

Ronald Reagan Presidential Library Digital Library Collections

This is a PDF of a folder from our textual collections.

WHORM Subject File Code: FG378
(Federal Government Organizations: Emergency
Mobilization Preparedness Board)
Case File Number(s): 044800-049999
Box: 1

To see more digitized collections visit:

<https://www.reaganlibrary.gov/archives/digitized-textual-material>

To see all Ronald Reagan Presidential Library inventories visit:

<https://www.reaganlibrary.gov/archives/white-house-inventories>

Contact a reference archivist at: **reagan.library@nara.gov**

Citation Guidelines: <https://reaganlibrary.gov/archives/research-support/citation-guide>

National Archives Catalogue: <https://catalog.archives.gov/>

Last Updated: 02/12/2026

WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name WHITE HOUSE OFFICE OF RECORDS MANAGEMENT
(WHORM): SUBJECT FILE

File Folder FG378 (EMERGENCY MOBILIZATION PREPAREDNESS
BOARD) (044800-049999)

Box Number NULL

Withdrawer DLB 11/12/2014

FOIA S11-431-4
SYSTEMATIC

ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
166029	LIST	BOARD LIAISON OFFICERS, PAGE 2, PARTIAL	1	10/13/1981	B3

The above documents were not referred for declassification review at time of processing

Freedom of Information Act - [5 U.S.C. 552(b)]

- B-1 National security classified information [(b)(1) of the FOIA]
- B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- B-3 Release would violate a Federal statute [(b)(3) of the FOIA]
- B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.



U.S. National Archives & Records Administration

Current Status Details for SECL RECID: 044858SS MAIN SUBCODE: FG999

Current Status	Open
User Name	dbarrie
Status Date	2012-12-04
Case Number	F04-117
Notes	Transferred to FG378

[Change Status](#)[Close Window](#)

Review Status History

<u>No.</u>	<u>Status</u>	<u>Date</u>	<u>User</u>	<u>Case Number</u>	<u>Notes</u>
1	Open	2012-12-04	dbarrie	F04-117	Transferred to FG378
2	Open	2008-07-29	swilliams	F04-117	



04485855
The President has seen 1140

EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

MS
FG999
ND002
FG010
October 26, 1981
FG331

Packet for Distribution to Cabinet
Members Prior to Meeting on the
Emergency Mobilization Preparedness Board (EMPB)

The attached papers are for your review concerning the EMPB. The individuals shown on Attachment 2, the Board Liaison Officers, have been briefed on the EMPB concept.

The attachments are:

1. Copy of the draft Executive Memorandum which establishes the EMPB. The Executive Memorandum is an interim document which will be replaced later by a coordinated National Security Decision Directive. This attachment includes operational guidance for emergency mobilization preparedness. It also includes a copy of Mr. Meese's memorandum to Louis O. Giuffrida, dated August 13, 1981, which directed him to establish the Secretariat and the Working Groups.
2. List of Board Liaison Officers.
3. List of Agency Points of Contact for participating Agencies which do not sit on the Board.
4. List of Working Group officials.

Attachments 4

FOR OFFICIAL USE ONLY

Executive Memorandum

To: 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 Director, Office of Management and Budget
The Director, Office of Science and Technology Policy
The Chairman, Joint Chiefs of Staff
The Director, Central Intelligence Agency
The Director, Office of Personnel Management
The Director, Federal Emergency Management Agency
The Assistant to the President for National Security Affairs
The Administrator, Environmental Protection Agency
The Chairman, Federal Communications Commission
The Chairman, Federal Reserve System
The Administrator, General Services Administration
The Postmaster General
The Director, Selective Service System
The Administrator of Veterans Affairs

Subject: Emergency Mobilization Preparedness Board

You are aware of the top priority that this administration has given to actions to revive the economy and strengthen our national defense. We have made important progress in both areas. We are now ready to give attention to another critical and complementary objective--improving the nation's preparedness to respond to emergencies.

