

Appendix A: Goals and Objectives

Goal 1. Reduce loss of life and property.

- Objective 1.1: Provide hazard and risk information using the best-suited technologies.
- Objective 1.2: Ensure that the Nation's most vulnerable areas are covered by emergency management plans that can be implemented.
- Objective 1.3: Ensure the capabilities of Federal, State, Territorial, Tribal, local, and other partners are in place to plan and prepare for disasters
- Objective 1.4: Help individuals, local governments, States, Territories, Tribal Nations, and Federal agencies make good risk management decisions.
- Objective 1.5: Develop and implement a comprehensive training and education plan for emergency management planners and responders.

Goal 2. Minimize suffering and disruption caused by disasters.

- Objective 2.1: Respond quickly and effectively when States, Territories, Tribal Nations, and local governments are overwhelmed.
- Objective 2.2: Use the full range of State, Territorial, Tribal, and Federal capabilities in determining the most effective delivery mechanisms for disaster recovery and mitigation programs.
- Objective 2.3: Provide timely and appropriate disaster assistance and payment of flood insurance claims.
- Objective 2.4: Mitigate against potential future losses as part of every disaster recovery effort.

Goal 3. Prepare the Nation to address the consequences of terrorism.

- Objective 3.1: Develop and implement a Federal program to support State, Territorial, Tribal, and local government incident management capability building.
- Objective 3.2: Build a comprehensive State, Territorial, Tribal, and local capability for responding to the consequences of terrorism.
- Objective 3.3: Ensure the means used to exchange information among Federal partners, State, Territorial, Tribal, and local responders, program officials, and the general public is coordinated with and delivered through a single National portal.

Goal 4. Serve as the Nation's portal for emergency management information and expertise.

- Objective 4.1: Create and manage a single, convenient portal for emergency management information.
- Objective 4.2: Serve as the Nation's knowledge manager and coordinator of emergency management information.
- Objective 4.3: Establish a National warning capability.

Goal 5. Create a motivating and challenging work environment for employees.

- Objective 5.1: Retain and recruit a capable, motivated, and diverse workforce.
- Objective 5.2: Provide professional development training and opportunities for the betterment and advancement of employees.
- Objective 5.3: Ensure employees understand their performance objectives and are recognized and rewarded appropriately.
- Objective 5.4: Provide managers with the skills and authority they need to be successful and hold them accountable for their operational performance.
- Objective 5.5: Provide a safe and healthy work environment to ensure FEMA employees feel valued and respected.

Goal 6. Make FEMA a world-class enterprise.

- Objective 6.1: Make FEMA a performance-based organization.
- Objective 6.2: Plan and integrate FEMA's support functions to efficiently and effectively serve the Agency's strategic priorities, and both internal and external customers.
- Objective 6.3: Ensure sound financial performance.
- Objective 6.4: Communicate effectively with internal and external customers.
- Objective 6.5: Provide customer-driven services.

Appendix B: Core Values

FEMA has ten core values that guide both the Agency as a whole and every individual within the Agency:

- Accountability:** Being responsible for decisions and results while acknowledging mistakes and working to correct them.
- Compassion:** Showing concern to customers and to each other in times of need.
- Customer Focus:** Making customers and their needs the first priority.
- Diversity:** Enriching our work environment and our ability to perform through diversity in backgrounds, experiences, skills, and respect for those differences.
- Innovation:** Seeking creative new ways to better deliver our services and meet whatever challenges may arise.
- Integrity:** Following the highest ethical standards and always being truthful with customers and colleagues.
- Partnership:** Working collaboratively with external partners and with each other to achieve our common goals.
- Public Stewardship:** Managing resources prudently and providing the highest quality service.
- Respect:** Listening to and treating customers and co-workers with dignity.
- Trust:** Relying on each other and our external partners to act in the best interest of our customers, and earning that trust through our behavior.

Appendix C: FEMA Regional Offices

FEMA has ten regional offices, and two area offices. Each region serves several States, and regional staff work directly with the States to help plan for disasters, develop mitigation programs, and meet needs when major disasters occur.



