil/CHBULLETIN/Default.htm)

**Contingency Planning and Management**

Web page: [www.contingencyplanning.com/](http://www.contingencyplanning.com/)

**Disaster Recovery Journal**

Web page: [www.drj.com/](http://www.drj.com/)

**Dispatch, The Chemical and Biological Arms Control Institute**

Web page: [www.cbaci.org/dispatch.htm](http://www.cbaci.org/dispatch.htm)

**Emerging Infectious Diseases, CDC, National Center for Infectious Diseases**

Web page: [www.cdc.gov/ncidod/eid/index.htm](http://www.cdc.gov/ncidod/eid/index.htm)

**Emergency Information Infrastructure Partnership Newsletter**

Web page: [www.emforum.org/eiip/news.htm](http://www.emforum.org/eiip/news.htm)

**Emergency Preparedness Information Exchange (EPIX)**

Web page: [www.epix.hazard.net](http://www.epix.hazard.net)

**Hazardous Technical Information Service Newsletter, Dept. of the Army**

Web page: [www.dscr.dla.mil/htis/](http://www.dscr.dla.mil/htis/)

**The Homeland Defense Journal**

Web page: [www.homelanddefensejournal.com/#](http://www.homelanddefensejournal.com/#)

**The Journal of Homeland Defense**

Web page: [www.homelanddefense.org/](http://www.homelanddefense.org/)

**The Journal of Homeland Security**

Web page: [www.homelandsecurity.org/journal/index.cfm](http://www.homelandsecurity.org/journal/index.cfm)

**Journal of Terrorism and Political Violence**

Web page: [www.frankcass.com/jnlst/tpv.htm](http://www.frankcass.com/jnlst/tpv.htm)

**Military Medical Technology Online**

Web page: [www.mmt-kmi.com/](http://www.mmt-kmi.com/)

**Morbidity and Mortality Weekly Report, CDC**

Web page: [www.cdc.gov/mmwr](http://www.cdc.gov/mmwr)

**National Fire and Rescue Magazine**

Web page: [www.nfrmag.com/](http://www.nfrmag.com/)

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

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

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

Web page: [www.ojp.usdoj.gov/odp/docs/bulletins.htm](http://www.ojp.usdoj.gov/odp/docs/bulletins.htm)

**OSHA Job Safety and Health Quarterly Magazine**

Web page: [www.osha-slc.gov/html/jshq-index.html](http://www.osha-slc.gov/html/jshq-index.html)

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

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

**The American Civil Defense Association Mail List**

Web page: [www.tacda.org/](http://www.tacda.org/)

**ANSER Homeland Security Bulletin**

Web page: [www.homelandsecurity.org/](http://www.homelandsecurity.org/)

**Bioterrorism, Public Information List Server**

Web page: [www.topica.com/lists/bioterror](http://www.topica.com/lists/bioterror)

**BIO-War. Biological Warfare Discussion List**

Web page: [www.topica.com/lists/biowar](http://www.topica.com/lists/biowar)

**Canadian Centre for Emergency Preparedness, Quarterly Newsletter**

Web page: [www.ccep.ca/ccepnews.html](http://www.ccep.ca/ccepnews.html)

**Centers for Disease Control Mailing Lists (Multiple)**

Web page: [www.cdc.gov/subscribe.html](http://www.cdc.gov/subscribe.html)

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

[www.cbaci.org/](http://www.cbaci.org/) (E-mail to request service)

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

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

(Go to Chemical Doctrine and sign up per instructions)

**Daily Brief (Misc. Emergency Management) Discussion List**

Web page: [groups.yahoo.com/group/DailyBrief](http://groups.yahoo.com/group/DailyBrief)

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

Web page: [www.onelist.com/subscribe/DangerousGoods](http://www.onelist.com/subscribe/DangerousGoods)

**Department of Justice, Office of Domestic Preparedness List Server**

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

**Disaster Research Newsletter, University of Colorado**

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

**Emergency Management Discussion List**

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

**Emergency Management Legislation List Server**

Subscribe at: [emlegislation-subscribe@yahoo.com](mailto:emlegislation-subscribe@yahoo.com)

**Emergency News Wire Site, JAGWA International**

Web page: [groups.yahoo.com/group/emergency\\_wires](http://groups.yahoo.com/group/emergency_wires)

**Environmental Protection Agency, Multiple List Servers available**

Web page: [www.epa.gov/epahome/listserv.htm](http://www.epa.gov/epahome/listserv.htm)

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

Web page: [www.flashtraffic.org/](http://www.flashtraffic.org/)

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

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

**HAZMAT — WMD Discussion List**

Web page: [groups.yahoo.com/group/Hazmat-WMD](http://groups.yahoo.com/group/Hazmat-WMD)

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

Web page: [www.stimson.org/cwc/forumportal.html](http://www.stimson.org/cwc/forumportal.html)

**Incident Briefing Network**

Subscribe at: [incident-briefing-network-subscribe@yahoo.com](mailto:incident-briefing-network-subscribe@yahoo.com)

**International Association of Emergency Managers Emergency Management Discussion List**

Web page: [www.iaem.com/](http://www.iaem.com/)

**Monterey Institute, Center for Nonproliferation Studies, WMD Bulletin**

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

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

Web page: [www.colorado.edu/hazards/sites/lists.html](http://www.colorado.edu/hazards/sites/lists.html)

**National Institutes of Health List Server**

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

**Public Health Electronic List Server, Links and Resources**

Web page: [www.lib.umich.edu/hw/public.health/e.discuss.html](http://www.lib.umich.edu/hw/public.health/e.discuss.html)

**The Terrorism Research Center, Information Bulletins**

Web page: [www.terrorism.org/mailman/listinfo/realnews](http://www.terrorism.org/mailman/listinfo/realnews)

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

Web page: [www.usmedicine.com/](http://www.usmedicine.com/)

**WMD Info Share, List Server**

To subscribe send email to: [wmdinfohare-request@wmdfirstresponders.com](mailto:wmdinfohare-request@wmdfirstresponders.com) with the word “subscribe” in the body of the message.

