



FEMA

R333

Dear National Fire Academy Student:

Welcome to *Fire Service Financial Management*! This course is designed to assist fire service managers in planning and managing fire department fiscal programs. Your 2 weeks at the U.S. Fire Administration's National Fire Academy will be challenging, and it will include some evening classes.

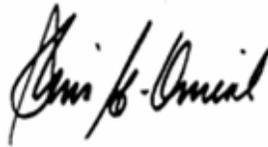
In order for the course to be meaningful, you need to do several things before coming to Emmitsburg.

- 1) Read *Playing With Fire* by Scott Lazenby, Publisher: iUniverse, ISBN 0595194109, available from amazon.com. After reading the book, choose **any four** of the following questions and prepare a written detailed response to them prior to your arrival in class. These will be picked up as part of the activities on the first morning in class.
 - What were the financial and political issues that lead to the potential problems with the Trillium city budget?
 - Was the Fire Department senior management, Fire Chief Max Oatley, considered a part of the cities management team? Why or why not?
 - Did the firefighter's union play fair during the crisis? What role did ethics play with the way Union President Brian Gallagher approached the issues facing both the firefighters and the fire department regarding the potential for reductions in the fire department budget?
 - Taking the fire department operational issues out of the argument, did the proposal as submitted by the Assistant to the City Manager, Betty Sue Castle, make common sense and show economic savings to the non-fire service background person? Why or why not?
 - What role did the press play in this story? Was reporter Sabrina Chan fair and impartial?
 - What was the impression that City Manager Ben Cromarty had of the fire department and the firefighter's association? What approach/opportunities could be used to improve their standing with him?
- 2) If your department has a written mission statement and goals, bring them with you.
- 3) Complete the pre-course assignment. See enclosure.
- 4) During the course, you will be asked to make a 10-minute presentation to the class on a researched topic.

Increasingly, students and instructors are bringing laptop computers to campus. REMINDER: You alone are responsible for security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There are a limited number of 120 Volt AC outlets in the classrooms. A Student Computer Lab is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This lab uses Windows 2000 and Office XP as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Ms. Colleen Heilig, Planning and Information Management Curriculum Training Specialist, at (301) 447-1613 or email at Colleen.Heilig@dhs.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Onieal". The signature is written in a cursive style with a large initial "D".

Dr. Denis Onieal, Superintendent
National Fire Academy
U.S. Fire Administration

Enclosure



FEMA

Dear *Fire Service Financial Management* Student:

Congratulations on your acceptance into the National Fire Academy *Fire Service Financial Management* (R333) course. As part of the course requirement, you are asked to review and complete this pre-course preparation unit. It consists of four sections:

- 1) A profile of your local department;
- 2) A monthly budget expenditure report for your local department;
- 3) A financial management topic of interest pertaining to your local department; and
- 4) A terminology list.

Please read the instructions, which follow for each of these sections, and complete activities as directed. Bring the materials and/or knowledge with you to the first day of class.

Sincerely,

A handwritten signature in black ink that reads "Colleen Heilig". The signature is written in a cursive style with a long horizontal stroke at the end.

Colleen Heilig
Training Specialist, Information Management

Enclosure

Pre-Course Student Activities

Department Profile

Budget Expenditure Report

Financial Management Issues

Terminology List

Fire Service Financial Management Student:

Congratulations on your acceptance to the National Fire Academy--*Fire Service Financial Management* Course. As part of the course requirement, you are asked to review and complete this pre-course preparation unit. It consists of four sections: a profile of your local department; a monthly budget expenditure report for your local department; a financial management topic of interest pertaining to your local department; and a terminology list.

Please read the instructions which follow for each of these sections and complete the activities as directed. Bring the materials and/or knowledge with you to the first day of class.

Local Department Profile

Complete the following questionnaire regarding your home department to the best of your ability. This is not intended as a test, so do not hesitate to seek out any information which you do not know from appropriate sources. You will be required to hand in the completed questionnaire on the first day of class. The information will be used by the instructors to help them focus the course on the needs of the students and may be used by you in some class activities. The questionnaire will be returned to you at the end of the class.

Name: _____

Department/Jurisdiction: _____

Is your jurisdiction a city, county/township, district, state, other? _____

Approximately how many square miles are in your jurisdiction? _____

In the past five years, has the geographical size of your jurisdiction increased, stayed the same, or decreased?

What is the size of the population served by your department? _____

In the past five years, has the population served by your department increased, stayed the same, or decreased?

How many of each of the following does your department operate?

Stations	_____
Engine Companies	_____
Truck Companies	_____
Medic/Ambulance Units	_____
Hazmat Units	_____
Airport Crash Units	_____
Fire Boats	_____
Other?(specify)	_____

What is the staffing level that your department routinely maintains on first line engine companies? (one person, two, three, four...?) _____

How many employees work full time in your department?

How many Paid-Call or Volunteer firefighters work in your department?

What is the total annual budget for your jurisdiction this fiscal year?

What is the total annual budget for your department this fiscal year? _____
(This total may be the same as for the preceding question if your Department is an independent fire entity, i.e., not part of a larger city or other jurisdiction.)

Over the past three years has the size of your budget increased, stayed same or decreased?
_____ If changed, by approximately what percent? _____

Approximately what percent of your department's budget is for personnel?

Approximately what percent of your department's budget is for capital items?

What are the approximate monthly salaries (top step, not including overtime) for the following positions in your department?
Captain (or company officer) _____
Engineer (drives apparatus) _____
Firefighter _____

Approximately what percent of salary does your jurisdiction pay to provide benefits (retirement, health insurance, disability insurance, etc.) to your firefighting classes?

In what month of the year does your jurisdiction's fiscal year begin? _____

What type of budget process does your jurisdiction utilize (Line Item Budget, Performance Budget, Program Budget, Zero-Based Budget, etc.)?

Periodic Budget Report

You are to bring with you to the course a recent copy of the monthly budget expenditure report used by your department to track its expenditures. If your department does not utilize a formal expenditure reporting system, bring a copy of the information which is used by your department to track budget progress. The report will be used by the instructors to help them focus the instructional material to the needs of the students and will be used by you to complete some student activities. The report will be returned to you to take back home at the end of the course.

Financial Management Issues

Much of the classroom dialog and a number of the classroom activities will require you to contribute information about your fire department and its financial management system. You will also have an opportunity to share information about your financial management experience.

In preparation for one of the classroom activities, please prepare a list of two or more financial management issues your organization is dealing with or is concerned about. You will need this material for an activity that begins early in the first week of class.

