

MEMO 4014573

**MEMORANDUM FOR THE RECORD**

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Team Number: 8

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Participants - Commission: Emily Walker

The purpose of this meeting at the recommendation of Commissioner Lehman was a follow-on to an earlier meeting to determine how the ISO company operates and what they could contribute either to the development of emergency preparedness standards or as a certifier. I went out to the headquarters in New Jersey and met with a contingent of ISO people. They explained their operations and commented on my ideas.

ISO has 3 basic programs. They have two community mitigation programs. One measures public fire protection and one measures building code enforcement. They do relative measurements, not absolute. They use nationally recognized standards such as NFPA and Waterworks and makes relativity gradings. They review individual properties and review communities across the country. They look at protection of property, not people. They have engineering expertise and provide information to property insurers. They look at construction, fire resistance, sprinklers etc. They look at the relative hazard, an engineering number using statistics and actuarial numbers and what insurers can use.

They believe that the reason insurance deductions can work is when the implementation of the measures (such as smoke detectors) are cheap to install. They think that for an insurance incentive to drive behavior, it must contain a substantial credit. They felt that insurance companies would NOT be likely to support reducing premiums for emergency preparedness or continuity of business. They felt that they ask for these plans now, sometimes they even review them, but they don't place much credence on them because many plans are written but never tested, trained or reviewed. They felt that worker's compensation may have a role in incentivizing companies to do the plans, but many workers' comp programs are state run and you would need to start with the states.

They believed that to encourage corporations, particularly privately held companies such as theirs, to conduct Emergency Preparedness and COB plans, would require a sea cultural change. They suggested using labor unions,

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state laws, political leaders, GSA as a landlord, pension fund institutional investors. They also recommended bringing awareness through a 9-11 day with children and curriculum in schools supported the preparedness. The discussed the ISO 9000 and why this worked. They considered this a manufacturing issue of quality assurance that would not have the same appeal in terms of Emergency Preparedness and COB. Also they felt that the cost issue and the distance from the event of 9-11 brought about complacency or decisions that did not support this cause.

I felt that their company would be an example of a group that could be certified to evaluate whether or not companies had these plans and could tie in their analysis with the building examination. They also maintain a database of the buildings they have rated.

Background: E&S Technical Information  
Fire Suppression Rating Schedule

Natural Hazards

## Emergency Response – An Overview

Report Number: NH-30-10

Release Date: April 5, 2000

Section Title: Emergency Response

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### Abstract

Preplanning is essential for successfully minimizing any adverse effects of an emergency or disaster on a business and its operations. Emergencies and disasters can take many forms, including physical perils, work accidents, or deliberate acts of terrorism or sabotage. This report presents an overview and key elements of emergency preparedness plans intended to help a business survive an emergency or disaster.

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### Introduction

A company does not have to perform high-risk activities to be confronted with crisis. Any sort of emergency that happens suddenly, that disrupts the routine of an organization, that hurts its competitive position and that demands immediate attention can be called a crisis. Loss of electricity to an electronic data processing firm can be as damaging as a fire is to a factory.

Emergencies can take many forms: physical perils, such as fires, floods, or earthquakes; work accidents; loss of essential supplies and utilities, such as electricity; walk outs or other labor problems; or deliberate acts of terrorism or sabotage. Some emergency situations give advanced warnings of several days while others come totally unexpected. Emergencies also vary in degree and level of impact. Traditionally, large-scale or catastrophic emergencies are called disasters.

Pre-emergency planning is essential for successfully minimizing any adverse effects on a business and its operations. Being unprepared can cause a business to experience significant loss of assets or human life, or to experience business interruptions. Also, being prepared for "expected" emergencies will make a business better suited to deal with unexpected or unforeseeable ones.

There are many words used to describe emergency planning - contingency planning, disaster recovery planning, crisis management, etc. The Occupational Safety and Health Administration (OSHA) requires companies to develop "Emergency Action Plans" while the Environmental Protection Agency (EPA) requires "Emergency Response Plans".

All these different words essentially describe ways of protecting the life, property, and assets of a company. Because they sound similar, they are frequently used interchangeably. They are all subtly different in scope. Words like "contingency planning" and "crisis management" focus on preparing for, or responding to, an event. "Disaster recovery planning" focuses on restoring operations once a natural disaster has occurred.

The terms that are used throughout this report are emergency preparedness and emergency preparedness planning. Emergency preparedness (EP) is a risk management philosophy concerned with anticipating, preparing for, responding to, and recovering from any crisis or unfortuitous event. Emergency preparedness planning is the methodology used to develop a coherent system or program for becoming emergency prepared.

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### Emergency Preparedness

Emergency preparedness has one goal - to minimize the adverse effects of an emergency upon a business. This goal is accomplished by the creation of an in-house program to assess the risk of potential emergencies on a business and the development of a strategy for controlling those risks. The strategy is implemented

## Emergency Response – An Overview

through the development of an emergency preparedness plan. This plan spells out specific actions that should be taken before, during, and after an emergency, and assigns who is responsible for taking those actions.

There is no single "off the shelf" emergency plan, which can be adapted for all companies. All companies are different; they have different concerns and resources available. Use of a generic emergency plan can result in situations where the resources necessary to implement a required action are not available.

The general procedures for developing an emergency plan can be used by all. There are eight essential elements of emergency preparedness planning:

- Identify hazards and assess risk.
- Assess capabilities and resources.
- Develop an emergency plan and procedures.
- Integrate the plan with the community plan.
- Conduct training.
- Public relations.
- Conduct Drills and Exercises.
- Develop Plan Audit Procedures.

The plan is very important - it will state, in writing, the company policy and procedures for handling emergencies. It will define all necessary procedures and requirements, including training requirements. It should not deal with normal day-to-day operations, which are not truly emergency situations. To develop the plan, and/or to refer to an actual plan, please see Natural Hazards Reports NH-30-11, *Emergency Response – Developing the Plan* and NH-30-12, *Emergency Response – Example Plan*.

The steps taken before and after plan writing are equally as important. An emergency plan is only as good as the information it is based upon and the ability for a company to implement it. A plan that looks wonderful on paper but assumes certain response capabilities exist that, in fact, do not, will be ineffective.

An effective audit procedure is essential for plan longevity. A common pitfall in emergency planning is to forget that companies are dynamic - that their needs and resources vary with time. The plan must be kept current so that it accurately addresses the company's needs. Otherwise the plan will become out of date. An out-of-date emergency plan may be as useless as not having one at all.

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## Why Develop A Plan At All

The question can be asked, "why should I spend the time and effort developing an emergency preparedness plan at all?" The simplest answer to this question is that crises will happen. If a business exists for any period of time, it will experience a crisis. A company can either chose to pro-actively prepare for it, or just react to it. Experience has shown that action in emergencies is seldom effective unless planned in advance. The longer it takes to react effectively, the greater potential for loss. Companies unfamiliar with proper crisis management procedures may even worsen an already unfavorable situation. Prior planning can prevent poor performances once a crisis happens.

