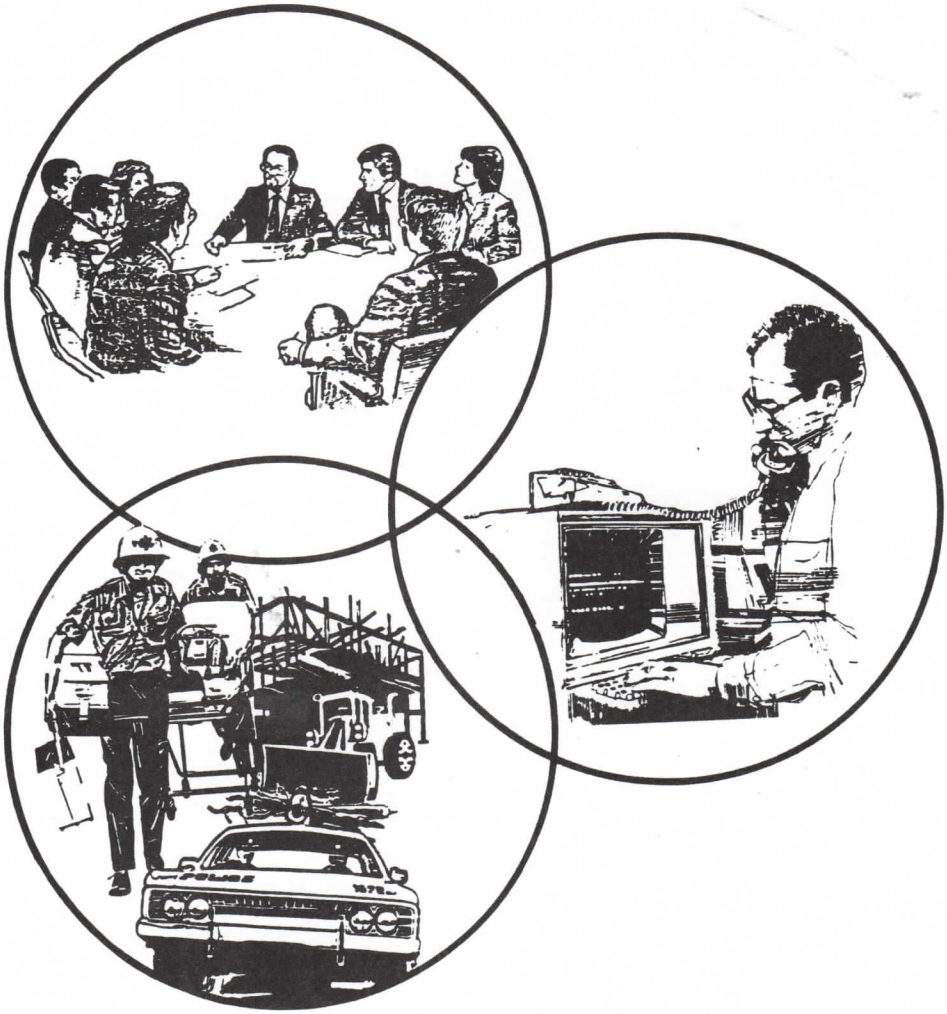
UNIT IV

Applying the Process



EMERGENCY MANAGEMENT INSTITUTE

NATIONAL EMERGENCY TRAINING CENTER

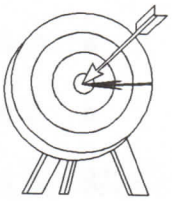
UNIT IV: APPLYING THE PROCESS

OVERVIEW

We have spent considerable time reviewing various aspects of all-hazards emergency management. In this unit, you will apply that information to your own community and position.

GOAL

The purpose of this unit is to help you apply the techniques of teambuilding to a simulation involving the four phases of emergency management, which will require analysis of the interaction among Federal, State, and local levels of government, as well as non-government agencies (non-profit organizations and businesses).



OBJECTIVES

At the end of this unit, you will be able to do the following:

- Define the relationships among local, State, and Federal agencies and non-government entities in the emergency management process; and
- Recognize activities that comprise the four phases of emergency management using an integrated approach.

