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 6.4: 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.
### 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.

<table>
<thead>
<tr>
<th>REGION</th>
<th>STATES/TERRITORIES</th>
</tr>
</thead>
</table>
| **REGION I (Boston)** | Connecticut  
Maine  
Massachusetts  
New Hampshire  
Rhode Island  
Vermont |
| Federal Emergency Management Agency  
442 J.W. McCormack POCH  
Boston, Massachusetts 01209-4595  
Telephone: (617) 223-9540 |
| **REGION II (New York)** | New Jersey  
New York  
Puerto Rico  
U.S. Virgin Islands |
| Federal Emergency Management Agency  
26 Federal Plaza, Room 1307  
New York, New York 10278-0002  
Telephone: (212) 680-3609 |
REGION III (Philadelphia)
Federal Emergency Management Agency
One Independence Mall, 6th Floor
615 Chestnut Street
Philadelphia, Pennsylvania
10106-4404
Telephone: (215) 931-5608

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

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

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

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

Delaware
District of Columbia
Maryland
Pennsylvania
Virginia
West Virginia

Alabama
Florida
Georgia
Kentucky
Mississippi
North Carolina
South Carolina
Tennessee

Illinois
Indiana
Michigan
Minnesota
Ohio
Wisconsin

Arkansas
Louisiana
New Mexico
Oklahoma
Texas

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
FEDERATED 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, DOT, 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

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

### CONTINUITY OF OPERATIONS WORKING GROUP (COOP)

<table>
<thead>
<tr>
<th>Chair/ Lead Agency</th>
<th>Federal Emergency Management Agency</th>
</tr>
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<tbody>
<tr>
<td>Establishing Authority</td>
<td>Presidential Decision Directive 67</td>
</tr>
<tr>
<td>Purpose</td>
<td>Established to promote development of COOP plans and capabilities to further preparedness for a wide range of potential emergencies.</td>
</tr>
<tr>
<td>Operations</td>
<td>Meets monthly</td>
</tr>
</tbody>
</table>

### CRITICAL INFRASTRUCTURE PROTECTION/ CRITICAL INFRASTRUCTURE ASSURANCE

<table>
<thead>
<tr>
<th>Chair/ Lead Agency</th>
<th>Executive Office of the President</th>
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<tr>
<td>Member Agencies</td>
<td>DOC, DOD, DOJ/FBI, FEMA, DOT, HHS, USTREAS, STATE, EPA, DOE, GSA, NSC</td>
</tr>
<tr>
<td>Establishing Authority</td>
<td>PDD-63</td>
</tr>
<tr>
<td>Purpose</td>
<td>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.</td>
</tr>
<tr>
<td>Operations</td>
<td>Ad hoc meetings, Memoranda of Understanding.</td>
</tr>
</tbody>
</table>
### 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, USCIG, 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 (IAG)

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, NRC, OPM, OSTP, SSA, USTREAS, 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

<table>
<thead>
<tr>
<th>Chair/ Lead Agency</th>
<th>Federal Emergency Management Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Agencies</td>
<td>NSF, USGS, FEMA, NIST</td>
</tr>
<tr>
<td>Establishing Authority</td>
<td>Earthquake Hazards Reduction Act of 1977 (PL 95-124, as amended)</td>
</tr>
<tr>
<td>Purpose</td>
<td>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.</td>
</tr>
<tr>
<td>Operations</td>
<td>Quarterly, or ad hoc.</td>
</tr>
</tbody>
</table>

### INTERIM NATIONAL DROUGHT COUNCIL (INDC)

<table>
<thead>
<tr>
<th>Chair/ Lead Agency</th>
<th>United States Department of Agriculture</th>
</tr>
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<tbody>
<tr>
<td>Member Agencies</td>
<td>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</td>
</tr>
<tr>
<td>Establishing Authority</td>
<td>Recommendation of the National Drought Policy Commission, created Public Law 105-199</td>
</tr>
<tr>
<td>Purpose</td>
<td>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.</td>
</tr>
<tr>
<td>Operations</td>
<td>Monthly conference calls and meetings. Public hearings held two or three times a year.</td>
</tr>
</tbody>
</table>
### 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, USPSP, 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

<table>
<thead>
<tr>
<th>Chair/ Lead Agency</th>
<th>Federal Emergency Management Agency</th>
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<td>Establishing Authority</td>
<td>PL 106-390</td>
</tr>
<tr>
<td>Purpose</td>
<td>To coordinate the implementation of pre-disaster hazard mitigation programs.</td>
</tr>
<tr>
<td>Operations</td>
<td>To be determined.</td>
</tr>
</tbody>
</table>

### PUBLIC SAFETY WIRELESS NETWORK PROGRAM (PSWN)

<table>
<thead>
<tr>
<th>Chair/ Lead Agency</th>
<th>Jointly chaired by the Departments of the Treasury and Justice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Agencies</td>
<td>FEMA, DOT, DOJ</td>
</tr>
<tr>
<td>Establishing Authority</td>
<td>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.</td>
</tr>
<tr>
<td>Purpose</td>
<td>Foster interoperable wireless networks for public service agencies at all levels of government.</td>
</tr>
<tr>
<td>Operations</td>
<td>Meetings/ symposia.</td>
</tr>
</tbody>
</table>

### TASK FORCE ON THE NATURAL AND BENEFICIAL FUNCTIONS OF THE FLOODPLAIN

<table>
<thead>
<tr>
<th>Chair/ Lead Agency</th>
<th>Federal Emergency Management Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Agencies</td>
<td>USACE, EPA, FEMA, DOC, NWS, NOAA, DOI/ Fish and Wildlife Service, NPS, USDA, Natural Resources Conservation Service</td>
</tr>
<tr>
<td>Establishing Authority</td>
<td>Section 562, National Flood Insurance Reform Act of 1994</td>
</tr>
<tr>
<td>Purpose</td>
<td>To develop a report on how the nation can reduce flood losses by protecting and restoring the natural and beneficial values of floodplains.</td>
</tr>
<tr>
<td>Operations</td>
<td>Meets as needed.</td>
</tr>
<tr>
<td>Chair/ Lead Agency</td>
<td>FEMA/ United States Fire Administration</td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Member Agencies</td>
<td>FEMA, Consumer Product Safety Commission, CDC</td>
</tr>
<tr>
<td>Establishing Authority</td>
<td>2002 Budget requirement</td>
</tr>
<tr>
<td>Purpose</td>
<td>Multi-agency group to coordinate programmatic efforts to eliminate residential fire deaths by the year 2020.</td>
</tr>
<tr>
<td>Operations</td>
<td>Meetings and/ or conference calls about every 5-6 weeks.</td>
</tr>
</tbody>
</table>
### ACRONYM KEY FOR APPENDIX E

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

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>After-Action Reporting</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Annual Performance Goal</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Annual Performance Plan</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Business Case</strong></td>
<td>Systematic documentation to support the evaluation and justification of program financial, staffing, and technology resources. The business case also answers the question, &quot;Why do we need this project/system/initiative?&quot;</td>
</tr>
<tr>
<td><strong>Contingency Program</strong></td>
<td>Programs that provide contingency planning and operational capabilities for key government officials.</td>
</tr>
<tr>
<td><strong>Continuity of Government (COG)</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Continuity of Operations (COOP)</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Cadre of On-call Response/Term (non-permanent; not to exceed four years) Recovery Employees (CORE)</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>
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.