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

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

**Annex C Additional Resources**

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

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

**C.2 Planning Information Resources.****American Academy of Experts in Traumatic Stress (AAETS)**

368 Veterans Memorial Highway

Commack, NY 11725

(631) 543-2217

(631) 543-6977 (fax)

Web page: [www.aaets.org](http://www.aaets.org)

**American Society of Safety Engineers (ASSE)**

The American Society of Safety Engineers

Customer Service

1800 E. Oakton St

Des Plaines, IL 60018

(847) 699-2929 between 8:30 and 5:00 CST

(847) 768-3434 (fax)

**Chemical Education Foundation**

1560 Wilson Boulevard, Suite 1250

Arlington, VA 22209

(703) 527-6223

(703) 527-7747 (fax)

Web page: [www.chemed.org/html-index.html](http://www.chemed.org/html-index.html)

**CHEMTREC, American Chemistry Council Emergency****HAZMAT Information**

1300 Wilson Blvd.

Arlington, VA 22209

(703) 741-5000

(703) 741-6000 (fax)

Web page: [www.americanchemistry.com](http://www.americanchemistry.com)

**Corporate Angel Network**

Corporate Angel Network, Inc.

Westchester County Airport

One Loop Road

White Plains, NY 10604-1215

(914) 328-1313

(914) 328-3938 (fax)

Toll-Free Patient Line (866) 328-1313

Web page: [www.corpangelnetwork.org](http://www.corpangelnetwork.org)

**Disastercom**

Disaster Preparedness and Emergency Response Association

(DERA)

P.O. Box 797

Longmont, CO 80502

(303) 809-4412

Web page: [www.disasters.org/dera/dera.htm](http://www.disasters.org/dera/dera.htm)

**Doctors for Disaster Preparedness**

1601 N. Tucson Boulevard #9

Tucson, AZ 85716

(520) 325-2680

Web page: [www.oism.org/ddp/](http://www.oism.org/ddp/)

**DRI International**

201 Park Washington Court

Falls Church, VA 22046-4527

(703) 538-1792

(703) 241-5603 (fax)

Web page: [www.drii.org](http://www.drii.org)

**The Emergency Information Infrastructure Partnership Forum**

Web page: [www.emforum.org/](http://www.emforum.org/)

**Emergency Nursing World, Internet Site, Bioterrorism Resources**

Web page: <http://enw.org/Bioterrorism.htm>

**Employee Assistance Society of North America**

230 E. Ohio Street, Suite 400

Chicago, IL 60611-3265

(312) 644-0828

(312) 644-8557 (fax)

Web page: [www.easna.org](http://www.easna.org)

**Federal Emergency Management Agency (FEMA)**

State and Local Guide, Guide for All-Hazards Emergency

Operations Planning (SLG 101), 1996

Federal Response Plan (FRP)

Capability Assessment for Readiness (CAR)

Disaster Planning Guide for Business and Industry, 1993

NRT-1, Hazardous Materials Emergency Planning Guide,

National Response Team, 1987.

Web page: [www.fema.gov](http://www.fema.gov)

**Humanitarian Resource Institute Community and Family Preparedness Network**

Humanitarian Resource Institute

P.O. Box 21372

Carson City, NV 89721

Western USA: (775) 884-4680

167 Cherry Street, # 260

Milford, CT 06460

Eastern USA: (203) 668-0282

Web page: [www.humanitarian.net](http://www.humanitarian.net)

**International Association of Emergency Managers (IAEM)****American Society of Professional Emergency Planners (ASPEP)**

201 Park Washington Court

Falls Church, VA 22046-4527

(703) 538-1795

(703) 241-5603 (fax)

Web page: [www.iaem.com](http://www.iaem.com)

**Metropolitan Washington Council of Governments (MWCOG)**

Regional Emergency Coordination Plan

777 North Capitol St., N.E., Suite 300

Washington, DC 20002-4239

(202) 962-3200

(202) 962-3201 (fax)

Web page: [www.mwcog.org](http://www.mwcog.org)

**National Center for Post-Traumatic Stress Disorder**

(802) 296-6300

Web page: [www.ncptsd.org/index.html](http://www.ncptsd.org/index.html)

**The National Emergency Management Association (NEMA)**

c/o Council of State Governments

P.O. Box 11910

Lexington, KY 40578

(859) 244-8000

(859) 244-8239 (fax)

Web page: [www.nemaweb.org/index.cfm](http://www.nemaweb.org/index.cfm)

**National Fire Protection Association**

1 Batterymarch Park

Quincy, MA 02169-7471

(617) 770-3000 or (800) 344-3555

(617) 770-0700 (fax)

Web page: [www.nfpa.org/catalog/home/index.asp](http://www.nfpa.org/catalog/home/index.asp)

**National Governor's Association Center for Best Practices, Emergency Management Site**

Hall of States  
444 N. Capitol Street  
Washington, DC 20001-1512  
(202) 624-5300

Web page: [www.nga.org/center/topics/1,1188,C\\_CENTER\\_ISSUE%5ED\\_854,00.html](http://www.nga.org/center/topics/1,1188,C_CENTER_ISSUE%5ED_854,00.html)

**National Institute for Chemical Studies**

2300 MacCorkle Ave. S.E.  
Charleston, WV 25304  
(304) 346-6264  
(304) 346-6349 (fax)

Web page: [www.nicsinfo.org/](http://www.nicsinfo.org/)

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

14253 Ballinger Terrace  
Burtonsville, MD 20866  
(301) 890-2119  
(253) 541-4915 (fax)

Web page: [www.nvoad.org/](http://www.nvoad.org/)

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

University of Colorado  
482 UCB  
Boulder, CO 80309-0482  
(303) 492-6818  
(303) 492-2151 (fax)

Web page: [www.colorado.edu/hazards/index.html](http://www.colorado.edu/hazards/index.html)

**NBC Industry Group**

P.O. Box 2781  
Springfield, VA 22152

Web page: [www.nbcindustrygroup.com/](http://www.nbcindustrygroup.com/)

**New England Disaster Recovery Information Exchange (NEDRIX)**

McCormack P.O. Box 155  
Boston, MA 02101-0155  
(781) 485-0279  
(617) 385-1616 (fax)

Web page: [www.nedrix.com/](http://www.nedrix.com/)