Fire Service Financial Management

Terminology List

An understanding of the following terms will assist you in successfully completing the *Fire Service Financial Management* course. You are to review them and research those with which you are not familiar. Your knowledge of these terms and concepts will be evaluated on the first day of the course. (See attached Glossary)

Abatement	Economic Indicators	Mean (statistical)
Accrual Basis	Fiduciary Fund	Median (statistical)
Ad Valorem	Financial Statement	Municipal Bond
Amortization	Fiscal Year	Performance Budget
Appropriation	Fund	Program Budget
Arbitrage	Future Value	Property Tax
Assets	Increment	Revenue Bond
Audit	Integrative budget	Reversion (Revert)
Balance Sheet	Inflation	Sales Tax
Consumption Tax	Investment Pool	Spreadsheet
Contingency Fund	Lease-Back	Template
Debt Ceiling	Lease-Purchase	Staff Benefits
Decision Package	Line Item Budget	Subscription Fee
Depreciation	Liquidity	Zero-Base Budget

Glossary

Abatement	The cancellation of part or all of a past or prospective expenditure.
Accrual basis	A method of accounting whereby revenues and expenses are identified within specific periods of time, i.e., month or year (as distinguished from the cash basis).
ADA	Americans with Disabilities Act.
ADA	Average Daily Attendance.
Ad valorem	A phrase used to denote property tax assessments, from the Latin term meaning "according to value."
Amortization	The gradual extinguishment of any amount over a period of time, such as the retirement of debt or replacement of capital items by serial payments to a creditor or into a sinking fund.
Analysis	The systematic and explicit examination of alternative ways to reach public objectives. Analysis implies the use of intuition and judgment as well as the design and synthesis of alternatives.
Annuitant	A retired employee.
Annuity	A periodic payment to a retired employee; a pension.
Appropriation	An authorization from a specific fund to a specific entity to make expenditures/incur obligations for a specified purpose and period of time.
Arbitrage	The term used to describe the practice of buying, selling or brokering financial instruments (such as bonds, securities, derivatives, etc.) in a manner which allows profits over a short period from differences between the interest rates at purchase and sale.
Assets	Any owned physical object (tangible) or right (intangible) having a monetary value.

Audit	Any inspection by a third person of accounting records; any systematic investigation or appraisal of procedures or operations.
Balance sheet	A statement of financial condition which lists assets, liabilities and equity.
Benefit-cost analysis	Compares the ratio of the monetary value of the benefits of a proposed action to the costs incurred. Variables should be quantified in comparable units (frequently monetary). <i>See also cost-benefit analysis.</i>
BLS	Basic Level Service.
Bond	See "Municipal Bond."
Bond counsel	The attorney, or firm of attorneys, that gives the legal opinion printed on the back of bonds confirming that the bonds are legal, valid and binding obligations of the issue.
Bond rating	A rating of the risk involved in investing in bonds issued by a particular entity based on that entity's past repayment record, current financial condition/level of debt and future prospects. The ratings are issued by financial rating institutions and are expressed alphabetically (i.e., AAAA, AAA+, AA, etc.).
Capital	A sum of money placed on deposit or the cash used to buy an asset.
Capital expense	Usually the expense to purchase assets.
Cash flow	Refers to cash on hand which is available to meet current obligations at any particular time.
Chance nodes	Point in a decision tree diagram which indicates the intervening uncertain events of a decision and all their possible outcomes.
CHIP	Cooperative Home Insurance Program.
Collateral	Assets pledged to a creditor as security in exchange for credit or a loan.
Compliance audit	An audit to determine whether rules set down by some higher authority are being followed.
Consumer Price Index (CPI)	A numerical index which measures inflation as experienced by the "average" household (also: "cost-of-living" or "retail-price" index).
Consumption tax	A tax which is assessed on the use of products such as cigarettes, liquor, hotel rooms, etc. (sin tax).
Contingency fund	A portion of available resources reserved for emergency expenditures or for transfer.

Contingency table	A statistical test to determine whether two variables are related or independent.
Cost-benefit analysis	Compares the ratio of the monetary value of the benefits of a proposed action to the costs incurred. Variables should be quantified in comparable units (frequently monetary).
Cost-effective analysis	A shorter version of benefit-cost analysis where alternatives are evaluated in terms of accomplishing a defined objective. Alternatives are compared to each other while the measurement of costs and benefits are in different units and not converted to dollars.
Cost-revenue analysis	The systematic comparison of two money flows: the amount any one sector pays in local taxes with the cost of government services to that same sector.
CPR	Cardiopulmonary Resuscitation.
Debt ceiling	The limit set on a jurisdiction regarding the amount of debt it is authorized to incur.
Decision analysis	A prescriptive approach to decision making. Decision analysis prescribes how you should make a decision if you aspire to rationality. It is a conceptual framework for resolving issues that involve a sequence of actions of which some are outside our control.
Decision nodes	A point in the decision tree that indicates all possible courses of action open to the decision maker.

Decision package	An integral part of a zero-base budget package which offers the choice of incremental levels of funding or performance for a program, such as 90% of proposal, 100% of proposal, 110% of proposal, etc. (called decision units).
Depreciation	An allowance for the fact that fixed assets wear out or become obsolete.
Derivatives	Financial instruments whose value is linked to, or derived from, the performance of some underlying asset or benchmark such as bonds, stocks or currencies.
Economic indicators	Factors such as prime interest rate, gross national product, stock market average price, etc. used to calculate indexes such as the CPI and to forecast economic trends.
EMS	Emergency Medical Service.
Enterprise fund	A fund used to finance an operation similar to private enterprise whereby all costs for providing the goods or service are recovered through user charges (examples: airport, golf course, etc.).
EPA	Environmental Protection Agency.
Equity	In this context, equity is a subjective concept that expresses a person's values concerning the "just" distribution of resources to members of society belonging to different economic classes. Equal opportunity proponents claim that all members should receive the same share of benefits and services regardless of the amounts contributed by the recipient. Market equity proponents claim that benefits and services should be distributed on the basis of one's ability to purchase those services. Those who contribute the most should receive the greatest benefits. Equal results proponents claim that those who demonstrate the greatest need should receive the most benefits and services, regardless of the amounts contributed.
Ethics	A set of principles of right conduct. Rules or standards governing conduct.

Expendable item	An item to be procured which is, by its nature, depleted or worn out through use.
Expenditure category	A grouping of similar types of budget expenditure objects (i.e., personal services, operating, capital, etc.).
External audit	An audit which is conducted by an independent accounting or regulatory agency as opposed to one conducted by internal agency auditors.
Fiduciary fund	A fund held by a government agency in a trustee capacity for individuals, private organizations or other government agencies.
FLSA	Fair Labor Standards Act.
Financial audit	An audit focused on accounting records.
Financial statement	A statement of an entity's financial condition, at a specific point in time, which usually includes balance sheet, income statement and statement of changes in financial condition.
Fiscal year	The twelve-month accounting period for which a given budget is adopted and implemented (i.e., obligations are incurred, encumbrances are made and appropriations are expended).
FmHA	Farmers Home Administration.
FTE	Full Time Equivalents.
Fund	A self-balancing set of accounts established to accomplish a specific purpose (i.e., general fund).
Future value	The amount to which a sum of money will grow if invested at a given rate of interest.
General fund	The fund used to account for revenues and expenditures which are not specifically designated to be accounted for by any other fund.
General obligation bond	Financial instruments issued by government entities to generate revenue with a promise to repay with interest over a specific period. A method to incur debt which generally requires voter approval.

