

DRII/BCI Professional Practice Narrative:

- Establish applicable procedures and policies for coordinating response, continuity, and restoration activities with external agencies (local, state, national, emergency responders, defense, etc.) while ensuring compliance with applicable statutes or regulations.

Generally Accepted Practices (GAP) Notice:

- This document is to serve as a repository of knowledge which is to be applied across various verticals
- This document contains a conceptual basis for Program development vs. an auditable checklist

Subject Area 10 – Coordination with External Agencies

Sub-Topic	#	What	How	Points of Reference
Preparedness	1	Determine who your local and regional public authorities are and their potential impact on your plans including, but not limited to Department of Homeland Security (US), emergency management, fire, police, public utilities and your local & nationally elected public officials.	<ul style="list-style-type: none"> • Determine who is responsible for liaison with each area of expertise • Meet regularly with each authority internally and/or externally • Participate in joint activities • Support authority initiatives, especially those affecting your business and area. • Communicate regularly with internal staff who are members of or volunteers for public authorities. • Maintain information about your countries national Security Department (such as the United States' Department of Homeland Security (DHS)) asset & vulnerability identification, cross-sector analyses & prioritization programs, protection programs, threat assessments, etc. 	<p>Examples of groups and individuals to know:</p> <ul style="list-style-type: none"> • Local emergency management offices (city, county, region, etc.) • Elected & appointed officials including but not limited to, mayor, county judge, council members, etc. • Fire chief, police chief, (EMS) Emergency Medical Services head, public (or service provider) utility head and designated interface, etc • United States DHS interface • National Security Terrorism organization.

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Preparedness	2	Understand potential impact of laws, regulations, codes, zoning, standards or practices <u>concerning emergency procedures</u> specific to your location and industry	<ul style="list-style-type: none"> • Determine responsibility for maintaining current knowledge of laws, regulations, etc. to include assignments for public meeting attendance, press release and other release reading, and meeting with public officials. • Hold regular meetings to discuss changes for or impact to current response, emergency and recovery procedures. • Participate in local emergency planning committee meetings. • Partner with other organizations with interest in similar or the same laws, regulations, zoning, etc. for information sharing and “encouragement” support. • Leverage your internal legal department. • Assign lobbying responsibility to “encourage” laws, regulations, zoning, etc • Know regulations and courses that may be required to obtain access to cordoned off areas – need to be credentialed 	<p>Examples of when this knowledge may be important:</p> <ul style="list-style-type: none"> • Hazardous material response, movement and receipt may require specific notification and coordination. • Understanding governmental regulations (ie: OSHA) • Heavy or “large” equipment or objects moves may require permits and coordination. • Radio frequency may be regulated • Response supply access may be limited (local & vendor site) • Expected resources may not be available if preempted by higher authorities <p>Examples of <u>organizations</u>:</p> <ul style="list-style-type: none"> • EHMA-East Harris County Manufacturers Association • LEPC-Local Emergency Planning Committee • Industry associations • Area support groups <ul style="list-style-type: none"> ○ Building & “block” associations • Neighborhood Associations <p><u>Lobbying</u> points of reference:</p> <ul style="list-style-type: none"> • Direct and association lobbying efforts • Zoning commissions • Appraisal District Boards • Water supply boards