**Nuclear Regulatory Commission**

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

Web page: [www.nrc.gov](http://www.nrc.gov)

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

**People Availability**

Web page: [www.availability.com](http://www.availability.com)

**Public Entity Risk Institute**

11350 Random Hills Road, #210  
Fairfax, VA 22030  
(703) 352-1846  
(703) 352-6339 (fax)

Web page: [www.riskinstitute.org](http://www.riskinstitute.org)

**C.2.1 States, Territories, and Insular Areas Offices of Emergency Management Contact List.****C.2.1.1 States.****Alabama****Emergency Management Agency**

5898 County Road 41, P.O. Drawer 2160  
Clanton, AL 35046-2160  
(205) 280-2200  
(205) 280-2410 (fax)  
Web page: [www.aema.state.al.us](http://www.aema.state.al.us)

**Alaska****Division of Emergency Services**

Military and Veterans Affairs Department  
P.O. Box 5750  
Fort Richardson (Anchorage), AK 99505-5750  
(907) 428-7000  
(907) 428-7009 (fax)  
Web page: [www.ak-prepared.com/](http://www.ak-prepared.com/)

**Arizona****Arizona Division of Emergency Management**

Emergency and Military Affairs Department  
5636 E. McDowell Road  
Phoenix, AZ 85008  
(602) 244-0504 or (800) 411-2336  
(602) 231-6356 (fax)  
Web page: [www.dem.state.az.us/](http://www.dem.state.az.us/)

**Arkansas****Arkansas Department of Emergency Management**

P.O. Box 758  
Conway, AR 72033-7058  
(501) 730-9750  
(501) 730-9754 (fax)  
Web page: [www.adem.state.ar.us/](http://www.adem.state.ar.us/)

**California****Governor's Office of Emergency Services**

P.O. Box 419047  
Rancho Cordova, CA 95741-9047  
(916) 845-8527  
(916) 845-8505 (fax)  
Web page: [www.oes.ca.gov](http://www.oes.ca.gov)

**Colorado****Office of Emergency Management**

15075 S. Golden Road  
Golden, CO 80401-3979  
(303) 273-1622  
(303) 273-1795 (fax)  
Web page: [www.dola.state.co.us/oem/oemindex.htm](http://www.dola.state.co.us/oem/oemindex.htm)

**Connecticut Office of Emergency Management**

Department of Public Safety  
360 Broad Street  
Hartford, CT 06105  
(860) 566-3180  
(860) 247-0664 (fax)  
Web page: [www.ct.gov/oem/site/default.asp](http://www.ct.gov/oem/site/default.asp)

**Delaware****Emergency Management Agency**

165 Brick Store Landing Road

Smyrna, DE 19977

(302) 659-DEMA(3362) or (877) SAY-DEMA  
(302) 659-6855 (fax)

Web page: [www.state.de.us/dema/](http://www.state.de.us/dema/)

**District of Columbia****Emergency Management Agency**

2000 14th Street, N.W., 8th Floor  
Washington, DC 20009  
(202) 727-6161  
Web page: [www.dcema.dc.gov/main.shtm](http://www.dcema.dc.gov/main.shtm)

**Florida****Division of Emergency Management**

2555 Shumard Oak Boulevard  
Tallahassee, FL 32399-2100  
(850) 413-9900  
(850) 488-7842 (fax)  
Web page: [www.floridadisaster.org/](http://www.floridadisaster.org/)

**Georgia****Emergency Management Agency, S.E.**

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

**Hawaii****State Civil Defense**

3949 Diamond Head Road  
Honolulu, HI 96816-4495  
(808) 733-4300  
(808) 733-4287 (fax)  
Web page: [www.scd.state.hi.us](http://www.scd.state.hi.us)

**Idaho****Bureau of Disaster Services/Military Division**

4040 Guard Street, Bldg. 600  
Boise, ID 83705-5004  
(208) 334-3460  
(208) 334-2322 (fax)  
Web page: [www.state.id.us/bds/](http://www.state.id.us/bds/)

**Illinois****Emergency Management Agency**

110 E. Adams Street  
Springfield, IL 62701-1109  
(217) 782-2700  
(217) 782-2589 (fax)  
Web page: [www.state.il.us/ieima/](http://www.state.il.us/ieima/)

**Indiana****Emergency Management Agency**

302 W. Washington Street, Room E-208  
Indianapolis, IN 46204  
(317) 232-3830  
(317) 232-3895 (fax)  
Web page: [www.in.gov/sema/emerg\\_mgt/](http://www.in.gov/sema/emerg_mgt/)

**Iowa****Emergency Management Division**

Hoover State Office Building, Level A, Room 29

Des Moines, IA 50319-0113

(515) 281-3231  
(515) 281-7539 (fax)

Web page: [www.state.ia.us/government/dpd/emd/](http://www.state.ia.us/government/dpd/emd/)

**Kansas****Division of Emergency Management**

2800 S.W. Topeka Boulevard  
Topeka, KS 66611-1287  
(785) 274-1000  
(785) 274-1426 (fax)

Web page: [www.accesskansas.org/kdem](http://www.accesskansas.org/kdem)  
Certification: Kansas Certified Emergency Manager through Kansas Emergency Management Association.

**Kentucky****Division of Emergency Management**

Boone Center, 100 Minuteman Parkway  
Frankfort, KY 40601  
(800) 255-2587 or (502) 564-7815  
(502) 607-1614 (fax)  
Web page: [www.kyem.dma.state.ky.us/](http://www.kyem.dma.state.ky.us/)

**Louisiana****Office of Emergency Preparedness**

7667 Independence Boulevard  
Baton Rouge, LA 70806  
(225) 925-7500  
(225) 925-7501 (fax)  
Web page: [www.loop.state.la.us](http://www.loop.state.la.us)

**Maine****Emergency Management Agency**

72 State House Station  
Augusta, ME 04333-0072  
(207) 626-4503  
(207) 626-4299 (fax)  
Web page: [www.state.me.us/mema](http://www.state.me.us/mema)

**Maryland****Emergency Management Agency**

Camp Fretter Military Reservation  
5401 Rue Saint Lo Drive  
Reisterstown, MD 21136  
(410) 517-3600 or (877) MEMA-USA  
(410) 517-3610 (fax)  
Web page: [www.mema.state.md.us](http://www.mema.state.md.us)