Several other external factors can influence a business' decision:

- There is the potential for damaging media attention and loss of public good will. The longer an event is in the public eye, the more likely the public will be influenced by it. Make no mistake; a business will be measured on how well it responds, and on the preventative measures it has taken prior to the event.

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- There is potential legal liability. Employers have the duty to provide a safe work environment. A business may be liable for third party claims from damage to neighboring properties, etc. Insurance companies may stipulate some type of preparedness system before providing insurance. Government regulations may also require some type of emergency planning.
- Can a business survive a large loss? While the financial cost of property damage and business interruption can be offset with adequate insurance coverage, what will offset non-economic business opportunity costs? Loss of market share to replacement goods because of excessive delays in returning a product to market can be the first step toward bankruptcy. No product or service is indispensable or irreplaceable - if one company can provide it, others can too.

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## Getting Started

The first step in developing an emergency preparedness program is to have management appoint a leader to assume responsibility for the plan and to act as coordinator. The leader is responsible for overseeing the team's efforts through the entire planning process. He or she is responsible for coordinating all activities within the project and providing general direction for the process.

The appointment should be made in writing. It should be issued from the highest authority at the company. It should outline the leader's responsibilities and authority, establish program direction, and emphasize the complete support of top management. Top management must be committed to the idea of emergency planning, otherwise resources necessary to complete the task may not be available.

The leader should be someone who knows the company well and has experience in dealing with problems and making decisions. They should be capable of dealing effectively with management and employees at all levels. They should be a member of upper management since they will have to be able to delegate authority and speak for the company. And, they should have a high level of technical expertise and writing ability. The coordinator will be the plan editor. Because the role of the leader is so significant, an alternate or co-leader could also be chosen.

A committee made up of representatives of key departments should be appointed to assist and advise the coordinator and help organize the plan. The representatives should be drawn from all areas of the company that would be affected by a crisis or would have a role in recovery activities. Typical departments that would be affected and might contribute are:

- Personnel.
- Security/Safety.
- Law.
- Emergency Response.
- Public Relations.
- Data Processing.
- Risk Management.
- Facilities Management.
- Consumer Affairs.
- Finance.
- Marketing/Advertising.
- Productions/Operations/Maintenance.

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In smaller firms, one person may be responsible for more than one of the above areas. The number of people chosen for the group is not important as long as the people have experience in these areas. If in-house resources cannot provide this expertise, outside consultants should be hired to help.

There are two main pitfalls that might occur: 1) when establishing a team, a whole new organization should not be developed to handle emergencies. The purpose of developing a preparedness program is to highlight potential problems and to provide existing organization with the ability to deal with emergencies And 2) The second pitfall is to rely on one person to develop the entire program. For effective planning, companies need to know who is responsible for what, and who can perform what activities. This knowledge is only gained through team participation. Single person plans will be incomplete or biased.

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## Goals Of The Planning Team

The planning team has the responsibility of developing the emergency plan for the company. They must anticipate the type of emergencies that might occur and then develop response mechanisms and procedures for them. They are responsible for making sure that appropriate supplies and organizational structure are in place for implementing their recommendations, and they must make sure that the procedures are up to date.

These goals can all be accomplished by following the eight planning elements stated earlier:

- Identify hazards and assess risk.
- Assess of capabilities and resources.
- Develop an emergency plan and procedures.
- Integrate the plan with the community plan.
- Conduct training.
- Public relations.
- Conduct Drills and Exercises.
- Develop Plan Audit Procedures.

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## Identify Hazards And Assess Risk

Once the committee is assembled, it must conduct a hazard analysis. A hazard analysis is done to identify and evaluate any hazards that may exist, determine the consequences of the hazards should they occur, and assess any potential risk. The purpose of these steps is twofold: to make sure that all crises are considered when preparing the response plan, and to make sure that planning resources are allocated properly. Hazard analyses are critical to effective emergency preparedness. You can't be prepared for an event you never considered could happen; and, it is pointless to waste time and money preparing for an event that will not occur or is of little consequence.

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## Hazard Evaluation

Hazard evaluation has two steps: identification of any potential hazards and evaluating the frequency of likelihood of occurrence.

Committee members should participate in a "brainstorming" session to identify all events that could lead to undesirable consequences. Typical hazards to be considered are:

- Fires or explosions.

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- Geological/meteorological occurrences - tornados, hurricanes, earthquakes, floods, weather extremes, lightning, etc.
- Work accidents - severe injury, multiple severe injuries, rumors, panic, etc.
- Utility outages - loss of electricity, heat, steam, refrigeration, gas, etc.
- Hazardous material releases.
- Bomb threats.
- Civil disturbances - riot, strike, sabotage, terrorism, etc.
- Evacuations.

Identification should be done independent of whether or not they are likely to occur. The purpose of this step is strictly to discover any potential problems.

## Probability Assessment

Once all potential hazards are determined, they must be evaluated in terms of their probability and frequency of occurring. Numerous methods exist for determining the probability and frequency of an event occurring. They range from being very simple, e.g., qualitatively ranking events in terms of "frequent", "probable", "occasional", "unlikely", etc., to the very complex, e.g., determining numerical probabilities for events occurring.

The method chosen will depend on the needs and sophistication of the company. Not everyone needs to perform complex probability assessments. The purpose of doing any of these assessments is to develop a realistic list of potential hazards that could effect a company, highlighting the most likely, and deemphasizing the improbable.

## Consequence Analysis

Once hazards are evaluated in terms of likelihood of occurrence, they should be evaluated in terms of the consequences of occurrence. Committee members should ask themselves the question, "If this event occurs, how will it impact the company, our employees, the environment and the surrounding community?"

As with probability assessments, there are numerous methods for making formal consequence assessments. A simple method is to look at the potential consequences of an event on personnel, property, the public, and the environment, and estimate the potential severity of the consequence in terms of "catastrophic", "critical", "marginal", "negligible", etc.

## Risk Assessment

Once all potential hazards are identified and their consequences determined, they should be evaluated in terms of the risk they present to employees, the neighboring public, and the company. For the sake of this report, risk is defined as a measure of potential economic loss or human injury in terms of the probability of loss or injury occurring and the magnitude of the loss or injury if it occurs.

A simple procedure that can be used to determine risk involves developing a risk matrix for each hazard (See Table 1). Events that require first consideration are those events that occur most frequently and cause the most damage. Events that occur infrequently and that cause only minimal damage are least important to consider.

Table 1. Risk Hazard Matrix

	Probability of Occurrence

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		Frequent	Probable	Occasional	Unlikely
Severity	Catastrophic				
	Critical				
	Marginal				
	Negligible				



High Priority



Middle Priority



Low Priority

The purpose of performing this assessment is to rank potential hazards in terms of potential loss so that action and response priorities can be established. No company has unlimited resources; risk assessment allows companies to allocate the resources they do have most effectively. If your company is located on a tropical island, it would be better to have your planners developing procedures to respond to a hurricane or severe storm than on responding to blizzards.