With the establishment of the Emergency Mobilization Preparedness Board, I am formalizing my commitment to the attainment of this objective. The primary focus of the EMPB is on the civilian side of emergency preparedness.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

2

The establishment of the EMPB is the first step in the development of a greater national capability to respond to emergencies. At the present time our people, economy and government are vulnerable to the consequences of major peacetime and wartime emergencies and incapable of responding effectively to the requirements that they generate. This vulnerability and lack of preparedness weakens our deterrence and reduces our ability to protect our vital interests.

In August, I instructed the Director of FEMA to proceed with the establishment of eleven functional working groups and a coordinating secretariat (attachment 1). The establishment of the EMPB is the final step in the development of the structure through which to attain our objectives.

Because of the vital contribution that this effort will make to national security and to my ability to meet my commitments to the American people, I have directed Richard Allen to chair the EMPB. It will consist of senior officials of major Federal agencies, each of whom will hold the rank of Deputy or Under Secretary. The Chairman has the authority to resolve mobilization preparedness issues within the framework of current Administration policy. In the judgement of the Chairman, if an issue does not fall within current policy it will be referred to me for resolution.

The EMPB is to prepare for my review a draft presidential decision document to include a statement of national policy on emergency mobilization preparedness and a plan of action consistent with this policy. Both are to reflect an integration of military and civilian objectives and capabilities, and to specify the level of resources required to attain the administration's objectives.

These materials are to be developed in accordance with the attached operational guidance (attachment 2).

When a coordinated National Security Decision Directive is ready, Presidential Directive NSC-57 will be rescinded.

Attachments 2

FOR OFFICIAL USE ONLY

THE WHITE HOUSE

WASHINGTON

13 August 1981

To: Louis O. Giuffrida
From: Edwin Meese III
Subj: Emergency Mobilization Preparedness Board

At a Cabinet breakfast on Thursday, 6 August 1981 I discussed the President's plan to proceed with the Emergency Mobilization Preparedness Board, and indicated that department heads would be hearing from you concerning the organization of the Secretariat and working groups. Confirming this announcement, I have sent the enclosed memorandum to each of the Cabinet members.

As directed by the President, you should proceed expeditiously with the establishment of the Secretariat and working groups of the Board in anticipation of further discussions of this subject at a Cabinet meeting early in September.

By copy of this memorandum I am requesting Craig Fuller, Director of the Office of Cabinet Administration, to place this matter on a Cabinet meeting agenda as soon as possible.

cc: Craig Fuller

*In EM's absence sent
out by FR*

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

13 August 1981

MEMORANDUM FOR THE CABINET

FROM: EDWIN MEESE III

SUBJECT: Federal Emergency Management Agency

As we discussed at the August Cabinet breakfast, the Federal Emergency Management Agency (FEMA) has been reorganized and revitalized to provide this Administration with a more effective means of handling domestic emergencies and civilian mobilization preparedness.

Since most departments and agencies of the federal government have a responsibility for mobilization preparedness, an Emergency Mobilization Preparedness Board is being established to coordinate interagency activities in this field. At a Cabinet meeting in September we will be discussing the FEMA-Department of Defense plan for this Board.

In the meantime, Louis O. Giuffrida, Director of FEMA, will be contacting you to seek your help in activating the Secretariat and working groups of the Emergency Mobilization Preparedness Board.

It will be appreciated if you will give this project and Director Giuffrida your full cooperation.

cc: Louis O. Giuffrida

OPERATIONAL GUIDANCE FOR EMERGENCY MOBILIZATION PREPAREDNESS

OBJECTIVE:

The objective of the emergency mobilization preparedness effort is an improved national capability to respond to major peacetime and wartime emergencies. Associated with this objective are the following principal goals:

- To produce a Presidential statement of national policy on emergency mobilization.
- To develop a plan of action outlining preparedness measures consistent with this policy.

