




**FEMA**  
National Advisory Council

September 15, 2011

MEMORANDUM FOR: W. Craig Fugate  
Administrator

FROM: James Featherstone   
Chairman  
National Advisory Council

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

The purpose of this memorandum is to convey the Federal Emergency Management Agency's (FEMA) National Advisory Council's (NAC) recommendations on the Presidential Policy Directive/PPD-8: National Preparedness.

On Wednesday, September 14, 2011, at 3:00 pm EDT, the NAC met by public teleconference to discuss, deliberate, and make a decision regarding the draft recommendations from its Preparedness & Protection Subcommittee. The subcommittee was charged with reviewing FEMA's plan for the National Preparedness Goal, as directed by PPD-8, to provide FEMA validation of the approach and gaps in the plan. The subcommittee received four briefings from the FEMA Preparedness Program Office for the purpose of gathering information.

The NAC members concurred to forward the following six comments and recommendations on National Preparedness Goal to FEMA:

1. Overall, the NAC concurs with the direction and approach of the National Preparedness Goal.
2. The NAC recommends that FEMA ensure the intent of the National Preparedness Goal is truly "all hazards." Portions of the draft seem to be "terrorist" driven. The need to focus on all hazards should be emphasized throughout the document and simply stating "other hazards" does not adequately accomplish that.
3. Although it is not initially directed in the National Preparedness Goal, the NAC recommends that FEMA consider targeting grants in the National Preparedness Goal.
  - On a larger scale, while the NAC will not make specific recommendations to the operational and organizational make-up of FEMA, the NAC recommends that FEMA begin to look at how the PPD-8 will be effectively and efficiently

“delivered” and whether fundamental changes within the FEMA organization or operations will need to occur.

4. The NAC recommends that FEMA review the strategy to ensure the “Whole Community” approach is incorporated, with a reminder of, “you’re only as strong as your weakest link,” especially as it pertains to an “all-of-Nation” concept. The National Preparedness Goal “will define the core capabilities that must be established by the Nation in order to prevent, protect against, mitigate the effects of, respond to, and recover from the specific types of incidents that pose the greatest threat to the security of the Nation,” Which indicates risk-based or threat-based methodology. As a result, there is a concern that the smaller communities may be unable to receive grant funding to build capability.
  - The key tenets of PPD-8 are to achieve national preparedness through broader community engagement and strengthening of community resiliency.
  - Given that the word “community” is a key in the strategy and approach, this document should be meaningful to a broader community, rather than just government emergency management. To that end, the mission, capabilities, performance objectives, and end-states must resonate with the community to enhance buy-in and success.
  - However, the NAC realizes that FEMA must start with the familiar and be comfortable in terms of nomenclature, narrative, and format. The NAC supports this National Preparedness Goal document and will monitor how these documents are distributed, promoted, assimilated, and used by locals on the ground to achieve “broader community involvement, enhanced community-wide capabilities and strengthening of community resiliency.”
5. The NAC recommends developing metrics for measuring and evaluating “end-states” and providing clarity on the roles and responsibilities at the Federal level.
  - This would be instructional for the State, local, tribal and private sector in development of their own metrics and clarity because quite often, due to vagueness and ambiguity, there is a disconnect between overarching Federal strategy and what that means for the local community in interpreting “end-states” or objectives to meet their specific goals for preparedness and resiliency.
6. The NAC recommends the inclusion of a visual or graphic that connects the mission with core capabilities, performance objectives, and end-states to improve clarity on the big picture. This would help facilitate a discussion on how to measure and evaluate progress of performance as it relates to achieving outcomes (end-states)—all of which should directly relate to improved national preparedness and resiliency for all hazards.

The NAC appreciates the opportunity to provide these recommendations. The NAC looks forward to the continued dialogue with FEMA on PPD-8 and the opportunity to provide stakeholder input.