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Preparedness	3	Determine organizational interface protocol, identification and training requirements and assign appropriate internal staff or support representative(s).	<ul style="list-style-type: none"> • Assign an internal liaison responsibility for each area of expertise • Include information in the regular validation process • Reinforce interface protocol at all levels during training exercise, etc. • Develop Policy and operational procedures to support and define the activity. • Hold joint meetings to discuss and establish expectations for internal and external response, emergency and recovery procedures • Resolve any conflicting issues and coordinate and document resolutions for implementation. • Verify reporting requirements and frequency for applicable events. 	<p>Match expertise with requirement</p> <ul style="list-style-type: none"> • PIO (Public Information Officer) • PR (Public Relations Officer) • Technical staff interface • Fire team • Hazmat team • Facilities support <p>Example groups include:</p> <ul style="list-style-type: none"> • Area councils • Local Emergency Planning Committee (LEPC) • Volunteers Active During Disaster (VOAD) • Citizen Emergency Response Team (CERT) <p>Note: Lists are not all inclusive</p>
Preparedness	4	Document the forms and processes to be used before or during an event or exercise to ensure activities and participants, etc. are captured for review and Plan response and recovery improvements.	<ul style="list-style-type: none"> • Include this responsibility to the persons assigned liaison responsibility for each area of expertise • Include information gathered in internal procedures • Validate information on a regular basis • Include information gathered in internal procedure validation exercises and training. • Hold joint information sharing meetings and exercises to review results of information gathered during an event. • Include this process in future updates of your plan and training and awareness program. • Determine if permits are required specific (public authority provided) request and/or reporting forms • Ensure Legal Department review liability issues 	<ul style="list-style-type: none"> • ICS (Incident Command System) forms • Process flow charts • Communication interface forms • Staffing forms • Contact lists • Chemical descriptions & affects • Forms required for 3rd party Security Firms <p>NOTE: A reference to NIIMS can also be provided.</p>

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Preparedness	5	Document the public authority groups and individual contacts, their communication protocol required and status reporting process.	<ul style="list-style-type: none"> • Determine who is responsible for liaison each area of expertise • Validate information gathered on a regular basis to ensure information is current on a quarterly basis. • Develop or obtain forms/reports to be used at time of incident. • Develop Post Incident Review (PIR) process and timelines. • Work with local Public Information Officers (PIO) to understand and follow protocol. • Ensure that any permit required activities, which may require several stages of interface throughout the process such as pre-approval, coordination or monitoring, and post event reporting and review, are completed as required. • Participate with public authorities during an event or exercise to and validate any coordination specifically required expertise, equipment, training and protocols. 	<ul style="list-style-type: none"> • Contact lists with details • Interface methods documentation & forms • Insurance confirmation forms, etc. • Permit reporting forms • Post Incident Review documents • U.S.A. National Center for Crisis & Continuity Coordination: www.nc4.us/nc4/index.php <p>Public authority groups examples:</p> <ul style="list-style-type: none"> • Fire • Police or Deputy Police • National Guard <p>Volunteer and non-Profit group examples:</p> <ul style="list-style-type: none"> • Volunteer fire • CERT-Citizen Emergency Response Team • LEPC-Local Emergency Planning Committee • The ARC • Salvation Army • Baptist men <p>Public-private incident management partnership examples:</p> <p>http://www.mnisac.org/ https://www.chicagofirst.org/ http://www.pittsburghcoalitionforsecurity.org/ http://www.bensbusinessforce.org http://mnisac.org/Partnerships-Homeland-Security.htm</p>

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Sub-Topic	#	What	How	Points of Reference
Preparedness	6	Document each public authority group's information sources that apply to your full Business Continuity Management processes.	<ul style="list-style-type: none"> • Determine who is responsible for liaison each area of expertise • Maintain source locations and include in internal documentation. • Validate information on a regular basis (quarterly recommended). • Incorporate information in internal disaster scenarios and procedure validation exercises. 	<p>Examples of sources to monitor include:</p> <ul style="list-style-type: none"> • NWS (National Weather Service) email service • - Website "Alert" pages • Court (legal system) notifications through business journals, website, etc. <p>http://www.tropicalstormrisk.com/ http://www.noaa.gov/ http://neic.usgs.gov/neis/bulletin/ http://www.nws.noaa.gov/ http://www.nhc.noaa.gov/ http://www.prh.noaa.gov/ptwc/ http://www.emsc-csem.org/Htm/ALERT_email.html Local Metro traffic cameras (Houston) http://www.houstontranstar.org/</p>
Preparedness	7	Ensure information that may be required immediately by public authorities during an incident is readily available.	<ul style="list-style-type: none"> • Assign an internal liaison responsibility for each area of expertise • Include in the planning a liaison to work with the local officials on site at the time of an incident. Ensure they understand the role and the information that would be required of them. • Provide regular information and resource tours for public authorities and internal liaisons to ensure appropriate information sharing. • Document and provide, appropriate, type and location information (maps, graphs, spreadsheets, etc.) being certain to maintain appropriate confidentiality. 	<p>Examples of information required:</p> <ul style="list-style-type: none"> • Electrical and telecomm sources, • Floor plans • Hazardous Waster Storage facilities (ie: PCB's) • Chemical storage & supplies • Laboratories, • Organizations site layout information • Secure areas, • Water • Foam for fire suppression <p>Note: List is not all inclusive</p>