## Assess Capabilities And Resources

Once the committee has completed a hazard evaluation and risk analysis, it has to assess its preparedness, prevention, and response capabilities. If one of the hazards you identified occurs, do you have the proper equipment and materials for responding to the event? If the equipment is not on site, how do you notify the proper authorities? Do your personnel know how to use the equipment? Has a chain of command been established?

There are two types of resources that have to be inventoried, equipment and personnel. All equipment that can be used to prevent or respond to an emergency should be noted. This would include sprinkler systems, shovels, fire extinguisher, torches, spare parts, wheelbarrows, etc. A survey should be made of existing communications equipment, burglar alarms, fire detection equipment and any other emergency equipment. An inventory should be taken of medical equipment, first aid supplies, respirators and personal protective equipment. Equipment used to train personnel should be listed too.

If the survey is done on the basis of inventory logs, a physical inspection should be done to verify the equipment. When performing this review, it is important to also note the lack of required equipment. Once a complete review of equipment is accomplished, the group will have a better idea on what equipment they have and what equipment they might need. They can then make recommendations regarding purchasing of additional equipment if required.

The team should then assess the number of employees on site, and their abilities. This information will be very important for deciding what courses of action should be taken before and during a crisis. If you have an organized fire brigade on site, you will respond to a fire differently than if you had only unskilled personnel. Training programs can be implemented to train unskilled workers.

Knowledge of any special employee's skills can be used when setting up an emergency response structure. Are you putting the wrong person in the wrong spot, such as putting an indecisive person in a position that requires quick reactions? You must know your limits, so that you can assess your capabilities. A plan that requires unavailable materials or personnel will be as useless in an emergency as no plan at all.

The next step in this process is the actual development of the emergency response plan. Natural Hazard Report, NH-30-11, *Emergency Response – Developing the Plan* will be useful here. An example plan can be found in Natural Hazard Report, NH-30-12, *Emergency Response – An Example Plan*.

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## Natural Hazards

# Emergency Response – Developing The Plan

Report Number: NH-30-11

Release Date: April 5, 2000

Section Title: Emergency Response

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## Abstract

How prepared are you for a crisis? Emergency Preparedness Plans can directly affect a business's survival. This report will present the specific steps preparing a written Emergency Preparedness Plan tailored to a specific business.

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## Introduction

Having identified the potential hazards faced by the organization and assessed the relative risk of their occurring, the next step in the process is to develop a written plan to cope with the occurrence of these hazards (Natural Hazards Report, NH-30-10, *Emergency Response – An Overview*). [1] A separate emergency plan can be developed for each potential hazard; however, with separate plans, many elements of each plan will be the same or vary only slightly (for example, rescue and medical duties, evacuation procedures, shutdown procedures, etc.). For this reason, it is generally recommended that a multi-hazard plan be developed.

A multi-hazard plan avoids unnecessary redundancy and confusion. It addresses the general elements of an emergency plan to cope with all hazards, and then looks at each potential hazard to determine if there are any unique elements involved.

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## Review Existing Plans

The first step in the development process is to search out and review all existing plans. The reasons for this are twofold: to save on time and effort by building on or amending existing plans; and to ensure proper coordination with the emergency plans of other organizations. Sources of existing plans include the organization itself, government agencies and local business groups.

If an old plan exists, an update may be all that is necessary. On reviewing this plan, consider if it fully addresses all the contingencies now facing the organization. Since the plan was developed the company may have changed significantly, to the extent that even the hazards to which it is now exposed are different.

An emergency at the facility usually will involve response from local, state or federal government agencies. These agencies are required to develop plans to protect the public in the event of an emergency. The plans outline the specific steps the agencies will take under various emergency situations and, as such, determine what resources should be allocated to the facility's response plans. At the very least, the facility's plans should be coordinated with those of the agencies.

Agencies that should be contacted and their plans reviewed include:

- State and local emergency management agencies.
- Fire departments.
- Police departments.
- State and local environmental agencies.

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- State and local transportation agencies.
- State and local public health agencies.
- Public service agencies.
- Volunteer groups, such as the Red Cross.
- Regional offices of Federal agencies, such as the Federal Emergency Management Agency (FEMA), the Environmental Protection Agency (EPA), and the Department of Transportation (DOT). (Regional office addresses can be found at the Federal governmental web site, e.g., <http://www.fema.gov/about/regoff.htm>, <http://www.epa.gov/epahome/locate2.htm>, <http://www.dot.gov/about.htm>)

Some emergencies, such as gas leaks and chemical spills, may not be limited to the facility and could spread to neighboring businesses or the community as a whole. Because of the impact such an incident can have on their operation, neighboring businesses may be willing to coordinate their efforts and allow review of their plans.

In some communities, local businesses join together to form mutual aid associations. A mutual aid association is a cooperative association of business firms and industrial firms whose primary purpose is to develop an emergency program to minimize damage to the community and insure the continued operation or early restoration of the damaged facilities of its members. The businesses are united by a voluntary agreement to assist each other by providing materials, equipment and personnel in an emergency. The problems created by some emergencies can be so severe that, even with the best emergency plan, an organization may not be able to cope with all of them. The cooperation and assistance of other businesses at these times may be critical to the survival of the organization.

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## Purpose Of The Plan and Company Policy

The next step in the development process is to outline the purpose of the plan and company policy with respect to the occurrence of an emergency. Items to be included are the following:

- The plan should be designed to prepare the company to deal effectively with emergencies arising from the hazards identified.
- The plan is intended to protect the company's employees, the general public and the environment from harm in the event of an emergency.
- The plan is intended to protect the company's facilities and reputation from further damage in the event of an emergency.
- The plan is designed to ensure the orderly and efficient transition from normal to emergency operations and back.
- The provisions of the plan have been coordinated with the appropriate governmental agencies.
- Company executives have provided authorization for the actions contained in the plan.

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## Basis For Plan Execution

This section of the plan lists the potential hazards to the life and health of employees, to company property, and to the environment and includes a relative assessment of the risk that each hazard poses. It also identifies the conditions under which the plan is to be executed.

Although an emergency plan must be designed to cope with the worst-case situations, in many cases the emergency that occurs may be minor or intermediate in nature. An emergency plan should be structured in

## Emergency Response – Developing The Plan

such a way that it can be fully executed for severe emergencies but only partially executed for less catastrophic emergencies.

An example of emergency classification levels based on severity for an industrial facility is provided in Table 1. The severity of the emergency influences decisions on the level or degree of response, and determines which personnel will be called, which outside agencies will be contacted, what equipment will be needed, the extent of an evacuation, as well as other factors.

Table 1. Emergency Classification Levels

ALERT	An alert is declared if there is a warning of a possible emergency, such as a hurricane, within the next 24 hours.
UNIT EMERGENCY	A unit emergency is declared if there is an actual emergency - such as a fire in one unit of the facility - but the emergency is not expected to affect the rest of the facility.
SITE EMERGENCY	A site emergency is declared if the emergency affects the entire facility but is not expected to have any off-site consequences.
GENERAL EMERGENCY	A general emergency is declared if the emergency affects both the facility and the surrounding area, such as from a large chemical spill.

## Types Of Emergency Plans

Basically, there are four types of emergency plans commonly used in industry - action guides, response plans, emergency management plans, and mutual aid plans.