SMALL GROUP ACTIVITY: EMERGENCY MANAGEMENT IN CRISIS-PRONE COUNTY

In this activity, you will have the opportunity to use various emergency management concepts presented throughout the course, and to practice the group interaction skills that were discussed in Unit III: The Team Approach to Emergency Management.

The class will be divided into several small groups, each a task force representing individuals within Crisis-Prone County. Members of each group will choose to take on one of nine available roles within the task force:

- A consultant specializing in emergency programs;
- A plant safety manager;
- A junior management analyst for the county executive;
- Local Public Health Official;
- An emergency program manager;
- Disaster Director for the Red Cross;
- Deputy Fire Chief;
- Law enforcement officer;
- Media person.

Not all roles will be used in any one group.

The challenge to each task force group is to develop an outline and presentation on integrated emergency management. The Task Force Member Worksheets (beginning on p. IV-4) will provide further details on the activity.

As assigned by your instructor, half of the task force groups will give their presentations on emergency management before the Crisis-Prone County commissioners at a public hearing. The other half of the task force groups will give their presentations on emergency management before business and industry leaders at a civic group meeting. Members of each task force will observe and make comments on how the groups worked together as teams.

The groups will be allotted one hour before the lunch break and 40 minutes after the lunch break to develop their outlines and presentations. In the afternoon, one or more spokespersons from each task group will have about ten minutes to present the group's outline to the rest of the class, which will act as commissioners or business and industry leaders. Each spokesperson will then have five minutes to describe the group process. How well did the group coordinate and merge its efforts to accomplish mutually acceptable work goals? Was there mutual trust, support, and respect for individual differences? Did the group use conflict as a positive force?

Remember, your contributions to the group are vital. Try to maintain the "role" you have chosen as you offer your comments so that a realistic variety of perspectives and concerns are represented. You do not need detailed knowledge of what a position involves to imagine and express the general perspective such a person might have, which is all this exercise requires.

As you work, your group may organize its task in any way it finds useful and comfortable. Each member of the group is expected to make a substantial contribution; however, the final product is to be a *group* product, representing a consensus of opinion rather than the work of one or two individuals.

You are encouraged to refer to the information contained throughout the Student Manual.

CRISIS-PRONE COUNTY
TASK FORCE MEMBER WORKSHEET

Report to Commissioners

The recent incident in which a response to a potentially serious train derailment was hampered by poor planning and coordination (II-8 and II-9)--resulting in intense public concern and a bright spotlight in the media, as well as serious concern on the part of agencies involved--has led the commissioners to set up a task force to review the local emergency management system and make recommendations for its improvement. They are concerned and expected to be receptive to the report, though the county is facing a budget crisis and they are probably worried about the costs associated with program improvement. The following information will help you further assess the county's current situation and the commissioners' expectations.

The Crisis-Prone County emergency service units provide medical services, communication systems, emergency transportation, public education and training, and other services. The Public Safety Administration (PSA), of which the emergency service units are a part, is governed by policies that are generally established by the county commissioners. However, emergency service programs frequently are funded by a variety of public programs and private agencies, and in light of this unique situation, PSA has allowed (and indeed encouraged) a great deal of independence among various emergency service groups within the county structure.

Crisis-Prone County is a prosperous community, which, because of employment opportunities and natural resources, has attracted people and industries of many diverse backgrounds. The county population now exceeds 650,000 and is growing steadily. Both air traffic and rail traffic to and through the county have increased significantly. Development of new industries in the community--especially the Wastenot Chemical Plant and the Crisis-Prone Nuclear Power Plant--in the last five years has brought a significant economic boost to the county. Growth and development in Crisis-Prone County have been extensive and rapid, to say the least.

But change and development of this magnitude also bring about some side effects that have to be factored into a thorough assessment of the county's position. One of the conclusions drawn by the commissioners in recent months is that the county's vulnerability to hazards and potential hazards has increased dramatically and in proportion to much of the development that has taken place in recent years. The commissioners have also decided that the emergency-related units within PSA are too loosely affiliated and must be drawn together into a more cohesive organization.