**Massachusetts****Emergency Management Agency**

400 Worcester Road  
Framingham, MA 01702-5399  
(508) 820-2000 or (800) 982-6846  
(508) 820-2030 (fax)  
Web page: [www.state.ma.us/mema/](http://www.state.ma.us/mema/) MEMA

**Northeast States Emergency Consortium**

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

**Northern New England Disaster Recovery Information Exchange (NEDRIX)**

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

**Michigan****Michigan State Police**

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

**Minnesota****Division of Emergency Management**

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

**Mississippi****Emergency Management Agency**

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

**Missouri****State Emergency Management Agency**

P.O. Box 116  
2302 Militia Drive  
Jefferson City, MO 65102  
(573) 526-9101  
(573) 634-7966 (fax)  
Web page: www.sema.state.mo.us/semepage.htm

**Montana****Disaster and Emergency Services Division**

P.O. Box 4789  
1900 Williams Street  
Helena, MT 59604-4789  
(406) 841-3911  
(406) 841-3965 (fax)  
Web page: www.state.mt.us/

**Nebraska****Emergency Management Agency**

1300 Military Road  
Lincoln, NE 68508-1090  
(402) 471-7421 or (877) 297-2368  
(402) 471-7433 (fax)  
Web page: www.nebema.org

**Nevada****Division of Emergency Management**

2525 S. Carson Street, Capital Complex  
Carson City, NV 89701

(702) 687-4240  
(702) 687-6788 (fax)  
Web page: www.dem.state.nv.us

**New Hampshire****Office of Emergency Management**

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

**New Jersey****New Jersey State Police**

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

**New Mexico****State of New Mexico, Emergency Management**

Emergency Management Center  
13 Bataan Boulevard  
P.O. Box 1628  
Santa Fe, NM 87504-1628  
(505) 476-9600  
(505) 476-9650 (fax)  
Web page: www.dps.nm.org/emergency

**New York****Contingency Planning Exchange, Inc.**

551 Fifth Avenue, Suite 3025  
New York, NY 10176-3099  
(212) 983-8644  
(212) 687-4016 (fax)  
Web page: www.cpeworld.org

**New York State Emergency Management Office**

1220 Washington Avenue  
Building 22, Suite 101  
Albany, NY 12226-2251  
(518) 457-2222  
(518) 457-9995 (fax)  
Web page: www.nysemo.state.ny.us/

**North Carolina****Division of Emergency Management**

116 W. Jones Street  
Raleigh, NC 27603-1335  
(919) 733-3867  
(919) 733-7554 (fax)  
Web page: www.ncem.org

**North Dakota****Division of Emergency Management**

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

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

**Ohio****Ohio Department of Public Safety****Emergency Management Agency**

2855 W. Dublin Granville Road  
Columbus, OH 43235-2206  
(614) 889-7150  
(614) 889-7183 (fax)  
Web page: www.state.oh.us/odps/division/ema/index.htm

**Oklahoma****Department of Civil Emergency Management**

2401 North Lincoln Blvd, Suite C51  
Oklahoma City, OK 73152-3365  
(405) 521-2481  
(405) 521-4053 (fax)  
Web Page: www.odcem.state.ok.us

**Oregon****Office of Emergency Management**

3225 State Street  
Salem, OR 97310  
(503) 378-2911  
(503) 588-1378 (fax)  
Web page: www.osp.state.or.us/oem

**Pennsylvania****Emergency Management Agency**

P.O. Box 3321  
Harrisburg, PA 17105-3321  
(717) 651-2001  
(717) 651-2040 (fax)  
Web page: www.pema.state.pa.us

**Puerto Rico****State Civil Defense**

P.O. Box 5127  
San Juan, PR 00906  
(809) 724-0124  
Web page: www.disaster-management.net/puerto\_di.htm

**Rhode Island****Emergency Management Agency**

645 New London Avenue  
Cranston, RI 02920  
(401) 946-9996  
(401) 944-1891 (fax)  
Web page: www.state.ri.us/riema/

**South Carolina****South Carolina Emergency Preparedness Division**

1100 Fish Hatchery Rd.  
West Columbia, SC 29172  
(803) 737-8500  
(803) 734-8062 (fax)  
Web page: www.state.sc.us/emd

**South Dakota****Division of Emergency Management**

500 East Capitol Avenue  
Pierre, SD 57501-5070

(605) 773-3231  
(605) 773-3580 (fax)  
Web page: www.state.sd.us/military/sddem.htm

**Tennessee****Emergency Management Agency**

3041 Sidco Drive  
P.O. Box 45102  
Nashville, TN 37204  
(615) 741-4332  
(615) 242-9635 (fax)  
Web page: www.tnema.org

**Texas****Division of Emergency Management**

Department of Public Safety  
P.O. Box 4087  
5805 N. Lamar Boulevard  
Austin, TX 78752-4422  
(512) 424-2138, Non-Duty Hours (512) 424-2000  
(512) 424-2444 (fax)  
Web page: www.txdps.state.tx.us/dem/

**Utah****Division of Comprehensive Emergency Management**

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

**Vermont****Division of Emergency Management**

103 S. Main Street  
Waterbury, VT 05671-2101  
(802) 244-8721 or (800) 347-0488  
(802) 244-8655 (fax)  
Web page: www.dps.state.vt.us/vem

**Virginia****Department of Emergency Services**

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

**Washington****Washington State Military Department****Emergency Management Division**

MS: TA-20, Building 20  
Camp Murray, WA 98430-5122  
(253) 512-7000 or (800) 562-6108  
(253) 512-7207 (fax)  
Web page: www.emd.wa.gov/

**West Virginia****Office of Emergency Services**

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

**Wisconsin**  
**Division of Emergency Management**  
 2400 Wright Street  
 Madison, WI 53704  
 (608) 242-3232  
 (608) 242-3247 (fax)  
 Web page: [www.emergencymanagement.wi.gov/](http://www.emergencymanagement.wi.gov/)