REGION	STATES/TERRITORIES
<p><u>REGION I (Boston)</u></p> <p>Federal Emergency Management Agency 442 J.W. McCormack POCH Boston, Massachusetts 01209-4595 Telephone: (617) 223-9540</p>	<p>Connecticut Maine Massachusetts New Hampshire Rhode Island Vermont</p>
<p><u>REGION II (New York)</u></p> <p>Federal Emergency Management Agency 26 Federal Plaza, Room 1307 New York, New York 10278-0002 Telephone: (212) 680-3609</p>	<p>New Jersey New York Puerto Rico U.S. Virgin Islands</p>

REGION III (Philadelphia)

Federal Emergency Management Agency
One Independence Mall, 6th Floor
615 Chestnut Street
Philadelphia, Pennsylvania
10106-4404
Telephone: (215) 931-5608

Delaware
District of Columbia
Maryland
Pennsylvania
Virginia
West Virginia

REGION IV (Atlanta)

Federal Emergency Management Agency
3003 Chamblee-Tucker Road
Atlanta, Georgia 30341-4112
Telephone: (770) 220-5224

Alabama
Florida
Georgia
Kentucky
Mississippi
North Carolina
South Carolina
Tennessee

REGION V (Chicago)

Federal Emergency Management Agency
536 S. Clark Street
Chicago, Illinois 60605-1521
Telephone: (312) 408-5501

Illinois
Indiana
Michigan
Minnesota
Ohio
Wisconsin

REGION VI (Denton)

Federal Emergency Management Agency
Federal Regional Center
800 N. Loop 288
Denton, Texas 76209-3698
Telephone: (940) 898-5104

Arkansas
Louisiana
New Mexico
Oklahoma
Texas

REGION VII (Kansas City)

Federal Emergency Management Agency
2323 Grand Blvd, Suite 900
Kansas City, Missouri 64108-2670
Telephone: (816) 283-7061

Iowa
Kansas
Missouri
Nebraska

REGION VIII (Denver)

Federal Emergency Management
Agency
Denver Federal Center
Building 710, Box 25267
Denver, Colorado 80225-0267
Telephone: (303) 235-4800

Colorado
Montana
North Dakota
South Dakota
Utah
Wyoming

REGION IX (Oakland)

Federal Emergency Management
Agency
1111 Broadway, Suite 1200
Oakland, California 94607-4052
Telephone: (510) 627-7100

Arizona
California
Hawaii
Nevada
American Samoa
Commonwealth of the Northern
Mariana Islands
Federate States of Micronesia
Guam
Republic of the Marshall Islands

REGION X (Bothell)

Federal Emergency Management
Agency
Federal Regional Center
130-228th Street, S.W.
Bothell, Washington 98021-9796
Telephone: (425) 487-4604

Alaska
Idaho
Oregon
Washington

Appendix D: Summary of Major Authorities

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C. 5121 et seq. This statute authorizes the President to provide assistance to State and local governments, as well as some nonprofit entities and individual disaster victims, in the aftermath of Presidentially-declared emergencies and major disasters. Most of the Stafford Act authorities have been delegated to the Director of FEMA pursuant to Executive Order 12148, as amended. Title II of the Stafford Act provides authority for a variety of Federal disaster preparedness activities. Title III is comprised of the Act's administrative provisions, while Titles IV and V of the Act authorize programs for responding to major disasters and emergencies, respectively. Title VI contains authorities formerly in the Federal Civil Defense Act of 1950 for emergency preparedness and cross references the Defense Production Act to include "emergency preparedness" in the definition of "national defense".

The National Flood Insurance Act of 1968, as amended, 42 U.S.C. 4001 et seq. This statute authorizes FEMA to administer the National Flood Insurance Program (NFIP). Under the NFIP, FEMA is authorized to provide flood insurance for commercial and residential structures that are built in communities that agree to adopt standards for the construction of buildings located within flood-prone areas of the communities. Pursuant to its administration of the NFIP, FEMA maps flood-prone areas throughout the United States. While some of the flood insurance policies throughout the United States are written by FEMA, most of the policies are written by private insurance companies through the Write-Your-Own Program.

The Earthquake Hazards Reduction Act, 42 U.S.C. 7701 et seq. This statute authorizes FEMA, in coordination with the United States Geological Survey, the National Science Foundation, and the National Institute of Standards and Technology, to administer the National Earthquake Hazard Reduction Program (NEHRP). The Act designates FEMA as the lead agency in the NEHRP program, which Congress created to promote the implementation of earthquake hazard reduction measures by the Federal government, as well as State and local governments, National standards and model building code organizations, and the architectural and engineering communities. Pursuant to the Act FEMA provides grants and technical assistance to facilitate the development of earthquake preparedness and response plans, and the other Federal NEHRP agencies conduct and fund research into earthquake-related issues.

The Federal Fire Prevention and Control Act of 1974, as amended, 15 U.S.C. 2201 et seq. This statute created the United States Fire Administration (USFA) within FEMA. The USFA is headed by an Administrator, who is authorized to provide training and grant assistance to State and local fire service organizations. In addition to providing training to a wide variety of emergency response personnel, the USFA administers a program to provide grants on a competitive basis to fire departments for the purpose of protecting the health and safety of the public and of firefighting personnel against fire and fire-related hazards.