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Preparedness	8	Document the levels of support available to your organization's response and recovery Plan.	<ul style="list-style-type: none"> • Assign an internal liaison responsibility for each area of expertise • Hold joint meetings or exercises to discuss internal and external response, emergency and recovery procedures and the overall support that will be provided based upon different scenarios. • Resolve any conflicting issues and coordinate and document resolutions for implementation. • Include information gathered in future updates of your plan. • Include the information gathered as part of the Plan and response validation process. • Evaluate support during critical time periods such as days 1 through 5 of your requirements and procedures as they relate to public authority interface. • Determine how next of kin notification will be addressed. 	<ul style="list-style-type: none"> • Public authority policy • Hazardous material clean-up (may need EPA approval, reporting etc.) • Non-profit charter policy (Red Cross, United Way, Baptist Men, Salvation Army, etc.) • Citizen group policies (CERT, etc.) • Ham Radio operators
Preparedness	9	Obtain and review your facility(s) and regional access issues.	<ul style="list-style-type: none"> • Assign an internal liaison responsibility for each area of expertise • Include information gathered in internal procedures • Validate information on a regular basis • Include information gathered in internal procedure validation exercises. • Obtain maps and identify alternate routes • Validate facility / business access requirements such as ID's, etc. • Define local ingress and egress issues such as timing with other business, etc. 	<p>Examples of access issues:</p> <ul style="list-style-type: none"> • "All clear" parameters • Evacuation and return routes • Official escape and return routes of personal and commercial roadways, waterways and airway • Special transport routes (chemical, size, etc.) <p>Note: List is not all inclusive</p>
Preparedness	10	Identify and document organizational and other resources potentially available in support of public authorities and other organizations.	<ul style="list-style-type: none"> • Assign an internal liaison responsibility for coordinating with external liaisons and evaluating possible mutual aid assistance. • Include information gathered in internal procedures and documentation. • Validate information on a regular basis • Include information gathered in disaster 	<p>Examples of supporting resources:</p> <ul style="list-style-type: none"> • CERT-Citizen Emergency Response Team • Sea ports • EOC Centers -Emergency (or Joint) Operation Centers

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			<p>validation scenarios.</p> <ul style="list-style-type: none"> • Include information gathered in internal risk assessment and mitigation processes • Provide regular information and resource tours for public authorities and internal liaisons to ensure appropriate information sharing. • Document and provide, appropriate, type and location information (maps, graphs, spreadsheets, etc.) being certain to maintain appropriate confidentiality. 	<ul style="list-style-type: none"> • Evacuation support centers • Fire facilities • Hospitals, • Key vendors, • LEPC-Local Emergency Planning Committee resources • Television & Radio stations • National Guard • Police • Red Cross • Supply warehouses • United Way • Salvation Army • Baptist Men <p>Share item examples:</p> <ul style="list-style-type: none"> • Hazardous materials • Chemicals • Fuel supplies • Water & foam (fire suppression) sources • Communication devices & support equipment • Ham radio • Equipment (trucks, back hoes, ships, etc.) • Organizational contacts • Locations • Skills and Training parameters • Shelter capability • Ability to provide food to emergency workers/community • Satellite web capability: www.google.earth.com

