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FG 231

WHITE HOUSE  
CORRESPONDENCE TRACKING WORKSHEET

☐ O - OUTGOING

☐ H - INTERNAL

☒ I - INCOMING

Date Correspondence Received (YY/MM/DD) 82107101

file  
Emergency  
Prepared  
Hess

Name of Correspondent: Louis C. Stupp

☒ MI Mail Report

User Codes: (A) (B) (C)

Subject: Submit to the Commission  
Emergency response to 8/1981, which outlines  
the 1981 activities in the Federal Bureau of  
Management Change.

ROUTE TO:

ACTION

DISPOSITION

Office/Agency (Staff Name)

Action Code

Tracking Date  
YY/MM/DD

Type of Response

Completion Date  
YY/MM/DD

ORIGINATOR

821112

C 82107102

Referral Note:

A

8207102

C 82107106

Referral Note:

A

8207106

C 8207119

Referral Note:

A

8207106

8217119

Referral Note:

1 1

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Referral Note:

ACTION CODES:

A - Appropriate Action  
C - Comment/Recommendation  
D - Draft Response  
F - Furnish Fact Sheet  
to be used as Enclosure

I - Info Copy Only/No Action Necessary  
R - Direct Reply w/Copy  
S - For Signature  
X - Interim Reply

DISPOSITION CODES:

A - Answered  
B - Non-Special Referral  
C - Completed  
S - Suspended

FOR OUTGOING CORRESPONDENCE:

Type of Response = Initials of Signer  
Code = "A"  
Completion Date = Date of Outgoing

Comments: 1/1 for X-1111 to the Commission

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# Federal Emergency Management Agency

Washington, D.C. 20472

31  
R. Giuffrida  
June 30, 1982

206  
086205

The President  
The White House  
Washington, D.C. 20500

Dear Mr. President:

I am pleased to transmit to you our report, "A Report to the President on Comprehensive Emergency Management," which outlines the 1981 activities of the Federal Emergency Management Agency.

Respectfully,

*Louis O. Giuffrida*

Louis O. Giuffrida  
Director

Enclosure

A REPORT TO THE PRESIDENT  
ON  
COMPREHENSIVE EMERGENCY MANAGEMENT

1981

## INTRODUCTION

Dear Mr. President:

Comprehensive emergency management is a concept that spans the full spectrum of emergencies from local disasters to nuclear attack and calls for a coordinated approach to all four phases of emergency activity: mitigation, preparedness, response, and recovery.

The foundation of comprehensive emergency management is a strong partnership between federal, state, and local levels of government along with private and voluntary organizations. The goal of that partnership is to save lives and reduce suffering and property loss.

The role of the Federal Emergency Management Agency (FEMA) is to assist these diverse partners in reaching that goal through programs targeted to their needs and direct federal support of state and local efforts in those cases when emergency situations grow beyond their capabilities.

Comprehensive emergency management works through reliance on in-place resources found primarily at the state and local levels and multi-use of those resources in meeting the ever-expanding emergency demands on our nation. It continually seeks to eliminate duplication of effort and streamline emergency management methods. It is an organized, cost-effective approach to the mitigation of potential dangers and the coordinated development of plans and programs to meet emergency needs.

In 1981:

- o the partnership upon which comprehensive emergency management is based was strengthened through structural realignment of FEMA programs to give greater emphasis to the support of state and local governments in fulfilling their emergency management responsibilities;

- o national abilities to respond to possible wartime and peacetime emergencies were examined and evaluated in cooperation with more than 30 federal departments and agencies;

- o a standard planning format for use by federal, state, and local governments as a guide for developing plans for comprehensive emergency management was developed and tested;

- o crisis relocation planning efforts were emphasized as a means of protection for our citizens in the event of nuclear attack;

- o the Emergency Operating Centers and Communications and Warning Programs were reactivated, with stringent new standards, after a three year hiatus;

o the Emergency Mobilization Preparedness Board was created to develop a national policy on and a plan of action to improve our national mobilization preparedness;

o the first major purchase of materials for our national defense stockpile in more than 20 years was authorized;

o detailed analysis of the 1980 fire problem in the United States resulted in pinpointing national fire problem factors;

o arson task forces and arson information management systems established throughout the country were directly instrumental in the successful prosecution of arson cases;

o the National Flood Insurance Program was restructured to become self-supporting at the earliest feasible date; and

o the National Emergency Training Center (NETC) was created at Emmitsburg, Maryland, to consolidate the resources of the National Fire Academy and the Emergency Management Institute, to better utilize facilities, and to strengthen educational programs.

Through developments such as those just highlighted, comprehensive emergency management is bringing a new state of readiness and ability to respond to the emergency management needs of our nation in both peace and war. The annual report of the Federal Emergency Management Agency which follows outlines these points in more detail and reinforces the need for the approach to emergency management that has been taken by this nation.

Sincerely,

A handwritten signature in dark ink, reading "Louis O. Giuffrida". The signature is fluid and cursive, with the first name "Louis" and last name "Giuffrida" clearly legible.

Louis O. Giuffrida  
Director

## THE ROLE OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY

The Federal Emergency Management Agency (FEMA) is the central point of contact within the federal government for a wide range of emergency management activities in both peace and war. The agency functions through a close partnership with federal, state, and local governments and the private sector. Through that partnership, the agency works towards achieving a realistic state of preparedness and an increased capacity to respond to emergencies of all types.

### Realignment

During 1981, FEMA headquarters and the agency's 10 regional offices were realigned structurally and greater emphasis was placed on support of state and local governments in handling their emergency management responsibilities.

The creation of an Information Resources Management Office provided the agency with two new organizational elements, Telecommunications Management and Computer Management, which centralized the agency's telecommunications, automatic data processing, and information processing functions.

A financial management improvement program was established to address deficiencies, establish accounting and financial control and reporting systems, and assure compliance with all federal financial requirements.

An automated data processing system to support accounting and budget operations was designed, tested, and implemented.

In September 1981, FEMA's new headquarters building was officially dedicated. For the first time since FEMA was established in 1979, all headquarters activities were consolidated at one location in the Federal Center Plaza, 500 C. St., S.W., Washington, D.C. 20472.

### Partnership

FEMA believes the most effective approach to comprehensive emergency management is through a partnership of federal, state, and local governments and private and voluntary organizations. That belief was underscored in 1981 with the creation of the State and Local Programs and Support Directorate to support the efforts of state and local governments in improving their emergency planning, preparedness, mitigation, response, and recovery capabilities. The Directorate provides funding, technical assistance, services, supplies, and equipment to state and local governments through FEMA regional offices.

A financial assistance innovation--the Comprehensive Cooperative Agreement (CCA)--was introduced in 1981. The objectives of the CCA are simplification of funding procedures, emphasis on comprehensive emergency management, and funding flexibility. In its pilot CCA effort, FEMA provided assistance to five states through cooperative agreements covering several programs. Because of the experiment's success, FEMA decided to enable all states to apply for funding from as many as seven different programs through a single CCA for FY 1982. All have done so, for all or most of the programs. For selected states, "limited transferability of funds among programs" is being allowed on a "pilot" basis.

In September 1981, FEMA formed a task force with representatives from state and local jurisdictions and FEMA regions to revise standards for state and local civil preparedness, program papers, and program status reports. The objective is to broaden the scope of these program aids to cover the full spectrum of comprehensive emergency management needs.

#### NATIONAL PREPAREDNESS

FEMA's national preparedness responsibilities include development of federal program policy guidance and plans to ensure that government at all levels is able to cope with and recover from emergencies.

During 1981, FEMA continued to develop plans and make improvements in federal continuity-of-government programs and for training and exercising federal, regional, state, and local government officials responsible for continuity of government. Readiness to execute continuity-of-government actions was enhanced by expanding the scope, level of participation, and frequency of exercises. Also, special exercises were conducted as part of the process of developing improved continuity-of-government capabilities for nuclear attack contingencies.

A government-wide program, the National Defense Executive Reserve (NDER), which recruits senior business executives and other civilian specialists to serve the government in key executive positions during periods of national emergency, was accelerated and improved. New units were established in the Departments of the Army and the Navy. There were nearly 2,000 NDER active members by the end of 1981.

#### Civil Defense

The emphasis of all civil defense programs focused on operational capability and assistance to state and local government in achieving such capabilities for national emergency and peacetime emergency preparedness.

Nuclear Civil Protection (NCP) planning considers two basic approaches-- planning for crisis relocation and in-place protection. Crisis relocation planning prepares for the evacuation of residents of high-risk areas in time of international crisis to host areas where they will be provided with lodging, food, and fallout protection. In-place protection involves taking protection in best available facilities near where people live or work in the event that time or circumstances preclude crisis relocation. By 1984, the exercising of plans will be incorporated as part of the evaluation of capability at the state and local level.

During 1981, emphasis in NCP was placed on completing planning for crisis relocation. Of the 3,043 crisis relocation plans required nationwide for various risk, host, and combined risk/host jurisdictions, initial plans had been completed for 798 or approximately 26 percent of requirements. These plans covered about 12.3 million risk area residents.

For CRP planning in counterforce areas, those which contain strategic offensive forces such as missiles, submarines, or bombers, 60 additional NCP planners (for a cumulative total of 205) were authorized during 1981 so that plans for these areas could be accelerated. Of the required 681 within counterforce areas, 344 initial plans have been completed (about 50 percent of requirements), covering an estimated risk area population of over seven million persons.

A pilot program for providing emergency instructions for the public was also initiated. Emergency instructions informing citizens of actions they should take for either crisis relocation or in-place protection were published in six telephone directories serving four counterforce areas (Plattsburgh, New York; Aroostook County, Maine; Marquette County, Michigan; and Austin, Texas).

In 1981, two major direction and control program elements--Emergency Operating Centers (EOCs) and Supporting Materials (Communications and Warning)--were modified and reactivated after a three-year funding hiatus. In designing the new direction and control program, FEMA issued detailed program guidance on standards for 3,000 state and local EOCs. FEMA's new EOC program demands a broad communications capacity, along with survivability features that will upgrade existing facilities and provide state and local leadership with a timely intra- and intergovernmental direction and control system.

FEMA's new direction and control program uses the nation's EOCs as a base and supplements these facilities with communications and warning systems, the Emergency Broadcast System, the protection program for these stations, and funds to service and maintain the equipment once installed.

FEMA's Broadcast Stations Protection Program provides fallout and Electromagnetic Pulse (EMP) protection for stations in the Emergency Broadcast System. At the end of 1981, 600 of the first phase of 771 stations were given fallout protection and 105 were protected against EMP.

FEMA funded 13 demonstration projects aimed at testing new ways to enhance emergency communications and warning capacity at the state and local levels economically. In Arizona, FEMA participated in funding the first statewide satellite-based emergency communications system. Using Westar, a Western Union satellite 22,500 miles above the earth, this system provides Arizona's emergency managers with a span of control and a geographical reach unavailable by conventional means.

In Idaho and Pennsylvania, FEMA partially funded microwave transmitters to link parts of the public safety communications network. This is a highly economical means of providing state officials with a vital communications capacity to direct and control responses to all types of emergencies.

Sufficient data on nuclear weapons effects and comprehension of nuclear weapons phenomena involving blast, fire, and fallout disposition are critical in making correct decisions on shelter, evacuation routes, and resource management. Three studies conducted in 1981 produced new quantitative data for the first time in a decade and will serve as a needed point of departure for improving the program.

#### Mobilization

On December 17, 1981, the President signed an Executive Memorandum officially establishing the Emergency Mobilization Preparedness Board (EMPB). The original concept was a joint proposal by the Federal Emergency Management Agency and the Department of Defense.

The Board consists of representatives of 23 key federal departments, agencies and executive offices at the Deputy or Under Secretary level, meeting quarterly. The Chairman of the Board is the Assistant to the President for National Security Affairs. The board is supported by a full-time Secretariat under the direction of a senior official of FEMA.

