

## **Homeland Security Presidential Directive 8 (HSPD-8): National Preparedness**

### **Comprehensive List of Staffing Recipients for National Preparedness Goal, Universal Task List (UTL), and Target Capabilities List (TCL)**

Homeland Security Presidential Directive 8 (HSPD-8) tasks the Secretary of Homeland Security, in coordination with the heads of other appropriate Federal departments and agencies and in consultation with State and local governments, to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters and other emergencies by requiring a national domestic preparedness goal; establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.

To this end, the Department of Homeland Security's Office of State and Local Government Coordination and Preparedness (DHS/SLGCP) has consulted with Federal, State, local, tribal, and private sector representatives throughout the development of the National Preparedness Goal, the Universal Task List, and the Target Capabilities List. These documents have also been sent out to over 1,500 organizations for broad national review and made available online through the Office for Domestic Preparedness (ODP) Secure Portal ([www.odp.esportals.gov](http://www.odp.esportals.gov)) and the *Lessons Learned Information Sharing* website ([www.llis.gov](http://www.llis.gov)). Stakeholders have submitted hundreds of comments on HSPD-8 documents via a dedicated e-mail address ([hspd8@dhs.gov](mailto:hspd8@dhs.gov)).

#### **National Preparedness Goal**

In coordination with the Homeland Security Council (HSC), DHS/SLGCP submitted an initial draft of the National Preparedness Goal for national review on August 20, 2004. Following the first national review, SLGCP worked with the HSC to further revise the Goal. In coordination with the HSC, SLGCP sent out the revised draft of the National Preparedness Goal for national review on February 14, 2005. A list of the Federal, State, local, and tribal entities involved in both national reviews is provided below. Please see Appendices A – G for a detailed list of individuals and entities.

August 20, 2004 (Draft Goal released for first national review)

- HSPD-8 Integrated Concept Teams
- HSPD-8 Senior Steering Committee (convened August 25, 2004, to review Goal)
- DHS components through DHS Executive Secretary
- State, local, and tribal entities through DHS/SLGCP
- State, Local, and Tribal Working Group through DHS/SLGCP (convened September 2, 2004, to review Goal)
- Homeland Security Advisory Council (HSAC) Emergency Response Senior Advisory Committee through DHS HSAC Executive Director (briefed September 21, 2004; and on November 16-17, 2004)
- HSAC State and Local Senior Advisory Committee through DHS HSAC Executive Director (briefed September 21, 2004)

- Domestic Threat Reduction and Incident Management Policy Coordinating Committee (DTRIM PCC) members through HSC (briefed July 21, 2004)

February 14, 2005 (Draft Goal released for second national review)

- HSPD-8 Federal UTL-TCL Working Group
- HSPD-8 Senior Steering Committee (scheduled to meet March 3, 2005, to review Goal)
- DHS components through DHS Executive Secretary
- State, local, and tribal entities through DHS/SLGCP
- State, Local, and Tribal Working Group through DHS/SLGCP
- HSAC Emergency Response Senior Advisory Committee through HSAC Executive Director
- DTRIM PCC members through HSC (scheduled to meet March 4, 2005, to review Goal)

### **Universal Task List**

The Universal Task List (UTL) identifies the tasks that need to be performed by all levels of government and a variety of disciplines to prevent, protect against, respond to, and recover from terrorist attacks, natural disaster, and other emergencies. The UTL, developed with extensive involvement from all levels of government, contains a comprehensive library of tasks for all levels of government from the national strategic to the incident level. DHS/SLGCP will continue to incorporate feedback from national stakeholders to strengthen the UTL over time. The following is an outline of the UTL stakeholder engagement process to date. Please see Appendices A – G for a detailed list of individuals and entities.