### Action Guides

An action guide describes, usually in a checklist format, the procedures to be followed in the event of an emergency. It outlines which company personnel and outside agencies are to be called, what information is to be collected and conveyed, and other basic response functions. This type of plan serves more as a reminder of the procedures to be followed and is generally part of the more comprehensive emergency management plan, discussed below.

### Response Plans

This type of plan, also referred to as a contingency plan describes, in greater detail than an Action Guide, the organization, responsibilities, and procedures that will be initiated, and the equipment and facilities that will be required, should an emergency occur. Response-type plans provide information only on the actions that must be implemented to limit damage from an emergency; in general, they do not deal with pre-emergency or recovery planning. A specific response plan is usually developed for each hazard identified as high risk.

### Emergency Management Plans

This type of plan is a comprehensive program that includes the four phases of emergency planning - prevention, preparedness, response and recovery. It describes the methods utilized to prevent emergencies, the plans implemented to prepare for emergencies, the actions to initiate in the event of an emergency, and the activities necessary to keep the organization functioning and to bring it back to full operation should damage be sustained. An emergency management plan should include response plans for each identified hazard.

### Mutual Aid Plans

A mutual aid plan is the plan developed by the participating firms in a mutual aid association in which they agree to share resources to assist one another in an emergency.

## Emergency Response – Developing The Plan

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### Emergency Response Plan

For an emergency plan to be effective, the responsibilities of those involved in responding to an emergency must be clearly outlined. This is the emergency response plan. The emergency response plan should consist of the following:

- The emergency response structure, which identifies the personnel who will respond to the emergency.
- The emergency response procedures, which outlines the responsibilities of the response personnel.
- The emergency response resources, which identifies the facilities and equipment needed in order to respond effectively to an emergency.

As discussed previously, in developing an emergency management plan, an important consideration is the determination of the degree of risk posed by various hazards. In developing the emergency response plan, however, the important consideration is that the emergency is responded to in as timely a fashion as possible to limit potential damage. What caused the emergency in the first place is of secondary importance; the actions needed to mitigate the emergency is the primary consideration. For this reason, an emergency response plan must be designed to cope with the worst-case situation.

So that resources can be properly allocated, it is essential that the response plan be coordinated with the plans of the applicable government agencies. A list of these agencies, with names, addresses and telephone numbers of those to be called in an emergency, should be developed. This list should be structured in such a way as to indicate which agencies are to be called under what emergency conditions.

### Emergency Response Structure

The person primarily in charge of the overall operations of the facility should also be in charge of making the decisions as to when an emergency condition exists and when to implement the plan. This individual, usually a member of top management, is referred to as the emergency coordinator. Responsibilities of the emergency coordinator include:

- Initiating the portions of the emergency plan as appropriate to deal with the emergency in progress.
- Organizing and directing the emergency operations of the staff to ensure that the proper steps are being taken.
- Communicating with appropriate government agencies and coordinating response actions.
- Communicating with corporate officials on the progress in handling the emergency.
- Declaring when the emergency has ceased.

Alternate(s) to the emergency coordinator should be appointed in the event this individual is absent when the emergency occurs.

Departments within the organization should be analyzed and those with responsibility for emergency response functions (for example, shutdown of electric power, public relations, etc.) identified. Personnel consisting of electricians, mechanics, maintenance personnel, security officers, etc., from these key departments, and at least two alternates for each person, should be assigned to an emergency response team. There should be sufficient personnel on the emergency response team to cover the separate work shifts during the working week.

The number of personnel on an emergency response team depends on the size and, to a greater extent, on the complexity of the operations at the facility. A large facility with many, and various, hazardous operations likely would require a sizable emergency response team. In other facilities, a small, effective team is preferred to a larger one that looks impressive but is difficult to manage. The emergency response team must conform to a company's needs in that all emergency response functions are adequately staffed.

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A list of all emergency response personnel and alternates, and their 24-hour contact phone, should be developed. The list should be assigned to an individual with responsibility for keeping it current. Businesses with high employee turnover rates should take extra precautions to ensure the list is up-to-date.

The emergency response team should be under the direction of a team leader, an individual, such as the chief engineer or maintenance supervisor, who is, among other things:

- Very familiar with the layout of the facility.
- Very familiar with the mechanical operation of the facility.
- Knowledgeable on the care and operation of the facility's protection systems.
- Trained and experienced in handling emergencies and fire fighting techniques.

The team leader receives instructions from the emergency coordinator. Alternates to the team leader should be appointed so that there is an individual on duty during each operating shift. The major responsibilities of each function on an emergency response team is listed below.

### Medical

- Obtains medical care for injured persons.
- Coordinates with Transportation for ambulance services.
- Trains personnel to handle medical emergencies.

### Public Relations

- Releases public information about the emergency.
- Designates a spokesperson for interviews.
- Establishes an emergency media or press headquarters.

### Communications

- Establishes a plant warning system.
- Establishes and maintains an emergency communication system.

### Security

- Establishes access controls.
- Controls vehicle and pedestrian traffic.
- Assures the protection of vital records.
- Assists in evacuation procedures.

### Fire and Emergency

- Manages rescue squad and fire brigade.
- Maintains rescue and fire fighting equipment.
- Coordinates rescue and fire fighting efforts with local fire department.
- Develops pre-emergency plans for personal protective equipment needed.

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### Special Hazards

- Manages activities related to special chemical, radiological and biological hazards.
- Manages decontamination measures.
- Manages pre-emergency plans for dealing with special hazards.

### Environmental

- Manages efforts to control hazardous spills.
- Manages efforts to contain contaminated runoff from fire fighting operations.
- Manages activities to control atmospheric releases.
- Conducts tests to determine severity of hazard.
- Reports to appropriate government agencies on degree of risk to the general public posed by the incident.
- Manages pre-planning activities related to the containment and clean-up of environmental spills and releases, and plans for disposal.

### Engineering

- Maintains continuity of water supplies for fire fighting activities and electrical power for vital services during emergency.
- Provides on-the-scene emergency lighting.
- Manages shut-down procedures.
- Develops pre-emergency plans on how to isolate damaged sections of pipelines, electrical lines and other utilities and services.

### Transportation

- Coordinates and controls all transportation needs.
- Develops pre-emergency plans for vehicles needed, including heavy equipment.
- Maintains transportation equipment.

### Personnel

- Coordinates procedures to account for all persons, including personnel, at the emergency scene.
- Communicates with the families of injured or deceased employees.
- Maintains up-to-date records of employee names, addresses and telephone numbers.