The Stewart B. McKinney Homeless Assistance Act, as amended. Title III of this statute, 42 U.S.C. 11331 – 11352, created the Federal Emergency Management Agency Food and Shelter Program. This authority enables FEMA, in coordination with the Emergency Food and Shelter (EFS) National Board, to provide grant assistance to local governments for the use of private nonprofit organizations or local public entities within such local governments for emergency food and shelter purposes. The EFS National Board, which is chaired by the Director of FEMA or his designee, is comprised of representatives of the United Way of America, the Salvation Army, the National Council of Churches of Christ in the U.S.A., Catholic Charities U.S.A., the Council of Jewish Federations, and the American Red Cross.

The Defense Production Act of 1950, 50 U.S.C. App. 2061 et seq. This statute is one of the Nation's primary authorities for ensuring the availability of resources needed for military requirements and civil emergency preparedness and response. Executive Order 12919 delegates to the Director of FEMA authorities to use the Defense Production Act (DPA) for emergency preparedness, response, mitigation, and recovery activities. These authorities include the use of priority orders to divert domestic production and inventories to approved uses. In addition, the FEMA Director serves as an advisor to the National Security Council on matters relating to National security resource preparedness and the use of the authorities delegated by E.O. 12919.

Chemical Stockpile Emergency Preparedness Program (CSEPP), 50 U.S.C. 1521(c)(4) and (5). Pursuant to the CSEPP program FEMA works with the Defense Department in the course of the department's efforts to destroy the United States' stockpile of chemical weapons. FEMA's role in the implementation of this program is to provide assistance to ensure that State and local governments located in the vicinity of the chemical weapons that are being destroyed have adequate emergency preparedness and response plans in place.

Radiological Emergency Preparedness (REP) Program. Pursuant to a Memorandum of Understanding between FEMA and the Nuclear Regulatory Commission (NRC), as well as Executive Order 12657, FEMA works with State and local jurisdictions, in cooperation with the operators of licensed commercial nuclear power plants, to ensure they have adequate radiological emergency preparedness plans in place to satisfy the NRC's licensing requirements and to ensure the safety of the public in the vicinity of the plants in the event of an accident at any licensed plant.

National Preparedness Program. Pursuant to Presidential Decision Directives No. 39 and 62, FEMA has been assigned responsibilities relating to Weapons of Mass Destruction (WMD) terrorism response preparedness. Under these directives FEMA is responsible for coordinating the Federal response to the consequences of terrorist incidents and for ensuring the adequacy of State plans for responding to terrorist events.

Appendix E: Cross-cutting Partnerships with Other Federal Agencies

FEMA relies on strong partnerships in all that it does. As part of the family of Federal agencies, it is particularly important for FEMA to work closely with its Federal partners to ensure that programs and resources compliment rather than duplicate each other. Though not shown here, FEMA also works in close coordination with its many non-Federal partners through a number workgroups or committees that are essential to FEMA's mission. (A list of acronyms used in this appendix appears on page 54.)

CAPITAL PLANNING & IT MANAGEMENT COMMITTEE

Chair/Lead Agency	Office of Management and Budget
Member Agencies	USDA, DOC, DOD, USA, USN, USAF, EDUC, DOE, HHS, HUD, DOI, DOJ, DOL, STATE, DOT, USTREAS, VA, EPA, NASA, SSA, AID, FEMA, GSA, NSF, NRC, OPM, SBA
Establishing Authority	E.O. 13011, Federal Information Technology
Purpose	Subcommittee of CIO Council that covers IT investment management to achieve measurable improvements in government services
Operations	Meets monthly

CATASTROPHIC DISASTER RESPONSE GROUP (CDRG)

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	USDA, DOC, EDUC, DOD, DOE, HHS, HUD, DOI, DOJ, DOL, STATE, DOT, USTREAS, VA, EPA, NASA, AID, FEMA, GSA, NRC, FCC, NCS, OPM, SBA, TVA, USPS, ARC
Establishing Authority	Federal Response Plan
Purpose	To coordinate operations of those Federal departments and agencies with functional responsibilities during disaster operations under the Federal Response Plan.
Operations	Meetings held throughout the year at the request of any member agency.

CHIEF INFORMATION OFFICER (CIO) COUNCIL

Chair/Lead Agency	Office of Management and Budget
Member Agencies	28 Federal Departments and Agencies
Establishing Authority	E.O. 13011, Federal Information Technology
Purpose	Forum for practices and performance of Federal information resources.
Operations	Meets monthly.

CONTINUITY OF OPERATIONS WORKING GROUP (COOP)

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	NSC, CIA, DIA, USDA, HHS, HUD, USTREAS, DOI, DOJ, DOL, STATE, DOT, VA, EPA, FAA, FBI, FCC, NIMA, FEMA, FRB, FTC, GSA, NASA, NARA, NIMA, NRC, OPM, OSTP, USPS, SEC, SSS, SBA, SSA, TVA, AID, USACE, USCG, US Marshals Service, USPS, Office of Homeland Security, US Senate
Establishing Authority	Presidential Decision Directive 67
Purpose	Established to promote development of COOP plans and capabilities to further preparedness for a wide range of potential emergencies.
Operations	Meets monthly.