**Wyoming**  
**Emergency Management Agency**  
 5500 Bishop Road  
 Cheyenne, WY 82009-3320  
 (307) 777-4900  
 (307) 635-6017 (fax)  
 Web page: [www.wyohomelandsecurity.state.wy.us/](http://www.wyohomelandsecurity.state.wy.us/)

### C.2.1.2 Territories and Insular Areas.

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

**Guam**  
**Division of Civil Defense**  
**Emergency Services Office**  
 P.O. Box 2877  
 Agaña, GU 96910  
 (671) 475-9600  
 (671) 477-3727 (fax)  
 Web page: [www.ns.gov.gu/](http://www.ns.gov.gu/)

**Northern Mariana Islands**  
**Emergency Management Office**  
**Office of the Governor**  
 Capital Hill  
 P.O. Box 10007  
 Saipan, MP 96950  
 (670) 322-9274 or (670) 322-8001  
 (670) 322-7743 (fax)  
 Web page: [www.cnmieo.org](http://www.cnmieo.org)

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

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

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

**UK Financial Services Authority**  
 Web page: [www.fsa.gov.uk/](http://www.fsa.gov.uk/)

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

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

#### C.3.1 Incident Management Publications.

**National Fire Protection Association**  
 NFPA Publications  
 1 Batterymarch Park  
 PO Box 9101  
 Quincy, MA 02269-9101  
 NFPA 1561, *Standard on Emergency Services Incident Management System*, 2002 edition

**Occupational Safety and Health Administration (www.osha.gov)**  
 29 CFR 1910.38 *Employee Emergency Plans*  
 29 CFR 1910.120 *Hazardous Waste Operations and Emergency Response*  
*HEICS (Hospital Emergency Incident Command System)*  
*BCERMS (British Columbia Emergency Response Management System)*  
[www.pep.bc.ca/bcerms/bcerms\\_overview-manual.pdf](http://www.pep.bc.ca/bcerms/bcerms_overview-manual.pdf)  
*NIMS (National Incident Management System — under development as identified in Presidential Directive HSPD-5)*  
*NIIMS (National Interagency Incident Management System)*  
*SEMS (Standardized Emergency Management System)*

**Oklahoma State University**  
 Fire Protection Publications  
 Headquarters for the International Fire Service Training Association (IFSTA)  
 930 N. Willis  
 Stillwater, OK 74078  
 (800) 654-4055  
 (405) 744-8204 (fax)  
*Model Procedures for Incident Management Systems for Structural Firefighting*  
*Model Procedures for Incident Management Systems for EMS*  
*Model Procedures for Incident Management Systems for Hi-Rise Firefighting*

*Model Procedures for Incident Management Systems for Wildland Firefighting*  
*Model Procedures for Incident Management Systems for HazMat*  
*Model Procedures for Incident Management Systems for USAR*

**C.4 Training Resources.** Various training courses are available in both the public and private sectors to support Incident Management among other emergency management functions identified in this standard. Training sources include, but are not limited to the following:

The National Emergency Training Center, U.S. Fire Administration, Emmitsburg, MD  
 Federal, State and Local Emergency Management Agencies  
 State Fire Academies and Schools  
 National Interagency Fire Coordination Center, Boise, ID  
 California Specialized Training Institute  
 DRI International, Falls Church, VA

#### C.5 Risk Assessment.

*Systems Safety Analysis Handbook: A Source Book for Safety Practitioners*, 2nd ed. System Safety Society, Unionville, VA, 1997.  
[www.system-safety.org](http://www.system-safety.org)

### Annex D Disaster/Emergency Management Accreditation and Certification Programs

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

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

#### D.2 Accreditation.

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

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

#### D.3 National and International Certifications.

**Certified Emergency Manager (CEM®)**  
**Associate Emergency Manager (AEM)**  
 Administered by:  
**International Association of Emergency Managers (IAEM)**  
**(Formerly NCCCEM)**  
 201 Park Washington Court  
 Falls Church, VA 22046-4527  
 (703) 538-1795  
 (703) 241-5603 (fax)  
 Web page: [www.iaem.com/certification.html](http://www.iaem.com/certification.html)

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

#### Business Continuity Institute (BCI)

P.O. Box 4474  
 Worcester WR6 5YA  
 United Kingdom  
 (UK) +44 (0) 870 603 8783; +44 1886 833555  
 (UK) +44 (0) 870 603 8761; +44 1886 833845 (fax)  
 (Canada): (416) 515-2909  
 Web page: [www.thebci.org](http://www.thebci.org)

The Business Continuity Institute (BCI) was established in 1994 to provide opportunities to obtain guidance and support from fellow professionals. The Institute provides an internationally recognized status in relation to the individual's experience as a continuity practitioner. The BCI has over 1000 members in 30 countries.

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

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

#### DRI International

201 Park Washington Court  
 Falls Church, VA 22046-4527  
 (703) 538-1792  
 (703) 241-5603 (fax)

Web page: [www.drii.org](http://www.drii.org)

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

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

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

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

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

#### DRI Canada

2175 Sheppard Ave. E, Suite 310  
Willowdale, ON M2J 1W8  
Canada  
(416) 491-5335  
(888) 728-DRIC (3742)  
(416) 491-1670 (fax)  
Web page: [www.drii.ca](http://www.drii.ca)

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

#### D.4 State Certifications.

##### Colorado

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

#### Colorado Emergency Management Certification Program

15075 South Golden Road  
Golden, CO 80401-3979  
(303) 273-1622  
(303) 273-1795 (fax)  
Web page: [www.in.gov/sema/emerg\\_mgt/](http://www.in.gov/sema/emerg_mgt/)

#### Emergency Management Agency

302 W. Washington Street, Room E-208  
Indianapolis, IN 46204  
(317) 232-3830  
(317) 232-3895 (fax)  
Web page: [www.in.gov/sema/emerg\\_mgt/](http://www.in.gov/sema/emerg_mgt/)

#### Florida

The Florida Emergency Preparedness Association (FEPA) certification plan was approved in 1998, and offers the following certifications: Florida Associate Emergency Manager (FAEM) and Florida Professional Emergency Manager (FPPEM). In addition, the CEM certification is recognized for reciprocity.

