

*Part A*



Office of the Director  
Federal Emergency Management Agency  
Washington, D.C. 20472

OCT 27 1995

MEMORANDUM FOR: Kay Goss  
Associate Director  
Preparedness, Training & Exercise Directorate

FROM: Harvey Ryland *[Signature]*  
Deputy Director

SUBJECT: Resources Preparedness Study

Since our discussion about the Resources Preparedness study required by the National Performance Review (NPR2), I have given our approach considerable thought. I have reviewed the June 30, 1995, memorandum from Anthony Lake and the previous documents that you have given me relative to this subject. Further, I have also sought advice from Bob Boyer, Acquisition Services.

My conclusion is that the proposed statement of work is too broad and should be more narrowly focused. I have also concluded that it is in FEMA's best interest to compete the contract. This should not prevent us from meeting our new deadline of April 30, 1996, to provide a preliminary assessment to the National Security Council (NSC).

*Bro. Nat'l Performance Review*

I believe that the statement of work goes far beyond the original purpose of the NPR2 recommendation and the task in Mr. Lake's memo. Although there may be the need for a more extensive effort in the future, it should not be done until the assessment of FEMA's role in resources preparedness and the preliminary assessment of requirements are completed.

By narrowing the scope of work, we save limited FY 96 dollars and at the same time focus our efforts to work with the Federal agencies and accomplish only the necessary requirements. I suggest that the statement of work be rewritten. Specifically, to:

- o Compile a report that assesses requirements in documents cited in Mr. Lake's June 30, 1995 memo
- o Provide support to the interagency working group formed to review existing documents for the purpose of identifying resources and systems that are critical in today's threat environment

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o Define options that describe proposed roles for FEMA in resources preparedness, to include advantages, disadvantages, and associated resource requirements

I note in Mr. Lake's memorandum that FEMA is required to contact the addressees to seek their participation in this effort. I would appreciate your letting me know what actions FEMA has taken, or is planning to take, in this regard.

Please let me know if you want to discuss this in more detail. As you know, I will be on travel starting November 13, so I would be interested in seeing the revised statement of work before I leave. I am also interested in the plan for how we intend to complete the required study by the April 30, 1996 deadline given this more focused approach.

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## THE WHITE HOUSE

WASHINGTON

June 30, 1995

MEMORANDUM FOR THE VICE PRESIDENT  
 THE SECRETARY OF STATE  
 THE SECRETARY OF THE TREASURY  
 THE SECRETARY OF DEFENSE  
 THE ATTORNEY GENERAL  
 THE SECRETARY OF INTERIOR  
 THE SECRETARY OF AGRICULTURE  
 THE SECRETARY OF COMMERCE  
 THE SECRETARY OF LABOR  
 THE SECRETARY OF HEALTH AND HUMAN SERVICES  
 THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT  
 THE SECRETARY OF TRANSPORTATION  
 THE SECRETARY OF ENERGY  
 THE SECRETARY OF EDUCATION  
 THE SECRETARY OF VETERANS AFFAIRS  
 ADMINISTRATOR, ENVIRONMENTAL PROTECTION AGENCY  
 DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET  
 DIRECTOR, OFFICE OF SCIENCE AND TECHNOLOGY POLICY  
 DIRECTOR, CENTRAL INTELLIGENCE AGENCY  
 CHAIRMAN, BOARD OF GOVERNORS OF THE FEDERAL  
 RESERVE  
 CHAIRMAN, JOINT CHIEFS OF STAFF  
 ADMINISTRATOR, GENERAL SERVICES ADMINISTRATION  
 DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT  
 CHAIRMAN, NUCLEAR REGULATORY COMMISSION  
 CHAIRMAN, FEDERAL COMMUNICATIONS COMMISSION  
 DIRECTOR, THE FEDERAL EMERGENCY MANAGEMENT AGENCY  
 UNITED STATES POSTMASTER GENERAL  
 CHAIRMAN, INTERSTATE COMMERCE COMMISSION  
 MANAGER, NATIONAL COMMUNICATIONS SYSTEM

**SUBJECT:** National Security Emergency Resources Preparedness

In a recent memorandum to Departments and Agencies, I emphasized the importance for the Administration to continue emergency preparedness activities as stated in Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, November 23, 1988, and to make appropriate arrangements for the continuity of essential operations in response to any catastrophic or disaster

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incident. To that end, I directed the Federal Emergency Management Agency (FEMA) to prepare an assessment of the existing continuity of operations (COOP) and continuity of government (COG) programs that I understand is well underway.

I have also asked my Senior Director for Defense Policy and Arms Control, within the framework of an Ad Hoc interagency working group, to begin review of broader national security emergency resource preparedness responsibilities under Executive Orders 12656, 12919, 12148, 12742 and related orders and directives.

Following a review of specific FEMA proposals to modify certain national security emergency resource preparedness functions, the group will conduct an overall review of which resource preparedness requirements need to be updated and streamlined to ensure our nation remains prepared to meet a broad range of national security threats and future challenges.

For that reason, and as a parallel effort to the ongoing COOP/COG review, I am asking the Director, FEMA to coordinate a preliminary assessment of the national security emergency resource preparedness requirements set forth in Executive Orders 12656, 12919, 12148, 12742 and other related documents, in light of current world trends and evolving threats. The Director, FEMA will contact you for participation in this effort; I request your full and earnest support. This assessment should be forwarded to the NSC Senior Director for Defense Policy and Arms Control by January 31, 1996 for use by the Ad Hoc working group in their ongoing review of resource preparedness policy.



Anthony Lake  
Assistant to the President  
for National Security Affairs