CRITICAL INFRASTRUCTURE PROTECTION/CRITICAL INFRASTRUCTURE ASSURANCE

Chair/Lead Agency	Executive Office of the President
Member Agencies	DOC, DOD, DOJ/FBI, FEMA, DOT, HHS, USTREAS, STATE, EPA, DOE, GSA, NSC
Establishing Authority	PDD-63
Purpose	Provides coordinated protection and threat information to organizations that control, manage or rely upon critical infrastructures. In the case of the United States Fire Administration, information is provided to the fire and emergency services sector.
Operations	Ad hoc meetings, Memoranda of Understanding.

EMERGENCY FOOD AND SHELTER PROGRAM NATIONAL BOARD

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	ARC, Catholic Charities USA, United Jewish Communities, National Council of the Churches of Christ in the USA, Salvation Army, United Way of America, FEMA
Establishing Authority	The Stewart B. McKinney - Bruce Vento Homeless Assistance Act of 1987 (PL-100-77)
Purpose	The Emergency Food and Shelter Program supplements and expands ongoing efforts to provide shelter, food, and supportive services for homeless and hungry individuals nationwide.
Operations	Meets monthly.

FEDERAL COMMITTEE FOR METEOROLOGICAL SERVICES AND SUPPORTING RESEARCH

Chair/Lead Agency	Department of Commerce
Member Agencies	USDA, DOC, DOD, DOE, DOI, STATE, DOT, OMB, FEMA, DOC/NOAA, NSF, NTSB, NRC, EPA, OFCM
Purpose	To coordinate Federal programs that are involved in or have important related programs that require meteorological services and supporting research.
Operations	Biannual meetings.

FEDERAL FIRE WORKING GROUP

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	NIH, NIST, USA, USACE, USN, USMC, USAF, USCG, DOD, DOI, CIA, FAA, STATE, USDA, DOE, CDC, GSA, FEMA, OSHA, DOT
Establishing Authority	FEMA Director
Purpose	Reduce the Nation's losses caused by fires with improvements to fire protection and prevention efforts while enhancing close coordination and interface between various elements of the fire safety field with the Federal government.
Operations	Regular meeting schedule to be determined.

FEDERAL GEOGRAPHIC DATA COMMITTEE (FGDC)

Chair/Lead Agency	Department of Interior
Member Agencies	Seventeen Cabinet level and independent Federal agencies
Establishing Authority	OMB Circular A-16
Purpose	Promote the coordinated use, sharing and dissemination of geospatial data on a National basis.
Operations	Monthly meetings.

FEDERAL INTERAGENCY COMMITTEE ON EMERGENCY MEDICAL SERVICES (FICEMS)

Chair/Lead Agency	FEMA/United States Fire Administration
Member Agencies	FEMA, USDA, FCC, DOD, GSA, HHS, DOI, DOT, VA, other Federal departments and agencies, as approved by the committee.
Establishing Authority	The Federal Civil Defense Act of 1950, as amended, Title 50, United States Code Appendix, Sections 2251-2303
Purpose	Establish effective communications between Federal departments and agencies involved in Emergency Medical Services (EMS) activities.
Operations	The FICEMS meets at least quarterly; other meetings are called by the Chair, individually, and at the request of four or more members.

FEDERAL INTERAGENCY FLOODPLAIN MANAGEMENT TASK FORCE

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	HUD, USACE, FEMA, Department of Commerce's Office of Coastal Resources Management, NWS, Natural Resources Conservation Service, NPS, EPA, DOI/Bureau of Reclamation, TVA, DOI/USGS, and others
Establishing Authority	Originally established under the Water Resources Council (established under Section 1302(c) of the National Flood Insurance Act of 1968), and continued by OMB memorandum after the Council dissolved in 1982
Purpose	The Task Force periodically updates the Unified National Program for Floodplain Management.
Operations	Meets as needed.

FEDERAL RADIOLOGICAL PREPAREDNESS COORDINATING COMMITTEE

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	FEMA, NRC, DOC/NOAA, NIST, DOD, DOE, HHS/FDA, HHS/CDC, DOI/BIA, DOT, EPA, USDA, National Communications Systems, NASA, HUD, VA, DOJ/FBI, STATE, GSA, FCC, FEMA's Regional Assistance Committee Chair
Establishing Authority	Executive Order 12148
Purpose	The FRPCC was established to coordinate all Federal policies and responsibilities for assisting States, Territories, Tribal Nations, and local governments in emergency planning and preparedness for peacetime nuclear emergencies, which also includes international radiological emergencies that impact bordering US States.
Operations	Meets quarterly or more frequently as necessary.