Since fire is one of the most frequent emergencies, particular attention should be given to organizing the plant fire brigade. In 1980, the Occupational Safety and Health Administration (OSHA) revised its standards to include specific criteria for fire brigades and emergency response actions. These requirements are provided in Subpart L of OSHA's standard, 29 CFR 1910 ([http://www.osha-slc.gov/OshStd\\_toc/OSHA\\_Std\\_toc\\_1910\\_SUBPART\\_L.html](http://www.osha-slc.gov/OshStd_toc/OSHA_Std_toc_1910_SUBPART_L.html)), and should be followed when organizing a fire brigade. OSHA also has various other reports on emergency planning which will prove useful when compiling the plan. [9,10])

## Emergency Response – Developing The Plan

Not to be overlooked in the planning is the emergency that occurs off-hours when either no one is on duty, or only security guards or watch service personnel are present. Procedures should be established for responding to emergencies that occur off-hours. If off-premises protective signaling systems are utilized, then the signal monitoring service has to be instructed as to who to notify on receipt of an alarm signal. If guards are utilized, they have to be trained on the proper procedures to be followed before, during and after the emergency.

### Emergency Response Procedures

Once the responsibilities of the personnel on the emergency response team have been identified, the specific activities they will be required to perform in an emergency should be assigned. While many of the activities are common to all emergencies, other activities may be specific to a particular situation.

The response activities can be identified through the use of flow charts. Create a flow chart of the emergency response scenario for each hazard identified as being likely to occur. The flow chart becomes the Action Guide for responding to an emergency arising from that hazard, and will depict the various response actions in a modular form. This modular format enables the response to a particular emergency to be tailored to the severity of that emergency. For example, a fire in one building of a multi-structure plant should not result in a response to a site emergency unless the potential for the fire spreading to other buildings is great. However, if the fire could result in the release of toxic gases into the environment, then the response should be to a general emergency because of the risk to the public.

### Emergency Response Resources

Having selected the emergency response personnel and assigned their responsibilities, the next step is to identify the resources needed in responding to an emergency. This includes the establishment of an emergency headquarters, or command center, and identification of the vehicles and personal protective equipment needed in the emergency response.

An emergency headquarters, where emergency response personnel can assemble and from where the response process can be managed and controlled, should be selected and located preferably outside of potential emergency areas. It should also be assumed that, in a worst-case scenario, it may be necessary to establish an off-site emergency headquarters.

The emergency headquarters should be equipped with protective equipment for staff, emergency power, and up-to-date documents, such as telephone listings, office supplies and personal necessities. It should be provided with communication systems, including paging, telephone and radio systems, to permit communication with emergency response personnel, to alert employees to evacuate, and to notify outside agencies. Provision should be made for runner service in the event of the failure of a communication system.

Reliable communication is essential to effective emergency response. Time and again, telephone systems have proven to be indispensable, assuming they remain intact. However, even if unaffected by the emergency, telephone circuits can become jammed with calls making telephone communication difficult. For this reason, in the pre-emergency plan, provision should be made for the availability of special circuits that would be used only during an emergency. It is also recommended that a two-way radio system be provided as a backup. Such a system would provide for communication under the worst-case situation.

Response personnel will require vehicles, communication equipment and personal protective equipment. This equipment should be identified and a list developed of what is already available, and what must still be provided and how it can be obtained. Lists of outside sources for the equipment should be maintained.

An inventory should be kept of emergency equipment and supplies, and regular maintenance performed on vehicles. Ideally, the equipment and vehicles should be stored in a secure location that is separate from normal operating supplies and equipment but which is still readily accessible to response personnel.

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## Writing An Emergency Response Plan

Having completed the hazard identification and risk analysis, reviewed existing plans, and assessed prevention, preparedness and response capabilities, the next step is to write the plan if one does not exist, or revise an existing plan to make it current.

## Emergency Response – Developing The Plan

Since emergency plans are used infrequently, they should be well-organized, concise and easy to use. The plan should be indexed for ready reference and the pages numbered. Diagrams, charts and checklists should be used to show the organization, summarize duties and responsibilities, and to show how the organization should respond during normal and off-hours.

The actual writing of the plan should be limited to two or three people for consistency. To be effective, input should be obtained from those who will participate in responding to the emergency. Drafts of the plan should be reviewed by the emergency planning committee for technical merit.

Natural Hazards Report, NH-30-12, *Emergency Response – An Example Plan*, provides a suggested format for an emergency management plan. While this format is fairly typical of emergency management plans, individual organizations should develop a plan to suit their specific needs.

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## References

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# FIRE SUPPRESSION RATING SCHEDULE

NOT SCANNED  
AVAILABLE AT K STREET





**MEMORANDUM FOR THE RECORD**

Event: Meeting with Insurance Services Office, Inc. (ISO)

Type of event: Introduction

Date: Dec. 4, 2003

Special Access Issues: NA

Prepared by: Emily Walker

Team Number: 8

Location: 26 Federal Plaza Suite 13-100, NY NY

Participants - Non-Commission: ISO: Patrick McCarthy, Senior Vice President, Risk Decision Services

Participants - Commission: Emily Walker

The purpose of this meeting at the recommendation of Commissioner Lehman was to determine how the ISO company operates and what they could contribute either to the development of emergency preparedness standards or as a certifier. ISO is a privately held company with revenues of over \$500 million based in New Jersey which provides a multitude of services of which one is certifying fire departments capabilities against a set of national standards. They also provided the forms for the TRIA coverage. They provide their services to insurance companies/underwriters who are looking to evaluate the insurability of particular buildings or units. Pat gave me the links to web sites and information the staff at the Engineering and Safety Service have found useful for researching security related issues. Also, he provided the list of documents/standards that their organization has written or used. In addition, he offered his views on the process of standards setting and the possibility of success in this area.

He recommended that two key participants of the process be the building owners and real estate representatives. He recommended that two key insurance groups be included: the American Insurance Association and the Alliance of American Insurers. He also said that Marsh Mac should be included. His experience with building owners and real estate owners was that their views are largely influenced by cost. They are willing to adopt standards if they can shift the cost to someone else. He said that the issue of paying for the implementation of standards is the key.

I argued that in fact these standards are corporate and strategic, rather than specific in terms of events or items that must be dealt with. I said that the main goal was to set a common standard across the board for the process an entity would follow to put in place a plan. He suggested that our best shot was to focus on certain segment, e.g. buildings over so many stories, with so many square feet or so many employees in certain industries or locales. He felt that outside New York, companies do not think this is important. He cited his experience with his senior management working on crisis management and continuity of business and the hard choices they had to make in terms of costs of changes. He stated that clearly this is a corporate governance issue and he thought the need for incentives was critical. He did not feel that companies not in the direct line for a terrorist attack would focus on a concrete plan. He did think, however, that framed in terms of all-hazards was a better option.

We agreed that I would come to New Jersey to speak to their certifiers and see how they conduct their process as it relates to evaluating standards applications in firehouses. He was offering any help they could give us in our efforts. I believe that the approach taken by their company in planning for emergency management was probably typical and valuable insight into the issues that corporate executives face when discussing these issues.

Attachments:

Security and Terrorism Links

Reports available from ISO, E&S

ISO Offerings



## INSURANCE SERVICES OFFICE, INC.

### Extreme Event Modeling

Provides sophisticated analytical tools and software systems from AIR Worldwide that help organizations manage risk associated with natural and man-made catastrophes, weather and climate. Key services:

- First fully probabilistic terrorism model capable of quantifying potential financial losses, including property, workers' compensation and life.
- Catastrophe models covering all major natural hazards, including hurricanes, earthquakes, winter storms, tornadoes and hailstorms, for countries throughout North America, the Caribbean, South America, Europe and Asia-Pacific.
- Probabilistic climate forecasts and weather data.