The EMPB will develop a national policy on emergency mobilization preparedness and a plan of action to improve the nation's preparedness capabilities. The Board is also responsible for monitoring federal agency implementation of these actions. Through the structure of 12 functional working groups, the EMPB is expected to resolve vital mobilization preparedness issues within the framework of current policy.

#### Resource Preparedness

A methodology was constructed for contrasting the resources mobilization potential of the United States with that of other nations, and an overall assessment was completed. Policies, plans, and procedures for central resources management and for standby emergency organizations were tested. With regard to the Defense Production Act, priorities and allocations systems under Title I for energy and civil transportation services were established. Formal standards and procedures were issued on the use of voluntary agreements under Title VII.

Oversight was provided for the National Defense Stockpile Annual Materials Plan which included the first major purchase program in over 20 years. Purchase specifications and special instructions were approved for materials to be acquired. The data base was updated for consumption, supply, political reliability, and industrial capacity for the 93 individual stockpile materials (61 family groups).

Plans for the activation of a standby emergency stabilization agency were updated and National Defense Executive Reservists were recruited to serve in it.

An on-site review, conducted jointly with the Department of Defense, was made of essential facilities at risk in the event of a catastrophic California earthquake to determine the economic consequences.

#### NATURAL AND TECHNOLOGICAL HAZARDS

##### Disaster Response and Recovery

During 1981, favorable weather and geophysical conditions contributed to fewer major disaster and emergency declarations by the President. Fifteen major disasters were declared during the year, with no emergency declarations. Both these totals represent the lowest activity since the inception of the Disaster Relief Act of 1974. Three fire suppression grants were issued.

There was, however, a continuing workload associated with the disaster program. At the close of 1981, 160 major disasters, 22 emergencies, and 17 fire suppressions remained open from 1981 and prior year declarations. Total estimated requirements for 1981 activity is expected to exceed \$60 million.

During the year, steps were taken to improve the management of the national cadre of experienced intermittent employees necessary for effective disaster response and recovery. An automated system providing information on the skills of reservists was put in use to simplify their deployment in disaster situations.

Several studies into the hazardous materials area were initiated. One result of those studies was the publication of FEMA guidance for local emergency management officials on planning and operational capabilities to handle hazardous materials incidents.

A study funded by the National Science Foundation, with FEMA support, evaluated approaches of warning systems for floods, hurricanes, and tornadoes. Local authorities at sites selected for the study were provided with evaluations of their systems and many responded by upgrading those systems at once.

#### Earthquake Hazards Reduction Program

Under the Earthquake Hazards Reduction Act of 1977 (P.L. 95-124) and amendments, FEMA is the lead agency for coordinating the activities of all federal agencies participating in the National Earthquake Hazards Reduction Program (NEHRP). In addition, it has the responsibility to: (1) develop improved seismic building codes, standards, and practices for adoption by federal agencies and the private sector; and (2) conduct a program designed to reduce the earthquake risk to life and property and increase the capability of all elements of government and the private sector to respond to destructive earthquakes in highly seismic, highly populated areas.

Major activities in 1981 included: (1) the completion of a draft seismic standard for new federal buildings that was provided to federal construction agencies for their use in design, contract administration, and quality control activities; (2) the initiation of a vulnerability analysis and loss study of selected localities in the Central United States and a long-term effort to increase earthquake hazard awareness among public and private sector entities in this same geographic area; and (3) as part of the Southern California Earthquake Preparedness Project (a joint State of California-federal project), implementation of a model earthquake prediction/warning dissemination system and design of a comprehensive earthquake education program. In addition, the coordination of the NEHRP was strengthened by the creation of the Interagency Coordination Committee of the NEHRP.

#### Radiological Emergency Response Planning

FEMA is responsible for all off-site nuclear emergency planning and response for nuclear power plants. In 1981 there were 248 state and local emergency response plans for nuclear power plants completed, bringing the total completed to 343. There were 173 plans formally submitted, bringing the total formally submitted for FEMA approval to 196. Regional Assistance Committees (RAC's) reviewed 112 of these plans.

Findings by FEMA as to the adequacy of plans were completed for five nuclear power plant sites: Farley (Georgia); Hatch (Georgia); McGuire (North Carolina); Summer (South Carolina); and Robinson (South Carolina). This brings the total to six sites, including Sequoyah (Tennessee), where approval has been made by FEMA.

During the year there were 28 joint exercises, bringing the total to 37, and 33 public meetings held.

Guidance establishing federal working relationships in coordinating radiological emergency response planning responsibilities and a proposed rule for FEMA review and approval of planning and exercise activities were completed for publication early in 1982.

In April 1981, FEMA participated in a nuclear weapons accident exercise, NUWAX 81, along with representatives of the Department of Defense, Department of Energy, other federal agencies, and the State of California. The exercise was a first of its kind in that it simulated the accident as occurring in a populated area. The purpose of the exercise was to test the on-site/off-site interface of federal agencies involved and the off-site relationships of federal agencies with state and local governments. Results of the exercise are being used to refine current plans for the handling of nuclear weapons accidents.

#### Fire Safety

Accomplishments in the field of fire safety in 1981 included:

- o Installation of National Fire Incident Reporting System (NFIRS) software in four states, six major metropolitan areas, and 48 additional communities increased NFIRS participation to include 41 states and 18 major metropolitan areas.

- o Production of detailed analyses of the 1980 fire problem revealed many major new findings. For example, solid fuel heating fires--primarily those associated with fireplaces and wood-burning stoves--were the main factor in a 32 percent increase in heating fires in one- and two-family dwellings.

- o Development and promotion of a new sprinkler head permitted an affordable, highly effective residential sprinkler system to exist for the first time.

- o Determination, from a national household survey conducted in 1980, that while smoke detectors are used in at least 50 percent of U.S. homes, the half that does not use them includes a high percentage of poor households, which have much higher fire rates than others. Through data collection, determined that detectors are giving first warning in over a third of the fires where they are present, especially fires occurring at night.

- o Establishment of 260 Arson Task Forces. The Task Force in Las Vegas/Clark County, Nevada apprehended the arsonist of the Hilton Hotel fire within 20 hours, and the evidence they gathered helped convict him.

- o Establishment of seven Arson Information Management Systems (AIMS), including one in Phoenix, Arizona, where an arsonist responsible for 29 fires and \$2.5 million of losses was apprehended and convicted through AIMS efforts.

- o Publication of "A Report to the President on Progress in Implementation of the National Arson Strategy," which details anti-arson initiatives of the Federal Arson Task Force chaired by FEMA. Also published a guide for volunteer firefighters to assist in arson detection and evidence protection and a guide for the insurance industry on defense against fraudulent claims.

- o Sponsorship of the preparation of guidelines on selection and administration of code programs and the conduct of fire code inspection programs. Also sponsored research in innovative ways of code enforcement and issues involved in making new codes apply retroactively to old buildings.

- o Sponsorship (with the National Aeronautics and Space Administration) of the development, construction, field testing, and commercial manufacturing of a highly improved firefighter protective outfit. Developed a manual for the selection, use, care, and maintenance of firefighter breathing apparatus and initiated (with the Bureau of Mines) the development of lightweight, long-duration, closed-circuit breathing apparatus for emergency rescue operations.

- o Sponsorship of tests of improved fireground communications, firefighter personal distress alarms, inspection procedures for aerial ladders, and atmospheres firefighters breathe on the fireground.

- o Development of Fire and Emergency Defense Planning programs and tools which included the "Hazardous Materials Guide," the "Emergency Medical Service Guide," the "Multi-Jurisdictional Guide," a videotape to be used as an instructional aid by cities interested in Master Planning, and micro-computers which have software packages with inventory, equipment maintenance, and fire department inspection programs.

- o Expansion of the Fire Education Resource Network to include all 50 states. This Network establishes Public Education Systems, which are supported by Public Education Technical Support Services in the areas of planning, implementing, and evaluating public education programs.

#### Federal Insurance and Flood Plain Management

In 1981, the National Flood Insurance Program was restructured to become self-supporting at the earliest feasible date, to further encourage prudent land use decisions, and to minimize or eliminate direct federal involvement. Specific accomplishments to achieve these goals included:

- o Development of a planning system which incorporates goals for the program and a tracking system to ensure that the goals are achieved.

- o Establishment of FY 1988 as the deadline for achieving a self-supporting program based on expected levels of flood damage and realistic projections of premium rates and coverage.

- o Initiation of a system of semi-annual rate reviews which reduced actual federal outlays by \$38 million in 1981.

- o Inclusion of an expense constant in the premium so that all administrative and operating expenses of running the program are borne by the policyholders.

- o Initiation of formal procedures to ensure that all potential subrogation opportunities are documented. Subrogation arises when a loss is caused by a third party. FEMA can sue, and if successful, collect the amount of loss paid, thereby minimizing policyholder and general taxpayer costs.

- o Introduction of a new actuarial rating system in coastal high hazard areas for construction commencing on or after October 1981.

- o Improvement of risk assessment by establishing and implementing methodologies for adding wave height factors to the risk assessment for coastal high hazard areas.

- o Initiation of 595 risk assessment studies, completion of 1,189 studies, and conversion of 1,514 communities to the regular program.

- o Provision of financial assistance to 46 states and territories, including Guam, Puerto Rico, and the Virgin Islands, to develop and enhance their flood plain management roles and responsibilities.

- o Acquisition of 69 structures, under Section 1362 of the National Flood Insurance Act, on properties in California, Illinois, Massachusetts, New Jersey, Ohio, Washington, and West Virginia.

By the end of 1981, 17,146 communities were participating in some phase of the National Flood Insurance Program. A total of 1,864,949 policies were in force in those communities for a total amount of coverage of \$99,017,074,200.

The rationale behind the Federal Crime Insurance Program and the Riot Reinsurance Program was examined and current operations were reviewed. This resulted in changes in premium rates and coverage to make the programs more actuarially sound in the short run, as well as recommendations to terminate both programs.

#### Dam Safety

FEMA is responsible for coordinating efforts to promote the safety of 67,000 dams throughout the nation. Of these, 64,000 are non-federal including 9,000 rated as unsafe. Throughout 1981, the agency worked on defining ways to encourage dam owners to upgrade unsafe non-federal dams. Dam safety regional workshops were held in Washington and Texas.

Coordination of federal agency dam safety programs, affecting over 3,000 federal dams, was conducted through the Interagency Committee on Dam Safety (ICODS), chaired by FEMA. The Committee addressed major problems affecting most agencies' dam safety programs; initiated programs to enhance interagency communications; inventoried existing and needed research programs; began evaluation of methods to reduce the adverse impact on dam safety of budget constraints; and commenced preparation of guidelines for emergency planning and the development of technical design bases.

## Awareness Campaigns

In 1981, FEMA conducted several public awareness campaigns designed to promote public safety. The agency's Winter Survival Campaign resulted in participation by 3,000 communities and the distribution of more than four million pieces of requested literature. Campaign materials included booklets, flyers, newspaper articles, radio scripts, and camera-ready materials.

A Tornado Awareness Campaign conducted in cooperation with the National Oceanic and Atmospheric Administration resulted in the distribution of more than 300,000 pieces of literature.

In September 1981, FEMA began a year-long national Smoke Detector Awareness Campaign designed to encourage use of smoke detectors. Campaign strategy involved developing and placing resource materials with many organizations, including the fire service, state and local emergency organizations, federal agencies, trade and civic groups, and business and industry. Particular emphasis was placed on involving organizations representing those groups with the highest fire death rates--minorities, the elderly, disadvantaged, and handicapped.

## TRAINING AND EDUCATION

During 1981, the National Emergency Training Center (NETC) was created at Emmitsburg, Maryland. NETC was developed to consolidate the resources of the National Fire Academy and the Emergency Management Institute, to better utilize the facilities of the National Fire Academy, and to strengthen the delivery of the emergency management educational programs.

A total of 2,154 courses were offered in the field to 65,545 students through regional support contracts and state cooperative agreements. These courses covered a wide variety of radiological and hazard mitigation specialties.