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Sub-Topic	#	What	How	Points of Reference
Preparedness	11	Acquire public authority reports of area vulnerabilities and risks and include complimentary and appropriate mitigation and response procedures in your organizations Business Continuity Plan and risk assessment process.	<ul style="list-style-type: none"> • Assign an internal liaison responsibility for each area of expertise • Maintain current public and internal studies and assessments and include in future updates of your plan. • Include applicable information in the risk assessment, BCP development, internal change control process and validation processes • Partner with local authorities on assessments. • Contact local authorities to obtain information. 	<p>Examples studies, assessments etc.:</p> <ul style="list-style-type: none"> • Flood plain maps • Risk assessments • Monitoring systems • Road extensions • Bridge capacities • Land use studies • Debris Management <p>Examples of where to obtain information:</p> <ul style="list-style-type: none"> • Department of Transportation (DOT) • Environmental Protection Agency (EPA) • Regional Councils (HGAC Houston Galveston Area Council) • Googleearth.com • Floodsmart.gov <p>Note: List is not all inclusive</p>

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Sub-Topic	#	What	How	Points of Reference
Preparedness	12	Document organizations staff members that may be a member of a public authority or support group.	<ul style="list-style-type: none"> • Require each internal team to maintain and communicate this information to the appropriate internal team (BCP, Emergency management, etc.) for consolidation and distribution. • Work with legal to ensure all liability issues have been addressed. • Compare the list to internal response lists to ensure that internal readiness and response are not affected • During training and team selection to ensure all participants are aware of their organizational responsibilities and identify any conflict with responsibilities within the community. • Have Legal Dept. review liability & legality issues 	<p>Public authority groups examples:</p> <ul style="list-style-type: none"> • Fire • Police or Deputy Police • National Guard or any military affiliation <p>Volunteer and non-Profit group examples:</p> <ul style="list-style-type: none"> • Volunteer fire • CERT-Citizen Emergency Response Team • LEPC-Local Emergency Planning Committee • Salvation Army • Baptist men • Defense Force - <p>Note: List is not all inclusive</p>
Preparedness	13	Document local and regional supporting infrastructure resources.	<ul style="list-style-type: none"> • Assign an internal liaison responsibility for each area of expertise • Include information gathered in internal procedures and documentation. • Validate information on a regular basis • Include information gathered in disaster validation scenarios. • Include information gathered in internal risk assessment and mitigation processes • Visit each location on a regular basis and include in internal operational and response, emergency and recovery procedures. 	<p>Infrastructure examples:</p> <ul style="list-style-type: none"> • Roadmaps • Contour maps • Pipelines • Waterlines • Power plants and grids • Communication lines & hubs • Railroads • Bridges • Water and fuel supplies • Airports
Preparedness	14	Obtain a copy of and review the Emergency Operations Procedures of the Local Authorities,	<ul style="list-style-type: none"> • Assign an internal liaison responsibility • Require appropriate review and analysis against internal procedures, documentation and validation exercises. <p>Note: Information sources are staff who are members of these groups and direct from the public authority & volunteer groups</p>	<p>Public authority policy & procedure manuals:</p> <ul style="list-style-type: none"> • Fire • Police • Transportation department • HAZMAT