FLOOD INSURANCE INTERAGENCY COMMITTEE

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	FEMA, HUD, SBA, VA, USDA, Farm Credit Administration, National Credit Union Administration, FDIC, Office of Thrift Supervision, Office of the Comptroller of the Currency, Federal Reserve Board, Federal National Mortgage Association, Federal Home Loan Mortgage Corporation, Office of Federal Housing Enterprise Oversight
Establishing Authority	A continuation of the Flood Insurance Interagency Task Force, established by National Flood Insurance Reform Act
Purpose	To maintain contact and relationships with Federal regulatory agencies, Government Sponsored Enterprises, Federal agency lenders and lender trade groups in order to inform them of the requirements of complying with NFIRA regulations.
Operations	Biannual meetings.

HOMELAND SECURITY COUNCIL

Chair/Lead Agency	President of the United States
Member Agencies	All departments and agencies that have a role in Homeland Security
Establishing Authority	Executive Order 13228 of October 8, 2001
Purpose	The Council is responsible for advising and assisting the President with respect to all aspects of homeland security. The Council also serves as the mechanism for ensuring coordination of homeland security-related activities of executive departments and implementation of homeland security policies.
Operations	Meets as needed.

HOMELAND SECURITY PRINCIPLES COMMITTEE; DEPUTIES COMMITTEE; AND POLICY COORDINATING COMMITTEES

Chair/Lead Agency	Assistant to the President for Homeland Security; Deputy Assistant to the President; and Senior Staff from various agencies chair the Committees, as appropriate
Member Agencies	All departments and agencies that have a role in Homeland Security
Establishing Authority	Executive Order 13228 of October 8, 2001
Purpose	The Committees are responsible for advising and assisting the President and the Assistant to the President for Homeland Security with respect to all aspects of homeland security. The Committees serve as the mechanism for ensuring coordination of homeland-security related activities of executive departments and agencies and effective development and implementation of homeland security policies.
Operations	Committees meet weekly or as appropriate.

INTERAGENCY ADVISORY COUNCIL (IAC)

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	NSC, CIA, DOC, DOD, DOE, DOI, DOJ, DOL, STATE, DOT, EPA, FAA, FBI, FCC, FEMA, FRS, GSA, HHS, HUD, FARA, NRC, OPM, OSTP, SSA, USTREAS, USACE, USDA, USPS, VA, WHMO
Establishing Authority	Presidential Decision Directive 67, Executive Order 12656
Purpose	Provide coordination, oversight, and management for Executive Order 12656, continuity of government, continuity of operations, and related national security emergency preparedness of the Executive branch and civil departments and agencies.
Operations	Meets monthly.

INTERAGENCY COMMITTEE ON DAM SAFETY (ICODS)

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	DOA, DOD, DOE, DOL, DOI, Federal Energy Regulatory Commission, International Boundary and Water Commission (US Section), NRC, TVA, FEMA
Establishing Authority	Section 215 of the Water Resources Development Act of 1996, Public Law 104-303
Purpose	Provide a permanent forum for the coordination of Federal dam safety activities.
Operations	Meets quarterly.

INTERAGENCY COMMITTEE ON SEISMIC SAFETY IN CONSTRUCTION

Chair/Lead Agency	National Institute of Standards and Technology
Member Agencies	33 Federal construction agencies
Establishing Authority	Earthquake Hazards Reduction Act of 1977 (PL. 95-124, as amended)
Purpose	Coordinates the development of seismic risk reduction policies and programs in the federal construction sector.
Operations	Quarterly, or ad hoc.

INTERAGENCY COORDINATING COMMITTEE ON HURRICANES (ICCOH)

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	FEMA, DOC/NOAA, USACE, DOT/Federal Highway Administration - Tropical Prediction Center, NWS, OFCM
Establishing Authority	Ad hoc
Purpose	To coordinate the National Hurricane Program with emphasis on hurricane evacuation activities.
Operations	Quarterly meetings.

INTERAGENCY COORDINATING COMMITTEE ON SEISMIC RISK REDUCTION

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	NSF, USGS, FEMA, NIST
Establishing Authority	Earthquake Hazards Reduction Act of 1977 (P.L. 95-124, as amended)
Purpose	Coordinates the development of seismic risk reduction policies and programs in the Federal sector and encourages State, local and private actions to mitigate earthquake damage.
Operations	Quarterly, or ad hoc.