At the resident facility, the Emergency Management Institute conducted 40 courses for over 1,200 students and delivered a field course in radiological emergency response 12 times to 285 students.

Calendar year 1981 was the first year of full operation for the National Fire Academy. The Academy offered 16 different resident courses a total of 181 times to over 7,600 students at Emmitsburg, while the outreach program covered 49 states and the District of Columbia and reached approximately 6,800 students. In 1981, the resident courses of the Academy were evaluated by the American Council on Education and college credit recommendations were made for every course.

A Firefighters' Memorial, honoring firefighters who have died in the line of duty, was dedicated at the NETC campus in Emmitsburg, Maryland, on October 4, 1981.

A major renovation on the Emmitsburg campus was completed. As a result, the Emergency Management Institute has been provided with new quarters and greatly expanded educational facilities, including two large classrooms capable of accommodating 100 students each and attendant "breakout" rooms and office space.

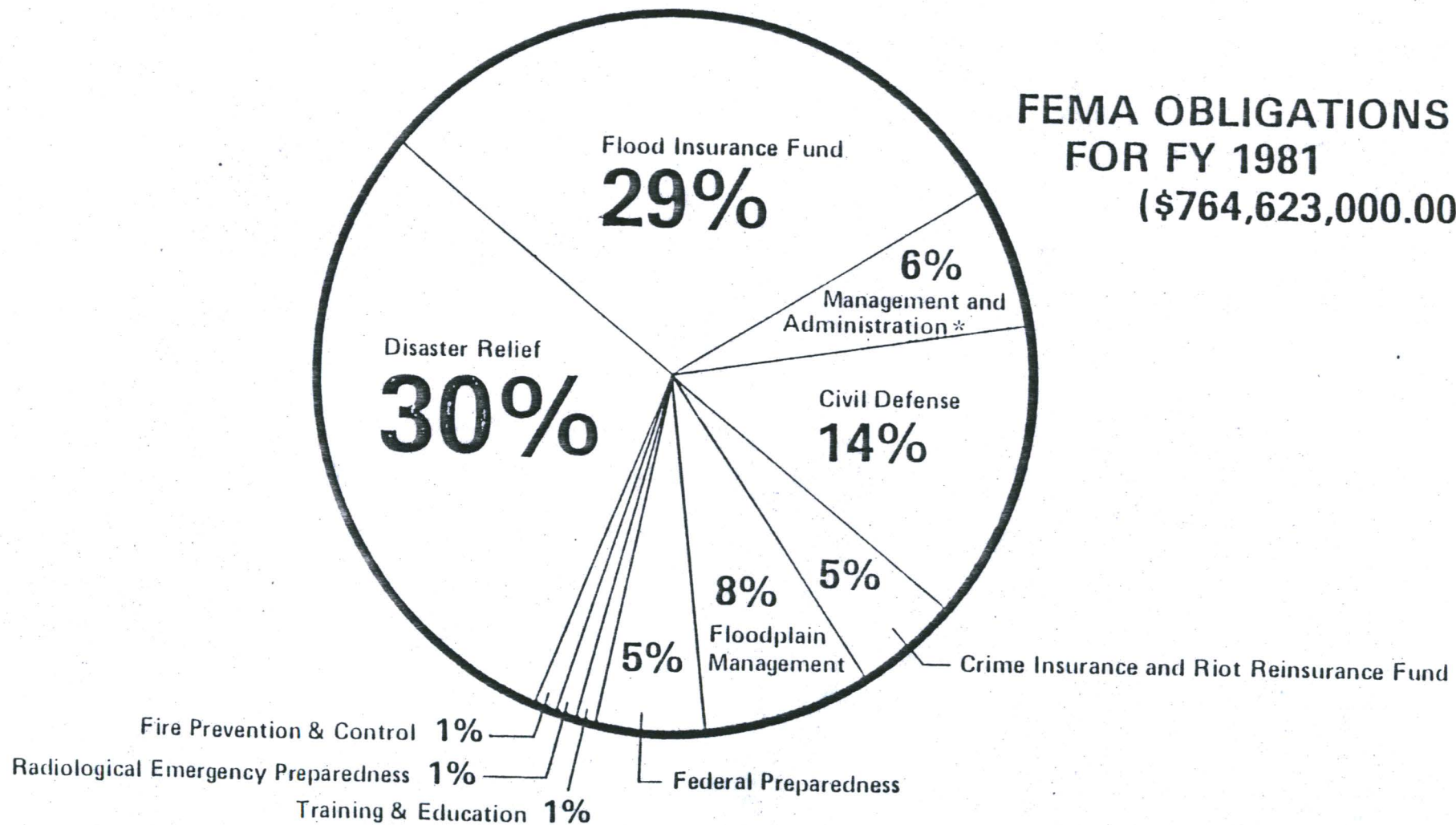
#### INTERNATIONAL CIVIL PREPAREDNESS ACTIVITIES

In cooperation with the U.S. Department of State, FEMA's role in international civil preparedness activities included: participation in meetings of the North Atlantic Treaty Organization's (NATO) Senior Civil Emergency Planning Committee; presentation of a speech by FEMA's Director to the North Atlantic Council of NATO, outlining the concept of comprehensive emergency management as an integral part of national security policy; reactivation of the U.S./Canadian Agreement on wartime arrangements for civil emergency planning; and expansion of U.S. involvement with Mexico on cooperation in cases of natural disaster.

# Appendix <sup>A</sup>

## Financial Statement: FISCAL YEAR 1981

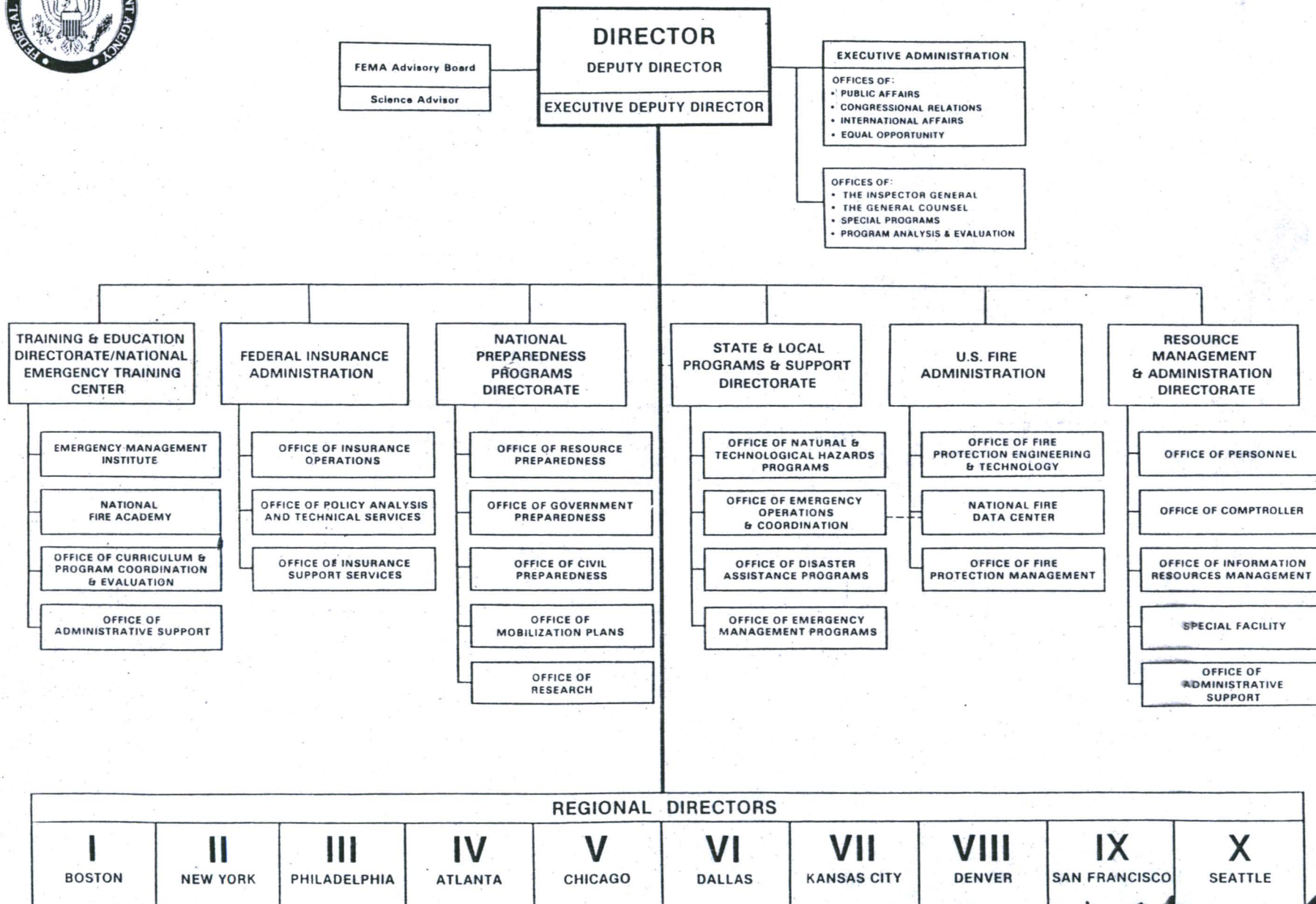
**FEMA OBLIGATIONS  
FOR FY 1981  
(\$764,623,000.00)**



\*Management and Administration category represents overhead for all of the FEMA programs.

# APPENDIX B

## ORGANIZATION FEDERAL EMERGENCY MANAGEMENT AGENCY



App: *[Signature]*  
Director  
Date: *10 Oct 81*

## OFFICE OF POLICY DEVELOPMENT

*file*

## STAFFING MEMORANDUM

*Emergency Preparedness*DATE: 7/26/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYISUBJECT: Emergency Mobilization Preparedness - National Security Decision Directive

|                | ACTION                   | FYI                                 |                              | ACTION                   | FYI                      |
|----------------|--------------------------|-------------------------------------|------------------------------|--------------------------|--------------------------|
| HARPER         | <input type="checkbox"/> | <input type="checkbox"/>            | DRUG POLICY                  | <input type="checkbox"/> | <input type="checkbox"/> |
| PORTER         | <input type="checkbox"/> | <input type="checkbox"/>            | TURNER                       | <input type="checkbox"/> | <input type="checkbox"/> |
| ✓ BARR         | <input type="checkbox"/> | <input checked="" type="checkbox"/> | D. LEONARD                   | <input type="checkbox"/> | <input type="checkbox"/> |
| BAUER          | <input type="checkbox"/> | <input type="checkbox"/>            | OFFICE OF POLICY INFORMATION |                          |                          |
| BOGGS          | <input type="checkbox"/> | <input type="checkbox"/>            | GRAY                         | <input type="checkbox"/> | <input type="checkbox"/> |
| BRADLEY        | <input type="checkbox"/> | <input type="checkbox"/>            | HOPKINS                      | <input type="checkbox"/> | <input type="checkbox"/> |
| CARLESON       | <input type="checkbox"/> | <input type="checkbox"/>            | PROPERTY REVIEW BOARD        | <input type="checkbox"/> | <input type="checkbox"/> |
| DENEND         | <input type="checkbox"/> | <input type="checkbox"/>            | OTHER                        | <input type="checkbox"/> | <input type="checkbox"/> |
| FAIRBANKS      | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| FERRARA        | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| GUNN           | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| B. LEONARD     | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| MALOLEY        | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| MONTOYA        | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| SMITH          | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| UHLMANN        | <input type="checkbox"/> | <input checked="" type="checkbox"/> |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| ADMINISTRATION | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |

Remarks:

Please return this tracking sheet with your response.