GSA	General Services Administration.
HLS	Hotel Life Safety—a program designed to provide specialized training for hotel personnel.
ICMA	International City/County Management Association.
Increment	That portion of tax revenue which represents an increase or decrease over prior year revenue.
Incremental decision making model	Decision makers take what they are currently doing and make small, incremental, marginal adjustments. Changes in policy occur gradually. Many social and economic scientists contend that this model is more consistent with political realities.
Integrated budget	A budget system which uses the best features of other common types of budgeting such as line item, performance, program, etc. while discarding deficiencies (program expressed in line item format, etc.).
Inflation	A general rise in the level of prices.
Interest	The price paid for the use of a sum of money. The standard charge is a percentage, and the standard period is one year.
Internal audit	An audit performed by an internal bureau, department or function of the government entity.
Investment pool	A pooled account of funds from several agencies which are surplus or temporarily idle, combined to take advantage of the investment advantages of a larger fund balance (leveraging, etc.).
JPA	Joint Powers Agreement.
Lease-back	The practice of selling a government improvement to a private investor, then leasing it back from that investor at an annual rate.
Lease-purchase	A method of acquiring assets without affecting debt ceiling through shorter term financing. The government entity may not own the asset outright at the end of the payment term.

Least squares	A statistical method used to find the curve that most closely approximates a set of data: it is based on minimizing the sum of the squares of the differences between expected and observed values of data.
Liability	An amount owed or promised.
Lie	A haunt or hiding place of an animal (<i>as used in Unit III SM</i>).
Line item budget	A budget system which concentrates on resources to be consumed during the budget year. Expressed as a listing of objects of expenditure.
Linear regression	A statistical method for identifying straight-line relationships between two sets of data.
Liquidity	The amount of an entity's assets which are available as cash or which can immediately be converted to cash.
Long term debt	Debt incurred by an entity to meet long term needs such as acquisition of capital assets—usually through the issuance of long term municipal bonds.
Mean	A statistical term to denote the average (i.e., an everyday guide to the mid-point in a set of numbers).
Median	A statistical term to denote a value, within a set of values, that has an equal number of values greater than it as there are less than it.
Mill rate	A term used to describe the rate of property tax assessment.
Mode	A statistical term used to denote a value, within a set of values, which occurs most frequently.
Municipal bond	A financial instrument which provides a means for local or regional government to borrow money for general needs or special projects such as building streets or other infrastructures. Investors are guaranteed a fixed rate of return which is exempt from federal, state and local income taxes.
NAACP	National Association for the Advancement of Colored People.

NIOSH	National Institute for Occupational Safety and Health.
NFPA	National Fire Protection Association.
Note	A financial instrument held by a creditor which constitutes the promise to repay a debt.
Objects of expenditure (line items)	A sub-classification of expenditure items based on types of goods or services. There is usually a list of standard line item object of expenditure codes used by an entity.
Obligation	An encumbrance or other commitment to expend funds.
Operating expense	A category of related expenditure objects within a budget display used to fund the operating functions of an entity (i.e., communications, fuel, household, etc.).
Opportunity costs	Indirect costs that occur when personnel, money and time are dedicated to performing one function and thus are prevented from resolving other needs.
OSHA	Occupational Safety and Health Administration.
Payoffs	Consequences of each possible combination of choice and chance listed in a decision tree diagram.
Performance budget	A budget system which emphasizes outputs, or work to be done, in terms of unit cost (efficiency).
Personal service expense	A category of related expenditure objects within a budget display used to fund personnel-related functions of an entity (i.e., salaries, retirement, insurance, etc.).
Present value	The sum of money which would have to be put on deposit today, at a given interest rate, to generate a given sum in the future.
Prime rate	A key interest rate banks charge, as determined by market forces affecting the bank's cost of funds and the rates borrowers will accept.

Priority analysis	A technique that determines priority of community needs by estimating community impact, evaluating probability of future incidents, and predicting costs of preventive action.
Procedural audit	An audit to insure an entity is in compliance with policy or procedures as dictated by a higher authority.
Program budget	A budget system which emphasizes outcomes, or work to be done in terms of outcomes or results (efficiency).
Property tax	A tax based on the value of real or personal property.
Purchase order	A procurement instrument which constitutes an official order for goods and promise to pay upon receipt.
Rational-comprehensive decision making model	A method of decision making which prescribes a careful planning process in the selection of alternatives. The process requires goals, data base, alternatives, comparative analysis and established criteria for selection and measurement.
Rational Nexus	A legal term requiring that a fee be proportionate to the benefit received.
Recession	An economic trend which is characterized by increasing unemployment rates, decreasing tax revenues, decreasing interest rates, etc.
Remediation	Responding to a loss in the making, and seeking to reduce its cumulative effect.
Revenue bond	Financial instrument issued by government entities to generate revenue for the specific purpose of building improvements which will generate fees used to repay the bonded debt. Generally do not require voter approval.
Reversion	The transfer of funding which had been appropriated for a specific purpose but which was not used for that purpose back into the unallocated general fund.
RFP	Request For Proposal.

Risk neutral	An influence in decision making in which the course of action with the greatest expected value is selected.
Risk aversion	An influence in decision making in which the course of action selected does not have the greatest expected value but has less risk of losing. (People are most risk adverse when the potential loss is large.)
Sales tax	A tax assessed against retail sales revenue.
Sample	A statistical term used to denote a subset of a "population" (i.e., a group of ten fire engines used to estimate the performance of all fire engines in the department).
SARA	Superfund Amendments and Reauthorization Act.
Short term debt	Debt incurred by government entities to cover short term cash flow deficiencies.
Sinking fund	A fund used to hold periodic payments made in anticipation of future replacement expenses (i.e., set-aside account).
Special fund	A fund restricted by law for a specific purpose other than the general fund.
Spreadsheet template	A spreadsheet which has all headings, labels and formulas pre-formatted and ready for data entry.
Staff benefits	The costs associated with employee salaries to provide benefits such as retirement/pension, health insurance, workers compensation, unemployment insurance, etc.
Subscription fee	Annual fees or dues paid to receive a specified service (such as fire protection or ambulance services).
TARP	Technical Assistance Research Program.
Total cost purchasing	A method of purchasing/accounting which considers all the costs associated with procuring an item (i.e., buying costs, delivery, installation, warehousing, etc.).
Total replacement purchasing	A method of purchasing replacement items that considers replacing all at once in anticipation of predicted failure versus replacing each unit as it fails.