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Sub-Topic	#	What	How	Points of Reference
Preparedness	15	Participate in local Emergency Management, Business Continuity and other organizations that support your industry.	<ul style="list-style-type: none"> • Assign the responsibility of coordination of an appropriate interface to executive management. • Include responsibility to internal Public Relations (PR) and/or Public Information Officer (PIO). • Work with Legal Dept. to ensure liability issues are addressed. 	Types of organizations: <ul style="list-style-type: none"> • CERT-Citizen Emergency Response Team • Sea ports support • EOC Centers -Emergency (or Joint) Operation Centers • Fire departments • Hospitals, • LEPC-Local Emergency Planning Committee resources • National Guard • Police • Red Cross Disaster services • United Way • Salvation Army • Baptist Men
Preparedness	16	Utilize an accepted standard of incident command format that interfaces with local/regional/etc. authorities and their implementation.	<ul style="list-style-type: none"> • Train and validate training for ICS • Use the ICS format in all response, emergency and recovery procedures as well as operational procedures where applicable. • Hold regular meeting with and participate in or observe public authority ICS implementations and activities. • Review information gathered for possible changes to internal procedures. 	<ul style="list-style-type: none"> • National Incident Management System (NIMS) • Incident Command System (ICS) forms
Preparedness	17	Review public authority and 3 rd party support activities with industry peers & other company offices.	<ul style="list-style-type: none"> • At networking meetings, conferences, professional organizations, mutual aid partners, white papers, magazine input, etc. • Work with Legal Dept. to ensure liability and legal issues associated with discussion and distribution. • Document lessons learned in controls, preparedness, detection, mitigation response, recovery and training Plans 	<ul style="list-style-type: none"> • Association of Contingency Planners

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Preparedness	18	Determine requirements to participate in National Programs.	<ul style="list-style-type: none"> • Assign an appropriate interface to the programs • Maintain currency with the programs and provide input to the programs when open for review. • Coordinate programs, etc. as applicable with authorities at all levels • Partner with international appropriate interfaces • Ensure Legal Dept. reviews each interface. • Determine potential impact or support of National Programs 	<ul style="list-style-type: none"> • U.S. Presidential Directives 5, 7 & 8 • National Strategy for Homeland Security • Homeland Security Act • National Strategy for Physical Protection of Critical Infrastructure • National Strategy for Cyber Security • National Infrastructure Protection Plan (NIPP) • National Preparedness Goal • National Incident management System (NIMS) April 2005 report <p>Note: List is not all inclusive</p>

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Sub-Topic	#	What	How	Points of Reference
Response & Recovery	1	Monitor documented status information sources included on local, regional and national Warning Systems, Press Releases, radio and television reports, etc.	<ul style="list-style-type: none"> • Assign maintenance of monitoring status information. • Include gathered documentation in the internal response, emergency and recovery procedures and operational procedures. • Ensure resources are available for person monitoring status to have internet access, weather radios and cable TV and radio availability minimum for monitoring. If necessary include satellite phones. 	<p>Examples of sources to monitor: http://www.tropicalstormrisk.com/ http://www.noaa.gov/ http://neic.usgs.gov/neis/bulletin/ http://www.nws.noaa.gov/ http://www.nhc.noaa.gov/ http://www.prh.noaa.gov/ptwc/ http://www.emsc-csem.org/Html/ALERT_email.html</p> <ul style="list-style-type: none"> • Pacific Disaster Center http://www.pdc.org/core_rva.php • Houston area Metro http://www.houstontranstar.org/
Response & Recovery	2	Document the actual events including all incoming information and recommendations and comments by participants, clients and observers to facilitate post event analysis.	<ul style="list-style-type: none"> • Assign event documentation responsibility • Maintain effective documentation forms and process • Include gathered documentation in the internal response, emergency and recovery procedures and operational procedures. 	<ul style="list-style-type: none"> • ICS (Incident Command System) forms • Process flow charts (RTO, RPO, etc.) • Communication interface forms • Staffing forms • Contact and contacted lists • Procedure changes & issues occurring