*Terrorism coverage forms*

### Property Exposure Information

Leverages proprietary grading schedules, applicable nationwide, to (1) determine the fire loss potential for specific commercial buildings; (2) evaluate community fire suppression capabilities; and (3) assess the effectiveness of municipal code enforcement.

Employs a national field force of 675 trained Field Representatives, strategically-located and electronically connected. Experienced in executing scores of customer-specific protocols involving inspection, observation or information collection. Key services:

- The insurance industry's largest database of site-collected information about commercial buildings, including details about size, construction, occupancies, protective features and exposures. Covers more than 2 million buildings.
- The most accurate and comprehensive source of community fire suppression and water information, available in a GIS format -- precise information about fire response areas, communication and dispatch capabilities.
- The only known model in the U.S. combining satellite imagery and information about soil, slope, vegetation, road access and fire response to assess risk associated with wildfire.

## **Claims Management and Fraud Detection Resources**

Features an "all claims" database derived from the merger of individual insurance claims databases and an ongoing claims reporting process involving insurers representing more than 90% of the market. Helps various interests identify suspicious claims and quickly pay meritorious claims. Key elements:

- Combines immediate access to comprehensive claims information, along with associated records, including motor vehicle reports, public documents, criminal records and medical records.
- Incorporates state-of-the-art link analysis and data visualization technology.
- Adaptable for a variety of uses involving defense interests, law enforcement and corporate entities.

## **Other Core Competencies**

- Expertise in risk and capital management, econometric modeling, and mathematical modeling. Frequently cited as a professional resource in public policy debates of key industry issues.
- 30 years experience in all aspects of data management -- recognized as the largest data source serving the property/casualty industry, with over six billion records in various databases.
- More than 200 property/casualty actuarial professionals and certified insurance data managers.
- State-of-the-art data center, fully secured and staffed 7x24 -- employing 380+ systems professionals holding certifications from IBM, Microsoft and Cisco.
- Trusted intermediary with customers, trading partners and regulators.

E&S has number of different reports available to assist an employer in developing emergency action programs and preventive counter measure systems. The following reports are available on the website in the *Risk Management Info Links, Security and Terrorism*, sub-section.

## **Preventive Measures**

[Bullet-Resisting Enclosures](#)  
[Bullet-Resisting Glazing Materials](#)  
[Burglary- and Forced-Entry-Resisting Glazing Materials](#)  
[Card Access Control Systems](#)  
[Crossbars, Gates and Screens](#)  
[Glazing Materials](#)  
[Passive Barriers](#)  
[Physical Protection Afforded by Buildings](#)  
[Protective Lighting Systems](#)  
[Securing Exterior Doors](#)  
[Action Steps to Create a Plan for Handling Emergencies](#)  
[Security Action Plan for Special Events](#)  
[Security Checklist for Office Buildings](#)  
[Telephone Bomb Threat Checklist](#)  
[Defenses Against Computer Attacks](#)  
[Developing Security Plans for Information Technology Systems](#)  
[Laptop-Computer Security](#)  
[Operating System Security](#)  
[Securing Web Servers](#)  
[Security for Computer Facilities](#)

## **Emergency Response**

[Emergency Response – An Overview](#)  
[Emergency Response – Developing The Plan](#)  
[Emergency Response – Example Plan](#)  
[Emergency Response – Recovery Operations](#)  
[Emergency Response – Protecting Vital Records](#)  
[Riot Loss Prevention](#)

## **Security**

[Guidelines for the Selection, Training and Licensing of Private Security Officers](#)  
[Security Guard Services: Liability Considerations](#)  
[Supervision Of Guard Patrols](#)  
[HVAC System Protection](#)  
[Bomb Threat Management](#)  
[Security for Office Buildings](#)  
[Security for Parking Facilities](#)  
[Security Management for Special Events](#)  
[Workplace Violence: A Prevention Program](#)  
[CCTV: Application and Use](#)  
[CCTV: Basic Designs](#)  
[Central Station Burglar Alarm Systems](#)

## **Mail Room**

[CDC Updates Anthrax Protection Recommendations](#)  
[Managing Anthrax Threats in the Mail Room](#)  
[New CDC Guidelines for Personal Protective Equipment for Biological Agents and Handling](#)  
[Recommendations for a Respirator Protection Program for Mail Handlers](#)  
[Taking Precautions with Incoming Mail](#)  
[Training Resources for Mail Handling](#)  
[Wearing Gloves for Mail Handling](#)

Additionally, the following technical reports can be found in the *Risk Management Information* section:

#### Fire Protection

- FP-33-01 Fire-Resistive Vaults And File Rooms
- FP-33-02 Record Protection Equipment
- FP-42-01 Incendiarism and Arson
- FP-44-01 Fire Protection Impairment Management Program
- FP-45-10 Emergency Action Plans (OSHA 1910.38)
- FP-45-15 Fire Prevention Plans
- FP-45-20 Emergency Response Teams (ERT)
- FP-45-25 Fire Safety Plan
- FP-45-31 Nonthermal Damage, Restoration, and Prevention
- FP-51-01 Precautions Against Freezing of Fire Protection Systems
- FP-52-00 Flood Fire Safety
- FP-99-04 General Fire Safety Checklist

#### Crime Prevention

- CP-21-11 Security Checklist For Robbery
- CP-22-11 Burglary Prevention
- CP-25-10 Vandalism: An Overview Of The Problem
- CP-25-11 Vandalism Prevention
- CP-26-10 Riot Loss Prevention
- CP-29-30 Internet Fraud
- CP-29-50 Cybercrime
- CP-30-10 Physical Protection Afforded By Buildings
- CP-32-10 Protective Lighting Systems
- CP-33-10 Card Access Control Systems
- CP-34-10 Types Of Locks
- CP-34-20 Keyed Mechanical Locks
- CP-34-30 Keyless Mechanical Locks
- CP-34-40 Electromagnetic Locks
- CP-34-50 Electro-Mechanical Locks
- CP-35-10 Masterkey Systems
- CP-35-20 Key Control
- CP-36-10 Locking Hardware
- CP-37-10 Securing Exterior Doors
- CP-37-11 Crossbars, Gates And Screens
- CP-37-12 Passive Barriers
- CP-38-10 Glazing Materials
- CP-38-20 Burglary- And Forced-Entry-Resisting Glazing Materials
- CP-38-30 Bullet-Resisting Glazing Materials
- CP-38-31 Bullet-Resisting Enclosures
- CP-41-10 Perimeter Protection Devices
- CP-41-11 Area Protection Devices
- CP-42-14 Photoelectric Detectors
- CP-42-15 Vibration Detectors
- CP-42-16 Sound Detection Systems
- CP-43-10 Ultrasonic Motion Detectors
- CP-43-11 Passive Infrared Motion Detectors
- CP-43-12 Microwave Motion Detectors
- CP-52-10 CCTV: Basic Designs
- CP-52-20 CCTV: Application And Use
- CP-53-10 Electronic Article Surveillance Systems
- CP-93-20 Security For Office Buildings
- CP-93-40 Security For Parking Facilities
- CP-94-10 Drugs In The Workplace: A Model Substance Abuse Policy

CP-95-10 Bomb Threat Management  
CP-95-20 Security Management For Special Events  
CP-96-30 Workplace Violence: A Prevention Program  
CP-97-10 Burglary Risk Analysis  
CP-99-01 Security Checklist for Office Buildings  
CP-99-05 Telephone Bomb Threat Checklist  
CP-99-07 Security Action Plan for Special Events  
CP-99-15 Robbery Prevention Tips  
CP-99-17 Burglary Prevention Checklist  
CP-99-18 Planning for Civil Disturbances  
CP-99-19 Employee Theft Prevention Checklist  
CP-99-22 Terrorism – Are You Prepared?