Transfer of budget accounts (TBA)

A voucher or other instrument which authorizes funds from one appropriation to be moved to another appropriation.

Use tax

A tax assessed on the use of a service or commodity (i.e., auto license fee, etc.).

Window of opportunity

The opportunities for action on given initiatives stay open for only short times. If the decision maker does not take advantage of these opportunities, he must bide his time until the next opportunity comes along.

Zero-base budget

A budgeting system which requires the government entity to rebuild its budget from "zero" or some other agreed upon level each year to insure adequate examination and justification of all programs. Includes decision packages at various funding levels for each proposed program based on adjustments (+ or -) from past levels of funding or performance.

<p>Note: See Section 5 for unique words appearing in the Orange County Scenario.</p>

NFA WELCOME PACKAGE

The following information is provided to help you plan your travel to the National Emergency Training Center (NETC) in order to have a more productive and enjoyable training experience. Even if you've taken classes at NETC previously, please read it carefully--***procedures may have changed since you were here last, and you will be responsible for complying with the current procedures.*** The last page of this package is entitled "CONTACT INFORMATION." We suggest you print it and provide a copy to your family and office staff in case they need to contact you during your stay. Although *friends or family may not stay in Housing*, they are welcome to attend graduation. Please contact Security before their arrival for current security protocol required for their entry to campus.

If you have any questions, you may call us at either (800) 238-3358 or (301) 447-1000. When you reach the operator, ask for the relevant extension:

- **Housing/Transportation---1048/1113**
- **Admissions---1035**
- **Food Service (Guest Services)---1551**
- **Security---1111**

If you need to fax information to any of the following offices, please note the following fax numbers:

- **Housing/Transportation: (301) 447-1324**
- **Admissions: (301) 447-1441**
- **Food Service: (301) 447-6944**



SECURITY



Due to increased security precautions, students should bring two photo ID's to campus. PLEASE HAVE THEM WITH YOU, NOT IN YOUR BAGGAGE! If you do not have the photo ID's, you will not be permitted on campus. Security checks will delay your registration at the NETC.

If you are a student from a foreign country, please be prepared to show your passport or visa at registration.

Firearms: Prohibited on campus!

Due to heightened security requirements, please understand that security and law enforcement personnel may search you, your vehicle or your luggage. Maryland law is very narrow in its definition of Law Enforcement Officers who may carry firearms. For your own protection, and to expedite your processing into the NETC, **do not bring weapons of any kind to campus.** Weapons include knives with blades longer than 3 inches, machete, bow & arrows, ammunition, rifles, shotguns, pistols, etc. Sworn/Commissioned and state POST certified officers and federal officers or local officers with concurrent jurisdiction who require a firearm for the performance of **required official duties** must obtain an exception from the Director of Support Services or the NETC Security Specialist at (301) 447-1000 **prior** to arrival on campus. If you do arrive at NETC with weapons of any kind without prior approval, your entry to campus will be significantly delayed.



TRAVEL



TRAVEL BY AIR:

- You must make your own travel arrangements.
- You need to be sure your flights meet the shuttle pickup/departure times, and the ticket purchase follows the parameters of travel as defined under "REIMBURSEMENT" in this package.

NETC SHUTTLE SERVICE:

Shuttle service is available between NETC and the airport(s) listed on the “COURSE SPECIFIC INFORMATION” sheet – a pink page enclosed with the acceptance letter you received for this class. **Read it carefully before making flight arrangements!**

If you need bus transportation to NETC from the airport, you should plan to arrive at least 1 hour before bus departure time. **You must call the NETC Transportation Office at least 1 week prior to course start date to reserve a seat. IF YOU DO NOT CALL, SEATING MAY NOT BE AVAILABLE AND TRANSPORTATION TO EMMITSBURG WILL BE AT YOUR OWN EXPENSE.**

Our transportation will be either a motor coach/charter bus identified with NETC signage in the front window/door, or a maroon passenger van with the NETC signage in the front window. You may contact the NETC Transportation Office a day before your arrival to inquire as to which vehicle will be used. For airport security reasons, **our drivers cannot leave their vehicles** and must circle the airport pickup area, **SO YOU WILL NEED TO LOOK FOR THE BUS OR VAN.** *If you do not see the vehicle 5 minutes prior to the pickup time, please call the NETC Transportation Office for guidance.*

SHUTTLE PICKUP POINTS AT EACH AIRPORT: *(check your pink “Course Specific Information” sheet as to which airport you may use. You can **ONLY** use the airport listed on that sheet! Ground transportation from other airports may be at your own expense. If your **scheduled arrival time** does not coincide with the shuttle schedule, ground transportation will be at your own expense as well.)*

- **Ronald Reagan National Airport (DCA):** Pickup is near the Travelers’ Aid Desk in Terminal ‘B’ (Lower Level, between gates 5 & 6). Buses depart from the inside lane and vans depart from the outside lane. If you arrive in Terminal ‘A’ please take the Economy/Rental Car airport bus shuttle to Terminal ‘B’, lower level, or walk across the terminal connector and go downstairs to exit door number 5, on your left.
- **Baltimore/Washington International Airport (BWI):** Pickup is near the Lower Level Baggage Claim Areas 10 & 11. There is not a Travelers’ Aid Desk in this location. Buses and vans depart from the outside lane.
- **Dulles International Airport (IAD):** There is a Traveler’s Aid Desk between Baggage Claim Areas 4 & 5 on the baggage level, located at the east end of the terminal. Go up the ramp and out exit-door number 6.

DELAYED FLIGHTS: If you were scheduled to use the NETC transportation and your flight was delayed for other than weather-related reasons, the airline is responsible for your transportation to NETC. If they will not transport you, please call the Transportation Office when you arrive at the airport (it will be approximately 2 hours before we can pick you up). **If you choose not to use NETC transportation and arrange for other transportation, it will be at your own expense.**

IF DRIVING:

- You may arrive on campus any time after 12:30 p.m. the day before your course begins.
- You must depart campus after the end of your course, except for courses with a next-day departure date.
- Student parking is provided north of the NFA classroom building (J Building).
- Your vehicle must be registered at Housing/Security for stipend/security reasons, even if you do not stay on campus.

DIRECTIONS TO NETC:

- * **From Baltimore:** I-695 (Baltimore Beltway) to I-70 West (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- * **From Washington:** I-495 (Washington Beltway) to I-270 North (towards Frederick) to Route 15 North to Emmitsburg. Left turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).
- * **From Philadelphia and East:** Pennsylvania Turnpike West to Harrisburg, Exit 236 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).