Therefore, the commissioners have called for and commissioned a task force of staff representatives from throughout the county and State government to make a review of the county's emergency services program. The commissioners are particularly intrigued by the concept of an integrated, all-hazards approach to emergency management. (Their interest was triggered by the availability of funds from the Federal government to support planning and implementation of all-hazards emergency management at the local level.) The concept of an all-hazards approach is new to the commissioners and the county, and the first order of business for the task force is to prepare a written outline of what an all-hazards integrated approach to emergency management is in generic terms, and what it means to the county. So, the basic questions of what, who, when, and how must be addressed in the outline.

The commissioners also want to know where the links are in an emergency management system: how the resource providers relate to the users, how different levels of government relate to one another, how the private sector interacts with the public sector, what sort of planning system is used to initiate a system of this nature, what staff retraining and public education and awareness issues might arise, and what technical material or facility needs are suggested.

Keep in mind that the commissioners are looking for an integrated and consolidated presentation in the form of a written outline and oral report. Because of their busy schedules, they have allotted 15 minutes for this presentation at their next regularly scheduled public meeting. So the task force must first devise a strategy for accomplishing its task that will ensure that all the important features of emergency management are covered--with the appropriate emphasis. You are committed to full and comprehensive coverage of your specific subject since it is critical to a complete understanding of emergency management.

TASK FORCE ROLES

NOTE *Each member of the group should chose one of the following roles and place his/her initials in the blank line at the left of each role.*

Michael
_____ *Consultant Specializing in Emergency Management*

You have been designated as a member of this task force because of your interest and expertise in all phases of all-hazards emergency management. The contribution you can make to the deliberations and product of the group, therefore, primarily is in this area. You especially are concerned that this task force may work too much on theory. While you certainly may have input into other parts of the discussion and outline, you will assume responsibility for this specific information.

Dennis

Safety Manager of the Wastenot Chemical Plant

You represent local industry's point of view on the task force. The contribution you can make to the group's deliberations primarily is in this area. Wastenot, a manufacturing concern located near the main population center of Crisis-Prone County, is a major employer in the area and is concerned as a company with clear definitions of its own role in emergency management. You want to contribute to community safety--but not beyond your corporate capabilities to absorb that responsibility.

Cecelia

Junior Management Analyst for the County Executive (Jane or John Novice)

You are particularly interested in the effect of this project on overall community services. Your background and expertise make you especially concerned that any action taken be aimed squarely at actual needs, be planned and organized logically, and have positive effects during crises and in routine county administration. You are the designated representative of the county executive and see this task force as an opportunity to show what you can offer the County as a new, bright, enthusiastic employee.

Suzanne

Local Public Health Official

You are assigned to the task force to provide advice on development of Crisis-Prone county's emergency health services program. You would like to steer the county toward a realistic program, balancing its needs with available resources. Your experience allows you to suggest financial and technical assistance available at the State and the Federal level.

Barry

Emergency Program Manager

You have been newly appointed as emergency program manager; the previous holder of this position resigned after the train derailment, telling the press that he had been hampered in his role by a lack of interest among the emergency management agencies and his own lack of influence and access to the chief executive. You see an opportunity for change and want to establish a framework in which your role is recognized so that you can operate effectively.

RH

Disaster Director for the Red Cross

As an experienced Red Cross representative, you have long been concerned about the lack of coordination in emergency planning in Crisis-Prone County. You are frustrated by the fact that no one communicated with you during the train derailment, and you heard about it through the media.

Kevin *Deputy Fire Chief*

The fire department has been the focus of much adverse publicity since the train derailment. In the past, the department had done little to address liability issues or have formal agreements in place, and always have assumed "everyone would be glad to help." You are familiar with the incident command system, but currently have no formal understanding with other departments and agencies that states who is in charge under what circumstances. Your department is eager to make changes that will improve coordination.

Wayne *Law Enforcement Officer*

During the recent disaster, confusion between the roles of the county law enforcement agency and the fire department was apparent. The police chief wants to remedy the confusion and is willing to support solid proposals that are not just "window dressing." While there is some tension between law enforcement and fire officials as a result of role confusion, they both are aware that they have a common goal.

DG *Media Person*

You, as representative of the community's media (radio, TV, or newspaper--your choice), have been asked to be a part of this task force for two reasons. One, you will be able to keep the public informed of the progress of the task force, and, two, you are very interested in working with the county officials when a disaster occurs to help them inform the public. While things did not go smoothly between officials and the media during the recent emergency, you feel this problem can be solved.