## **Occupational Safety**

OS-12-33 Worker Emergency Response Planning

## **Natural Hazards**

NH-90-01 Action Steps to Create a Plan for Handling Emergencies

# SECURITY AND TERRORISM

This document provides links to Web sites and information that the staff at the Engineering & Safety Service have found useful for researching security-related issues. The information is provided under the following headings:

## **U.S. Department of Homeland Security - Threat Advisory Status**

Engineering & Safety Service  
Federal Government  
State and Local Government  
Private

## **ENGINEERING AND SAFETY SERVICE**

### **Access Control**

Bullet-Resisting Enclosures  
Bullet-Resisting Glazing Materials  
Burglary- and Forced-Entry-Resisting Glazing Materials  
Card Access Control Systems  
Chain Link Fencing  
Crossbars, Gates and Screens  
Glazing Materials  
Passive Barriers  
Physical Protection Afforded by Buildings  
Protective Lighting Systems  
Securing Exterior Doors

### **Client Handouts**

Action Steps to Create a Plan for Handling Emergencies  
Facility Security for Hazardous Materials Transportation  
In-Transit Security for Hazardous Materials  
Security Action Plan for Apartment Buildings  
Security Action Plan for Hotels and Motels  
Security Action Plan for Houses of Worship  
Security Action Plan for Restaurants  
Security Action Plan for Special Events  
Security Action Plan for University and College Campuses  
Security Checklist for Chemical Plants and Storage Facilities  
Security Checklist for Office Buildings  
Security Checklist for Shopping Centers  
Telephone Bomb Threat Checklist

### **Computer Security**

Defenses Against Computer Attacks  
Developing Security Plans for Information Technology Systems  
Laptop-Computer Security  
Operating System Security  
Securing Web Servers  
Security for Computer Facilities

## **Emergency Response**

[Emergency Response – An Overview](#)  
[Emergency Response – Developing The Plan](#)  
[Emergency Response – Example Plan](#)  
[Emergency Response – Recovery Operations](#)  
[Emergency Response – Protecting Vital Records](#)  
[Riot Loss Prevention](#)

## **Guard Services**

[Guidelines for the Selection, Training and Licensing of Private Security Officers](#)  
[Security Guard Services: Liability Considerations](#)  
[Supervision Of Guard Patrols](#)

## **HVAC Security**

[HVAC System Protection](#)

## **Mail Security**

[CDC Updates Anthrax Protection Recommendations](#)  
[Managing Anthrax Threats in the Mail Room](#)  
[New CDC Guidelines for Personal Protective Equipment for Biological Agents and Handling](#)  
[Recommendations for a Respirator Protection Program for Mail Handlers](#)  
[Taking Precautions with Incoming Mail](#)  
[Training Resources for Mail Handling](#)  
[Wearing Gloves for Mail Handling](#)

## **Occupancy Security**

[Bomb Threat Management](#)  
[Campus Security](#)  
[Security for Apartment Buildings](#)  
[Security for ATM Facilities](#)  
[Security for Cargo Facilities](#)  
[Security for Chemical Plants and Storage Facilities](#)  
[Security for Health Care Institutions](#)  
[Security for Hotels and Motels](#)  
[Security for Houses of Worship](#)  
[Security for Late-Night Retail Businesses](#)  
[Security for Office Buildings](#)  
[Security for Parking Facilities](#)  
[Security for Restaurants](#)  
[Security for Shopping Centers](#)  
[Security Management for Special Events](#)  
[Workplace Violence: A Prevention Program](#)

## **Preemployment Screening**

[Criminal Background Checks](#)  
[Interviews and Background Checks](#)

## **Security Alarm Systems**

[CCTV: Application and Use](#)

[CCTV: Basic Designs](#)

[Central Station Burglar Alarm Systems](#)

## **FEDERAL GOVERNMENT**

### **Bureau of Alcohol, Tobacco and Firearms (ATF) -**

[ATF Bomb Threat and Detection Resources Title Page](#)

[Be Secure for America](#)

[Detecting Suspicious Packages/Letters](#)

[Federal Explosives Law and Regulations – 2000](#)

[Letter and Package BOMB Detection Techniques](#)

[Suspect Letter & Package Indicator](#)

[Threat Assessment Guide for Houses of Worship](#)

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

[Anthrax Information](#)

[Biological and Chemical Terrorism: Strategic Plan for Preparedness and Response](#)

[Guidance for Protecting Building Environments From Airborne Biological, Chemical, or](#)

[Radiological Attacks](#)

[Mail Handlers](#)

[Protecting Workers from Anthrax Infection - Response from the National Institute for Occupational Safety and Health](#)

[Public Health Emergency Preparedness and Response Title Page](#)

[Video: Protecting Your Health for People Who Process, Sort, and Deliver the Mail](#)

### **Federal Aviation Administration (FAA) -**

[Federal Aviation Administration Civil Aviation Security Strategic Plan](#)

[Federal Aviation Regulations \(FAR\) Title Page](#)

[Seminar on Terrorism and Explosives \(SEMTEX\)](#)

[Transportation Of Hazardous Materials](#)

### **Federal Bureau of Investigation (FBI) -**

[Law Enforcement Bulletin](#)

[Terrorism: Are America's Water Resources and Environment at Risk](#)

[Terrorism in the United States](#)

### **Federal Communications Commission -**

[FCC Homeland Security Council Web Site](#)

### **Federal Emergency Management Agency (FEMA) -**

[Emergency Management Guide for Business and Industry](#)

[Terrorism Training and Resources Home Page](#)

### **First Government -**

America Responds to Terrorism Click on "Protect Yourself" or "Travel Tips" to find specific information in these subject area.