- * **From Pittsburgh and West:** Pennsylvania Turnpike East to Harrisburg, Exit 236 (Route 15). Go South on Route 15 to Emmitsburg. Right turn off Route 15 to South Seton Avenue. 2nd Right onto campus (tree-lined drive).



REGISTRATION



Where do I register?

- Class, dormitory, and vehicle registration will take place in Building C Lobby.
- You may have to walk some distance to your lodging. We recommend you bring luggage with wheels.

If I am claiming travel reimbursement, what do I need at registration?

- **A copy of a check for an account that bears your name. Deposit slips or accounts for an organization or another individual are not acceptable;** a copy of a check is the best source for the correct financial information.
 - * We've found it speeds up registration if you fax the information to the Admissions Office (301) 447-1441 **prior** to your course start date. Please include your name, Social Security Number, and course code/title/date on the fax. Please be sure that the copy is legible.
 - * If your account is with a credit union, or if the account is payable through another bank, please have the bank provide you with the routing and account numbers for ACH deposit.
 - * If you do not have a personal account, please contact the Admissions Office **PRIOR** to your arrival for further instructions.
- **If traveling by air or train you will need a copy of your ticket** that shows an itinerary of your trip, indicates proof that the ticket was purchased at least 21-days in advance, shows a zero balance, and is non-refundable.
 - * If you have an electronic ticket, you must submit the itinerary/receipt (with ticket number and actual ticket amount shown as having been paid).
 - * If you incurred additional expenses for transportation/lodging/meal costs, **you must receive prior written approval** to be eligible for reimbursement of these expenses. If approved, **original receipts must** be presented at the time of your arrival.
- **If driving**, in addition to account information,
 - * Automobile registration
 - * Odometer readings
 - * License tag number
 - * If you are driving a state, county or municipal vehicle, you must submit a signed statement from the owning agency on letterhead stationery requesting reimbursement for the student.
 - * If you drove to NETC, but you will not be keeping your car on campus, it **must be registered on campus or you will not** receive reimbursement.

What if I am here for back-to-back courses?

- You will be housed in the same room for the entire length of the stay.
- **If you stay off campus between the two courses**, you will need to purchase a meal ticket for the weekend between the courses to keep the same room. Otherwise, you must check out of housing after the first course ends (turn in the keycard and remove your belongings), and be assigned a new room upon your return.
- **If you choose to leave campus between courses**, any additional expenses that you may incur shall remain your responsibility.



LODGING

Must I call to make a lodging reservation?

- No, rooms are randomly assigned once you are accepted into a course. Because of the random assignment of rooms, you may or may not be lodged in the same building as your classmates.
- We make every effort to ensure you have a single room. However, if the student count is high, you may be doubled with another student. **PLEASE DO NOT CALL TO REQUEST A SINGLE ROOM.**
- **IF YOU HAVE A DISABILITY AND NEED SPECIAL ACCOMMODATIONS, PLEASE CONTACT THE HOUSING OFFICE AT LEAST 1 WEEK PRIOR TO YOUR ARRIVAL ON CAMPUS.**
- If you have problems with your room that you've been assigned, please contact the registration desk. *If you would change rooms with someone else without notifying staff, we would not be able to contact you in case of an emergency.*

Is there a charge for lodging?

- No, not if you are eligible for stipend reimbursement (see "Reimbursement" section).
- If you DO have to pay for lodging, the current charge is \$30/day.
- NETC Housing accepts cash, personal check, travelers check, and credit card (American Express, VISA, MasterCard and Discover).

What if I want to stay off campus? If you choose to stay off campus, it will be at your own expense. You will still need to purchase a break ticket from Guest Services for the length of your class.

What amenities are in each room?

- Private bathroom
- TV and clock radio
- Refrigerator
- Linens and towels, with daily housekeeping service.
- Telephone with voice mail
- A telephone jack is located in each room for dial-up Internet access. Check with your Internet Service Provider (ISP) for local calling area access. Out-of-area ISP accessibility will require credit card, third party or collect billing for access from NETC. You should consider bringing a longer cord (10 ft.) if you are bringing your laptop computer. Some NFA courses require students to bring reports or projects to be shared with the class. It is convenient to bring that information in an electronic format. NFA can only support zip drives, CD-ROM, and 3-1/2" floppy storage. NFA **cannot** support any devices that use the USB Port. You **may not** connect any key storage devices, pen drives, or external hard drives to Government computers.

Additional costs you could incur during your stay:

- Class shirt
- Class picture
- Laundry machine and dryer vending costs
- Recreation Association pass (\$1) allows use of all recreation facilities and Pub
- Class donation
- Class dinner/party

Are there laundry facilities available?

- Yes, there are coin-operated washers and dryers in each lodging building (change available at the convenience store on campus).
- You may purchase laundry supplies at the convenience store.

Are family, friends or pets allowed in the lodging rooms on campus?

- No, **only NETC students** are allowed in the room. Relatives or friends are not allowed in the rooms, and cannot be lodged on campus. Upon request, the NETC Housing Office will provide information regarding local off campus accommodations; however, you are responsible for arranging and paying for those accommodations.
- Animals are not allowed in campus housing, except for seeing-eye and other service dogs. Please notify the housing office at least one (1) week in advance if you will be bringing a guide dog.

What time must I check out of my room? Check out time is **9:00 a.m.** You may leave your luggage in your room until 9:30 a.m., but it must be packed and by the door. When you return for your luggage, please **do not** use the bathroom facilities if the room has already been cleaned for the next occupant. Please return your key card to the front desk by 9:30 a.m.--you will no longer have access to your room after that time.



DRESS CODE



It is each student's responsibility to use good judgment in selecting attire which projects a professional image, and is appropriate for both climate differences and classroom activities. We recommend you check the weather channel so you can plan your attire accordingly. If NFA staff determines that your attire is inappropriate, you will be required to change into more appropriate clothing before continuing class.

- **Acceptable attire for classroom settings**

MALES: Shirts with collars, slacks, nice jeans, including departmental uniforms (no T-shirts), shoes and socks. Optional items include sweaters, sport coats, ties, etc.

FEMALES: Dresses, blouses with slacks or nice jeans, skirts, split skirts/skort, including departmental uniforms (no T-shirts), and shoes. Optional items include sweaters, blazers, etc.

- **Acceptable attire for Graduation:**

MALES: Class shirts or dress shirts with ties and dress slacks, suits, sport coats, or departmental dress uniforms.

FEMALES: Class shirts or blouses with dress slacks or skirts, suits or dresses, or departmental dress uniforms.