CRISIS-PRONE COUNTY
TASK FORCE MEMBER WORKSHEET

Report to Civic Groups

The recent incident in which response to a potentially serious train derailment was hampered by poor planning and coordination (II-8 and II-9)--resulting in intense public concern and a bright media spotlight, as well as serious concern on the part of agencies involved--has led to much concern on the part of civic leaders. In addition to concern about the county's citizens, civic group leaders fear that negative perceptions may form about the county due to its lack of an integrated all-hazards approach to emergency management. Once formed, these perceptions could drive away citizens and businesses who had considered moving to the county.

Since the commissioners have called for and commissioned a task force of staff representatives from throughout the county and State government to make a review of the county's emergency services program, civic groups would like to receive this information. The following information will help you further assess the county situation and the civil groups' interests.

The Crisis-Prone County emergency service units provide medical services, communication systems, emergency transportation, public education and training, and other services. The Public Safety Administration (PSA), of which the emergency service units are a part, is governed by policies that are generally established by the county commissioners. However, emergency service programs frequently are funded by a variety of public programs and private agencies, and in light of this unique situation, PSA has allowed (and indeed encouraged) a great deal of independence among various emergency service groups within the county structure.

Crisis-Prone County is a prosperous community, which, because of employment opportunities and natural resources, has attracted people and industries of many diverse backgrounds. The county population now exceeds 650,000 and is growing steadily. Both air traffic and rail traffic to and through the county have increased significantly. Development of new industries in the community--especially the Wastenot Chemical Plant and the Crisis-Prone Nuclear Power Plant--in the last five years has brought a significant economic boost to the county. Growth and development in Crisis-Prone County have been extensive and rapid, to say the least.

Local business and industry officials, who head many of the county's civic groups, have always encouraged this growth. However, the local media has focused recently on potential hazards in the community, asking questions about citizen safety and the ability of the county's PSA to handle emergencies.

The concept of all-hazards emergency management is new to the county, and the first order of business for the task force is to prepare a written outline of what integrated, all-hazards emergency management is in generic terms, and what it means to the county. So, the basic questions of what, who, when, and how must be addressed in the outline.

The civic group leaders, influential members of the community who play significant roles in local decisionmaking, are eager to learn how this concept might address some potential problems in Crisis-Prone County. They especially want to know where the links are in an emergency management system: how the resource providers relate to the users, how different levels of government relate to one another, how non-profit groups like themselves and the businesses and industries they represent can interact with public sector agencies in a crisis, what sort of planning system is used to initiate a system of this nature, what staff retraining and public education and awareness issues might arise, and what technical material or facility needs are suggested.

Many of the civic groups' questions are similar to those the commissioners want answered. However, the business and industry leaders also want to know how they can contribute to a solution.

Keep in mind that the civic leaders are looking for an integrated and consolidated presentation in the form of a written outline and oral report. They have allotted 15 minutes for this presentation at a meeting scheduled for a review of problems and solutions relating to the derailment. So the task force must first devise a strategy for accomplishing its task that will ensure that all the important features of all-hazards integrated emergency management are covered--with the appropriate emphasis. You are committed to full and comprehensive coverage of your specific subject since it is critical to a full understanding of emergency management.

COURSE SUMMARY

This course has provided you with a context within which to explore your understanding of the emergency protection system and your role in it. We have examined facts, ideas, and attitudes that affect emergency management, and we have worked together in formulating new conceptual approaches to your responsibilities for emergency management. Certainly, your role differs from the roles of other participants in this course, based on the individuality of communities, organizations, programs, and personalities. The personal action plan you have developed focuses on that individual role. But certain generalities can be drawn from our experiences in this course.

- All possible emergencies should be included in emergency management considerations. Each poses different problems, risks, and potential community impact. Nuclear attack is seen as a "worst case" disaster, preparation for which is enhanced by preparation for other hazards.

- Integrated emergency management includes planning for natural, technological, and war-related emergencies, including terrorism and civil disorders.

- The four phases--mitigation, preparedness, response, and recovery--are used to assist in conceptualizing various activities involved.

- No single organization can be responsible for all aspects of emergency management, so coordination is needed among different groups and individuals.