INTERIM NATIONAL DROUGHT COUNCIL (INDC)

Chair/Lead Agency	United States Department of Agriculture
Member Agencies	DOI/Bureau of Reclamation, Farm Credit Bank of Texas, USACE, EPA, National Drought Mitigation Center, University of Nebraska, FEMA, NEMA, NGA, DOC/NOAA, Kentucky Water Resources, Division of Water, SBA, Southern Governors' Association, Metropolitan Water District of Southern California, USDA, Western Governors' Association, US Conference of Mayors, National Association of Counties, Intertribal Agricultural Council, Consortium of Regional Climate Services, National Association of Conservation Districts, Council of State Governments-West
Establishing Authority	Recommendation of the National Drought Policy Commission, created Public Law 105-199
Purpose	Establish a more comprehensive, integrated, coordinated approach toward reducing the impacts of drought through better preparedness, monitoring and prediction, risk management, and response to drought emergencies in the United States.
Operations	Monthly conference calls and meetings. Public hearings held two or three times a year.

NATIONAL DAM SAFETY REVIEW BOARD

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	Representatives from four Federal agencies: FERC, USACE, USDA, and, DOL; five members selected by the Director of FEMA from among dam safety officials of the States; and one member selected by the Director of FEMA to represent United States Society on Dams (formerly the U.S. Committee on Large Dams).
Establishing Authority	Section 215 of the Water Resources Development Act of 1996, Public Law 104-303
Purpose	Provides the Director of FEMA with advice in setting national dam safety priorities and considers the implications of national policy issues affecting dam safety.
Operations	Meets quarterly.

NATIONAL PUBLIC SAFETY TELECOMMUNICATIONS COUNCIL (NPSTC)

Chair/Lead Agency	A Governing Board composed of non-profit organizations whose members are predominantly governmental entities and/or employees of governmental entities, in addition to three Federal government entities (FEMA, USDA-liaison, DOI-liaison).
Member Agencies	Federation of government agencies and associations representing public safety communications
Establishing Authority	Department of Commerce and FCC mandates in congressional guidance for allocating spectrum to public safety agencies.
Purpose	Act as a resource and advocate for public safety telecommunications issues.
Operations	Quarterly meetings and newsletter.

NATIONAL RESPONSE TEAM

Chair/Lead Agency	Environmental Protection Agency (Vice-Chair: USCG)
Member Agencies	EPA, FEMA, DOT, DOD, DOE, USDA, DOC, HHS, DOI, DOJ, DOL, NRC, STATE, GSA, USTREAS, USCG.
Establishing Authority	National Contingency Plan-40 CFR part 300
Purpose	Develops policy and publications for the National Response System; Coordinates National Response for releases of oil and hazardous materials.
Operations	Meets monthly. May convene during significant spills or releases.

NCS COMMITTEE FOR NATIONAL SECURITY AND EMERGENCY PREPAREDNESS COMMUNICATIONS (NS/EPC; FORMERLY COP/COR)

Chair/Lead Agency	National Communications System
Member Agencies	22 Federal Departments and Agencies
Establishing Authority	E.O. 13231
Purpose	Provides advice and recommendations on national security and emergency preparedness telecommunications to the Executive Office of the President.
Operations	Meets a minimum of twice per year.

NTIA INTERAGENCY RADIO ADVISORY COMMITTEE (IRAC)

Chair/Lead Agency	National Telecommunication and Information Administration
Member Agencies	NTIA, UPSP, DOC, VA, Broadcasting Board of Governors, FEMA, GSA, STATE, DOE, USA, USDA, USN, FCC, HHS, FCC, USAF, USCG, USTREAS, DOJ, DOI, NASA, NSF
Establishing Authority	Communications Act of 1934
Purpose	Federal spectrum frequency management and other Federal communications issues.
Operations	Bi-weekly meetings.

PRE-DISASTER MITIGATION INTERAGENCY TASK FORCE

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	To be determined
Establishing Authority	PL 106-390
Purpose	To coordinate the implementation of pre-disaster hazard mitigation programs.
Operations	To be determined.

PUBLIC SAFETY WIRELESS NETWORK PROGRAM (PSWN)

Chair/Lead Agency	Jointly chaired by the Departments of the Treasury and Justice
Member Agencies	FEMA, DOT, DOJ
Establishing Authority	The Federal Law Enforcement Wireless Users Group (FLEWUG) issued the PSWN Program Management and Organization document in 1996, which led to the creation of the PSWN Program.
Purpose	Foster interoperable wireless networks for public service agencies at all levels of government.
Operations	Meetings/symposia.

TASK FORCE ON THE NATURAL AND BENEFICIAL FUNCTIONS OF THE FLOODPLAIN

Chair/Lead Agency	Federal Emergency Management Agency
Member Agencies	USACE, EPA, FEMA, DOC, NWS, NOAA, DOI/Fish and Wildlife Service, NPS, USDA, Natural Resources Conservation Service
Establishing Authority	Section 562, National Flood Insurance Reform Act of 1994
Purpose	To develop a report on how the nation can reduce flood losses by protecting and restoring the natural and beneficial values of floodplains.
Operations	Meets as needed.

