



August 3, 2004

MEMORANDUM FOR REGIONAL ADMINISTRATORS  
HEADS OF SERVICES AND STAFF OFFICES

FROM: KARL H. REICHEL *KHR*  
CHIEF OF STAFF (AC)

SUBJECT: National Response Plan Initiative

The National Response Plan (NRP) is mandated by President Bush to establish a single, comprehensive, unified approach integrating the Federal Government's domestic prevention, preparedness, response, and recovering activities in an all-discipline, all-hazards plan. The goal is to ensure cooperation at all levels of government, integration with the private sector, and engagement with the public in protecting the homeland.

We have established a GSA Emergency Management National Response Plan (EM/NRP) Team to lead and develop GSA's role in the NRP, facilitating interaction and integration among all GSA participants, and ensuring that GSA is well represented in all aspects of the ongoing NRP effort. We have also formed an Executive Steering Committee (ESC) to drive the NRP process within GSA. I have asked Bob Thibeault, acting director of the Office of Emergency Management, to chair this Executive Steering Committee.

On July 26, 2004, Administrator Perry signed the attached GSA Emergency Management (EM) Charter. Through the specific tasking outlined in this EM Charter, we are committed to thoroughly prepare for full participation in the National Response Plan. I am confident that this EM Charter, as well as the sub-charters for each of the work streams, will establish and determine those required steps and critical actions that are necessary for GSA to be successful in fully satisfying the NRP requirements.

Organizationally, the EM Charter creates an internal agency EM taskforce whose sole mission is to ensure that, from both a national and regional perspective, GSA meets its NRP obligations in the most efficient and effective manner possible. Listed in the EM Charter are those GSA associates who have agreed to lead the work streams. Shortly,

the other personnel both from the national and regional organizations will be assigned to the four work streams. My expectation for the work streams is that input will be gathered agency wide in providing final recommendations for shaping our future EM organization.

Following the horrific terrorist attacks of September 11, 2001, President Bush called for a National Response Plan to unify the Nation's approach to emergency management. The NRP more clearly defines and coordinates the responsibilities of federal, state, local governments, private sector, and nongovernmental organizations. GSA will play a critical role in several of the emergency support functions of the NRP. To prepare for this role, GSA has established an Emergency Management Task Force. The Task Force along with several supporting work-streams will study the existing GSA emergency management organization and make recommendations to ensure GSA is prepared for the new NRP commitment.

To be successful in this agency wide endeavor, I am soliciting everyone's full engagement to support the EM Taskforce in the completion of its mission. Thank you.

Attachment

# **The Charter for GSA Emergency Management Response to the National Response Plan**

## **Background.**

Since 1992, the Federal Response Plan (FRP) has coordinated the delivery of Federal resources and assistance to augment efforts of State and local governments, overwhelmed by an emergency. A signed agreement among 27 Federal Departments and Agencies, the FRP has provided a process and structure to support implementation of the Robert T. Stafford Disaster Relief and Emergency Act and individual agency statutory authorities.

Within days after the events of 9/11, the nation's executive and legislative leadership began to evaluate the scope of the existing plan to prepare for and manage domestic incidents. In February 2003, Homeland Security Presidential Directive 5 (HSPD-5) called for the creation of a National Response Plan (NRP), based on a new National Incident Management System to replace the FRP. To support domestic incident management, the NRP will provide coordination between the Department of Homeland Security (DHS) and other Federal agencies. In response to changing requirements, the NRP promises to be a "tightly woven tapestry" with a clearly defined framework and processes that eliminate barriers and ensure responsiveness.

The NRP represents an unprecedented step in unifying incident management to protect our country and its citizenry. For the first time, the U.S. Federal Government will integrate domestic prevention, preparedness, and response and recovery activities into a single all-discipline, all-hazards plan. Its goal is to ensure cooperation at all levels of government, integration with the private sector and engagement with the public. By doing so, it can bring the full range of the nation's capabilities to bear in protecting the homeland. The 15 designated emergency support functions will each perform their specific role in coordination with the single, overall plan.

