



FEMA

November 7, 2011

MEMORANDUM FOR: James Featherstone
Chairman
National Advisory Council

FROM:  W. Craig Fugate
Administrator

SUBJECT: Response to NAC Recommendations on Presidential Policy
Directive/PPD-8: National Preparedness

Thank you for your letter, dated September 15, 2011, regarding the National Advisory Council (NAC) recommendations on the Presidential Policy Directive (PPD) 8: National Preparedness. I sincerely appreciate the thoughtful recommendations and comments you submitted for our consideration as we move forward with implementing PPD-8. The NAC is a key partner in the preparedness community and the perspective of the NAC members is extremely valuable to the PPD-8 effort. As such, I wanted to personally address each of your recommendations and comments.

We were extremely pleased to receive your concurrence with the direction and approach of the National Preparedness Goal, as noted by your first recommendation. The National Preparedness Goal was developed with input from federal, state, local, tribal, private sector, and non-profit stakeholders, as well as the public. Furthermore, members of the NAC and the Local, State, Tribal, and Federal Preparedness Task Force were instrumental in providing thoughtful input to the development of the Goal. We are glad that our efforts in developing a Goal that is national in scope are evident.

The second recommendation asks FEMA to ensure the intent of the National Preparedness Goal is truly "all hazards," highlighting that many portions of the draft seem to be "terrorist" driven or too general. This recommendation aligns with similar comments we received during the comment period, and we have taken this into consideration with the National Preparedness Goal. As such, I believe you will be pleased to see an all-hazards approach throughout the document wherever possible. The only exception is where PPD-8 specifically constrains the Prevention mission "capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism." Therefore, any component of the Prevention Mission Area discussed in the National Preparedness Goal will be limited to that scope as called for by the directive.

The third recommendation advises FEMA to consider targeting grants in the National Preparedness Goal. The role of grants is an important aspect and will be addressed as a component of the National Preparedness System and the campaign to build and sustain preparedness. The National Preparedness System will describe the guidance, processes, and tools (including grants) required to achieve the National Preparedness Goal. The Campaign will specifically address the structure of Federal preparedness assistance to have it reflect the direction contained within PPD-8. Also, we appreciate your comment that FEMA should

consider how to effectively and efficiently deliver PPD-8. While programs will continue to evolve to meet the requirements of PPD-8, the existing organizational and operational structures within FEMA are well-suited to address the greatest risks to our security and resilience. I will assess our progress as an organization as we continue to implement PPD-8.

The NAC's fourth recommendation asks FEMA to review the strategy to ensure the whole community approach is incorporated, especially as it pertains to an "all-of-Nation" concept. We will continue to take this comment to heart as we move forward with the development of upcoming PPD-8 requirements and look to engage participants at all levels and across all sectors and disciplines. Input from the NAC will also continue to be solicited and we realize there are representative(s) on the NAC that come from smaller jurisdictions, who we will ask to provide comments and ideas. As we note in the National Preparedness Goal, our success must be based on the efforts of every community, regardless of the size. This recommendation also noted concerns regarding the National Preparedness Goal using a risk or threat-based methodology and the potential implications on grant funding for smaller communities. PPD-8 requires that the National Preparedness Goal's foundation be based upon risk. This includes the risks of all of our communities, as well as our overall risk as a Nation. The effects of the National Preparedness Goal on grant funding are still being determined, but please be assured that we will consider the implications for communities of all sizes as these decisions are made.

The fifth recommendation suggests developing metrics for measuring and evaluating "end-states" and providing clarity on the roles and responsibilities at the Federal level. The inclusion of capability targets for each core capability within the National Preparedness Goal is intended to indicate overall progress towards achieving the end-states. Regarding roles and responsibilities, these will be addressed through the development of the National Planning Frameworks, another PPD-8 requirement due by June 30, 2012.

The sixth and final recommendation suggests the inclusion of a visual or graphic that connects the Mission Areas with core capabilities, performance objectives, and end-states to improve clarity. We agree that visual representation is important to illustrate the "big picture." Therefore, a graphic linking all of these elements will be developed and made available on the PPD-8 website to support the contents in the Goal.

I offer my sincere gratitude for all of the hard work you and the entire NAC have put forth in providing input into the draft National Preparedness Goal. Enclosed is the first edition of the National Preparedness Goal formally released on October 7, 2011. I hope you agree that the document is the first step in reaching our shared goal: strengthened national preparedness efforts to enable a secure and resilient Nation. We look forward to the NAC's continued partnership and review of upcoming deliverables required by PPD-8.