**National Communications System -**

National Security Telecommunications Advisory Committee (NSTAC)

**National Infrastructure Protection Center (NIPC) -**

Cyber Protests Related to the War on Terrorism: The Current Threat

Cyber Protests: The Threat to the U.S. Information Infrastructure

Identifying Indications of Terrorist Truck Bombs

Seven Simple Computer Security Tips for Small Business and Home Computer Users

**National Criminal Justice Reference Service (NCJRS) -**

Countering Terrorism & Ensuring Domestic Preparedness

Guide for the Selection of Chemical and Biological Decontamination Equipment for Emergency First Responders, Volume II

Index of /terrorism/links//

Introduction to Biological Agent Detection Equipment for Emergency First Responders

Protecting America After September 11: Anti-Terrorism Resources for State and Local Agencies

State and Local Anti-Terrorism Training Program

**National Institute of Justice (NIJ) -**

Facial Recognition Product Evaluation

Guide for the Selection of Communication Equipment for Emergency First Responders

NIJ Counterterrorism and Critical Incident Responses

NIJ Guide, An Introduction to Biological Agent Detection Equipment for Emergency First Responders

**Nuclear Regulatory Commission (NRC) -**

NRC: Threat Assessment

Nuclear Security - Before and After September 11

Nuclear Security and Safeguards

**Office of Homeland Security -**

Defending Against Biological Terrorism

Using 21st Century Technology to Secure the Homeland of the Future

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

Conference: "Terrorism: What Every Employer Should Know"

How Can Employers Prevent and Control Exposure and Infection?

How Can You Check Your Mail?

Occupational Exposure To Anthrax: OSHA Frequently Asked Questions

OSHA Fact Sheet and References on Worker Health and Safety for Anthrax Exposure

What is Anthrax?

What is the Anthrax Matrix?

Who Can be Exposed to Anthrax?

**Sandia National Laboratories -**

[Emerging Threats](#)  
[Energy and Critical Infrastructure](#)  
[Nonproliferation and Materials Control](#)  
[Nuclear Weapons](#)

**Transportation Security Administration, U.S. Department of Transportation -**

[Aviation and Transport Security Act](#)  
[General Transport Security Regulations](#)  
[Travelers & Consumers - Do's and Don'ts](#)

**U.S. Bureau of Justice Statistics (BJS) -**

[Criminal Record Systems Statistics Title Page](#)  
[National Criminal History Improvement Program \(NCHIP\) Title Page](#)

**U.S. Coast Guard -**

[Homeland Security & the New Normalcy](#)  
[Homeland Security Title Page](#)  
[International Perspectives on Maritime Security](#)  
[Port Security: A National Planning Guide](#)  
[Threats And Challenges To Maritime Security 2020 Title Page](#)

**U.S. Customs Service -**

[Information on September 11 Events](#)  
[Customs-Trade Partnership Against Terrorism \(C-TPAT\): Fact Sheet](#)  
[Customs-Trade Partnership Against Terrorism \(C-TPAT\): Security Recommendations](#)  
[U.S. Customs Container Security Initiative to Safeguard U.S., Global Economy](#)  
[U.S. Customs - Traveler Information Title Page](#)

**U.S. Department of Agriculture -**

[Keeping America's Food and Agriculture Safe Home Page](#)

**U.S. Department of Defense (DOD) -**

[CIA World Factbook](#)  
[The Global War on Terrorism: The First 100 Days](#)  
[U.S. Army NBC Site](#)

**U.S. Department of Justice (DOJ ) Home Page -**

[OVC Handbook for Coping After Terrorism: A Guide to Healing and Recovery](#)  
[Vulnerability Assessment of Federal Facilities](#)  
[What to Do If You Receive a Suspicious Letter or Package](#)

**U.S. Department of Health and Human Services (HHS) -**

[Anthrax and Biological Incidents: Preparedness and Response  
HHS Initiative Prepares for Possible Bioterrorism Threat  
Office of Emergency Preparedness \(OEP\) Title Page](#)

**U.S. Department of State -**

[Patterns of Global Terrorism Index  
White House: Multi-Front War on Terrorism Title Page](#)

**U.S. Department of Transportation (DOT) -**

[Intermodal Cargo Transportation: Industry Best Security Practices  
The Volpe National Transportation Systems Center](#)

**U.S. Environmental Protection Agency (EPA) -**

[Chemical Accident Prevention: Site Security  
Counter-Terrorism Title Page  
What is Being Done to Protect the Nation's Water Infrastructure?](#)

**U.S. Food and Drug Administration -**

[Countering Bioterrorism and Other Threats to the Food Supply Title Page  
Countering Bioterrorism Initiative Title Page](#)

**U.S. Postal Service -**

[Best Practices for Mail Center Security  
Industry Best Practices for Mail Security Title Page  
Mail Center Security Handbook  
U. S. Postal Service Emergency Preparedness Plan for Protecting Postal Employees and Postal  
Customers From Exposure to Biohazardous Material and for Ensuring Mail Security Against  
Bioterror Attacks](#)

**U.S. Treasury -**

[Church Threat Assessment Guide  
U.S. Treasury - FAQs: War on Terrorism Title Page](#)

**STATE AND LOCAL GOVERNMENT**

**Alaska**

[Alaska Homeland Security Home Page](#)

**Arizona**

[Arizona Homeland Security Home Page](#)

**Arkansas**

[Arkansas Department of Emergency Management Home Page](#)

**California**

[Governor's Office of Emergency Services Home Page](#)

**Colorado**

[Colorado's Office of Emergency Management Title Page](#)

**Connecticut**

[Citizen's Assistance and Information Site](#)

**Florida**

[Florida Department of Law Enforcement Home Page](#)

**Georgia**

[Georgia Homeland Security Web Site](#)  
[General Information on Bioterrorism](#)

**Illinois**

[Illinois Homeland Security Home Page](#)

**Indiana**

[Bioterrorism Preparedness Facts Title Page](#)

**Iowa**

[Iowa Homeland Security Home Page](#)

**Kentucky**

[Kentucky Homeland Security Home Page](#)

**Louisiana**

[Office of Public Health Title Page](#)

**Minnesota**

[Minnesota Office of Homeland Security Home Page](#)

**Mississippi**

[Mississippi Emergency Management Agency Title Page](#)

**Missouri**

[Missouri Homeland Security Home Page](#)

**Nebraska**

[Nebraska Health and Human Services Systems](#)

**Nevada**

[Nevada Division of Emergency Management](#)

**New Mexico**

[Office of Emergency Services and Security Home Page](#)

**New York**

[New York State Office of Public Security Home Page](#)

**New York City, NY**

[Questions and Answers about Bioterrorism](#)

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[Ohio Homeland Security Web Site](#)

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[Oklahoma City National Memorial Institute for the Prevention of Terrorism](#)

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[Task Force on Security](#)

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[The State of South Carolina Homeland Security Office](#)

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[Anthrax "Threat" Guidance for Physicians and Hospitals](#)

[Bacillus Anthracis as a Bioterrorist Agent](#)

[Bioterrorism FAQs](#)

[Interim TDH Guidance for Anthrax Threat Letters or Packages in the Workplace](#)

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[Association for Professionals in Infection Control and Epidemiology, Inc. \(APIC\) -](#)

[CERT Coordination Center -](#)

[Chemical and Biological Arms Control Institute -](#)

[Federation of American Scientists -](#)

[Harvard Sussex Program -](#)

[John Hopkins Center for Civilian Biodefense Strategies -](#)

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