Edwin L. Harper  
Assistant to the President  
for Policy Development  
(x6515)

THE WHITE HOUSE

WASHINGTON

July 22, 1982

MEMORANDUM FOR THE VICE PRESIDENT  
THE SECRETARY OF STATE  
THE SECRETARY OF THE TREASURY  
THE SECRETARY OF DEFENSE  
THE ATTORNEY GENERAL  
THE SECRETARY OF THE 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 COUNSELLOR TO THE PRESIDENT  
THE DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET  
THE DIRECTOR OF CENTRAL INTELLIGENCE  
THE CHIEF OF STAFF TO THE PRESIDENT  
THE DEPUTY CHIEF OF STAFF TO THE PRESIDENT  
THE ASSISTANT TO THE PRESIDENT FOR NATIONAL  
SECURITY AFFAIRS  
THE ASSISTANT TO THE PRESIDENT FOR POLICY DEVELOPMENT  
THE ASSISTANT TO THE PRESIDENT FOR CABINET AFFAIRS  
THE ASSISTANT TO THE PRESIDENT AND DEPUTY TO  
THE CHIEF OF STAFF  
THE CHAIRMAN, JOINT CHIEFS OF STAFF  
THE DIRECTOR, OFFICE OF SCIENCE AND TECHNOLOGY POLICY  
THE ADMINISTRATOR OF GENERAL SERVICES  
THE ADMINISTRATOR OF VETERANS' AFFAIRS  
THE ADMINISTRATOR, ENVIRONMENTAL PROTECTION AGENCY  
THE DIRECTOR, FEDERAL EMERGENCY MANAGEMENT AGENCY  
THE POSTMASTER GENERAL  
THE DIRECTOR OF SELECTIVE SERVICE  
THE CHAIRMAN OF THE BOARD OF GOVERNORS OF THE  
FEDERAL RESERVE SYSTEM  
THE CHAIRMAN, FEDERAL COMMUNICATIONS COMMISSION  
THE DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT

SUBJECT: Emergency Mobilization Preparedness (NSDD-47)

The President has approved the attached National Security  
Decision Directive on Emergency Mobilization Preparedness.

FOR THE PRESIDENT.



William P. Clark

Attachment

THE WHITE HOUSE  
WASHINGTON

July 22, 1982

*National Security Decision  
Directive Number 47*

EMERGENCY MOBILIZATION PREPAREDNESS

PREAMBLE

A fundamental obligation of government is to provide for the security of the Nation and to protect its people, values, and its social, economic, and political structures. Inherent in that obligation is the requirement to have an emergency mobilization preparedness program which will provide an effective capability to meet defense and essential civilian needs during national security emergencies and major domestic emergencies. This directive aims not to commit the Federal Government to a particular course of action, but rather to assure that a range of options are available in time of grave national emergency.

UNITED STATES EMERGENCY  
MOBILIZATION PREPAREDNESS POLICY

It is the policy of the United States to have an emergency mobilization preparedness capability that will ensure that government at all levels, in partnership with the private sector and the American people, can respond decisively and effectively to any major national emergency with defense of the United States as the first priority.

PRINCIPLES FOR EMERGENCY  
MOBILIZATION PREPAREDNESS PROGRAMS

Programs developed to ensure or improve the Nation's ability to mobilize will be based on the principles that follow. The general principles apply to all emergency programs, while the division between national security and domestic emergency principles emphasizes that the respective and appropriate response for each category may differ. Taken together, however, these principles define a common ground upon which mobilization programs can be developed and used at the discretion of the President to prevent avoidable emergencies, to combat and reduce the effects of those that are unavoidable, and to mitigate the effects of those that do occur.

Authorities for direct economic controls (wage and price controls and consumer rationing) in national security emergencies need to be provided to give responsible policymakers flexibility to deal with circumstances that can be judged only as they arise. These controls should be used only when they are clearly superior to the efficiency of the market as a means to achieve essential objectives, and not as an automatic response to all national security emergencies.

### General Principles

Emergency mobilization preparedness programs for all emergencies will be based on the following principles:

- Where applicable, preparedness measures should emphasize the partnership and interdependence between Federal, State, and local governments.
- To the maximum degree possible, consistent with security requirements, the private sector should be brought into a planning partnership with responsible government agencies prior to the outset of an emergency.
- Plans and procedures should be designed to retain maximum flexibility for the President and other senior officials in the implementation of emergency actions both above and below the threshold of declared national emergencies and wars. Plans should avoid rigid "either-or" choices that limit Presidential options.
- Preparedness measures should reflect functional interdependencies among agency activities and across preparedness programs. Close and continuous coordination between military and civilian agencies is required to ensure consistent approaches to common problems.
- Initial preparedness measures should focus on short-term improvements and make effective use of the existing mobilization base. Measures to increase adequate mobilization base capabilities should be developed in the longer term.
- Preparedness measures that involve the waiving or modification of socioeconomic regulations that delay emergency responses should receive priority attention.
- Preparedness measures that are, or may be, impeded by legal constraints should be identified as a priority task.

- Preparedness programs should also be designed to increase capabilities to cope with resource shortages arising from disruptions of essential supplies from foreign sources, and serious disruptions of services (e.g., transportation or communications) that threaten national security.

#### Principles for National Security Emergencies

Emergency mobilization preparedness programs for national security emergencies will be based on the following principles:

- Preparedness measures should address the full spectrum of national security emergencies.
- The development of the structure of policies, plans, authorities, and requirements for full mobilization should receive priority attention. Foundations for total mobilization planning should be introduced concurrently.
- Resource management and economic stabilization programs should include standby plans and procedures for governmental intervention, as necessary, into the market place to ensure the enhancement of supply and the allocation of resources to military and essential civilian needs. These mechanisms should provide for both gradual and abrupt replacement of market forces by governmental regulations.
- Preparedness measures should emphasize a rapid and effective transition from routine to emergency operations and should be designed to make effective use of any periods of time that may be available following the receipt of strategic and tactical warnings. The Government must develop capabilities to minimize the start-up time required for emergency responses.
- High priority must be given by Federal agencies to identify and prioritize their requirements for national resources needed in a mobilization.
- Improvement in the capabilities of Federal agencies to identify and manage the resources under their cognizance to meet military and essential civilian requirements in a mobilization will be achieved.
- Preparedness measures should include all appropriate coordination with our allies.

#### Principles for Domestic Emergencies

Emergency mobilization preparedness programs for domestic emergencies will be based on the following principles:

- Preparedness measures must reflect the Constitutional roles of the Federal, State, and local governments. In peacetime, principal responsibility for preparing for, and responding to, domestic emergencies rests with State and local governments.

- Primary emphasis should be placed on natural disasters or other domestic emergencies of a catastrophic nature that cannot be managed effectively without substantial Federal presence; or, arise within spheres of activity in which there is an established Federal preeminence.
- Federal preparedness measures should assist State and local jurisdictions in increasing their capabilities to meet their responsibilities.
- Domestic preparedness programs should be developed in close coordination with the private sector.
- Preparedness measures for allocation of resources during domestic emergencies should rely on market-based mechanisms.
- Economic stabilization preparedness measures should provide mechanisms that do not rely on the imposition of direct economic controls.
- Preparedness measures for domestic emergencies should facilitate responses which may be necessary for only temporary and selective departures from established public policies. Equally, such measures should aim for the prompt restoration of routine policies and programs.

#### SPECIFIC POLICIES AND PROGRAMS

Based on the national emergency mobilization preparedness policy and principles stated above, the programs are to be directed initially at the development of a credible and effective capability to harness the mobilization potential of America in support of the Armed Forces, while meeting the needs of the national economy and other civil emergency preparedness requirements. These programs, making use of existing programs where possible, will contribute to:

- deterrence of attack, especially nuclear attack, on the United States, our allies and friends; and defeat of attacks should deterrence fail;
- effective response to attempts at coercion, nuclear blackmail, and economic warfare;
- preservation of constitutional government;
- prompt recovery of affected areas and the restoration of national systems, including the Armed Forces;
- maintenance of alliances and the continuation of cooperative relationships with our allies before, during, and after armed conflict or disruptive activities; and

- effective allocation and management of essential resources.

In the case of major domestic emergencies, emergency mobilization preparedness programs will contribute to:

- improving the survivability of the national security capability;
- effective natural disaster predictions, risk assessment, and warning systems;
- reducing the vulnerability of production, services, and the infrastructure to catastrophic events;
- prompt and coordinated Federal assistance to affected State and local governments and communities;
- effective management and allocation of Federal resources to facilitate both emergency response operations and long-term rehabilitation and recovery.

#### Military Mobilization

It is the policy of the United States to develop systems and plans that will ensure that sufficient manpower and materiel are available to guarantee the Nation's ability to mobilize, deploy, and sustain military operations; and that, consistent with national defense priorities, military manpower and materiel be available to assist civilian authorities when civil resources are inadequate.

The program will increase capabilities to:

- expand the size of the force from partial through full to total mobilization;
- deploy forces to theaters of operations, and sustain them in protracted conflict; and
- provide military assistance to civil authority, consistent with national defense priorities and applicable legal guidelines.

#### Industrial Mobilization

It is the policy of the United States to have a capability to mobilize industry in order to achieve timely and sufficient production of military and essential civilian materiel needed to prosecute successfully a major military conflict, to lend credibility to national strategic policy, and to respond to national security emergencies.

The program will:

- improve the capability of United States industry to meet current and mobilization requirements by identifying production and supply deficiencies and initiating actions to overcome them;
- increase the capability of industry and infrastructure systems, including transportation and energy, to meet national security needs through use of improved guidance on resource-claimancy, continued use of import and export controls, and appropriate use of Defense Production Act authorities in cases where the free market cannot be reasonably expected to provide the required national security capability in a timely manner;
- provide for assessment of the impact on the industrial base resulting from existing and proposed agreements for co-production of defense materiel, related offset arrangements with our allies, and other reciprocal trade agreements; and
- ensure the availability of strategic and critical materials by primary reliance on the National Defense Stockpile; the President may authorize the use of DPA Title III in those instances where the free market cannot be reasonably expected to provide the required national security capability in a timely manner.

#### Human Resources

It is the policy of the United States to develop systems and plans to ensure that the Nation's human resources are available in the requisite numbers and skills to support and sustain the Armed Forces, and to provide for essential civilian needs.

The program will:

- identify the required civilian skills and potential supply problems for support of the Armed Forces, essential defense industries, and other critical mobilization tasks;
- facilitate the channelling of skilled workers toward the most critical mobilization needs;
- provide for maximum reliance on voluntary mechanisms to allocate human resources to critical industrial and other emergency mobilization tasks;
- provide for a standby system for attracting workers to critical mobilization tasks, if necessary, during national security emergencies;
- minimize the impact of labor-management conflicts on expansion of defense production;

- enhance the availability of the requisite scientific, engineering, technical and other human resources to support both military and industrial mobilization needs; and
- ensure that human resources policies complement economic stabilization plans and procedures for mobilization.

### Health

It is the policy of the United States to develop systems and plans to ensure that sufficient medical personnel, supplies, equipment, and facilities will be available and deployed to meet essential civilian and military health care needs in an emergency.

The program will:

- enhance the Nation's ability to recover from major emergencies and protect the population from the spread of disease;
- supplement medical services provided by State and local governments and the private sector with medical resources during a domestic emergency;
- provide medical care to military casualties in civilian and Federal facilities; and
- allocate scarce supplies and skilled professionals (specialists) to the highest priority needs.

### Economic Stabilization and Public Finance

It is the policy of the United States to develop a variety of authorities and plans which could be used in maintaining stable economic conditions during national security emergencies, giving particular emphasis to measures which will minimize inflation and shortages; enhance morale and assure that the burdens of the emergency are being fairly shared; facilitate an orderly return to a normal economy as soon as possible; and allow the allocative efficiencies of the free market to operate where possible, with alternative measures involving direct Government intervention in the economy to be used only at the latest appropriate time.

