
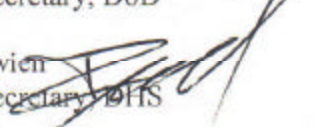




Homeland Security

April 7, 2006

MEMORANDUM FOR: William Marriott 
Executive Secretary, DoD

FROM: Fred L. Schwiem 
Executive Secretary, DHS

SUBJECT: Joint DHS/DoD Letter to the President

Enclosed, please find the final joint letter to the President signed by Secretary Chertoff and Secretary Rumsfeld regarding considerations for DoD assumption of the lead for a Federal response to a catastrophic incident in the Homeland.

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Katrina After-Action Lessons Learned Recommendation that DoD and DHS Determine when the Department of Defense Would be Involved in a Catastrophic Event – Natural or Man-Made

“The Federal Response to Hurricane Katrina Lessons Learned,” published in February, requested that the Department of Defense (DoD) and the Department of Homeland Security (DHS) develop recommendations for revision of the National Response Plan, with respect to the circumstances and objectives when DoD might be required to temporarily assume the lead for the Federal response to a catastrophic incident.

We recommend you base any such decision on an assessment of the distinctive facts and circumstances of each catastrophic incident, bearing in mind the operationally relevant considerations.

Key facts and circumstances for consideration in making an assessment might include:

The status of the State and local response. How effective is the initial State and local response, including the use of the affected State’s or States’ National Guard? Have first responders been overwhelmed by the incident? What is the availability of National Guard assistance from other States?

Intergovernmental relations. What is the nature of the relationship, skill, and trust among the leadership of the Federal, State (or States), and local governments in the affected jurisdictions?

Implementation of the National Response Plan. Has the Governor of the affected State requested Federal assistance or, in the absence of a request, have you invoked applicable Federal authorities to initiate a Federal response?

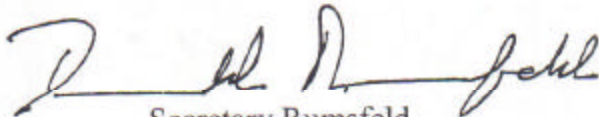
The status of the Federal civilian response. Do available Federal civilian responders, with their contracted support, have the necessary capabilities to deal effectively with the incident? Are they, in fact, dealing effectively with the incident? What are the recommendations of the Secretaries of Homeland Security and Defense?

The involvement of active duty U.S. military forces. Have U.S. military forces – Active, National Guard, and Reserve – been requested by the Governor of the affected State? Is the magnitude of the incident so great that the logistical, transportation, search and rescue, communications, or CBRN (chemical, biological, radiological, or nuclear) capabilities of DoD are deemed to be essential to an effective response?

Military-to-military and military-to-civilian relations. What is the nature of the relationships among the U.S. military – Active, National Guard, and Reserve – and the Adjutant General and the Governor of the affected State?

Should you decide the facts and circumstances of an actual catastrophic incident warrant a significant DoD role, it will be necessary to define further the scope and duration of DoD's role, with the expectation that a non-DoD Federal civilian lead would assume lead responsibility at the earliest opportunity, consistent with operational requirements.

Respectfully,


Secretary Rumsfeld


Secretary Chertoff