- All potential actors within the system are included, from the Federal government to the private citizen, and their roles and responsibilities vary greatly.

- All actors must work within the framework of the integrated emergency management system toward common goals to ensure coordinated activities.

- You must be aware of how you and your organization fit into the emergency management system in order to function effectively and harmoniously within it.

These facts make integrated emergency management a complex process, composed of many parts working together for a common purpose--to minimize casualties and damage from all types of emergencies, and to assist in returning community and human systems to normal as quickly and efficiently as possible through the cooperative application of available resources to all kinds of emergencies. This objective determines the functional structure of the integrated emergency management system.

APPENDIX A

GLOSSARY OF TERMS AND ACRONYMS

GLOSSARY OF TERMS AND ACRONYMS

ARC	American Red Cross
ARM	Aerial Radiological Monitoring supplements ground monitoring for detection of radiation following a nuclear attack. This is a State responsibility to develop this capability.
CAP	Civil Air Patrol is a volunteer civilian Air Force group responsible for search and rescue, aerial radiological monitoring, and other activities as requested by the State.
CCA	Comprehensive Cooperative Agreement is a vehicle for FEMA to provide funding to the States.
CD	Civil Defense means all those activities and measures designed or undertaken (1) to minimize the effects upon the civilian population caused or which would be caused by an attack upon the United States or by a natural disaster, (2) to deal with the immediate emergency conditions which would be created by any such attack or natural disaster, and (3) to effectuate emergency repairs to, or the emergency restoration of, vital utilities and facilities destroyed or damaged by any such attack or natural disaster.
CEM	Comprehensive Emergency Management offers a framework for organizing and managing emergency protection efforts. There are four phases--mitigation, preparedness, response, and recovery--in the all-hazards approach.
CERCLA	Comprehensive Environmental Response Compensation, and Liability Act of 1980--"Superfund" Act.
CFR	Code of Federal Regulations
COE	U.S. Army Corps of Engineers
CPG	Civil Preparedness Guides are FEMA publications that provide guidance in Civil Preparedness Emergency Management programs and activities.

CSP	Community Shelter Plans provide locals with guidance on how, where, and when to shelter the population in the event of a national emergency (They are now referred to as an In-Place Shelter Plan).
DAC	Disaster Application Center is a one-step center for disaster victims to apply for assistance from many various State and Federal agencies, as well as private groups.
DAP	Disaster Assistance Program is provided by the Federal government following a declared emergency/disaster. They are too numerous to list here, but can be found in many publications.
DCPA	Defense Civil Preparedness Agency was the predecessor agency to FEMA.
DFO	Disaster Field Office is an administrative office established at the scene of a presidentially declared disaster.
DISASTER	A dangerous event that causes significant human and economic loss and demands a crisis response beyond the scope of any single agency or service, such as the fire department or police. In legal terms, a disaster requires resources beyond those available locally.
DOD	Department of Defense (U.S.)
DOE	Department of Energy (U.S.) provides technical assistance, equipment, and personnel to State government in the event of a major Radiological Emergency.
DOT	Department of Transportation (U.S.)
DPI	Disaster Preparedness Improvement is a grant provided by FEMA to the States to maintain their natural disaster plan.
DSC	Disaster Service Center is a facility in which disaster victims can obtain further assistance with their application preparation by meeting with a representative from IFG.
EBS	Emergency Broadcast System is a communication and warning system set up by the Federal government in order for emergency messages to be broadcast via radio and TV stations.