POLICY:

The proposed policy on national emergency preparedness ~~shall be consistent~~ with the administration's policies for the economy and national defense. It should call for preparedness programs and activities that will provide for the maximum civilian contribution to the military operations which may be required to cope with the emergencies for which the Department of Defense is now preparing. It shall also provide for effective utilization of military resources to assist civilian authorities in responding to peacetime and wartime emergencies.

The proposed policy and plan for national emergency preparedness should be constructed in light of the fiscal constraints operative through FY 83. Improvements in our preparedness capabilities should be accomplished primarily through more effective use of existing resources and through their reallocation from less important programs. Guidance to facilitate this effort will be prepared by the EMPB after consultation with the Office of Management and Budget.

STRUCTURE:

THE EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Chair: The Assistant to the President for National Security Affairs

Membership:

Department of State	Department of Energy
Department of the Treasury	Department of Education
Department of Defense	Office of Management and Budget
Department of Justice	Office of the Joint Chiefs of Staff
Department of the Interior	Central Intelligence Agency
Department of Agriculture	Office of Personnel Management
Department of Commerce	Federal Emergency Management Agency
Department of Labor	National Security Council Staff
Department of Health and Human Services	Office of Science and Technology Policy
Department of Housing and Urban Development	
Department of Transportation	

Representatives will be at the Deputy/Under Secretary level.

Functions:

- o Formulation for Presidential review, a proposed statement of national policy on emergency mobilization preparedness.
- o Development of a recommended plan of emergency preparedness measures consistent with the proposed statement of policy.
- o Development of policy/fiscal guidance documents to working groups and agencies to implement approved policies and plan of action.
- o Resolve mobilization preparedness issues within the framework of current Administration policy.

WORKING GROUPS

<u>Area</u>	<u>Agency Chair</u>
Industrial Mobilization	Department of Commerce
Military Mobilization	Department of Defense
Food - Agriculture	Department of Agriculture
Government Operations	Federal Emergency Management Agency
Emergency Communications	Department of Defense/Department of Commerce
Economic Stabilization and Public Finance	Department of the Treasury
Law Enforcement and Public Safety	Department of Justice
Civil Defense	Federal Emergency Management Agency
Social Services	Department of Health and Human Services
Human Resources	Department of Labor
Health	Department of Health and Human Services

Membership:

To be determined by each Working Group Chairman, subject to approval of the Board. The Chairman of each Working Group will be at the Assistant Secretary level or equivalent. Agency representatives to the Working Groups will be at the Deputy Assistant Secretary level or higher.

Functions:

- o Advise the Board on national policy for emergency mobilization preparedness.
- o Advise the Board on activities to be included in the plan of action for emergency preparedness measures.
- o Assist the Board in insuring the implementation of guidance on policy and the plan of action.
- o Advise responsible Agencies on non-controversial preparedness measures to be undertaken immediately--after notification to the Board.

Policy:

Due to the fiscal constraints through FY 83 the working groups are to concentrate on the identification of preparedness measures that will enable the government to make more effective use of existing national resources . Therefore the groups should give attention to the following:

- o Clarification and rationalization of the emergency mobilization roles, responsibilities and authorities of federal agencies.
- o Improvement in mobilization response procedures.
- o Development of measures to facilitate the smooth transition from routine to emergency operations.
- o Attainment of better coordination between civilian and military mobilization planners.

Additional Tasks:

- o Identify emergency mobilization preparedness activities programmed by agencies in FY 82 and 83.
- o Determine the resources devoted to these activities in FY 82 and 83.
- o Prepare an inventory of legislation/regulations impacting on emergency mobilization capabilities.

SECRETARIAT

Chair:

The Secretariat will be chaired by a senior official of FEMA, who will be referred to as the Executive Secretary of the EMPB.

Membership:

Members of the Secretariat will come from FEMA and other Federal agencies represented on the Board (detailees). The Executive Secretary will select the members and determine the proper mix of FEMA and other agency representatives.