**UNITED STATES FIRE ADMINISTRATION/CENTERS FOR DISEASE
CONTROL/CONSUMER PRODUCTS SAFETY COMMISSION PARTNERSHIP**

Chair/Lead Agency	FEMA/United States Fire Administration
Member Agencies	FEMA, Consumer Product Safety Commission, CDC
Establishing Authority	2002 Budget requirement
Purpose	Multi-agency group to coordinate programmatic efforts to eliminate residential fire deaths by the year 2020.
Operations	Meetings and/or conference calls about every 5-6 weeks.

ACRONYM KEY FOR APPENDIX E

AID	Agency for International Development
ARC	American Red Cross
BIA	Department of the Interior, Bureau of Indian Affairs
CDC	Centers for Disease Control and Prevention
CIA	Central Intelligence Agency
DIA	Defense Intelligence Agency
DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of Interior
DOJ	Department of Justice
DOL	Department of Labor
DOT	Department of Transportation
EDUC	Department of Education
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigations
FCC	Federal Communications Commission
FDA	Food and Drug Administration
FDIC	Federal Deposit Insurance Corporation
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FRB	Federal Reserve Board
FRS	Federal Reserve System
FTC	Federal Trade Commission
GSA	General Services Administration
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
IAEM	International Association of Emergency Managers
NARA	National Archives and Records Administration
NASA	National Aeronautics and Space Administration
NCS	National Communications System
NEMA	National Emergency Management Association
NGA	National Governor's Association
NIH	National Institutes of Health

NIMA	National Imagery and Mapping Agency
NIST	National Institute of Standards and Technology
NOAA	National Oceanic and Atmospheric Administration
NPS	National Park Services
NRC	Nuclear Regulatory Commission
NSC	National Security Council
NSF	National Science Foundation
NTIA	National Telecommunication and Information Administration
NTSB	National Transportation Safety Board
NWS	National Weather Service
OFCM	Office of the Federal Coordinator for Meteorology
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OSHA	Occupational Safety and Health Administration
OSTP	Office of Science and Technology Policy
SBA	Small Business Administration
SEC	Securities and Exchange Commission
SSA	Social Security Administration
SSS	Selective Service System
STATE	Department of State
TVA	Tennessee Valley Authority
USAF	U.S. Air Force
USA	U.S. Army
USACE	U.S. Army Corps of Engineers
USCG	U.S. Coast Guard
USCM	U.S. Conference of Mayors
USDA	Department of Agriculture
USFA	U.S. Fire Administration
USGS	U.S. Geological Survey
USN	U.S. Navy
USPS	U.S. Postal Service
USTREAS	Department of Treasury
VA	Department of Veterans Affairs
WHMO	White House Military Office

Appendix F: Glossary

After-Action Reporting	A method of identifying and tracking correction of important problems and implementing best work practices in an operation or exercise after it has been completed.
Annual Performance Goal	A target level of performance included in the Agency's Annual Performance Plan that is expressed as a tangible, measurable objective, against which actual achievement can be compared.
Annual Performance Plan	An annual plan required by the Government Performance and Results Act that sets out measurable goals and defines what the Agency will accomplish during a fiscal year.
Business Case	Systematic documentation to support the evaluation and justification of program financial, staffing, and technology resources. The business case also answers the question, "Why do we need this project/system/initiative?"
Contingency Program	Programs that provide contingency planning and operational capabilities for key government officials.
Continuity of Government (COG)	Executive Branch program to ensure the continuity of essential functions in any national security emergency by providing for: succession to office and emergency delegation of authority in accordance with applicable law; safekeeping of essential resources, facilities, and records; and establishment of emergency operating capabilities.
Continuity of Operations (COOP)	Internal Executive Branch department and agency efforts to assure continuance of their minimum essential functions across a wide range of potential emergencies, including localized acts of nature, accidents, technological and/or attack-related emergencies.
Cadre of On-call Response/ Recovery Employees (CORE)	Term (non-permanent; not to exceed four years) appointments authorized under the Stafford Act to perform work directly supporting declared disasters. These appointments may be extended at management discretion for an additional year and are on the General Schedule (GS) pay scale.