## **Purpose.**

This charter establishes the direction that is mandated for the U.S. General Services Administration (GSA) Emergency Management (EM) contribution to the NRP.

GSA must stand ready to serve in a variety of capacities in the NRP endeavor. With experience across all agencies within the Federal Government, GSA must pursue a vision of flexibility, cohesiveness and integration. To support the requisite unit of effort for the NRP, GSA must provide a single point of contact for the many diverse ways that assistance is provided.

- GSA Supportive Resources for Emergency Support Function include
  - Buildings and Space,
  - Supplies and Tools,
  - Telecommunications and Information Technology,

- Transportation, and
- Services.
- GSA Contracting Vehicles to Implement Emergency Support Function include
  - GSA Global Supply,
  - Blanket Purchase Agreements,
  - GSA Schedules, and
  - Government-wide Acquisition Contracts.

GSA must fulfill its EM mission statement that reads as follows.

**The Emergency Response/National Response Team is dedicated to the energetic leadership and development of GSA's role in the National Response Plan. To that end, we will facilitate interaction and integration among all GSA participants in the entire life cycle of incident management, which encompasses capabilities for awareness, prevention, preparedness, response, recovery and mitigation.**

**We will aggressively communicate this role among the stakeholders of DHS, the Federal Emergency Management Agency (FEMA), including the primary and secondary agencies responsible for bringing the full range of the nation's capabilities to bear in protecting the homeland.**

### **Objectives.**

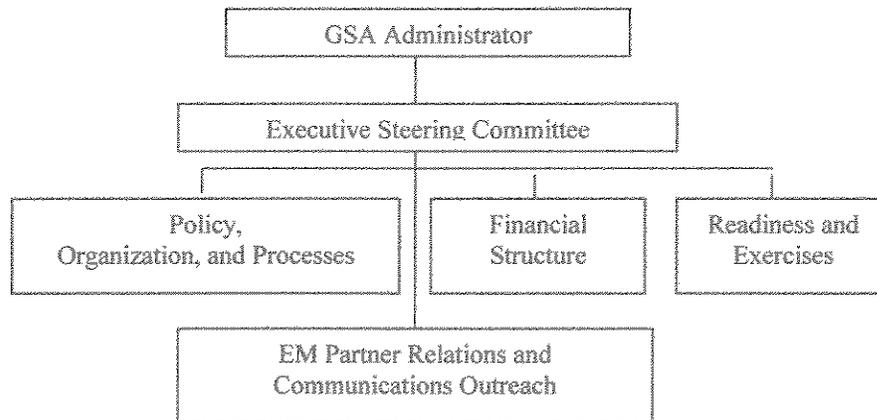
To fulfill the GSA EM mission statement, GSA must **actively** engage with all Federal partners in meeting the NRP requirements. GSA must transform the EM program from the current "as-is" state to the desired "to-be" state described in the GSA EM mission statement. GSA must be proactive rather than reactive. The following objectives must be accomplished.

- Determine and establish the specific NRP policy requirements and the best-value organization and processes for GSA to fulfill NRP requirements.
- Determine and establish the optimum funding financial structure to achieve the desired GSA organization and processes
- Determine and establish the readiness criteria and needed exercises to ensure continuous GSA improvement in providing NRP support.
- Determine and establish the GSA communications outreach program to actively market GSA capabilities to all internal and external stakeholders (employees, customers, suppliers and partners); and expand GSA EM partner relations' management to promote business opportunities.

## Tasking.

This charter establishes an EM taskforce to ensure that GSA meets its obligations in the NRP. The following EM taskforce roles and responsibilities are established.

1. The EM Taskforce will consist of the following.
  - Executive Steering Committee (ESC) to facilitate and lead this change effort. The ESC will develop the taskforce timeline and project parameters, including the requirement for a final report no later than May 31, 2005, with interim reports produced as needed.
  - Four work-streams to identify EM changes needed at GSA.
    - Policy, Organization, and Processes,
    - Financial Structure,
    - Readiness and Exercises,
    - EM Partner and Communications Outreach
2. The ESC taskforce organization is depicted in the diagram below.