June 23-25, 2004 (UTL Workshop – 160 participants)

- HSPD-8 Integrated Concept Teams
- State, local, and tribal entities through DHS/SLGCP

July 12-26, 2004 (National review of draft task list by scenario)

- UTL Workshop participants
- HSPD-8 Integrated Concept Teams
- State, local, and tribal entities through DHS/SLGCP
- HSC Scenario Working Group

August 13-27, 2004 (National review of UTL: Version 1)

- UTL Workshop participants
- HSPD-8 Integrated Concept Teams
- State, local, and tribal entities through DHS/SLGCP
- HSC Scenario Working Group

December 17, 2004 (National release of UTL: Version 2)

- HSPD-8 Integrated Concept Teams
- State, local, and tribal entities through DHS/SLGCP
- UTL and TCL Workshop Participants
- Members of *Lessons Learned Information Sharing* Website
- Members of ODP's Secure Portal

### **Target Capabilities List**

The Target Capabilities List (TCL) describes 36 capabilities required to perform almost 200 critical tasks. Critical tasks are defined as those tasks that must be performed during a major event to prevent occurrence, reduce loss of life or serious injuries, mitigate significant property damage, are essential to the success of a homeland security mission, and require coordination among a combination of Federal, State, local and tribal entities. The target capabilities are combinations of resources that provide the means to achieve a measurable outcome resulting from performance of one or more critical tasks, under specified conditions and performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieve the expected outcome. DHS/SLGCP will continue to incorporate feedback from national stakeholders to strengthen the TCL over time. The following is an outline of the TCL stakeholder engagement process to date. Please see Appendices A – G for a detailed list of individuals and entities.

October 12-14, 2004 (Capabilities Workshop - 350 participants)

- HSPD-8 Integrated Concept Teams
- State, local, and tribal entities through DHS/SLGCP

December 8-10, 2004 (Working Group Meetings)

- State, Local, and Tribal Working Group

December 17, 2004 – January 17, 2005 (National review)

- HSPD-8 Integrated Concept Teams
- State, local, and tribal entities through DHS/SLGCP
- UTL and TCL Workshop Participants
- Members of *Lessons Learned Information Sharing* Website
- Members of ODP Secure Portal

January 6-7, 2005 (Working Group Meetings)

- State, Local, and Tribal Working Group
- Federal UTL-TCL Working Group

February 15, 2005 (National release of TCL: Version 1)

- HSPD-8 Integrated Concept Teams
- State, local, and tribal entities through DHS/SLGCP
- UTL and TCL Workshop Participants

## APPENDIX A – HSPD-8 SENIOR STEERING COMMITTEE

<b>Senior Steering Committee</b>	
<b>Representative</b>	<b>Organization</b>
Matt Mayer	DHS – State & Local Government Coordination and Preparedness
Matthew Broderick	DHS – Information Analysis and Infrastructure Protection (IAIP)
Bill Lyerly	DHS – Science and Technology (S&T)
RADM Thomas Gilmour	DHS – United States Coast Guard (USCG)
Bob Stephan	DHS – HQ Operational Integration Staff
Darrell Darnell	DHS – HQ Operational Integration Staff
Lew Podolske	DHS – Emergency Preparedness and Response (EP&R)
Jim Fairobent	Department of Energy (DOE)
Roger Bohnert	Department of Transportation (DOT)
Robert Claypool	Department of Health and Human Services (HHS)
David Howe	Homeland Security Council
James A. McAtamney	Department of Justice (DOJ)
Robert Elliot	Department of Veterans Affairs (DVA)
Thomas Dunne	Environmental Protection Agency (EPA)
Chief Michael Freeman	Los Angeles County Fire Department
Governor Dirk Kempthorne	State of Idaho
Commissioner Karen Miller	National Association of Counties
Chief William Phillips	Aroostook Band of Micmacs
Mayor Anthony Williams	Office of the Mayor, District of Columbia
Chief Gary McLhinney	Maryland Transportation Authority
Marsha Evans	American Red Cross