- **Shorts, sleeveless shirts, ball caps, flip flops, etc., ARE NOT permitted in classrooms, auditorium, or dining hall. Bathing suits/trunks are not permitted outside the pool area. Dresses, skirts, split skirts/skort should be no higher than 1" above the knee (no mini skirts).**

ADMISSIONS POLICIES

Attendance:

- **You are required to attend all sessions of the course.** If you do not, you will not receive a certificate and your stipend may be denied.
- NFA students are limited to one reimbursable trip per fiscal year (Oct 1-Sep 30). This means that you will not be considered for another course (excluding pilot offerings) during the same fiscal year without notifying us in advance that you will relinquish your stipend reimbursement for that course.

Substitutions:

- **Substitutions for NFA courses are made from waiting lists;** slots do not belong to the departments.
- All requests to consider an equally qualified person must be in writing and be accompanied by a completed General Admissions Application (FEMA Form 75-5) for the substitute.

Cancellations or No-Shows: Please read your acceptance letter for details, as you may be denied admission to future NFA or EMI courses for 2 fiscal years.

NETC POLICIES/INFORMATION

There are no connections for mobile homes or recreational vehicles available at NETC.

Conduct:

- Federal Regulations (available at the LRC).
- FEMA and NETC Instructions (available at C Lobby, dormitory rooms, and on NETC Intranet web site).

Smoking:

- All buildings on campus are **NON-SMOKING**, with the exception of the solarium portion of the Command Post Pub.
- If you smoke in your room, you may be asked to leave campus, relinquish your stipend reimbursement, and be charged to clean the room.

Alcoholic Beverages: Consumption of alcoholic beverages is limited to the Pub & Log Cabin. Alcohol is not allowed in lodging rooms or vehicles, and will be confiscated. If you do arrive at NETC with or are attempting to bring alcohol on campus your entry to campus could be significantly delayed.

Medical services:

- All medical expenses are your responsibility.
- Local hospitals accept medical insurance identification, cash, check, or major credit card.
- If you do not have proof of insurance, expect that payment may be a prerequisite to possible treatment.
- International students should be prepared to pay for medical services in the event the hospital or doctor does not accept foreign insurance coverage.

Student Word Processing Center (located in D Basement):

- Provides IBM[®] compatible Microcomputers with Internet access and printing capabilities.
- Systems utilize Microsoft Windows 2000 with Microsoft's Office Suite 2000.

Learning Resource Center: Located in Building N, the LRC provides current information and resources on fire and emergency management subjects. With its collection of more than 100,000 books, reports, periodicals, and audiovisual materials, the LRC facilitates and supports student and faculty research and supplements classroom lectures and course materials. While classes are in session, the Schedule of Hours for the LRC is as follows:

Monday-Thursday	8:30 a.m. – 9:00 p.m.
Friday	8:30 a.m. – 5:00 p.m.
Saturday	4:00 p.m. – 8:00 p.m.
Sunday	12:00 p.m.- 4:00 p.m.

Telephones: Outgoing calls can be placed from your lodging room via calling card, collect, or third-party billing. **You are not allowed to accept collect calls on campus phones. Any and all expenses related to phone use shall remain your responsibility.**

Faxes:

- Fax services are available at the convenience store for a fee.
- You may receive fax messages up to 4 pages in the Housing Office at (301) 447-1324.
- Anything over 4 pages will not be forwarded by Housing. Please use the fax service available at the convenience store, or have it sent by overnight mail.

Automatic teller machines (located off campus): Inquire at the registration desk at Building C for directions.

Public Transportation: Limited service. Inquire at the registration desk at Building C.

Car Rentals: You may contact the campus convenience store at (301) 447-1493 to arrange car rentals at your expense.

NETC recreational activities include:

- Gym with running track
- Exercise room
- Swimming pool
- Tennis/basketball/volleyball (sand and inside) courts
- Bicycles and helmets

Nearby points of interest/recreational facilities (in season):

- National/State parks
- Historic Gettysburg (tours available)
- Golf
- Swimming
- Snow skiing



Frequently asked questions/answers about reimbursement procedures are enclosed. Please read them carefully.

If you have any questions about your eligibility to receive a stipend please contact Admissions either by email at netc-admissions@dhs.gov or by phone at (301) 447-1035.

Any exceptions to travel must be requested in writing and faxed along with documentation to (301) 447-1441, AND approved in writing prior to your course start date. Otherwise, your stipend may be denied or limited to the state ceiling amount.

Who is eligible for reimbursement?

- State or local government representatives
- Recognized volunteer organization representatives
- Active emergency management organization representatives
- Representatives from State or local fire organizations

Who is NOT eligible for reimbursement?

- Federal government or private industry employees
- Employees who are contracted to Federal, State or local government entities (such as rural metro departments)
- Representatives of a foreign organization

How will I be reimbursed? Reimbursement will be electronically deposited into the checking or savings account that you identify.

- **Reimbursement will only be made to an account that bears your name.** You are responsible for reimbursing your department, if applicable. This is a result of increased restrictions by the receiving financial institutions.
- **If you do not have a personal account, please contact the Admissions office prior to your arrival for further instructions.**

If I fail the course, will I be reimbursed?

- If eligible for a stipend, you may be reimbursed for the course you failed.
- If you reapply to either EMI or NFA and are accepted, no stipend will be paid for that course, and you will be required to pay for lodging. Once you successfully complete a course, you will once again be eligible to receive a stipend for future courses.

If I flew, what will I be reimbursed? You will be reimbursed the cost of a direct (no side-trips or extended stays), **21-day pre-purchase, non-refundable** ticket for round/trip transportation by common carrier (economy coach class or less) for each course or back-to-back courses that you attend. Proof of non-refundable fare is required!

- ***If you take sidetrips or travel outside of the defined travel days***, your reimbursement shall be limited to up to but not to exceed the state ceiling fare as noted on the enclosed Reimbursement Ceiling Chart.
- ***To eliminate the perception of misuse of government funds, FIRST CLASS, BUSINESS CLASS and REFUNDABLE AIRLINE TICKETS WILL NOT BE REIMBURSED AT FULL FARE***, unless you request, in writing, an exception PRIOR to your course start date, and have received a written approval. Otherwise, your reimbursement will be limited up to the state ceiling amount as indicated on the enclosed State Reimbursement Ceiling Chart.
- **It is your responsibility to find the cheapest ticket available.** Failure to do so may result in your reimbursement being limited, not to exceed the state ceiling fare as previously noted.
- **Use of frequent flier miles** toward the purchase of a ticket is **NOT** reimbursable.
- If any portion of your airfare is subsidized by another source, that portion is **NOT** reimbursable by FEMA.

If I drove, what will I be reimbursed? You will be reimbursed the current Privately Owned Vehicle (POV) Federal mileage allowance, or the state ceiling, WHICHEVER IS LESS.