The program will increase capabilities to:

- minimize economic dislocations and distortions associated with national security emergencies by carrying out appropriate fiscal, monetary, and regulatory policies, including controlling inflation and shortages arising from the transfer of resources from non-essential to priority uses;

- facilitate resource reallocation necessitated by any relocation of the populace;
- assure an equitable distribution of consumer goods;
- provide for the protection of United States financial resources including currency production, Federal check disbursement facilities, and precious monetary metals;
- preserve and facilitate operations of public and private financial institutions systems, and provide for any necessary restoration of their functioning after a major emergency;
- provide the Government with efficient and equitable financing sources and payments mechanisms for emergencies; and
- provide fiscal authorities with adequate revenue-raising powers to stabilize the economy in the face of any additional resource requirements needed to deal with or recover from an emergency; available fiscal measures should be selected to provide maximum efficiency and equity, preserve incentives, and minimize administrative burdens.

### Civil Defense

The United States civil defense policy is contained in National Security Decision Directive 26, a Secret document, dated February 26, 1982. In addition, it is the policy of the United States that all Federal agencies shall participate in, and support, the civil defense program for population protection, communications and warning, training and education, and industrial protection.

### Earthquakes

It is the policy of the United States to develop systems and plans to reduce the loss of life, destruction of property, economic instabilities, and the adverse impact on our national defense capability that would result from a catastrophic earthquake.

The program can reduce the effects of a catastrophic earthquake by improving earthquake prediction, hazard and risk assessment, warning systems, public education and awareness, response and recovery; by developing further and applying earthquake resistant design and construction techniques, and land use planning. The initial action will be focused on California, but attention will be focused later on other regions in consideration of their relative risk from an earthquake.

The program will increase capabilities to:

- evaluate current earthquake prediction activities, foster the application of advanced scientific and engineering techniques for prediction and mitigation, increase and accelerate basic and applied research efforts;
- develop a coordination and integration mechanism between Federal and State governments;
- identify and allocate financial, medical, transportation, shelter, communications, and other resources necessary to assist recovery operations;
- reduce the negative effects on military installations and defense related industries;
- ensure more effective public awareness programs to equip all levels of the populace with specific information to help them survive;
- promote international cooperation to increase scientific and engineering knowledge in applying mitigation measures;
- provide for the preparation, implementation, and exercising of preparedness procedures; and
- ensure the adequacy of current Federal legislation and regulations to facilitate an effective response.

#### Government Operations

It is the policy of the United States to develop systems and plans that will ensure the maintenance of necessary government functions at the Federal, State, and local levels and provide for a timely and effective transition into emergency modes of operation.

The program will:

- ensure continuous performance of essential government functions;
- provide timely and effective transition to emergency government operations;
- provide a mechanism for the reconstitution of the operations of government following a nuclear attack, as required; and
- ensure that government officials at all levels are capable of responding predictably and effectively to emergency conditions.

### Emergency Communications

It is the policy of the United States to ensure that communications resources be available and adequate to respond to the Nation's needs.

The program will:

- assure viable communications operations concepts;
- make information available on communications needs and resources;
- identify and correct communications deficiencies;
- provide adequate communications planning guidance and the basis for funding; and
- arrange for smooth transition from normal to emergency operations.

### Law Enforcement and Public Safety

It is the policy of the United States to develop systems and plans that will provide for the public safety and ensure continued enforcement of Federal, State, and local laws; and ensure internal security and the control of United States borders, and waters subject to the jurisdiction of the United States.

The program will increase capabilities to:

- maintain law and order in a variety of emergencies, particularly terrorist incidents, civil disturbances, nuclear emergencies, and relocation of large numbers of people;
- ensure the physical security of critical public and private facilities;
- provide for control of enemy aliens and persons entering or leaving the United States;
- guarantee control of United States seaports, airports, and land and sea borders;
- provide a response capability to sabotage and espionage; and
- ensure an intensified counterintelligence effort.

### Food and Agriculture

It is the policy of the United States to develop systems and plans that will provide an adequate flow of agricultural products to the general population and the Armed Forces, and to meet our inter-

national responsibilities. These plans must reduce the vulnerability of our food and fiber resources; ensure a responsive production, delivery, and distribution system during emergencies, and contain provisions for the rapid recovery of the agricultural system.

The program will:

- plan for adequate research, production capabilities, and reserves of agricultural products, including livestock and poultry, to provide the Nation's farmers with production resources, including emergency financing capabilities;
- provide for the most effective allocation of resources for the production and use of available food and fiber during emergencies; and the assessment of national and international requirements upon supplies of food and fiber, so as to decrease dependence on foreign sources;
- ensure maximum availability of food and fiber supplies to our Armed Forces and our allies;
- maintain production capabilities to contribute to our world agricultural trade objectives, and reduce susceptibility to manipulated economic pressures;
- establish emergency marketing, processing, inspection and grading systems for government-owned and privately-held agricultural commodities; establish civil transportation resource priorities to support agricultural needs; and make provisions for secure storage capabilities and priorities;
- plan to protect the health and well-being of the Nation's livestock and poultry; ensure the protection of crops and croplands, and the Nation's forest resources; and
- provide for timely information under emergency conditions to assure adequate food and fiber production, and priority distribution to the normal wholesale level.

#### Social Services

It is the policy of the United States to develop systems and plans that will increase capabilities to provide emergency social services to meet survival needs of the population. Maximum reliance will be placed on voluntarism and on State and local governments.

The program will:

- provide services for persons with special needs and prepare families and individuals to care for themselves to the maximum extent possible;
- maintain existing Federal, State, local, and private programs to meet ongoing social services needs;
- provide for the reception, care, and resettlement of personnel evacuated from overseas during an emergency; and
- provide for a management structure through which emergency social services requirements can be assessed accurately and necessary services delivered efficiently to meet highest priority needs.

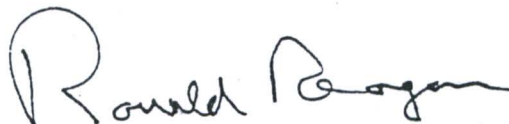
#### MANAGEMENT

Consistent with this directive, the Emergency Mobilization Preparedness Board will formulate policy and planning guidance, coordinate planning, resolve issues, and monitor progress. In accomplishing these functions, the Board may assign additional tasks to its Working Groups and require the assistance of individual Federal agencies. Any issue which cannot be resolved by the Board within the framework of current Administration policy will be referred to the National Security Council for resolution and Presidential decision.

Accordingly, I direct the Emergency Mobilization Preparedness Board to prepare a Plan of Action to implement the programs detailed in this directive. Plans of Action for programs developed subsequent to publication of this directive will be prepared within 45 days of program approval.

I further direct that all Federal departments and agencies manage their financial and human resources consistent with the provisions of applicable law, and provisions of this and other directives to assure the development of the required capabilities. Resources for improvements in our preparedness capabilities will be obtained through the normal budget process. In the overall context of the President's budget and current regulatory, budgeting, and legislative review processes, each Department and Agency will program and budget funds and personnel for those preparedness activities which are integral to assigned missions and functions.

Presidential Directive/NSC-57 is hereby rescinded.



Theo

DCM  
Waggado  
go

- Bill Titus
- Dr. Boyett
- A Y Brown
- Don Hawks
- Jack Richardson

defense civil  
→ Thomasville  
Georgia

Cutting down of civil defense in  
favor of flood relief etc., national  
disaster

Dennis Swiatkowski - Carter app't  
to FEMA

Earl Henry

Reagan ~~Reagan~~ ⇒ Phillip May

S.E. Region IV

Phillip May - Regional Director

Harris Pope - director of emergency  
man nat prep. division

Jack Richardson = GS-13

Wash DC.  
Hdquarters

Bill Chipman  
C.D. branch / D.C.

① downgrading of <sup>C.D.</sup> people  
community planners

~~Phillip May~~  
Jenkins  
Office

② funds being used for  
national disaster  
draft audit → report 19 Thidie

Buck  
Gallagher  
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566,1600 x 5447

Bill Chipman last real  
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file  
Emergency  
Preparedness

## OFFICE OF POLICY DEVELOPMENT

## STAFFING MEMORANDUM

DATE: 9/20/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYI

SUBJECT: Emergency Mobilization Preparedness Board Directory, 1982

|                | ACTION                   | FYI                                 |                              | ACTION                   | FYI                      |
|----------------|--------------------------|-------------------------------------|------------------------------|--------------------------|--------------------------|
| HARPER         | <input type="checkbox"/> | <input type="checkbox"/>            | DRUG POLICY                  | <input type="checkbox"/> | <input type="checkbox"/> |
| PORTER         | <input type="checkbox"/> | <input type="checkbox"/>            | TURNER                       | <input type="checkbox"/> | <input type="checkbox"/> |
| BARR           | <input type="checkbox"/> | <input checked="" type="checkbox"/> | D. LEONARD                   | <input type="checkbox"/> | <input type="checkbox"/> |
| BOGGS          | <input type="checkbox"/> | <input type="checkbox"/>            | OFFICE OF POLICY INFORMATION |                          |                          |
| BRADLEY        | <input type="checkbox"/> | <input type="checkbox"/>            | HOPKINS                      | <input type="checkbox"/> | <input type="checkbox"/> |
| CARLESON       | <input type="checkbox"/> | <input type="checkbox"/>            | COBB                         | <input type="checkbox"/> | <input type="checkbox"/> |
| DENEND         | <input type="checkbox"/> | <input type="checkbox"/>            | PROPERTY REVIEW BOARD        | <input type="checkbox"/> | <input type="checkbox"/> |
| FAIRBANKS      | <input type="checkbox"/> | <input type="checkbox"/>            | OTHER                        |                          |                          |
| FERRARA        | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| GALEBACH       | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| GARFINKEL      | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| GUNN           | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| B. LEONARD     | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| LI             | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| MONTOYA        | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| SMITH          | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| UHLMANN        | <input type="checkbox"/> | <input checked="" type="checkbox"/> |                              | <input type="checkbox"/> | <input type="checkbox"/> |
| ADMINISTRATION | <input type="checkbox"/> | <input type="checkbox"/>            |                              | <input type="checkbox"/> | <input type="checkbox"/> |

REMARKS:

Please return this tracking  
sheet with your responseEdwin L. Harper  
Assistant to the President  
for Policy Development  
(x6515)



# EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

September 13, 1982

MEMORANDUM FOR: Board Members  
Liaison Officers  
Working Group Chairmen  
Points of Contact  
Secretariat Staff

FROM: Dennis B. Green *Dennis B. Green*  
Deputy Director for Administration and  
Program Support

SUBJECT: Change 1 to Emergency Mobilization Preparedness Board  
Directory dated July 1982

Change 1 updates the EMPB Directory issued in July 1982.

An alphabetical Name Index has been added for user convenience (pages iv, v, vi, vii). Please file it following page iii in the front of the Directory. Also, for reference purposes, this change transmittal memo should be filed in the front of the Directory.

Remove and destroy the following pages and insert the attached replacement pages. Asterisks indicate a new or changed item.

|       |       |    |
|-------|-------|----|
| 1-2   | 28-29 | 39 |
| 3-4   | 30    | 40 |
| 5     | 32    | 46 |
| 8-9   | 33    | 49 |
| 12-13 | 34-35 | 51 |
| 14-15 | 36    | 54 |
| 20-21 | 37    | 55 |
| 26-27 | 38    |    |

You are reminded to submit requests for name, title, or telephone changes by completing and returning the form provided in the back of the Directory (two additional forms are attached for your convenience).