## APPENDIX B – HSPD-8 INTEGRATED CONCEPT TEAMS

<b>Balanced Investments Integrated Concept Team</b>	
<b>Representative</b>	<b>Organization</b>
David Larimer	DHS – EP&R
Tom Smith	DHS – EP&R
CDR Lynn Slepski	DHS – S&T
Harold Hunt	DHS – USCG
LCDR Dan Norton	DHS – USCG
Robert Pond	DHS – USCG
David Ippolito	Department of Labor (DOL)
James A. Taylor	DOT
Brad Austin	Department of Health and Human Services (HHS)
Anant Shah	Centers for Disease Control (CDC)
Sumner Bossler	Health Resources and Services Administration (HRSA)
Alexandr Kosyak	HRSA
Laura McNally	HRSA
Melissa Sanders	HRSA
Errol Etting	Fraternal Orders of Police
Michael Fraser	National Association of City & County Health Officials
Robert Porter	National Association of City & County Health Officials
Billy Zwerschke	International Association of Emergency Managers

<b>Training, Exercises, and Lessons Learned Integrated Concept Team</b>	
<b>Representative</b>	<b>Organization</b>
Rachel Canty	DHS – Border and Transportation Security (BTS)
Charlie Dickinson	DHS – EP&R
Steve Sharro	DHS – EP&R
William Ranger	DHS – IAIP
Patty Kalla	DHS – S&T
Andrew Cox	DHS – Transportation Security Administration (TSA)
Jeffrey Graves	DHS – TSA
Linda King	DHS – TSA
CDR Jeff Hughes	DHS – USCG
Ashley Moore	DHS – USCG
Trish Moore	DVA
Ron Houle	American Red Cross
Peter J Mangan.	Bureau of Alcohol, Tobacco, and Firearms (ATF)
Mark Roupas	Department of Defense (DOD)
Mike Chapman	DOD
Pat Daly	DOE
Thomas Rotella	DOE
Leona Partis	DOE
Paul Stoudenmire	DOE
Holly Bratcher	Federal Bureau of Investigation (FBI)
Jon Murray	U.S. Marshals Service
David Lehman	DOT
Liz Mullikin	DOT
Frank Peluso	DOT
Bill Finan	EPA
Warren Bamford	FBI
Bill Forsyth	FBI

<b>Representative</b>	<b>Organization</b>
David Resch	FBI
Jim Stefanak	FBI
Brad Austin	HHS
KC Decker	HHS
Holtermann Keith	HHS
Matthew Payne	HHS
Anant Shah	CDC
Lynn Steele	CDC
Terri Spear	HRSA
Susan Frant	Nuclear Regulatory Commission
Greg Power	Department of Agriculture
Jessica Fantinato	Department of Agriculture
Robert Cumberland	National Volunteer Fire Council
Thomas Fargione	New York State Emergency Management Office
Mark McCain	American Public Works Association
Captain John P. Salle	International Association of Chiefs of Police
Herold Jeff	International Association of Chiefs of Police

<b>Assessment and Reporting Integrated Concept Team</b>	
<b>Representative</b>	<b>Organization</b>
David Garratt	DHS – EP&R
Bob Stevens	DHS – EP&R
Brooke Buddemeier	DHS – S&T
Jennifer Green	DHS – S&T
Charles King III	DHS – TSA
Linda King	DHS – TSA
Abdias Ortiz	DHS – TSA
Harold Hunt	DHS – USCG
Bob Pond	DHS – USCG
Steve Avato	ATF
Steve Zellers	ATF
Bill Froh	DOE
Joy Kadnar	DOT
Vince Pearce	DOT
Kim Jennings	EPA
Jennifer Todd	HRSA
Anant Shah	CDC
Kitty Havens	National Aeronautics and Space Administration
Ian Jung	Nuclear Regulatory Commission
Jeffrey Jensen	DoD
Timothy Johnson	Department of Agriculture
Chief John M. Buckman	International Association of Fire Chiefs
Emily B. DeMers	Council of State Governments
Captain Arnold Sites	National Sheriffs' Association
Tim Stephens	Association of State and Territorial Health Officials
Billy Zwerschke	International Association of Emergency Managers