EMA	Emergency Management Assistance is a federally funded State administered program for the State and local emergency management agencies. It is a 50% reimbursement funding mechanism for personnel and administrative expenses.
EMERGENCY	A dangerous event similar to a disaster, but which can be controlled within the scope of local resources.
EMERGENCY MANAGEMENT	Organized analysis, planning, decisionmaking, and assignment of available resources to mitigate, prepare for, respond to, and recover from the effects of all hazards.
EMI	Emergency Management Institute is part of NETC, where emergency program managers, their staff, and other emergency management personnel can attend resident courses in emergency management. It is located in Emmitsburg, Maryland.
EMP	Electromagnetic Pulse is an effect caused by lightning or nuclear burst that adversely affects radio and computer functions.
EMT	Emergency Management Training is provided by SEMA, funded by FEMA, for State and local government personnel.
EMT	Emergency Medical Technician
EP	Earthquake Protection
EPA	Environmental Protection Agency (U.S.)
EMERGENCY PROGRAM MANAGER	The individual who has day-to-day responsibility for coordinating all aspects of a jurisdiction's mitigation, preparedness, response, and recovery capabilities.
EOC	Emergency Operating Center is a centralized location where direction and control information collection is evaluated and displayed, where coordination among response agencies takes place, and resources are managed. It also is a Federally funded, State administered program for State and local subdivisions. It provides 50% reimbursement funds to develop EOCs to the minimum Federal standards.
EOP	Executive Office of President or Emergency Operation Plan
EOS	Emergency Operation Simulation is an activity designed to test or evaluate the capability of an individual function; it is centered in an EOC and simulates outside activity and resources; it also is referred to as a functional tabletop exercise.

EMERGENCY SUPPORT SERVICES	The departments of local government that have the capability to respond to emergencies twenty-four hours a day.
FCO	Federal Coordinating Officer is a person in charge of coordinating all Federal agencies and their programs at the DFO (Disaster Field Office). It is usually someone appointed by the President in the affected region.
FCRM	Fundamentals Course for Radiological Monitors, 12 hours.
FCRO	Fundamentals Course for Radiological Officers, 30 hours.
FCRRT	Fundamentals Course for Radiological Response Teams, 31 hours.
FEMA	Federal Emergency Management Agency is an agency that consolidated emergency agencies and functions into one organization in 1979. It provides technical advice, funding, and program management for State and local emergency management agencies.
FIA	Federal Insurance Administration, the component of FEMA that administers the National Flood Inssurance Program (NFIP).
FPF	Fallout Protection Factor is a numerical factor (ratio) of gamma radiation exposure at an unprotected location to exposure at a protected location. It is a calculated value suitable as an indicator of relative protection.
FS	Facility Survey is a program provided by SEMA, funded by FEMA, to survey buildings for use as all-hazard shelters.
GAR	Governors' Authorized Representative
HAZARD	A dangerous event or circumstance that may or may not lead to an emergency or disaster.
HAZARD IDENTIFICATION	A review of hazards, and of locations and conditions associated with hazards in a particular area.
HAZARD PROBABILITY	The estimated likelihood that a hazard will occur in a particular area.
HAZMAT	Hazardous Material

HC	Host County is a county that has been chosen as a "host" for the evacuated populations of risk counties.
HICA	Hazard Identification-Capability Assessment are the first steps of the IEMS process.
IA	Individual Assistance
IEMS	Integrated Emergency Management System is the application of the CEM concept. It refers to the program which integrates or incorporates all available resources for the full range of hazards and the full range of functions related to the four phases of emergency management.
IFGP	Individual Family Grant Program is administered by SEMA and the Department of Social Services to provide relief assistance to disaster victims following a presidentially declared disaster. An individual or family can receive up to $5,000 as a grant.
IMA	Individual Mobilization Augmentee is a program offered to State and local governments where a military reservist is assigned to the emergency management agency to assist in whatever task needs to be done. This individual will earn points toward retirement.
JPIC	Joint Public Information Center is a centralized facility to coordinate briefings to the news media by representatives of key response organizations in a disaster or emergency.
LEOP	Local Emergency Operation Plan
LEPC	Local Emergency Planning Committee
MYDP	Multi-Year Development Plan is a plan that estimates levels of assistance outlined to improve capabilities identified in the capabilities assessment. This is the last step of the IEMS process.
NAWAS	National Warning System is a land line (hard wire) network for transmitting and receiving emergency information to Federal, State, and local agencies who have NAWAS drops (phone). It was designed specifically for warning in the event of national emergency; now it is used in transmitting and receiving other emergency information such as severe weather.
NEMA	National Emergency Management Association is a national association of State Emergency Management Directors.