Functions:

- o Provide staff support to the Chairman and members of the EMPB.
- o Coordinate activities of the working groups.
- o Provide a liaison between EMPB and the working groups.

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

BOARD LIAISON OFFICERS

<u>Dept/Agency</u>	<u>Status</u>	<u>Name</u>	<u>Position</u>
STATE	LO	Ron Flack (632-2554)	Management Analyst Management Operations Office
TREAS	LO	Paul Applegarth (566-5542)	Special Asst. to the Deputy Secretary
DOD	LO	Craig Alderman, Jr. (694-1333)	Director of Emergency Preparedness
JUSTICE	LO	Kenneth A. Caruso (633-4078)	Special Asst. to the Asso. Attorney General
INTERIOR	LO	Rebecca Mullin (343-5183)	Special Asst. to the Under Secretary of Interior
AGRICULTURE	LO	Raymond D. Lett (447-5538)	Executive Assistant to the Secretary of Agriculture
COMMERCE	LO	John A. Richards (377-4506)	Actg. Director of the Office of Industrial Mobilization
LABOR	LO	Spence Filleman (523-6414)	Director, Administrative Programs and Services
HHS	LO	Jacqueline Gleason (245-6683)	Emergency Coordinator
HUD	LO	Joseph Strauss (755-3636)	Special Assistant to the Secretary of HUD
TRANS	LO	C. G. Collins (426-4262)	Director of Emergency Transportation
ENERGY	LO	William A. Vaughan (252-4700)	Asst. Secretary for Environmental Protection Safety, and Emergency Preparedness
EDUCATION	LO	Elam Hertzler (426-6426)	Chief of Staff
OMB	LO	Edwin L. Harper (395-4742)	Deputy Director of OMB and Assistant to the President

WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name

WHITE HOUSE OFFICE OF RECORDS MANAGEMENT
(WHORM): SUBJECT FILE

Withdrawer

DLB 11/12/2014

File Folder

FG378 (EMERGENCY MOBILIZATION PREPAREDNESS
BOARD) (044800-049999)

FOIA

S11-431-4
SYSTEMATIC

Box Number

NULL

1

<i>ID</i>	<i>Document Type</i> <i>Document Description</i>	<i>No of</i> <i>pages</i>	<i>Doc Date</i>	<i>Restric-</i> <i>tions</i>
166029 LIST	BOARD LIAISON OFFICERS, PAGE 2, PARTIAL	1	10/13/1981	B3

The above documents were not referred for declassification review at time of processing

Freedom of Information Act - [5 U.S.C. 552(b)]

B-1 National security classified information [(b)(1) of the FOIA]

B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]

B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]

B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]

B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

166029

<u>Dept/Agency</u>	<u>Status</u>	<u>Name</u>	<u>Position</u>
OSTP	LO	Victor Reis (395-7326)	Assistant Director, OSTP
JCS	LO	COL William Stokes, III (695-6297)	Army Member Chairman's Staff Group, JCS
CIA	LO		
OPM	LO	James Conners (632-4533)	Management Analyst, Office of Management, Management Systems Office
FEMA	LO	John Eley (287-0340)	Actg. Executive Assistant to Executive Deputy Director
NSC	LO	COL Horace Russell (395-5024)	NSC Liaison Officer

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

POINTS OF CONTACT FOR PARTICIPATING AGENCIES NOT ON THE EMPB

<u>Dept/Agency</u>	<u>Status</u>	<u>Name</u>	<u>Position</u>
SSS	POC	Herbert C. Puscheck (724-0851)	Associate Director for Planning and Operations
FRB	POC	Ed Mulrenin (452-3766)	Assistant Staff Director for Management
VA	POC	Raymond S. Blunt (389-2608)	Asst. Administrator for Planning & Program Evaluation
USPS	POC	James A. Tapp (245-5336)	USPS Civil Defense Coordinator
GSA	POC	Bond R. Faulwell (566-1774)	Acting Director of Administra- tive Services
FCC	POC	Don Lichtwardt (632-6390)	Executive Director
EPA	POC	Paul Cahill (755-0413)	Special Assistant to the Administrator