- POV mileage is subject to validation.
- **If you do not register your vehicle with the Housing Office**, reimbursement for POV mileage may be denied.
- **If someone is dropping you off**, you **must** have the vehicle verified by the Housing office prior to the vehicle departing campus, or your stipend will be denied.
- If you carpool with another student, only the **driver** will be reimbursed.
- If you drove a rental car, your reimbursement is limited to the POV allowance. Your name must be included on the original receipt as a driver of the vehicle.

If I took a train or bus, what will I be reimbursed?

- Your reimbursement is limited, not to exceed the state ceiling.
- You must provide copies of the tickets actually used.
- Reimbursement shall not include costs for sleep accommodations or for transport of vehicles on the train.

If I save money on my airfare, will I be reimbursed for extra expenses? Yes, **ONLY if your class is 5 days or less in length with no Saturday stay over**, and you save a **minimum of \$250** off the cost of a 21-day pre-purchase non-refundable round trip economy class common carrier ticket. To do this, submit **written** documentation of the savings -- this can consist of itinerary copies of both the original price and the cheaper fare, OR copies of both fares from the Internet. Comparisons should be of like travel. If you do not acquire written approval from Admissions prior to the course date, the extra expenses may not be reimbursed. The following options apply if your request is approved:

a.) You may stay on campus 1 night prior to your regularly scheduled arrival date if lodging is available.

- Call the Housing/Transportation Office to see if housing and/or transportation is available to NETC on your travel day.
- If lodging and transportation are not available, we may reimburse you up to \$90 to cover your lodging or transportation expenses. You must provide **original** receipts that indicate your name, dates, amount, and amount as paid.
- If you carpool using a rental car, the rental agency must list (as drivers) all students claiming reimbursement on the rental agreement or only the driver will be reimbursed.

b.) You may stay in the Baltimore/DC metro areas before or after your course.

- If you save at least \$250 in airfare as noted in the terms above, you may be reimbursed up to \$90/day (2-day limit for savings over \$500) for lodging or transportation expenses. **Original** receipts must be provided. If you carpool using a rental car, all students claiming reimbursement must be listed (as drivers) on the rental agreement or only the driver will be reimbursed.

- If you stay after your course ends, ask for a Stipend Agreement Amendment (FEMA Form 75-3a) when you register. When you return home, mail it with **original hotel** receipts to Admissions, Room I-216, 16825 South Seton Avenue, Emmitsburg, MD 21727 within 60 days of the start date of the course, or reimbursement **WILL BE DENIED**.
- You may not stay on campus after the course ends.



FOOD SERVICE



Must I purchase a meal ticket?

- If you stay on campus, you **must** purchase a meal ticket, currently \$18 per day.
- If you stay off campus, you **must** purchase a break ticket, currently \$3 per day.
- If you don't purchase the appropriate ticket, you may be asked to leave the campus, you will be responsible for your lodging costs, and we will deny your request for stipend reimbursement.

What is the cost?

- Your meal ticket cost is identified in your acceptance letter.
- The "COURSE SPECIFIC INFORMATION" enclosure identifies what meals are included.
- Meals other than those included in your meal ticket are to be paid for by cash.

What if I'm here for back-to-back courses?

- Your meal ticket includes the time between the two courses.
- **If you stay off campus between the two courses (vacating your room), you must notify the food service contractor before purchasing your meal ticket. If you do not, you will be charged the full amount.** (*Refer to information under "Registration."*)

How do I pay for my meals?

- Cash
- Traveler's checks
- State or Local government checks payable to Guest Services
- Advanced payment by department check. **Please notify your department to include: your name, course code and course date on the check**, and send it to the food service contractor at Building K, 16825 South Seton Avenue, Emmitsburg, MD 21727. Please call the food service if you need their Federal Tax ID#.
- Purchase order payable to Guest Services
- Credit card (MasterCard or VISA) (Minimum charge of \$6)
- Guest Services **DOES NOT accept personal checks.**

What if I will not be on campus for the first and last meal identified as part of my meal ticket? You must notify the food service contractor at least 1 week prior to your course start date. If you do not, you will be obligated to pay the full amount.

May I get a refund on my meal ticket? There are no refunds except for emergency departures!

What if I'm on a special diet? Please call the food service contractor or fax your request to (301) 447-6944 at least 2 weeks prior to arriving at NETC. They will make arrangements to meet your needs. If you don't make arrangements prior to your arrival, you will be responsible for purchasing the normal meal ticket.

What happens if the bus arrives after the dining hall has closed?

- The food service contractor will provide you with a boxed dinner.
- Snack food is available at the Command Post Pub.

CONTACT INFORMATION

How do I get a telephone call?

- The caller may dial your direct extension (301) 447-xxxx. If requested, you will be provided with your extension at check-in. Numbers are NOT given to anyone else.
- For non-emergency situations, the caller may dial (301) 447-1048. The Student Coordinator will either transfer the call to your room or take a message and place it on the message board located in 'C' Lobby, which you should check daily.
- ***NETC will not accept personal telephone calls to students from the (800) number.*** Family members should dial (301) 447-1000 to contact a student.
- ***You may NOT accept collect calls.*** To do so may restrict you from attending future EMI or NFA courses.

What if the call is an emergency?

- The caller should state that the call is an emergency.
- The message will be delivered to you immediately unless you are not on campus.
- If you are leaving campus for a period of time, you should notify security where you can be reached.
- If you must return home due to an emergency, check out with the Housing Office in Building C before you depart the campus!

How do I get mail?

- Mail is delivered to C Lobby Monday through Friday, except Federal holidays.
- All packages are x-rayed and no delivery is provided on weekends or holidays.
- Letters or packages should not be mailed to reach NETC ***before*** you arrive, since mail-holding areas are not available. Mail received when you are not on campus will be automatically returned to the sender.
- Outgoing mail should be deposited in the mailbox located near Building K (Dining Hall). The NETC Mailroom cannot mail outgoing items for students.
- Address:

(Your name)--Student
National Emergency Training Center
Building C, Room (**Room numbers are provided upon arrival**)
16825 South Seton Avenue
Emmitsburg, MD 21727-8998



National Emergency Training Center
16825 South Seton Avenue
Emmitsburg, Maryland 21727