## APPENDIX C – STATE, LOCAL, AND TRIBAL ENTITIES

<b>National Associations</b>
Airport Law Enforcement Agencies Network (ALEAN)
Airports Council International (ACI)
American Association of Port Authorities (AAPA)
American Association of Port Authorities (AAPA)
American Association of State Highway Transportation Officials (AASHTO)
American Gas Association
American Hospital Association (AHA)
American Legislative Exchange Council (ALEC)
American Medical Association (AMA)
American Nuclear Society
American Petroleum Institute
American Public Health Association (APHA)
American Public Transit Association (APTA)
American Public Works Association (APWA)
American Red Cross
American Society of Mechanical Engineering (ASME)
American Trucking Association
Association of American Railroads
Association of Major City Building Officials
Association of Oil Pipelines
Association of Public Health Laboratories
Association of State and Territorial Health Officials (ASTHO)
Association of State Dam Safety Officials (ASDSO)
Association of State Floodplain Managers (ASFPM)
Community Transportation Association of America
Conference of Radiation Control Programs Directions
Council of State and Territorial Epidemiologists
Council of State Governments (CSG)
County Executives of America (CEA)
CropLife America
Federal Law Enforcement Officers Association (FLEO)
Fraternal Order of Police (FOP)
Health Physics Societies
Hispanic American Police Command Officers Association
International Association of Black Professional Fire Fighters (IABPFF)
International Association of Chiefs of Police (IACP)
International Association of Emergency Managers (IAEM)
International Association of Fire Chiefs (IAFC)
International Association of Fire Fighters (IAFF)
International City/ County Management Association (ICMA)
International Fire Marshals Association (IFMA)
Interstate Natural Gas Association
Major City Chiefs Association (MCCA)
Major County Sheriff's Association (MCSA)
National Association Emergency Medical Services Physicians (NAEMSP)
National Association of Attorneys General (NAAG)
National Association of Black Law Enforcement Executives (NOBLE)
National Association of City and County Health Officials (NACCHO)

National Association of Counties (NAC)
National Association of Development Organizations (NADO)
National Association of Hispanic Firefighters (NAHF)
National Association of Latino Elected and Appointed Officials (NALEO)
National Association of Police Organizations (NAPO)
National Association of State Departments of Agriculture
National Association of State Emergency Medical Directors (NASEMSD)
National Association of State Fire Marshals (NASFM)
National Association of Towns and Townships (NATAT)
National Conference of Black Mayors (NCBM)
National Conference of State Legislatures (NCSL)
National Conference of States on Building Codes & Standards, Inc
National Congress of American Indians (NCAI)
National District Attorneys Association (NDAA)
National Emergency Management Association (NEMA)
National Governors Association (NGA)
National League of Cities (NLC)
National Native American Native Law Enforcement Association
National Organization of Black Law Enforcement (NOBLE)
National Sheriffs' Association (NSA)
National Troopers Association (NTA)
National Volunteer Fire Council (NVFC)
Police Executive Research Forum (PERF)
Police Foundation
The Association of American Railroads
United States Conference of Mayors (USCM)
US Animal Health Association (USAHA)
US Chamber of Commerce (USCC)/Center for Corporate Citizenship