#### FEPA Certification Program

3370 Capital Circle, N.E. Suite D-2  
Tallahassee, FL 32308  
(850) 906-0779  
(850) 893-1845 (fax)  
Web page: [www.fepa.org](http://www.fepa.org)

#### Indiana

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

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

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

#### Michigan

##### Professional Emergency Manager (PEM) Certification

Emergency management is a discipline that, like any other profession, requires an academic background. The PEM certification program meets this requirement with nearly 240 instructional hours built into the program. The PEM credential has gained acceptance as the single most important development within emergency management in the State of Michigan. The PEM program has been designed to offer formal academic preparation as well as practical classroom experience to anyone involved in emergency management.

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

#### Minnesota

##### Division of Emergency Management, Emergency Manager Certification Program

State Training Officer  
444 Cedar Street, Suite 223  
St. Paul, MN 55501-6223  
(651) 296-0472 or (651) 296-2233  
(651) 296-0459 (fax)  
Web page: [www.dps.state.mn.us/emermgt/training/](http://www.dps.state.mn.us/emermgt/training/)

#### Oregon

##### Oregon Emergency Management Association (OEMA)

P.O. Box 391  
Gresham, OR 97030  
Web page: [www.oregonemergency.com/](http://www.oregonemergency.com/)

#### Pennsylvania

##### Pennsylvania Emergency Management Agency

2605 Interstate Drive  
Harrisburg, PA 17110  
(717) 651-2001  
(717) 651-2040 (fax)  
Web page: <http://www.pema.state.pa.us/pema/site/default.asp>

#### South Carolina

Donald W. (Don) Sullivan  
Richland County School District One  
Chief, Security and Disaster Preparedness  
927 Whaley Street  
Columbia, SC 29201  
(803) 929-3936  
(803) 343-2964 (fax)

#### Texas

##### Texas Emergency Manager (TEM<sup>®</sup>) Certification

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

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

#### Utah

##### Division of Emergency Services and Homeland Security

Room 1110, State Office Bldg.  
Salt Lake City, UT 84114  
(801) 538-3400 or 800/SL-FAULT  
(801) 538-3770 (fax)  
Web page: [www.des.utah.gov/](http://www.des.utah.gov/)

#### Virginia

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

The Virginia Emergency Management Certification Program is sponsored by the Virginia Emergency Management Association.

VEMA  
c/o Joe A. Mellender  
Executive Assistant  
11023 Popes Head Road  
Fairfax, VA 22030  
Web page: [www.vemaweb.org/prodev/cert.htm#read](http://www.vemaweb.org/prodev/cert.htm#read)

#### Wisconsin

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

#### Wisconsin Division of Emergency Management

2400 Wright Street  
P.O. Box 7865  
Madison, WI 53707-7865  
(608) 242-3232  
(608) 242-3247 (fax)  
Web page: [www.emergencymanagement.wi.gov/](http://www.emergencymanagement.wi.gov/)

#### D.5 Additional Certifications of Interest.

##### American Society for Industrial Security (ASIS)

1625 Prince Street  
Alexandria, VA 22314-2818  
(703) 518-1470  
(703) 519-6299 (fax)  
Web page: [www.asisonline.org](http://www.asisonline.org)

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

##### Certified Floodplain Manager

##### Association of Floodplain Managers, Inc.

Administered by FEMA  
500 C Street, S.W.  
Washington, DC 20472  
(202) 566-1600  
Web page: [www.fema.gov](http://www.fema.gov)

##### Certified Safety Professional (CSP)

##### Associate Safety Professional (ASP)

Administered by Board of Certified Safety Professionals  
208 Burwash Avenue  
Savoy, IL 61874  
(217) 359-9263  
(217) 359-0055 (fax)

Certified Safety Professional (CSP) is a title or designation awarded by the Board of Certified Safety Professionals (BCSP) to individuals who meet the standards for a safety professional established by BCSP. A safety professional is a person engaged in the prevention of accidents, incidents, and events that harm people, property, or the environment. They use qualitative and quantitative analysis of simple and complex products, systems, operations, and activities to identify hazards. They evaluate the hazards to identify what events can occur and the likelihood of occurrence, severity of results, risk (a combination of probability and severity), and cost. They identify what controls are appropriate and their cost and effectiveness. Safety professionals make

recommendations to managers, designers, employers, government agencies, and others. Controls may involve administrative controls (such as plans, policies, procedures, training, etc.) and engineering controls (such as safety features and systems, fail-safe features, barriers, and other forms of protection). Safety professionals may manage and implement controls.

#### International Facility Management Association (IFMA)

1 E. Greenway Plaza, Suite 1100

Houston, TX 77046-0194

(713) 623-4362

(713) 623-6124 (fax)

Web page: [www.ifma.org](http://www.ifma.org)

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

#### National Emergency Number Association — Emergency Number Professional (ENP) Certification

NENA

422 Beecher Rd.

Columbus, OH 43230

(800) 332-3911 or (614) 741-2080

(614) 933-0911 (fax)

Web page: [www.nena.org/Certification/](http://www.nena.org/Certification/)

#### Occupational Health and Safety Technologist (OHST)

Council on Certification of Health, Environmental and Safety Technologists

208 Burwash Avenue, Savoy, IL 61874-9571

(217) 359-2686

(217) 359-0055 (fax)

Web page: [www.cchest.org](http://www.cchest.org)

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

#### State and Local Managers Data Users Group (SALEM-DUG) Technology Certification Program

FEMA

500 C Street, S.W.

Washington, DC 20472

(202) 566-1600

Web page: [www.fema.gov](http://www.fema.gov)

## Annex E Informational References

### E.1 Referenced Publications. (Reserved)

**E.2 Informational References.** The following documents or portions thereof are referenced within this standard for informational purposes only and are thus not part of the requirements of this document unless also listed in Chapter 2.

**E.2.1 NFPA Publications.** National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

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

#### E.2.1.1 Building Design Features

NFPA 220, *Standard on Types of Building Construction*, 1999 edition.

NFPA 221, *Standard for Fire Walls and Fire Barrier Walls*, 2000 edition.