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Sub-Topic	#	What	How	Points of Reference
Response & Recovery	3	Communicate availability of and document use of resources for public authorities.	<ul style="list-style-type: none"> • Obtain executive approval • Assign an internal liaison responsibility for coordinating with external liaisons the availability of possible mutual aid resource assistance. • Assign the mutual aid documentation and reporting responsibility • Maintain currency of mutual aid resources • Work with legal to ensure liability issues are addressed 	<p>Share item examples:</p> <ul style="list-style-type: none"> • Hazardous materials • Chemicals • Fuel supplies • Water & foam (fire suppression) sources • Communication devices & support equipment • Ham radio • Equipment (trucks, back hoes, graders, ships, etc.) • Organizational contacts <p>Other items may also be considered depending on need, availability and industry</p>
Response & Recovery	4	Report required incidents to public authorities in the format, frequency and through the required contact agency.	<ul style="list-style-type: none"> • Include acquisition of this information during the Planning & preparedness phase • 'Funnel' reporting through your internal assigned interface(s) • Work with legal to ensure liability issues are addressed since reports probably will become public information 	<p>Examples include:</p> <ul style="list-style-type: none"> • Hazardous material spills • Fires • Bomb threats • Construction activities • Unusual (visible) activities

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Training, Exercise & Awareness	1	Participate in local and regional training and exercises as appropriate to support organizations requirements	<ul style="list-style-type: none"> • Document available public authority offered training possibilities • Use public training as appropriate to support internal requirements • Obtain internal executive approval • Assign executive management responsibility for the exercise participation decision • Document appropriate participation roles and responsibility • Assign internal staff specific participation responsibility • Document and review activities and results • Work with legal to ensure liability issues are addressed • Obtain check lists of what authorities will review to prevent liability issues 	<p>Training examples to consider:</p> <ul style="list-style-type: none"> • Emergency Management training • HR-Human Resource training • Joint support training (VOAD, CERT. etc.) • Security (police) and fire training • Handling of hazardous materials • Evacuation training • Incident Command System training <p>Exercise examples to consider:</p> <ul style="list-style-type: none"> • Fire drills • Terrorist drills • Hazardous material drills • Evacuation drills • Emergency Operations Center (EOC). <p>Note: Lists are not all inclusive</p>
Training, Exercise & Awareness	2	Share internal training for the response and recovery Plans developed including documentation validations and certification process, table-tops, walk-through's, component validations, etc.	<ul style="list-style-type: none"> • Document available shared training possibilities • Obtain internal executive approval • Assign an internal liaison to coordinate including public authorities in internal approved training • Work with legal to ensure liability issues are addressed • Obtain check lists of what authorities will review to prevent liability issues 	<p>Training to consider sharing includes:</p> <ul style="list-style-type: none"> • Documentation validations • Certification process • Table-tops • Walk-throughs • Component validations • Equipment maintenance procedures <p>Note: List is not all inclusive</p>

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Training/Exercise & Awareness	3	Monitor public authority exercises and event response and review their event management, on-going recovery status and Plan implementations.	<ul style="list-style-type: none"> • Assign a liaison to monitor public authority activities • Review the information gathered and integrate into internal appropriate procedure documentation • Participate in events and review public releases related to the event. • Inquire about up-coming events through regular conversations with local authorities 	Example sources to monitor include: <ul style="list-style-type: none"> • Newspapers • Trade and association newsletters • Television and radio announcements • Websites of the public authority and participating organizations Note: List is not all inclusive
Training/Exercise & Awareness	4	Notify and include authorities in organizational exercises where applicable.	<ul style="list-style-type: none"> • Assign executive management responsibility for the decision of including public authorities in internal activities. • Assign a liaison to communicate and coordinate the internal event schedule and any on-going event status • Provide an event overview to the authority to aid their review and “follow along” • Maintain currency of event public authority inclusion • Document roles and authorities • Review all resulting activities and participation. • Work with legal to ensure liability issues are addressed. 	<ul style="list-style-type: none"> • Up coming exercises • Fire Drills