3. The ESC tasking is to lead the EM Taskforce to ensure GSA fulfills all NRP obligations.
  - ESC membership is comprised of:
    - The Director, Office of Emergency Management, Office of the GSA Chief of Staff, serving as the Chair of the ESC
    - The Regional Administrators, Regions 3, 4, 6
    - The Deputy Regional Administrator, Region 9
    - A designated representative from the Office of the Chief of Staff, representing GSA's Emergency Coordinators
    - Designated representatives from PBS, FTS, and FSS

- ESC duties include
  - Assign work-stream membership and tasking,
  - Monitor partner relations of GSA personnel with other NRP leads;
  - Coordinate and manage work-stream tasking,
  - Coordinate output and reports from work-streams,
  - Communicate work-stream output and reports to GSA’s Emergency Coordinators and other internal stakeholders, and
  - Provide findings and recommendations to the Administrator.

4. The Policy, Organization and Processes work-stream, led by Tyree Varnado, ARA, FSS, Region 7, is charged with determining the best organization and processes of the desired GSA EM organization. Duties include:

- Determine the “as-is” and “to-be” responsibilities required by NRP policy and GSA agency wide EM organization and processes (include technology),
- Conduct policy, organization and process “gap analysis”, identify key issues, and
- Provide findings and change recommendations for roles, responsibilities, organization and processes.

5. The Financial Structure work-stream, led by Debi Schilling, Director of Budget, CFO, is charged with determining the best GSA EM funding financial structure. Duties include:

- Determine the “as-is” and “to-be” GSA EM financial funding structure,
- Conduct “gap analysis” for financial funding structure and identify key issues, and
- Provide findings and change recommendations for financial funding structure.

6. The Readiness and Exercise work-stream, led by Wyndell Watkins, PBS, is charged with developing GSA procedures for continuous NRP readiness. Duties include:

- Identify key internal and external readiness issues,
- Identify best procedures (e.g.; exercises using GSA COOP) to ensure NRP readiness, and
- Participate in and develop exercises to evaluate EM capabilities.

7. The EM Partner and Communications Outreach work-stream, led by Sherri Brown, Office of Global Supply, FSS, in coordination with the Office of Citizen Services and Communications, is charged with developing a GSA NRP communications outreach to all NRP stakeholders. Duties include:

- Identify customer relations opportunities;
- Identify “to-be” communications outreach that is desired,
- Establish internal communications outreach plan to ensure that all GSA stakeholders are kept apprised of NRP status,

- Establish external communications outreach plan to ensure that customer agencies are educated on GSA's incident response capabilities, and
- Execute desired communications outreach plans.

8. Timeline. Once the NRP is formally issued, there will be a phased implementation process the first year:

- Phase I – Transitional Period (0-90 days). This 90-day timeframe is intended to provide a transitional period for Departments and Agencies and other organizations to modify training, designate staffing of NPR organizational elements, and become familiar with NRP structures, processes and protocols.
- Phase II – Plan Modification (90-180 days). This second 90-day timeframe is intended to provide departments and agencies the opportunity to modify existing Federal interagency plans to align with the NRP and conduct necessary training and certification.
- Phase III – Initial Implementation and Testing (180 days to 1 year). Six months after issuance, the NRP is to be fully implemented. During this time, DHS will conduct systematic assessments of NRP coordinating structures, processes, and protocols. These assessments will gauge the plan's effectiveness in meeting the specific objectives outlined in HSPD-5.

Therefore, based on the above timeline, the final report of the ESC will be due not later than May 31, 2005, to provide sufficient time to implement the ESC recommendations.

#### **Summary.**

This Emergency Management task force is established to examine GSA's Emergency Management posture in light of the emerging NRP. The NRP clearly defines the responsibilities of federal, state, local governments, private sector, and nongovernmental organizations, and GSA plays a critical role in several of the NRP's emergency support functions. With everyone's support, this task force will ensure the General Services Administration is well positioned to provide exemplary support to an event of national significance when called upon.