<b>State, Local, and Tribal Fire Departments</b>
Gwinnett County Fire & Emergency Services
Charlotte Fire Department
Anne Arundel County Fire Dept
Palm Beach County Fire-Rescue
Tallahassee Fire Dept.
Hillsborough Co. Fire Rescue
Prince William County Dept of Fire & Rescue
Nashville Fire Department
Saint Petersburg Fire & Rescue
San Diego Fire-Rescue Dept
Virginia Beach Fire Dept
Atlanta Fire Department
Memphis Fire Service
Wichita Fire Department
Corpus Christi Fire Department
Philadelphia Fire Dept
Broward Sheriff's Office Fire Rescue
Clark County Fire Department
Mobile Fire-Rescue Department
Los Angeles County Fire Department
Arlington Fire Department
Springfield Fire Dept
Greensboro Fire Department
Toledo Fire & Rescue Ops. Dept.
Tualatin Valley Fire & Rescue
Contra Costa Co Fire Protection Dist
Akron Fire Department
Orange County Fire Rescue
Pittsburgh Fire Bureau
Oakland Fire Department
Fort Lauderdale Fire/Rescue Dept
San Antonio Fire Department
Portland Fire and Rescue
St. Louis Fire Department
Dayton Fire Department
Shreveport Fire Department
Los Angeles Fire Department
Las Vegas Fire & Rescue
Alameda County Fire Department
Garland Fire Department
Colorado Springs Fire Department
Jackson Fire Department
Cincinnati Fire Department
Jersey City Fire Department
Ventura County Fire Department
Sacramento Metropolitan Fire Department
Kansas City Fire Department
Austin Fire Department
Madison City Fire Department
Birmingham Fire & Rescue
Orange County Fire Authority

Bridgeport Fire Department
Tulsa Fire Department
Honolulu Fire Department
Henrico County Division of Fire
Cobb County Fire Department
Fulton County Fire Department
Raleigh Fire Department
Lexington Division of Fire
Minneapolis Fire Department
Seattle Fire Department
Montgomery County Fire & Rescue
Louisville Fire & Rescue
Columbus Fire Department
Tacoma Fire Department
Rochester Fire Department
City of New Haven Fire Department
Prince George's Co Fire/EMS Department
Hartford Fire Department
Dallas Fire-Rescue
Boston Fire Department
Baltimore County Fire Department
Sacramento Fire Department
Oklahoma City Fire Department
Miami Fire Rescue
Fairfax Cnty Fire & Rescue Dept
Worcester Fire Dept
Long Beach Fire Dept
San Jose Fire Department
El Paso Fire Dept
Baton Rouge Fire Department
Milwaukee Fire Dept
New Orleans Fire Department
New York City Fire Dept
Fort Worth Fire Department
Denver Fire Department
Jacksonville Fire & Rescue Dept
Kern County Fire Dept
Baltimore City Fire Department
Providence Fire Dept
Phoenix Fire Dept
Plano Fire Dept
Virginia Fire Chiefs

<b>State, Local, and Tribal Law Enforcement Organizations</b>
Las Vegas Metropolitan Police Department
Richmond, CA Police Department
Suffolk County, NY Police Department
Nassau County, NY Police Department
San Francisco Police Department
Jackson, TN Police Department
Buffalo, NY Police Department
Los Angeles Police Department
Detroit Police Department
Washington, DC Met. Police
Charlotte-Mecklenburg Police Dept.
Fairfax County Police
Seattle Police Dept.
Dept. Of Public Safety - SC
Louisville Metro Police Dept.
Orange County, FL
Oakland County, MI
Orange County, CA
Wilson County, NC
Hennepin County, MN
Travis County, TX
Santa Clara Co., CA Sheriffs
Catawba County, NC
Office of Public Security - NY
Iowa Homeland Security & Emergency Management
Virginia Commonwealth University
Johns Hopkins University
Major County Sheriffs
Miami Dade Police Department
Miami Dade Police Department - Homeland Security Unit
Miami Dade Police Department - Homeland Security Unit
Stanislaus County Sheriff's Department
Stanislaus County Sheriff's Department
City of Modesto Police Department
City of Seattle Police Department
South Carolina Department of Public Safety
Edgefield County Sheriff's Office
South Carolina Department of Public Safety
New Orleans Police Department
Louisiana State Police
The Commonwealth of Massachusetts Middlesex Sheriff's Office
Louisiana State Police