WORKING GROUP OFFICIALS

<u>Working Group</u>	<u>Status</u>	<u>Officials</u>	<u>Position</u>
CIVIL DEFENSE	Chair (FEMA)	Hon. Lee Thomas (287-0486)	Associate Director Designate, State & Local Programs & Support
	Alternate	Mr. John Dickey (287-3830)	Assistant Associate Director, State & Local Programs & Support
	POC	Mr. Joseph F. Mealy, Jr. (287-0044)	Acting Director, State & Local Operational Systems Div.
ECONOMIC STABILIZA- TION & PUBLIC FINANCE	Chair (TREAS)	Hon. Roger W. Mehle, Jr. (566-2103)	Asst. Secretary for (Domestic) Finance
	Alternate	Hon. Paul Roberts (566-2551)	Asst. Secretary (Economic Policy)
	POC	Mr. Mark E. Stalnecker (566-5806)	Deputy Asst. Secretary of Federal Finance
	Alternate POC	Mr. Manuel Johnson (566-2757)	Deputy Asst. Secretary for Economic Policy
EMERGENCY COMMUNICATIONS	Chair (DOD)	LTG William J. Hilsman (692-0018)	Manager, National Communications Sys.
	Vice Chair (DOC)	Hon. Bernard J. Wunder, Jr. (377-1840)	Asst. Secretary for Communications and Information
	Alternate (DOD)	Hon. John W. Grimes (692-3760)	Deputy Manager, National Communications Sys.
	POC (DOD)	COL Jack Taylor (692-9274)	Chief, Plans and Operations, NCS
	POC (DOC)	Mr. T. Steichen (724-3439)	Director, Office of Gov't. Communications

<u>Working Group</u>	<u>Status</u>	<u>Officials</u>	<u>Position</u>
FOOD - AGRICULTURE	Chair (USDA)	Hon. Seeley Lodwick (447-3111)	Under Secretary for International Affairs and Commodity Programs
	Alternate	Hon. Thomas Hammer (447-2593)	Deputy Under Secretary for International Affairs and Commodity Programs
	POC	Ms. Julianna Smith (447-2796)	Confidential Asst. to Deputy Under Secretary for Intl. Affairs and Commodity Programs
GOVERNMENT OPERATIONS	Chair (FEMA)	Mr. John R. Brinkerhoff (287-3904)	Acting Associate Director, National Preparedness Programs Directorate
	Alternate	Mr. Ralph Ajello (287-0126)	Assistant Associate Director, Office of Government Preparedness
	POC	Mr. Dennis DeWalt (287-0172)	Government Continuity Division
HEALTH	Chair (DHHS)	Hon. Edward N. Brandt, Jr. (245-7694)	Asst. Secretary for Health
	Alternate	Wm. H. Foege (FTS 8-236-3291)	Director, Center for Disease Control, Atlanta, Georgia
	POC	Harold F. Gracey (443-1167)	Emergency Coordinator, PHS
HUMAN RESOURCES	Chair (DOL)	Hon. Albert Angrisani (523-6050)	Asst. Secretary for Employment and Training
	Alternate	Mr. Richard P. Oliver (272-5278)	Office of Economic Growth, Bureau of Labor Statistics
	POC	Mr. Richard P. Oliver (272-5278)	Office of Economic Growth, Bureau of Labor Statistics
	Alternate POC	Mr. Eldridge L. Tabb (523-9507)	Emergency Coordinator, Office of the Asst. Secretary for Admin. & Mgmt.