Attachments

NAME INDEX

|                             | <u>Page</u> |                               | <u>Page</u> |
|-----------------------------|-------------|-------------------------------|-------------|
| A                           |             |                               |             |
| Abrahamson, John D.....     | 51          | Carr, Frank J.....            | 38          |
| Ahalt, J. Dawson.....       | 3           | Christian, Robert.....        | 26, 27      |
| Alderman, Craig, Jr.....    | 8, 9        | Citron, Richard.....          | 55          |
| Allen, Charles E.....       | 30          | Clark, William P.....         | i           |
| Amicarella, Lawrence.....   | 3           | Clinkscales, William, Jr..... | 38          |
| Angrisani, Albert.....      | 22          | Cobb, Charles T.....          | 38          |
| Astengo, George.....        | 29          | Coffey, Alan.....             | 16, 17      |
| B                           |             |                               |             |
| Babcock, Elaine.....        | 8           | Collins, Clarence G.....      | 26, 27      |
| Baker, Gordon E.....        | 1           | Connors, James.....           | 46          |
| Balabanis, Paul.....        | 24          | Cook, William.....            | 8           |
| Barry, George W.....        | 26, 27      | Cordia, Louis.....            | 32          |
| de Bartolomeis, Silvio..... | 17          | Coriden, Guy.....             | 24          |
| Beebe, Cora P.....          | 29          | Culpepper, James W.....       | 12, 13      |
| Benish, Jean.....           | 10          | Cushing, R. Hunter.....       | 16          |
| Bennett, Charles W.....     | 37          | D                             |             |
| Berger, B. Michael .....    | 51          | Dalton, James E.....          | 50          |
| Bisgard, Jay C.....         | 9           | Darman, Richard G.....        | 42          |
| Blankenship, Jerry W.....   | 12          | Davies, Robert W.....         | 13          |
| Blong, Clair.....           | 36          | Davis, Linda.....             | 1           |
| Bode, John.....             | 5           | Day, Leora G.....             | 4           |
| Bostow, Raymond.....        | 5           | Dean, Robert.....             | 25          |
| Boverie, Richard T.....     | 40          | Decker, Fred.....             | 10          |
| Bradley, Samuel M.....      | 13          | DeConti, Richard C.....       | 39          |
| Brady, Lawrence.....        | 6           | Dehaan, Richard L.....        | 20          |
| Branch, Stuart.....         | 24          | Dennehy, Sharon M.....        | 1           |
| Brandt, Edward, Jr.....     | 14          | Denney, Steve.....            | 9           |
| Brinkerhoff, John R.....    | 1, 34       | Dennison, Dan.....            | 29          |
| Brocoum, Stephen.....       | 41          | Denysyk, Bohdan.....          | 6, 7        |
| Brown, James M., Jr.....    | 12          | Devine, Donald J.....         | 46          |
| Brown, Kenneth .....        | 7           | Devine, James F.....          | 18          |
| Buck, Kathleen.....         | 9           | Dickey, John E.....           | 34          |
| Burke, Tom.....             | 5           | Dickstein, Dennis.....        | 44          |
| Butler, Paul H.....         | 7           | Dietrich, Fred H.....         | 44          |
| C                           |             |                               |             |
| Cahill, Paul.....           | 32          | DiSilvestre, Anthony V.....   | 1           |
| Calingaert, Michael.....    | 25          | Donnelly, Richard E.....      | 8, 9        |
| Campbell, Bruce J.....      | 35          | DuBois, Frank A.....          | 18          |
| Carleson, Robert.....       | 47, 48      | E                             |             |
|                             |             | Emery, Sara.....              | 42          |
|                             |             | Enzler, Jared J.....          | 37          |
|                             |             | Eucare, Alexander J.....      | 38          |

|                               | <u>Page</u> |                           | <u>Page</u> |
|-------------------------------|-------------|---------------------------|-------------|
| L                             |             |                           |             |
| Lee, Clarence A., Jr.....     | 38          | Mulrenin, Edward T.....   | 37          |
| Leonard, Burleigh.....        | 47          | Murphy, Gerald.....       | 29          |
| Lett, Raymond D.....          | 3           | N                         |             |
| Levine, Richard B.....        | 40          | Nesterczuk, George.....   | 46          |
| Lewis, Bennett L.....         | 1           | Neuhardt, Pat.....        | 49          |
| Lilley, John R., II.....      | 1           | Newton, Fred.....         | 34          |
| Lodwick, Seeley.....          | 3           | Nies, Arthur H.....       | 4           |
| Lovell, Malcolm R., Jr.....   | 22          | North, Oliver L.....      | 40          |
| Lyng, Richard.....            | 3           | O                         |             |
| Lysczek, Edward.....          | 23          | Oelrich, Frederick C..... | 51          |
| M                             |             |                           |             |
| MacCleery, Douglas.....       | 3           | Olmer, Lionel H.....      | 6           |
| Makris, James.....            | 36          | Olney, William B.....     | 51          |
| Mancher, Rhoda R.....         | 20          | O'Neil, Barbara.....      | 5           |
| Maneri, Charles.....          | 32          | Oplinger, Gerald.....     | 36          |
| Mares, Jan W.....             | 12          | Ostenso, John.....        | 45          |
| Martin, D. Anne.....          | 1           | Owen, William J.....      | 38          |
| Massell, Benton F.....        | 12          | P                         |             |
| Matthews, H. Freeman, Jr..... | 24          | Peabody, Brent.....       | 10          |
| McArdle, Richard.....         | 3           | Pender, Murray.....       | 5           |
| McBrien, J. Robert.....       | 28, 29      | Pendley, Perry.....       | 18          |
| McCarthy, Bruce E.....        | 1           | Pilchard, Edwin I.....    | 4           |
| McDaniel, Harless.....        | 4           | Pinion, Kendall.....      | 4           |
| McFarland, Judy A.....        | 1           | Plewes, Tom.....          | 23          |
| McGraw, Jack.....             | 34          | Polk, John W.....         | 12          |
| McKay, Thomas.....            | 35          | Poorman, Donald.....      | 25          |
| McKenzie, Vernon.....         | 9           | Porter, Roger.....        | 47          |
| McLoughlin, Dave.....         | 36          | Powis, Robert E.....      | 29          |
| McMahon, John N.....          | 30          | Prell, Michael J.....     | 37          |
| McNamar, R. T.....            | 28          | Q                         |             |
| Mealy, Joseph F., Jr.....     | 34          | Quinn, Vanessa E.....     | 1           |
| Meehan, John.....             | 9           | R                         |             |
| Mehle, Roger W., Jr.....      | 28          | Rafuse, Robert.....       | 28          |
| Meyer, Raleigh R.....         | 9           | Ramsey, Tom.....          | 24          |
| Milburn, Lloyd E.....         | 1           | Rapp, Edward G.....       | 53          |
| Miller, Robert.....           | 29          | Reeg, Audrey.....         | 34, 36      |
| Miller, Schelia.....          | 46          | Reister, Ruth.....        | 5           |
| Minkel, Edward J.....         | 33          | Reutershan, Thomas P..... | 14          |
| Miskel, James.....            | 1           | Richard, Mark M.....      | 20          |
| Mitts, Murray G.....          | 55          | Richards, John A.....     | 6, 7        |
| Mizell, Wilmer D.....         | 4           |                           |             |
| Moerman, George.....          | 55          |                           |             |
| Moore, James.....             | 10          |                           |             |
| Moore, Robert J.....          | 9           |                           |             |
| Moreland, Joseph.....         | 34, 36      |                           |             |
| Mullin, Rebecca.....          | 18          |                           |             |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD  
SECRETARIAT STAFF

|                                    | <u>TITLE</u>                                                   | <u>PHONE</u> |
|------------------------------------|----------------------------------------------------------------|--------------|
| LEWIS, Bennett L.                  | Executive Secretary                                            | 287-0340     |
| *BRINKERHOFF, John R.              | Deputy Executive Secretary                                     | 287-3904     |
| <u>COORDINATING STAFF</u>          |                                                                |              |
| LILLEY, John R., II                | Director of Secretariat Operations                             | 287-0879     |
| GREEN, Dennis B.                   | Deputy Director for Administration<br>and Program Support      | 287-0889     |
| *WINE, Janet B.                    | Program Analyst                                                | 287-0885     |
| *QUINN, Vanessa E.                 | Program Analyst                                                | 287-0195     |
| DENNEHY, Sharon M.                 | Secretary-Steno                                                | 287-0880     |
| GREER, Carol                       | Secretary-Steno                                                | 287-0880     |
| MCFARLAND, Judy A.                 | Clerk-Steno                                                    | 287-0464     |
| TAYLOR, Cynthia D.                 | Student Aide                                                   | 287-0468     |
| <u>WORKING GROUP COORDINATORS</u>  | <u>WORKING GROUP</u>                                           |              |
| BAKER, Gordon E. (DOL)             | Human Resources                                                | 287-0887     |
| DAVIS, Linda (ED)                  | Social Services                                                | 287-0883     |
| DISILVESTRE, Anthony V.<br>(TREAS) | Economic Stabilization & Public<br>Finance                     | 287-0882     |
| KAISER, Kay R. (USDA)              | Food-Agriculture                                               | 287-0886     |
| MARTIN, D. Anne (FEMA)             | Emergency Communications                                       | 287-0884     |
| MCCARTHY, Bruce E. (HUD)           | Government Operations                                          | 287-0116     |
| MILBURN, Lloyd E. (DOT)            | Earthquakes                                                    | 287-0216     |
| *MISKEL, James (HHS)               | Health                                                         | 287-0880     |
| SANDS, Robert G. (DOE)             | Industrial Mobilization<br>Energy Liaison (all Working Groups) | 287-0888     |
| *STASKO, John J. (DOI)             |                                                                | 287-0469     |
| *STEARNS, COL R. L. (ICAF)         | Civil Defense<br>Military Mobilization                         | 287-0890     |
| WARK, William B. (DOJ)             | Law Enforcement and Public Safety                              | 287-0274     |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

DEPARTMENT OF AGRICULTURE

Representatives

|                                                            |                               |                                                                                                              |
|------------------------------------------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------|
| Board Member:                                              | Richard E. Lyng<br>(447-6158) | Deputy Secretary                                                                                             |
| Liaison Officer:                                           | Raymond D. Lett<br>(447-5538) | Executive Assistant to the Secretary<br>of Agriculture                                                       |
| Chairman, <u>Food-Agriculture</u><br><u>Working Group:</u> | Seeley Lodwick<br>(447-3111)  | Under Secretary for International<br>Affairs and Commodity Programs                                          |
| Alternate:                                                 | Alan T. Tracy<br>(447-2593)   | Deputy Under Secretary for Inter-<br>national Affairs and Commodity<br>Programs                              |
| Point of Contact:                                          | Juliana Smith<br>(447-7107)   | Confidential Assistant to Deputy<br>Under Secretary for Inter-<br>national Affairs and Commodity<br>Programs |

MEMBERSHIP ON WORKING GROUPS

Civil Defense

|             |                                   |                                                                  |
|-------------|-----------------------------------|------------------------------------------------------------------|
| Member:     | Douglas MacCleery<br>(447-8570)   | Deputy Assistant Secretary, Natural<br>Resources and Environment |
| Alternates: | Saul Wilson<br>(436-8097)         | Assistant Director, Animal Health<br>Programs                    |
| *           | Lawrence Amicarella<br>(235-8039) | Director, Cooperative Fire Protec-<br>tion, Forest Service       |

Economic Stabilization & Public Finance

|               |                               |                                                      |
|---------------|-------------------------------|------------------------------------------------------|
| Member:       | J. Dawson Ahalt<br>(447-4164) | Deputy Assistant Secretary for<br>Economics          |
| * Alternates: | Richard McArdle<br>(447-5913) | World Agricultural Outlook Board                     |
|               | Homer Stroikey<br>(447-5171)  | Agricultural Stabilization &<br>Conservation Service |
| *             | James Zellner<br>(447-8829)   | Associate Director, National<br>Economics Division   |

Industrial Mobilization

|               |                                    |                                                                         |
|---------------|------------------------------------|-------------------------------------------------------------------------|
| Member:       | Ruth Reister<br>(447-5277)         | Deputy Under Secretary, Small<br>Community and Rural Development        |
| * Alternates: | Robert Wojciechowski<br>(447-3168) | Deputy Director, Emergency Operations<br>and Livestock Program Division |
| *             | Harold Gay<br>(447-4283)           | Chief, Emergency Preparedness Branch                                    |