**APPENDIX D – STATE, LOCAL, AND TRIBAL WORKING GROUP**

<b>Representative</b>	<b>Organization</b>
Gary Edwards	National Native American Law Enforcement Association
Teresa A. Scott	American Public Works Association
Capt. John P. Salle	International Association of Chiefs of Police
Albert Ashwood	National Emergency Management Association
Joseph Dallas Renfrew	National Volunteer Fire Council
Tom Griffith	United States Conference of Mayors; National League of Cities; National Association of Counties; National Association of Towns and Townships and County Executives of America
Stephen Curren	Association of State and Territorial Health Officials
James Raymond	International Association of Emergency Managers
MaryAnn E. Marrocolo	City of New York Office of Emergency Management
Capt. Jim Potter	National Sheriff's Association
Claudine McCarthy Martin	National Association of County and City Health Officials
Errol Etting	Fraternal Order of Police
Chief John M. Buckman	International Association of Fire Chiefs

## APPENDIX E – FEDERAL UTL-TCL WORKING GROUP

<b>Representative</b>	<b>Organization</b>
Tom Rotella	Department of Energy
Brad Austin	Department of Health and Human Services
Vince Pierce	Department of Transportation
Steve Krill	Department of Transportation
Bill Finan	Environmental Protection Agency
Kim Jennings	Environmental Protection Agency
Tom Marlowe	Federal Emergency Management Agency
Brooke Buddemeier	DHS – S&T
Linda King	DHS – TSA
Mark Roupas	U.S. Army Corps of Engineers
Mike Pierson	DHS – USCG
Jeff Hughes	DHS – USCG
Greg Power	Department of Agriculture

**APPENDIX F – HSAC EMERGENCY RESPONSE SENIOR ADVISORY COMMITTEE**

<b>Representative</b>	<b>Organization</b>
Richard Andrews	Principal Consultant, the National Center for Crisis and Continuity Coordination (NC4), Candle Corporation.
James T. Moore	Commissioner, Florida Department of Law Enforcement
George F. Brown	Chief of Detectives, New York City Police Department
Michael S. Carona	Sheriff, Orange County, California
Frank Cruthers	Fire Chief, Fire Department of New York City
P. Michael Freeman	Fire Chief, Los Angeles County Fire Department
William N. Gaughan	Vice-President, Information Systems for Fisher Scientific
Ellen Gordon	Iowa Homeland Security Advisor and Emergency Management Administrator
Phil E. Keith	Chief of Police, Knoxville Police Department
Scott Lillibridge	Director, Center for Bio Security, University of Texas
Paul M. Maniscalco	Adjunct Assistant Professor, George Washington University School of Medicine and Health Sciences
Judith M. Mueller	Director of Public Works, City of Charlottesville, Virginia
Jane Perlov	Chief of Police, Raleigh, North Carolina
Edward P. Plaughner	Fire Chief, Arlington County
Jack Reall	Fire Lieutenant and President of the Columbus Firefighters Union in Ohio
Gary Scott	Chief and Administrator, Campbell County, Wyoming Fire Department
John F. Williams	Vice President for Health Affairs and Dean, School of Medicine and Health Sciences, George Washington University Medical Center

**APPENDIX G – HSAC STATE AND LOCAL SENIOR ADVISORY COMMITTEE**

<b>Representative</b>	<b>Organization</b>
Anthony Williams	Mayor, District of the Columbia
James Dunlap	Senator, Oklahoma State legislature
Robert Eckels	County Judge, Harris County, Texas
Donna Finn	Township Trustee, Jefferson Township (Franklin County)
Glenda Hood	Secretary of State, Florida
Don Knabe	Los Angeles County Board of Supervisors
John Rowland	Governor, State of Connecticut
Karen Anderson	Mayor of Minnetonka, Minnesota
Michael Huckabee	Governor, Arkansas
Dirk Kempthorne	Governor, Idaho
Peggy Merriss	City Manager, Decatur, Georgia
Angela Zoë Monson	Oklahoma State Senate