



FEMA

September 18, 2009

Dr. G. Kemble Bennett  
Office of the Vice Chancellor  
Texas A& M University  
301 Wisenbaker Engineering Research Center  
College Station, TX 77843

Dear Dr. Bennett:

Thank you for your letter dated August 17, 2009, providing recommendations on the National Response Framework (NRF). I appreciate the National Advisory Council's (NAC) continued interest in the NRF, as well as suggestions for further improvement of this document.

Stakeholder involvement is essential to the development of all National guidance, and I am committed to a genuinely collaborative process for the revision of the NRF. The NRF affects the entire Nation, and it must be implemented through a broad National partnership. Without the participation of all the various stakeholders, the Federal Emergency Management Agency (FEMA) cannot expect to develop guidance that will be meaningful and effective. I view the NAC as key to ensuring this important stakeholder involvement.

After carefully reviewing the specific comments and recommendations outlined in your letter, I would like to address each of them here:

**Comment 1** recommends that the National Response Framework be supported by a Federal response plan shared with non-federal partners. Currently, we are evaluating FEMA's response guidance needs, as well as those of our partners. The results of this analysis will likely reinforce your suggestion for additional operational Federal response guidance. We intend to keep the NAC informed of and engaged in this process.

**Comment 2** advises that FEMA reassess the need for the NRF Partner Guides, believing them to be inapplicable to doctrine. While FEMA agrees with this suggestion, the Partner Guides currently must be produced in accordance with language in the present version of the NRF; however, the role and the need for the Partner Guides for future versions of the NRF will be reviewed as part of the NRF revision process.

**Comment 3** provides a number of recommendations to strengthen the NRF Review and Revision outline document and also to enhance the NAC's involvement in the revision process. FEMA agrees with many of these suggestions, and additional detail will be added to the revision plan as it is finalized. The work that will be done during the initial analytic phases will guide development of the final document. We plan to engage the NAC in each phase of the revision process, and formal review by the Council will be added as a step in Phase 4.

Again, thank you for your continued commitment to the NRF and for your efforts to improve this document. We look forward to working with you on this important guidance.

Sincerely,

A handwritten signature in black ink, appearing to read 'W. Craig Fugate', with a stylized flourish at the end.

W. Craig Fugate  
Administrator