NFPA 230, *Standard for the Fire Protection of Storage*, 2003 edition. (incorporates NFPA 46, NFPA 231, NFPA 231C, NFPA 231D, NFPA 231E, and NFPA 231F)

NFPA 232, *Standard for the Protection of Records*, 2000 edition.

NFPA 241, *Standard for Safeguarding Construction, Alteration, and Demolition Operations*, 2000 edition.

#### E.2.1.2 Codes

NFPA 1, *Uniform Fire Code*<sup>TM</sup>, 2003 edition.

NFPA 54, *National Fuel Gas Code*, 2002 edition.

NFPA 70, *National Electrical Code*<sup>®</sup>, 2002 edition.

NFPA 70A, *Electrical Code for One- and Two-Family Dwellings*, 1993 edition.

NFPA 70B, *Recommended Practice for Electrical Equipment Maintenance*, 2002 edition.

NFPA 72<sup>®</sup>, *National Fire Alarm Code*<sup>®</sup>, 2002 edition.

NFPA 73, *Electrical Inspection Code for Existing Dwellings*, 2000 edition.

NFPA 101<sup>®</sup>, *Life Safety Code*<sup>®</sup>, 2003 edition.

NFPA 101B, *Code for Means of Egress for Buildings and Structures*, 2002 edition.

#### E.2.1.3 Emergency Operations

NFPA 13E, *Recommended Practice for Fire Department Operations in Properties Protected by Sprinkler and Standpipe Systems*, 2000 edition.

NFPA 414, *Standard for Aircraft Rescue and Fire-Fighting Vehicles*, 2001 edition.

NFPA 422, *Guide for Aircraft Accident Response*, 1999 edition.

NFPA 424, *Guide for Airport/Community Emergency Planning*, 2002 edition.

NFPA 471, *Recommended Practice for Responding to Hazardous Materials Incidents*, 2002 edition.

NFPA 600, *Standard on Industrial Fire Brigades*, 2000 edition.

NFPA 601, *Standard for Security Services in Fire Loss Prevention*, 2000 edition.

NFPA 704, *Standard System for the Identification of the Hazards of Materials for Emergency Response*, 2001 edition.

NFPA 901, *Standard Classifications for Incident Reporting and Fire Protection Data*, 2001 edition.

NFPA 906, *Guide for Fire Incident Field Notes*, 1998 edition.

NFPA 921, *Guide for Fire and Explosion Investigations*, 2004 edition.

NFPA 1141, *Standard for Fire Protection in Planned Building Groups*, 2003 edition.

NFPA 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*, 2004 edition.

NFPA 1620, *Recommended Practice for Pre-Incident Planning*, 2003 edition.

#### E.2.1.4 Emergency Power

NFPA 110, *Standard for Emergency and Standby Power Systems*, 2002 edition.

NFPA 111, *Standard on Stored Electrical Energy Emergency and Standby Power Systems*, 2001 edition.

NFPA 853, *Standard for the Installation of Stationary Fuel Cell Power Systems*, 2003 edition.

#### E.2.1.5 Fire Department

NFPA 1201, *Standard for Developing Fire Protection Services for the Public*, 2000 edition.

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2002 edition.

NFPA 1250, *Recommended Practice in Emergency Service Organization Risk Management*, 2000 edition.

NFPA 1401, *Recommended Practice for Fire Service Training Reports and Records*, 2001 edition.

NFPA 1402, *Guide to Building Fire Service Training Centers*, 2002 edition.

NFPA 1403, *Standard on Live Fire Training Evolutions*, 2002 edition.

NFPA 1404, *Standard for Fire Service Respiratory Protection Training*, 2002 edition.

NFPA 1405, *Guide for Land-Based Fire Fighters Who Respond to Marine Vessel Fires*, 2001 edition.

NFPA 1410, *Standard on Training for Initial Emergency Scene Operations*, 2000 edition.

NFPA 1451, *Standard for a Fire Service Vehicle Operations Training Program*, 2002 edition.

NFPA 1452, *Guide for Training Fire Service Personnel to Conduct Duelling Fire Safety Surveys*, 2000 edition.

NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2002 edition.

NFPA 1521, *Standard for Fire Department Safety Officer*, 2002 edition.

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

NFPA 1581, *Standard on Fire Department Infection Control Program*, 2000 edition.

NFPA 1582, *Standard on Comprehensive Occupational Medical Program for Fire Departments*, 2003 edition.

NFPA 1583, *Standard on Health-Related Fitness Programs for Fire Fighters*, 2000 edition.

NFPA 1670, *Standard on Operations and Training for Technical Search and Rescue Incidents*, 2004 edition.

NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, 2001 edition.

NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, 2001 edition.

#### E.2.1.6 Fire Protection Equipment

NFPA 10, *Standard for Portable Fire Extinguishers*, 2002 edition.

NFPA 13, *Standard for the Installation of Sprinkler Systems*, 2002 edition.

NFPA 13D, *Standard for the Installation of Sprinkler Systems in One- and Two-Family Dwellings and Manufactured Homes*, 2002 edition.

NFPA 13R, *Standard for the Installation of Sprinkler Systems in Residential Occupancies up to and Including Four Stories in Height*, 2002 edition.

NFPA 20, *Standard for the Installation of Stationary Pumps for Fire Protection*, 2003 edition.

NFPA 25, *Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems*, 2002 edition.

NFPA 720, *Recommended Practice for the Installation of Household Carbon Monoxide (CO) Warning Equipment*, 2003 edition.

NFPA 1142, *Standard on Water Supplies for Suburban and Rural Fire Fighting*, 2001 edition.

#### E.2.1.7 Industrial Operations

NFPA 30, *Flammable and Combustible Liquids Code*, 2003 edition.

NFPA 30A, *Code for Motor Fuel Dispensing Facilities and Repair Garages*, 2003 edition.

NFPA 30B, *Code for the Manufacture and Storage of Aerosol Products*, 2002 edition.

NFPA 32, *Standard for Drycleaning Plants*, 2000 edition.

NFPA 45, *Standard on Fire Protection for Laboratories Using Chemicals*, 2000 edition.

NFPA 75, *Standard for the Protection of Information Technology Equipment*, 2003 edition.

NFPA 76, *Recommended Practice for the Fire Protection of Telecommunications Facilities*, 2002 edition.