FREQUENTLY ASKED REIMBURSEMENT QUESTIONS

1. **Why must I be reimbursed electronically?** Public Law 104-134 mandates that after January 1, 1999, all Federal payments shall be made by electronic funds transfer unless a waiver is obtained from the Secretary of the Treasury.
2. **If my organization paid for my ticket, may I request that the reimbursement to go to them?** No. Due to increased restrictions by the receiving financial institutions, we will only deposit money into an account bearing your name. It shall be your responsibility to reimburse your organization. This policy was effective on January 1, 2002.
3. **What if I don't have a checking account?** The money can be deposited into a savings account. You need to call the Admissions Office (301-447-1035) and we will send you a form to complete. If you don't have a checking or savings account, you **MUST** submit a letter stating that fact, and a check will be sent to your home address. However, your reimbursement will take longer (up to 12 weeks).
4. **How will I know when it's deposited?** The entry in an account may differ from bank to bank, but most likely it will be listed as "FED SALARY, FEM2, or TREAS" and will probably **NOT** have your name next to it.
5. **How long will it take for me to receive reimbursement?** The reimbursement should be made to your account no later than 6-8 weeks from the course start date. If after 8 weeks you still haven't received your reimbursement, please call the Admissions Office at (301) 447-1035 or email us at netc-admissions@dhs.gov to check on the status of your claim.
6. **Do I receive reimbursement for parking, shuttles and travel between my home and my local airport?** No, those expenses are part of the student's share of the stipend program.
7. **Will I be reimbursed for my meals?** No, that expense is also part of the student's share of the stipend program.
8. **What information should I bring when driving my Privately Owned Vehicle (POV)?** You must show a picture ID (we recommend you bring two in case our security level is elevated), registration card, and have your odometer readings and license tag number **PRIOR** to receiving your room key. Some states do not require the registration to be in the vehicle. However, you must submit a copy of your POV registration to be eligible for a stipend.
9. **What if I'm driving with family, and they will be using the car off campus while I'm at NETC?** You must register your car on campus prior to your family taking the car off campus or you will not be eligible for reimbursement.
10. **What documentation do I need if I am driving my organizational vehicle and they want to be reimbursed for my mileage?** In addition to the information listed in question #8, you also need a statement from your organization, on organization letterhead, stating that they would like you to receive reimbursement. If you carpool with another student, only one driver will be reimbursed. As stated in #2, the reimbursement will be made to your account, and it will be your responsibility to reimburse your organization.
11. **What is the basis for the driving mileage allowance?** Your reimbursement will be limited to the current POV Federal mileage allowance, or the state ceiling, **WHICHEVER IS LESS**. POV mileage is subject to validation.
12. **What if I am submitting an electronic airline ticket?** You must submit the itinerary receipt (listing the ticket number and showing that payment was made) at registration. If the itinerary does not identify that the ticket is non-refundable, you need to provide us with documentation that the ticket is either non-refundable or the cheapest fare available at the time you purchased your ticket. If you do not provide the documentation to us, we will only reimburse you for the amount shown as your state's ceiling amount on the reverse of this page.
13. **What do I need to provide if I take a side/extended trip?** If the cost is less than your state's ceiling amount, you will be reimbursed for the cost of the ticket. If the cost is higher than your state's ceiling amount, your reimbursement will be limited to your state's ceiling amount.

14. **What would delay my stipend being processed?** Not having any of the following: your airline ticket, itinerary with ticket number and payment made, POV information, request from your organization for reimbursement, or the appropriate direct deposit information. If you bank with a credit union, please have them confirm your routing and account numbers.
15. **What would reduce my stipend claim?** Your stipend might be reduced if you purchased a refundable, first- or business-class ticket; took side trips or had extended stays; or purchased your ticket within 21 days of the course start date.
16. **Will I be reimbursed for the airfare if frequent flyer miles are used?** Frequent flyer miles cannot be reimbursed because you would not be incurring out-of-pocket expenses.

**THIS TABLE WILL BE USED TO DETERMINE REIMBURSEMENT FOR
THOSE STUDENTS WHO:**

- **Drove or traveled by train**
- **Did not purchase their tickets at least 21-days in advance**
- **Did not purchase or show proof of non-refundable fare**
- **Took side-trips or had extended stayovers**

STATE	SAT STAYOVER	NO SAT. STAYOVER
AK – Alaska	\$815.00	\$955.00
AL – Alabama	\$310.00	\$435.00
AR – Arkansas	\$360.00	\$465.00
AZ – Arizona	\$450.00	\$535.00
CA – California	\$490.00	\$555.00
CO – Colorado	\$490.00	\$635.00
CT – Connecticut	\$215.00	\$300.00
DC – District of Columbia	\$75.00	\$75.00
DE – Delaware	\$120.00	\$120.00
FL – Florida	\$360.00	\$405.00
GA – Georgia	\$350.00	\$360.00
HI – Hawaii	\$915.00	\$1000.00
IA – Iowa	\$355.00	\$480.00
ID – Idaho	\$510.00	\$560.00
IL – Illinois	\$300.00	\$375.00
IN – Indiana	\$295.00	\$380.00
KS – Kansas	\$350.00	\$490.00
KY – Kentucky	\$265.00	\$400.00
LA – Louisiana	\$345.00	\$480.00
MA – Massachusetts	\$225.00	\$300.00
MD – Maryland	\$75.00	\$75.00
ME – Maine	\$390.00	\$510.00
MI – Michigan	\$325.00	\$500.00
MN – Minnesota	\$400.00	\$610.00
MO – Missouri	\$320.00	\$400.00
MS – Mississippi	\$350.00	\$380.00
MT – Montana	\$575.00	\$700.00
NC – North Carolina	\$365.00	\$375.00
ND – North Dakota	\$505.00	\$650.00
NE – Nebraska	\$340.00	\$480.00
NH – New Hampshire	\$175.00	\$290.00
NJ – New Jersey	\$150.00	\$150.00
NM – New Mexico	\$435.00	\$435.00
NV – Nevada	\$500.00	\$515.00
NY – New York	\$200.00	\$345.00
OH – Ohio	\$270.00	\$290.00
OK – Oklahoma	\$350.00	\$520.00
OR – Oregon	\$465.00	\$480.00

- **If you are from a Trust Territory, please contact the Admissions Office regarding reimbursement restrictions, or your stipend may be limited.**

**THIS TABLE WILL BE USED TO DETERMINE REIMBURSEMENT FOR
THOSE STUDENTS WHO:**

- **Drove or traveled by train**
- **Did not purchase their tickets at least 21-days in advance**
- **Did not purchase or show proof of non-refundable fare**
- **Took side-trips or had extended stayovers**

PA – Pennsylvania	\$120.00	\$120.00
RI – Rhode Island	\$220.00	\$330.00
SC – South Carolina	\$385.00	\$435.00
SD – South Dakota	\$505.00	\$550.00
TN – Tennessee	\$300.00	\$375.00
TX – Texas	\$365.00	\$375.00
UT – Utah	\$455.00	\$480.00
VA – Virginia	\$140.00	\$140.00
VT – Vermont	\$330.00	\$440.00
WA – Washington	\$470.00	\$500.00
WI – Wisconsin	\$340.00	\$380.00
WV – West Virginia	\$200.00	\$200.00
WY – Wyoming	\$545.00	\$550.00

- **If you are from a Trust Territory, please contact the Admissions Office regarding reimbursement restrictions, or your stipend may be limited.**