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Post Event or Exercise	1	Review public authority event or exercise documentation; plan objectives, participants and final reports for lessons learned and Plan and training modifications and procedures improvements.	<ul style="list-style-type: none"> • Assign a reporting process and a person responsibility for the information gathering • Document an appropriate reporting format for the information • Assign information review responsibility • Include reviewed information into the internal change control process • Use any available public information your staff members who are members of the public authority have concerning the event. 	<p>Examples of information sources include:</p> <ul style="list-style-type: none"> • Local Emergency Managers • Board of Supervisors Minutes/Meetings • LEPC Coordinator • Websites of the public authority and participating organization • Obtain information from the exercise or event source.
Post Event or Exercise	2	Communicate internal event or exercise results to public authorities when their support was utilized, could have been utilized or had an effect on your recovery.	<ul style="list-style-type: none"> • Obtain executive authorization for information to be shared with public authority and the associated confidentiality. • Assign a high level communication liaison • Review to be reported information for inclusion into the internal change control process and • Communicate public authority response to information received. • Assign a liaison to “encourage” public authority participation if their assistance “could have been utilized” and adjust internal procedures to cover requirements until their participation or resources are available. • Work with legal to ensure liability issues are addressed 	<ul style="list-style-type: none"> • Exercises • Fire Drills • Actual events
Post Event or Exercise	3	Participate in post event public discussions and round-tables.	<ul style="list-style-type: none"> • Assign an executive management and/or PR person to determine the participation role • Assign a public authority post event liaison • Document a reporting, and evaluation process and a procedure for post event information integration. • Work with legal to ensure liability issues are addressed • Prepare by reviewing released event information • Monitor local papers, etc. to determine when & where information will be released. 	<ul style="list-style-type: none"> • Forums • Workshops • Conferences • Networking events

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Post Event or Exercise	4	Coordinate future internal exercises and objectives with local authorities.	<ul style="list-style-type: none"> • Define and document possible future events to coordinate • Receive approval by executive management of events and roles and responsibilities • Meet with public authority to review event possibilities and the roles and responsibilities and obtain their recommendations and approval • Report final coordination plans with executive management for approval. • Document coordination reporting format and assign documentation responsibility • Work with legal to ensure liability issues are addressed 	

External References: Standards, Guidelines & National Practice Publications

ANSI / NFPA 1600:2007 – Standard on Disaster/Emergency Management and Business Continuity Programs. National Fire Protection Association, March 2007. (Source: <http://www.nfpa.org>.)

BS 25999-1: 2006 – Business Continuity Management – Part 1: Code of Practice. BSI Business Information, November 2006. (ISBN: 0 580 49601 5. Source: <http://www.bsi-global.com>.)

Business Continuity Guideline, A Practical Approach to Emergency Preparedness, Crisis Management, and Disaster Recovery. ASIS International, 2005. (Source: <http://www.asisonline.org/guidelines/guidelinesbc.pdf>.)

Crisis Communications Handbook. Jane's Information Group, January 2005. (ISBN: 0-7106-2596-0. Source: <http://catalog.janes.com/catalog/public/index.cfm>.)

FEMA 141: Emergency Management Guide for Business and Industry. FEMA, October 1993. (Source: <http://www.fema.gov/pdf/library/bizindst.pdf>.)

FEMA IS-700: An Introduction to the National Incident Management System (NIMS). FEMA Independent Study Program. (Source: <http://www.training.fema.gov/emiWeb/IS/is700.asp>.)

HB 292: 2006 – Practitioners Guide to Business Continuity Management. Standards Australia /Standards New Zealand, June 2006. (ISBN: 0-7337-7472-5. Source: <http://www.saiglobal.com>.)

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Open for Business, Disaster Planning Toolkit for Small to Mid-Sized Business Owners. Institute for Business and Home Safety (IBHS), January 2005. (Source: <http://www.ibhs.org/docs/OpenForBusiness.pdf>.)

TR 19: 2005 – Technical Reference for Business Continuity Management. SPRING Singapore, 2005. (ISBN: 981-4154-13-X. Source: <http://www.spring.gov.sg>.)