NFPA 88A, *Standard for Parking Structures*, 2002 edition.

NFPA 99, *Standard for Health Care Facilities*, 2002 edition.

NFPA 130, *Standard for Fixed Guideway Transit and Passenger Rail Systems*, 2003 edition.

NFPA 140, *Standard on Motion Picture and Television Production Studio Soundstages and Approved Production Facilities*, 2004 edition.

NFPA 150, *Standard on Fire Safety in Racetrack Stables*, 2000 edition.

NFPA 303, *Fire Protection Standard for Marinas and Boatyards*, 2000 edition.

NFPA 318, *Standard for the Protection of Semiconductor Fabrication Facilities*, 2002 edition.

NFPA 415, *Standard on Airport Terminal Buildings, Fueling Ramp Drainage, and Loading Walkways*, 2002 edition. (Incorporates NFPA 416 and NFPA 417)

NFPA 418, *Standard for Heliports*, 2001 edition.

NFPA 501A, *Standard for Fire Safety Criteria for Manufactured Home Installations, Sites, and Communities*, 2003 edition.

NFPA 502, *Standard for Road Tunnels, Bridges, and Other Limited Access Highways*, 2001 edition.

NFPA 909, *Code for the Protection of Cultural Resources*, 2001 edition.

NFPA 914, *Code for Fire Protection of Historic Structures*, 2001 edition.

#### E.2.1.8 Professional Qualifications

NFPA 472, *Standard for Professional Competence of Responders to Hazardous Materials Incidents*, 2002 edition.

NFPA 473, *Standard for Competencies for EMS Personnel Responding to Hazardous Materials Incidents*, 2002 edition.

NFPA 1000, *Standard for Fire Service Professional Qualifications Accreditation and Certification Systems*, 2000 edition.

NFPA 1001, *Standard for Fire Fighter Professional Qualifications*, 2002 edition.

NFPA 1002, *Standard for Fire Apparatus Driver/Operator Professional Qualifications*, 2003 edition.

NFPA 1003, *Standard for Airport Fire Fighter Professional Qualifications*, 2000 edition.  
 NFPA 1006, *Standard for Rescue Technician Professional Qualifications*, 2003 edition.  
 NFPA 1021, *Standard for Fire Officer Professional Qualifications*, 2003 edition.  
 NFPA 1031, *Standard for Professional Qualifications for Fire Inspector and Plan Examiner*, 2003 edition.  
 NFPA 1033, *Standard for Professional Qualifications for Fire Investigator*, 2003 edition.  
 NFPA 1035, *Standard for Professional Qualifications for Public Fire and Life Safety Educator*, 2000 edition.  
 NFPA 1041, *Standard for Fire Service Instructor Professional Qualifications*, 2002 edition.  
 NFPA 1051, *Standard for Wildland Fire Fighter Professional Qualifications*, 2002 edition.

NFPA 1061, *Standard for Professional Qualifications for Public Safety Telecommunicator*, 2002 edition.  
 NFPA 1071, *Standard for Emergency Vehicle Technician Professional Qualifications*, 2000 edition.  
 NFPA 1081, *Standard for Industrial Fire Brigade Member Professional Qualifications*, 2001 edition.  
**E.2.1.9 Risk Control**  
 NFPA 51B, *Standard for Fire Prevention During Welding, Cutting, and Other Hot Work*, 2003 edition.  
 NFPA 70E, *Standard for Electrical Safety in the Workplace*, 2004 edition.  
 NFPA 1144, *Standard for Protection of Life and Property from Wildfire*, 2002 edition.  
 For a complete list of NFPA documents, see NFPA at www.nfpa.org.  
**E.2.1.10 Other Publications. (Reserved)**  
**E.2.1.11 References for Extracts. (Reserved)**

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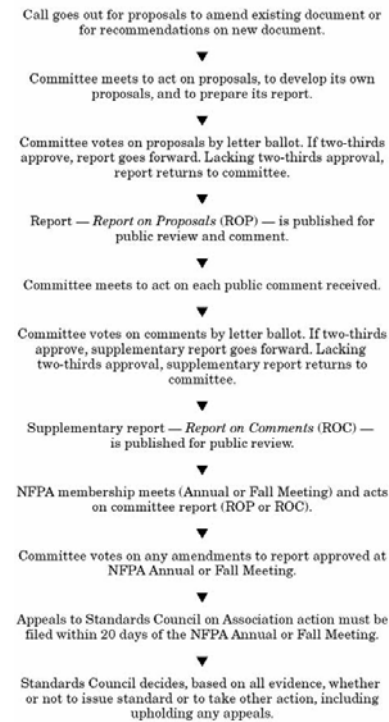
-T-

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**Sequence of Events Leading to Publication  
of an NFPA Committee Document**



**Committee Membership Classifications**

The following classifications apply to Technical Committee members and represent their principal interest in the activity of the committee.

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Date 12/18/02 Name John B. Smith Telephone 617-555-1212

Company \_\_\_\_\_  
Address 9 Seattle St. City Seattle State WA Zip 02255

Please indicate organization represented (if any) Fire Marshals Assn. of North America

1. a) NFPA Document Title National Fire Alarm Code  
b) NFPA No. & Edition NFPA 72, 2002 ed. c) Section/Paragraph 4.4.7.1.1

2. Proposal Recommends: (check one)  new text  revised text  deleted text

3. Proposal. (Include proposed new or revised wording, or identification of wording to be deleted.) Note: Proposed text should be in legislative format, that is, use underscore to denote wording to be inserted (inserted wording) and strike-through to denote wording to be deleted (deleted wording). Delete exception.

4. Statement of Problem and Substantiation for Proposal. Note: State the problem that will be resolved by your recommendation. Give the specific reason for your proposal including copies of tests, research papers, fire experience, etc. If more than 200 words, it may be abstracted for publication. A properly installed and maintained system should be free of ground faults. The occurrence of one or more ground faults should be required to cause a "trouble" signal because it indicates a condition that could contribute to future malfunction of the system. Ground fault protection has been widely available on these systems for years and its cost is negligible. Requiring it on all systems will promote better installations, maintenance and reliability.

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1. a) NFPA Document Title \_\_\_\_\_  
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