NETC	National Emergency Training Center is located in Emmitsburg, Maryland, and houses the Emergency Management Institute and the National Fire Academy.
NFA	National Fire Academy is located at the NETC and is a part of FEMA. The academy designs courses primarily for fire service personnel, offering some as part of its resident program, and also has a field training program.
NFIP	National Flood Insurance Program includes flood insurance and floodplain management programs administered by FEMA.
NFS	National Facility Survey data is used by population protection planners to identify possible fallout shelters and determine spaces available for fallout protection for citizens and relocatees in the event of nuclear attack.
NGA	National Governors' Association is an association of State governors who assist FEMA in identifying laws and regulations relating to natural, technological, peace-time, or attack emergencies. This association initiated the CEM concept, which was accepted by FEMA in 1979 as policy.
NOAA	National Oceanic and Atmospheric Administration administers scientific and research programs related to oceans and atmospheric conditions, specifically related to climatology and weather phenomena.
NRC	Nuclear Regulatory Commission is a Federal agency that regulates and enforces peacetime nuclear laws, materials, and power plants, etc.
NRT	National Response Team
NWS	National Weather Service is an agency that provides population information regarding weather phenomena, especially in the area of forecasting.
PA	Public Assistance is a program administered by SEMA to provide partial funding for damaged publicly owned facilities during a presidentially declared disaster.
PAO	Public Assistance Officer is a SEMA staff member responsible for administration of the Public Assistance Program.
PDS	Professional Development Series is a series of training courses to develop professional skills in emergency management.

PPP	Population Protection Planning is a functional approach to emergency plan development based on two options for population protection--evacuation and shelter in accordance with the IEMS concept.
RADEF	Radiological Defense is an organized effort, through warning, detection, and preventive and remedial measures, to minimize the effect of nuclear radiation from fallout on people and resources. It also is known as the Radiological Protection Program (RPP).
RC	Risk County a county considered at "Risk" due to its military, industrial, governmental significance in a nuclear attack scenario. Based on Nuclear Attack Planning Base, 1990 FEMA publication (NAPB-90).
RCO	Regional Coordinating Office, located in Kansas City, Missouri, is a liaison between States and Federal government.
RD	Regional Directors
REP	Radiological Emergency Preparedness is a program to provide protection for the public from effects of a radiation release from a commercial nuclear power plant and other peacetime-related incidents.
RESOURCE INVENTORY	An analysis of the resources a community can call upon in the event of an emergency.
RI/M&C	Radiological Instrumentation/Maintenance & Calibration is a program that provides for the calibration and repair of all civil defense radiological monitoring instruments in the State.
RISK	The estimated probability that damage will occur to life, property, or the environment if a specified dangerous event occurs.
RM	Radiological Monitor is a person who can operate the CD radiation detection instruments and report results of radiation levels from peacetime or attack emergency to the RDO.
RMIC	Radiological Monitor Instructor Guide, 24 hours.
RO	Radiological Officer is a person responsible for establishing and administering a RADEF system at the State and local levels.

RPP	Radiological Protection Program is a program of planning and organization designed to mitigate radiation exposures to the public, and provide emergency warning from any type of Radiological emergency, including nuclear attack. It encompasses the RADEF program.
RRT	Radiological Response Team
SA	Salvation Army
SARA	Superfund Amendment Reauthorization Act (Title III)
SBA	Small Business Administration (U.S.)
SC	Service Center is a facility in which disaster victims can obtain further assistance with their application preparation by meeting with a representative from IFG.
SCO	State Coordinating Officer is a person appointed by the Governor, usually the Director of SEMA, to act as coordinating person for all State agencies in disaster relief operations.
SEO	State Emergency Office
SEOP	State Emergency Operation Plan
SERC	State Emergency Response Committee
SM	Shelter Manager is a person trained in management skills in order to effectively "manage" a shelter during emergency and disaster situations.
SOP	Standard Operating Procedures
SSO	Shelter System Officer is a person on the local level who establishes and maintains a shelter system and provides training to Shelter Managers.
USFA	United States Fire Administration administers the Federal fire prevention program in coordination with State and local governments; it is now under the auspices of FEMA.
VOAD	Volunteer Organizations Active in Disaster foster more effective service, through mitigation and response, for the benefit of people affected (imperiled or impacted) by a disaster.

VULNERABILITY	The susceptibility of life, property, or the environment if a specified dangerous event occurs.
VULNERABILITY ANALYSIS	An examination of the degree to which populations, structures, and land areas are vulnerable to hazards.

APPENDIX B

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