Law Enforcement & Public Safety

|             |                                |                                                            |
|-------------|--------------------------------|------------------------------------------------------------|
| Member:     | John V. Graziano<br>(447-8001) | Inspector General                                          |
| Alternates: | Tom Burke<br>(447-3306)        | Assistant Inspector General for<br>Investigations          |
| *           | Gary Snyder<br>(436-8295)      | Assistant Director for Field Opera-<br>tions Support Staff |
|             | Donald Thompson<br>(436-8295)  | Staff Officer                                              |

Military Mobilization

|              |                                 |                                                                        |
|--------------|---------------------------------|------------------------------------------------------------------------|
| Member:      | Richard D. Siegel<br>(447-3108) | Deputy Assistant Secretary, Natural<br>Resources and Environment       |
| * Alternate: | Raymond Bostow<br>(447-5094)    | Section Head, Farm Storage Facility<br>and Program Development Section |

Social Services

|               |                              |                                                                                          |
|---------------|------------------------------|------------------------------------------------------------------------------------------|
| Member:       | John Bode<br>(447-5795)      | Deputy Assistant Secretary, Food<br>and Consumer Services                                |
| * Alternates: | Greg Rohwer<br>(447-7021)    | Assistant Deputy Administrator,<br>International Programs                                |
|               | Murray Pender<br>(436-8311)  | Animal and Plant Health Inspection<br>Services                                           |
| *             | Barbara O'Neil<br>(756-3035) | Assistant Deputy Administrator for<br>Regional Operations, Food and<br>Nutrition Service |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

DEPARTMENT OF DEFENSE

Representatives

|                                                           |                                   |                                                                    |
|-----------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------|
| Board Member:                                             | Fred C. Ikle<br>(697-7200)        | Under Secretary for Policy                                         |
| Liaison Officer:                                          | Craig Alderman, Jr.<br>(694-1308) | Director for Emergency Planning                                    |
| Chairman, <u>Military Mobilization<br/>Working Group:</u> | Lawrence J. Korb<br>(695-5254)    | Assistant Secretary for Manpower<br>Reserve Affairs, and Logistics |
| Alternate:                                                | Charles W. Groover<br>(697-9103)  | Deputy Assistant Secretary for<br>Program Integration              |
| Point of Contact:                                         | Dale R. Tahtinen<br>(695-0711)    | Director, Mobilization Planning<br>and Requirements                |
| Alt. Point of Contact:                                    | Elaine Babcock<br>(695-0711)      | Office of Mobilization Planning<br>and Requirements                |

MEMBERSHIP ON WORKING GROUPS

Civil Defense

|         |                                   |                                 |
|---------|-----------------------------------|---------------------------------|
| Member: | Craig Alderman, Jr.<br>(694-1308) | Director for Emergency Planning |
|---------|-----------------------------------|---------------------------------|

Earthquakes

|         |                                   |                                                                                                |
|---------|-----------------------------------|------------------------------------------------------------------------------------------------|
| Member: | Richard E. Donnelly<br>(695-7458) | Director, Industrial Resources,<br>Office of the Deputy Under<br>Secretary of Defense (Policy) |
|---------|-----------------------------------|------------------------------------------------------------------------------------------------|

Emergency Communications

|           |                               |                                                                                                        |
|-----------|-------------------------------|--------------------------------------------------------------------------------------------------------|
| * Member: | William J. Cook<br>(695-2844) | Special Assistant to the<br>Assistant Deputy Under<br>Secretary, Communications<br>Command and Control |
|-----------|-------------------------------|--------------------------------------------------------------------------------------------------------|

## EMERGENCY MOBILIZATION PREPAREDNESS BOARD

DEPARTMENT OF ENERGY

## Representatives

|                           |                                   |                                                                                      |
|---------------------------|-----------------------------------|--------------------------------------------------------------------------------------|
| Board Member:             | Jan W. Mares<br>(252-5704)        | Acting Under Secretary                                                               |
| Alternate:                | William A. Vaughan<br>(252-4700)  | Assistant Secretary for Environmental Protection, Safety, and Emergency Preparedness |
| Liaison Officer:          | Ronald L. Winkler<br>(252-2443)   | Deputy Assistant Secretary for Energy Emergencies                                    |
| Departmental Coordinator: | James M. Brown, Jr.<br>(252-5150) | National Security and Emergency Operations Division                                  |

MEMBERSHIP ON WORKING GROUPSCivil Defense

|            |                                  |                                                        |
|------------|----------------------------------|--------------------------------------------------------|
| Member:    | James W. Culpepper<br>(353-2623) | Deputy Assistant Secretary for Security Affairs        |
| Alternate: | Richard E. Weiner<br>(252-1311)  | Acting Director, Office of Energy Emergency Operations |

Economic Stabilization & Public Finance

|            |                                    |                                                                      |
|------------|------------------------------------|----------------------------------------------------------------------|
| Member:    | Jerry W. Blankenship<br>(252-4427) | Division of Energy Security, Office of Policy, Planning and Analysis |
| Alternate: | Benton F. Massell<br>(252-5589)    | Office of Energy Contingency Planning                                |

Emergency Communications

|            |                                   |                                                                        |
|------------|-----------------------------------|------------------------------------------------------------------------|
| Member:    | John W. Polk<br>(353-3685)        | Director, Office of Computer Services and Telecommunication Management |
| Alternate: | James M. Brown, Jr.<br>(252-5150) | National Security and Emergency Operations Division                    |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Representatives

|                                                  |                                                      |                                                                                             |
|--------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Board Member:                                    | David B. Swoap<br>(245-7431)                         | Under Secretary                                                                             |
| Liaison Officer:                                 | Jacqueline Gleason<br>(245-0645)                     | Emergency Coordinator                                                                       |
| Chairman, <u>Health Working Group</u> :          | Edward Brandt, Jr.<br>(245-7694)                     | Assistant Secretary for Health                                                              |
| Alternate:                                       | William H. Foege<br>(404/329-3291)<br>FTS 8-236-3291 | Director, Center for Disease Control,<br>Atlanta, Georgia                                   |
| Point of Contact:                                | Thomas P. Reutershan<br>(443-1167)                   | Emergency Coordinator, Public Health Service                                                |
| Chairman, <u>Social Services Working Group</u> : | Dorcas R. Hardy<br>(245-7246)                        | Assistant Secretary for Human Development Services                                          |
| Alternate:                                       | Teresa A. Hawkes<br>(245-7027)                       | Director of Office of Program Coordination and Review, Office of Human Development Services |
| * Point of Contact:                              | Sylvia E. Vela<br>(245-2874)                         | Acting Director, Special Projects Unit, Office of Program Coordination and Review           |

MEMBERSHIP ON WORKING GROUPS

Civil Defense

|         |                               |                                                    |
|---------|-------------------------------|----------------------------------------------------|
| Member: | Dorcas R. Hardy<br>(245-7246) | Assistant Secretary for Human Development Services |
|---------|-------------------------------|----------------------------------------------------|

Food-Agriculture

|         |                            |                                  |
|---------|----------------------------|----------------------------------|
| Member: | Richard Ronk<br>(245-1057) | Deputy Director, Bureau of Foods |
|---------|----------------------------|----------------------------------|

Government Operations

|            |                                  |                                         |
|------------|----------------------------------|-----------------------------------------|
| Member:    | Edwin Sullivan<br>(245-7097)     | Director, Office of Management Services |
| Alternate: | Jacqueline Gleason<br>(245-0645) | Emergency Coordinator                   |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

DEPARTMENT OF JUSTICE

Representatives

|                                                      |                                  |                                                              |
|------------------------------------------------------|----------------------------------|--------------------------------------------------------------|
| Board Member:                                        | Edward C. Schmults<br>(633-2101) | Deputy Attorney General                                      |
| Liaison Officer:                                     | Jeffrey I. Fogel<br>(633-2286)   | Chief of Staff, Criminal Division,<br>DOJ/EMPB Support Group |
| <u>Chairman, Law Enforcement &amp; Public Safety</u> |                                  |                                                              |
| <u>Working Group:</u>                                | D. Lowell Jensen<br>(633-2601)   | Assistant Attorney General, Criminal<br>Division             |
| Alternate:                                           | Mark M. Richard<br>(633-2333)    | Deputy Assistant Attorney General,<br>Criminal Division      |
| Point of Contact:                                    | Jeffrey I. Fogel<br>(633-2286)   | Chief of Staff, Criminal Division,<br>DOJ/EMPB Support Group |

MEMBERSHIP ON WORKING GROUPS

Emergency Communications

|            |                                 |                                                                        |
|------------|---------------------------------|------------------------------------------------------------------------|
| Member:    | Rhoda R. Mancher<br>(633-4559)  | Deputy Assistant Attorney General,<br>Office of Information Technology |
| Alternate: | Richard L. Dehaan<br>(633-4292) | Director, Systems Policy Staff,<br>Office of Information Technology    |

Government Operations

|            |                               |                                                      |
|------------|-------------------------------|------------------------------------------------------|
| * Member:  | Richard Willard<br>(633-3333) | Deputy Assistant Attorney General,<br>Civil Division |
| Alternate: | Alan L. Ferber<br>(633-4770)  | Trial Attorney, Civil Division                       |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

DEPARTMENT OF TRANSPORTATION

Representatives

|                  |                                   |                                         |
|------------------|-----------------------------------|-----------------------------------------|
| Board Member:    | Darrell M. Trent<br>(426-2222)    | Deputy Secretary                        |
| Liaison Officer: | Clarence G. Collins<br>(426-4262) | Director of Emergency<br>Transportation |

MEMBERSHIP ON WORKING GROUPS

Civil Defense

|             |                                   |                                                       |
|-------------|-----------------------------------|-------------------------------------------------------|
| Member:     | Raymond A. Karam<br>(426-0048)    | Deputy Assistant Secretary<br>for Budget and Programs |
| Alternates: | Clarence G. Collins<br>(426-4262) | Director of Emergency<br>Transportation               |
|             | Robert Christian<br>(426-1356)    | Military Readiness Division                           |
| *           |                                   |                                                       |
| *           | Elvin W. Sill<br>(426-4270)       | Office of Emergency Transportation                    |

Earthquakes

|             |                                   |                                                       |
|-------------|-----------------------------------|-------------------------------------------------------|
| Member:     | Raymond A. Karam<br>(426-0048)    | Deputy Assistant Secretary<br>for Budget and Programs |
| Alternates: | Clarence G. Collins<br>(426-4262) | Director of Emergency<br>Transportation               |
|             | George W. Barry<br>(426-4118)     | Deputy Director of Emergency<br>Transportation        |

Food-Agriculture

|             |                                   |                                                       |
|-------------|-----------------------------------|-------------------------------------------------------|
| Member:     | Raymond A. Karam<br>(426-0048)    | Deputy Assistant Secretary<br>for Budget and Programs |
| Alternates: | Clarence G. Collins<br>(426-4262) | Director of Emergency<br>Transportation               |
|             | Thomas J. Schneider<br>(426-4119) | Emergency Transportation<br>Specialist                |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

DEPARTMENT OF THE TREASURY

Representatives

|                                                              |                                   |                                                                                                                          |
|--------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Board Member:                                                | R. T. McNamar<br>(566-2801)       | Deputy Secretary                                                                                                         |
| * Liaison Officer:                                           | J. Robert McBrien<br>(566-8534)   | Deputy for Security Affairs and<br>Crisis Management, Office of<br>Assistant Secretary (Enforce-<br>ment and Operations) |
| Chairman, <u>Economic Stabilization &amp; Public Finance</u> |                                   |                                                                                                                          |
| <u>Working Group:</u>                                        | Roger W. Mehle, Jr.<br>(566-2103) | Assistant Secretary (Domestic<br>Finance)                                                                                |
| * Alternate:                                                 | Manuel H. Johnson<br>(566-2551)   | Assistant Secretary Designate<br>(Economic Policy)                                                                       |
| Point of Contact:                                            | Mark E. Stalnecker<br>(566-5806)  | Deputy Assistant Secretary<br>(Federal Finance)                                                                          |
| * Alt. Point of Contact:                                     | Manuel H. Johnson<br>(566-2551)   | Assistant Secretary Designate<br>(Economic Policy)                                                                       |