Disaster	As used in this plan, this term is broadly defined to include disasters and emergencies that may be caused by any natural or man-made event.
Disaster Assistance Employee (DAE) - Reservist	Temporary (intermittent; not to exceed one-year) appointments authorized under the Stafford Act to support Federal disaster response and recovery efforts. The DAE's duty station is the home of record and they are deployed as the need arises. The appointments are renewed at management's discretion and their pay is administratively determined by FEMA.
Disaster Assistance Employee (DAE) – Local Hires	Temporary (intermittent; not to exceed 120 days) appointments authorized under the Stafford Act to support a specific Federal disaster response and recovery effort. They are hired from the impacted area to assist with operations and to bring a local knowledge to the disaster operation. The Local Hire duty station is the disaster site. The appointments are renewed based on continued need and at management's discretion and their pay is based on the local prevailing wage rate for the job parameters.
Disaster or Emergency Declaration	A declaration by the President which authorizes supplemental Federal assistance under the Stafford Act. The declaration is in response to a Governor's request and may cover a range of response, recovery and mitigation assistance for State and local governments, eligible private-non-profit organizations, and individuals.
Disaster Temporary Employee (DTE)	Temporary (full-time, part-time or intermittent not to exceed one year) appointments authorized under the Stafford Act. DTEs are hired locally for a specific purpose at a fixed disaster site, such as a fixed disaster processing center. These appointments are renewed at management's discretion.
Emergency Management	The process through which the Nation prepares for emergencies and disasters, mitigates their effects, and responds to and recovers from them.
Emergency Management Community	As used in this plan, the emergency management community includes individuals at all levels of government who are involved in any phase of emergency management, including planning, operations and support.

Emergency Management Assistance Compact (EMAC)	A legally binding mutual aid agreement and partnership between States that allows them to assist one another during emergencies and disasters.
Emergency Responder	As used in this plan, an individual who performs an operational role in responding to an incident.
Emergency Response Community	As used in this plan, this broadly includes all individuals who have a role in emergency response, whether planning, support or operational.
External Factors	Those factors that are beyond the Agency's control and influence whether a strategic goal can be accomplished.
Federal Response Plan (FRP)	The plan designed to address the consequences of any disaster or emergency situation in which there is a need for Federal assistance under the authorities of the Stafford Act. Twenty-seven Federal departments and agencies including the American Red Cross are signatories to the plan.
Interoperability	The ability of systems or communications to work together.
Knowledge Management	As used in this plan, knowledge management refers to FEMA becoming a center or portal, through which users throughout the nation can access information and expertise on all aspects of emergency management. This new role builds on FEMA's coordination and strong partnerships with others in the emergency management community, and moves the Agency more firmly into the information age.
Management plans	Long-term and annual plans created by individual FEMA offices or directorates to carry out the goals, objectives and strategies outlined in the Strategic Plan.
Mission	A broad statement of purpose for the Agency.
Mitigation	Taking sustained actions, such as supporting the use of strong building codes and guiding community disaster resistance, to reduce or eliminate long-term risk to people and property from hazards and their effects.

Nation	As used in this plan, a broadly inclusive term encompassing, but not limited to, individuals, businesses, civic and voluntary organizations, communities, States, Territories, Tribal Nations and Federal agencies within the United States and its Territories.
Office of Homeland Security	A White House Office established to develop and coordinate a comprehensive national strategy to strengthen protection against terrorist threats or attacks in the United States.
Performance Management	As used in this plan, performance management is the improvement of performance through the on-going process of goal setting, allocation of budget resources to priorities, and evaluation of results against pre-established performance criteria.
Performance Measure	As used in this plan, a specific measurable result for each goal that indicates successful achievement.
Permanent Full-Time (PFT)	A position normally filled on a permanent basis and having a regularly scheduled full-time work week.
Portal	As used in this plan, a point of entry through which the user can gain access to information or expertise.
Preparedness	Building the emergency management profession to prepare for, mitigate, respond to, and recover from natural and man-made hazards and terrorist acts through planning, training, education, and exercising.
President's Management Agenda	President Bush's management reform priorities for Federal agencies. They include: Strategic Management of Human Capital; Expanded Electronic Government; Competitive Sourcing; Improved Financial Performance; and Budget and Performance Integration.
Recovery	Rebuilding communities so individuals, businesses, and governmental infrastructure can function on their own, return to normalcy, and are protected against future hazards.

Response	Conducting emergency operations to save lives and property, including positioning emergency equipment and supplies; evacuating potential victims; providing food, water, shelter, and medical care to those in need; and restoring critical public services.
Strategic Goal	A broad target that defines how the Agency will carry out its mission over a five to seven year period of time.
Strategic Objective	A specific step necessary to achieve a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the Agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategy	A description of how a strategic objective will be achieved.
Support	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to: information, facilitation, coordination, technical assistance, or financial assistance.
Terrorism	The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.
Vision	An idealized statement of the best possible future.
Weapons of Mass Destruction	Any device, material, or substance used in a manner, in a quantity or type, or under circumstances evidencing an intent to cause death or serious injury to persons or significant damage to property.
Workforce	All the people working or available to work for the Agency, regardless of employment type.