MEMBERSHIP ON WORKING GROUPS

Civil Defense

|            |                                |                                                           |
|------------|--------------------------------|-----------------------------------------------------------|
| Member:    | Robert Rafuse<br>(566-8661)    | Deputy Assistant Secretary for<br>State and Local Finance |
| Alternate: | Michael Springer<br>(566-5681) | Policy Advisor for Intergovern-<br>ment Fiscal Assistance |

Emergency Communications

|             |                                      |                                                                 |
|-------------|--------------------------------------|-----------------------------------------------------------------|
| * Member:   | (Vacant)                             |                                                                 |
| Alternates: | Richard R. Faulkingham<br>(376-0432) | Acting Assistant Director<br>(Telecommunications<br>Management) |
|             | Gary E. Johnson<br>(566-2679)        | Chief, Communications Security<br>Staff                         |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

CENTRAL INTELLIGENCE AGENCY

Representatives

|                    |                                |                                                             |
|--------------------|--------------------------------|-------------------------------------------------------------|
| Board Member:      | John N. McMahon<br>(351-6464)  | Deputy Director, Central<br>Intelligence Agency             |
| * Liaison Officer: | Charles E. Allen<br>(285-5113) | Director, National Intelligence<br>Emergency Support Office |

MEMBERSHIP ON WORKING GROUPS

Civil Defense

|           |                                |                                                             |
|-----------|--------------------------------|-------------------------------------------------------------|
| * Member: | Charles E. Allen<br>(285-5113) | Director, National Intelligence<br>Emergency Support Office |
|-----------|--------------------------------|-------------------------------------------------------------|

## ENVIRONMENTAL PROTECTION AGENCY

\* Point of Contact: Paul Cahill  
(382-5053) Director, Office of Federal  
Activities

## Food-Agriculture

## Health

Alternates: Louis Cordia                  Office of Federal Activities  
              (382-5053)

Charles Maneri                  Office of Federal Activities  
(382-5079)

Member: T. Jackson Verell, Sr. Emergency Preparedness Coordi-  
(382-2021) nator

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

## FEDERAL COMMUNICATIONS COMMISSION

## Representatives

\* Point of Contact: Edward J. Minkel Managing Director  
(632-6390)

## WORKING GROUPS

## Civil Defense

Member: Edward J. Minkel Managing Director  
(632-6390)

## Emergency Communications

Member: Mark S. Fowler Chairman  
(632-6600)

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

FEDERAL EMERGENCY MANAGEMENT AGENCY

Representatives

|                                                                 |                                    |                                                                                   |
|-----------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------|
| Board Member:                                                   | Louis O. Giuffrida<br>(287-0330)   | Director                                                                          |
| Liaison Officer:                                                | Fred Newton<br>(287-0423)          | Director, Office of Program<br>Analysis and Evaluation                            |
| Chairman, <u>Civil Defense</u><br><u>Working Group:</u>         | Lee M. Thomas<br>(287-0486)        | Associate Director, State &<br>Local Programs and Support                         |
| Alternate:                                                      | John E. Dickey<br>(287-3830)       | Assistant Associate Director,<br>Office of Emergency Management<br>Programs, SLPS |
| Point of Contact:                                               | Joseph F. Mealy, Jr.<br>(287-3886) | Chief, Emergency Management<br>Systems Support Division, SLPS                     |
| Chairman, <u>Government Operations</u><br><u>Working Group:</u> | John R. Brinkerhoff<br>(287-3904)  | Acting Associate Director,<br>National Preparedness Programs<br>Directorate       |
| * Alternate:                                                    | Joseph A. Moreland<br>(287-0040)   | Assistant Associate Director,<br>Office of Mobilization Prepared-<br>ness         |
| * Point of Contact:                                             | Audrey J. Reeg<br>(287-3981)       | Chief, Mobilization Plans Division,<br>Office of Mobilization Prepared-<br>ness   |

MEMBERSHIP ON WORKING GROUPS

Earthquakes

|              |                                |                                                                               |
|--------------|--------------------------------|-------------------------------------------------------------------------------|
| Member:      | Richard W. Krimm<br>(287-0176) | Assistant Associate Director,<br>Office of Natural & Technological<br>Hazards |
| * Alternate: | Jack McGraw<br>(287-0508)      | Assistant Associate Director,<br>Office of Emergency Coordination             |

Industrial Mobilization

|               |                               |                                                                        |
|---------------|-------------------------------|------------------------------------------------------------------------|
| Member:       | Paul Krueger<br>(287-3916)    | Assistant Associate Director,<br>Office of Resources Prepared-<br>ness |
| * Alternates: | Gerald Oplinger<br>(287-3956) | Chief, Resources Planning Division                                     |
|               | Clair Blong<br>(287-3949)     | Industrial Specialist, Resources<br>Planning Division                  |

Law Enforcement & Public Safety

|            |                               |                                                                             |
|------------|-------------------------------|-----------------------------------------------------------------------------|
| Member:    | Joseph Moreland<br>(287-0040) | Assistant Associate Director,<br>Office of Mobilization Prepared-<br>ness   |
| Alternate: | Frank Salcedo<br>(287-3970)   | Chief, Civil Security Division,<br>Office of Mobilization Prepared-<br>ness |

Military Mobilization

|            |                               |                                                                                 |
|------------|-------------------------------|---------------------------------------------------------------------------------|
| Member:    | Joseph Moreland<br>(287-0040) | Assistant Associate Director,<br>Office of Mobilization Prepared-<br>ness       |
| Alternate: | Audrey Reeg<br>(287-3981)     | Chief, Mobilization Plans Division,<br>Office of Mobilization Prepared-<br>ness |

Social Services

|            |                               |                                                                                     |
|------------|-------------------------------|-------------------------------------------------------------------------------------|
| * Member:  | Dave McLoughlin<br>(287-0486) | Deputy Associate Director, State and<br>Local Programs and Support                  |
| Alternate: | James Makris<br>(287-0591)    | Response Planning and Coordination<br>Division, Office of Emergency<br>Coordination |





EMERGENCY MOBILIZATION PREPAREDNESS BOARD

NATIONAL COMMUNICATIONS SYSTEM

Representatives

Chairman, Emergency Communications

|                       |                                      |                                                     |
|-----------------------|--------------------------------------|-----------------------------------------------------|
| <u>Working Group:</u> | LTG William J. Hilsman<br>(692-0018) | Manager, National Communications<br>System          |
| Alternate:            | John G. Grimes<br>(692-3760)         | Deputy Manager, National Communi-<br>cations System |
| Point of Contact:     | Col Joseph C. Wheeler<br>(692-9274)  | National Communications System                      |

WORKING GROUPS

Earthquakes

|         |                                        |                                                 |
|---------|----------------------------------------|-------------------------------------------------|
| Member: | COL Joseph E. Vercellone<br>(692-2108) | Assistant Manager for Emergency<br>Preparedness |
|---------|----------------------------------------|-------------------------------------------------|

Emergency Communications Working Group Secretariat

|                           |                                         |
|---------------------------|-----------------------------------------|
| * Executive<br>Secretary: | Col Joseph C. Wheeler<br>(692-9274)     |
| * Staff<br>Officer:       | Lt Col Richard C. DeConti<br>(692-9274) |
| * Staff<br>Officer:       | Cheryl Terry<br>(692-9274)              |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

NATIONAL SECURITY COUNCIL STAFF

Representatives

Board Member: MG Richard T. Boverie Director of Defense Programs  
(395-3330)

Liaison Officer: COL Horace L. Russell National Security Council  
(395-5024) Liaison Officer

MEMBERSHIP ON WORKING GROUPS

Emergency Communications

\* Member: Robert W. Helm National Security Council  
(395-6923) Staff Member

Alternate: COL Horace L. Russell National Security Council  
(395-5024) Liaison Officer

Industrial Mobilization

Member: Richard B. Levine National Security Council  
(395-7351)

Law Enforcement & Public Safety

Member: MAJ Oliver L. North National Security Council  
(395-3345) Staff Member

Military Mobilization

Member: COL Horace L. Russell National Security Council  
(395-5024) Liaison Officer

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

OFFICE OF PERSONNEL MANAGEMENT

Representatives

|                  |                                                |                                                                       |
|------------------|------------------------------------------------|-----------------------------------------------------------------------|
| Board Member:    | Donald J. Devine<br>(632-6111)                 | Director                                                              |
| Liaison Officer: | Schelia Miller/<br>James Conners<br>(632-4533) | Alternate Emergency Mobilization<br>Coordinator, Office of Management |

WORKING GROUPS

Government Operations

|           |                                 |                                       |
|-----------|---------------------------------|---------------------------------------|
| * Member: | George Nesterchuk<br>(632-6108) | Associate Director for Administration |
|-----------|---------------------------------|---------------------------------------|

Human Resources

|             |                                                |                                                                       |
|-------------|------------------------------------------------|-----------------------------------------------------------------------|
| Member:     | Michael Sanera<br>(254-3134)                   | Assistant Director for Planning and<br>Evaluation                     |
| Alternates: | Schelia Miller/<br>James Conners<br>(632-4533) | Alternate Emergency Mobilization<br>Coordinator, Office of Management |

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

OFFICE OF SCIENCE AND TECHNOLOGY POLICY

Representatives

|                                                       |                                  |                                                                                   |
|-------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------|
| Board Member:                                         | George A. Keyworth<br>(456-7116) | Director, Office of Science<br>and Technology Policy                              |
| Liaison Officer:                                      | Col Wayne G. Kay<br>(395-3272)   | Military Assistant to the<br>Director, Office of Science<br>and Technology Policy |
| Chairman, <u>Earthquakes</u><br><u>Working Group:</u> | George A. Keyworth<br>(456-7116) | Director, Office of Science<br>and Technology Policy                              |
| Alternate:                                            | Col Wayne G. Kay<br>(395-3272)   | Military Assistant to the<br>Director, Office of Science<br>and Technology Policy |
| * Point of Contact:                                   | Pat Neuhardt<br>(395-3272)       | Secretary, Office of Science and<br>Technology Policy                             |

MEMBERSHIP ON WORKING GROUPS

Emergency Communications

|         |                                |                                                                                   |
|---------|--------------------------------|-----------------------------------------------------------------------------------|
| Member: | Col Wayne G. Kay<br>(395-3272) | Military Assistant to the<br>Director, Office of Science<br>and Technology Policy |
|---------|--------------------------------|-----------------------------------------------------------------------------------|

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

SELECTIVE SERVICE SYSTEM

Representatives

- \* Point of Contact: COL John D. Abrahamson      Associate Director, Planning  
(724-0851)
- \* Alternate: Dr. Frederick C. Oelrich      Acting Associate Director,  
(724-0841)      Office of Operations

WORKING GROUPS

Health

- \* Member: William B. Olney      Manager, Registrant Processing  
(724-0855)      Division

Human Resources

- \* Member: B. Michael Berger      Senior Analyst  
(724-0825)

Military Mobilization

- \* Member: COL John D. Abrahamson      Associate Director, Planning  
(724-0851)
- \* Alternate: Dr. Frederick C. Oelrich      Acting Associate Director,  
(724-0841)      Office of Operations



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

VETERANS ADMINISTRATION

Representatives

\* Point of Contact: Robert L. Rosenberry      Director of Emergency Manage-  
(389-2107)      ment Staff

WORKING GROUPS

Health

\* Member: Murray G. Mitts, M.D.      Director, Program Analysis and  
(389-3550)      Development

\* Alternate: Richard Citron      Emergency Preparedness Planning  
(389-3747)      Officer, Department of Medicine  
and Surgery

Social Services

Member: George Moerman      Assistant Director for Loan  
(389-3042)      Policy

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DIRECTORY - July 1982

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Date change submitted

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Authorizing Official

Mail to: Emergency Mobilization Preparedness Board  
Attention: Janet Wine, Room 417  
500 C St., S.W.  
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Member:

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