<u>Working Group</u>	<u>Status</u>	<u>Officials</u>	<u>Position</u>
INDUSTRIAL MOBILIZATION	Chair (DOC)	Hon. Lawrence Brady (377-1455)	Assistant Secretary for Trade Administration
	Alternate	Mr. Bo Denysyk (377-5491)	Deputy Assistant Secretary for Export Administration
	POC	Mr. Sean Foohey (377-4042)	Office of Industrial Mobilization
	Alternate POC	Mr. Harold Hendon (377-4042)	Office of Industrial Mobilization
LAW ENFORCEMENT & PUBLIC SAFETY	Chair (DOJ)	Hon. D. Lowell Jensen (633-2601)	Assistant Attorney General, Criminal Div.
	Alternate	Mr. Mark M. Richard (633-2333)	Deputy Asst. Attorney General, Criminal Div.
	POC	Mr. Kenneth Caruso (633-4078)	Special Assistant to Assoc. Attorney General
MILITARY MOBILIZATION	Chair (DOD)	Hon. Lawrence J. Korb (695-5254)	Assistant Secretary for Manpower, Reserve Affairs, and Logistics
	Alternate	Mr. Charles W. Groover (697-9103)	Deputy Asst. Secretary for Program Integration
	POC	Mr. Paul Donovan (695-0711)	Director, Mobilization and Deployment Planning
SOCIAL SERVICES	Chair (DHHS)	Hon. Dorcas R. Hardy (245-7246)	Asst. Secretary for Human Development Services
	Alternate	Mr. Jamie Manzano (245-6461)	Deputy. Asst Secretary for Human Development Services
	POC	Ms. Lynne Heneson (472-3026)	Program Analyst HHS

The President has seen _____

FOR OFFICIAL USE ONLY

THE INFORMATION IN THIS DOCUMENT REQUIRES
A PROTECTIVE COVER AND SHALL BE
HANDLED IN ACCORDANCE WITH
FEMA INSTRUCTION 1200.3

WRITING ON THIS COVER SHEET IS PROHIBITED

FOR OFFICIAL USE ONLY

04809255
WS 1120
6408
1140
1110
FG378
ND002

THE WHITE HOUSE
WASHINGTON

December 17, 1981

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 Board

You are aware of the top priority that this Administration has given to strengthening our national defense. We are making important progress now in improving our armed forces. One of the most compelling tasks still facing us is 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. With the establishment today of the Emergency Mobilization Preparedness Board, I am formalizing my commitment to achieving this objective.

In August, I instructed the Director of the Federal Emergency Management Agency to proceed with the establishment of eleven functional Working Groups and a coordinating Secretariat. The establishment of the Board is the final step in the development of the structure through which to attain our objectives.

Because of the vital contribution that this effort will make to national security, I have directed that the Assistant to the President for National Security Affairs shall be Chairman of the Board. The Board will consist of senior officials of major federal agencies, each of whom will hold the rank of deputy secretary or undersecretary. The Board has the authority to resolve mobilization preparedness issues within the framework of current Administration policy. Any issue which cannot be resolved through this process will be referred to the National Security Council for resolution and Presidential decision.

The Board is to prepare for my review a draft Presidential decision document to include a statement of national policy on emergency mobilization preparedness and a plan of action consistent with this policy. Both are to reflect an integration of military and civilian objectives and capabilities, and to specify the level of resources required to attain the Administration's objectives.

These materials are to be developed in accordance with the attached operational guidance.

When a coordinated National Security Decision Directive is ready, Presidential Directive NSC-57 (Mobilization Planning) will be rescinded.



OPERATIONAL GUIDANCE FOR EMERGENCY MOBILIZATION PREPAREDNESS

OBJECTIVE

The objective of the emergency mobilization preparedness effort is an improved national capability to respond to major peacetime and wartime emergencies. Associated with this objective are the following principal goals:

- To produce a Presidential statement of national policy on emergency mobilization.
- To develop a plan of action to improve emergency mobilization preparedness consistent with this policy.

POLICY

The proposed policy on national emergency mobilization preparedness shall be consistent with the Administration's policies for the economy and national defense. It should call for preparedness programs and activities that will provide for the maximum civilian contribution to the military operations which may be required to cope with the emergencies for which the Department of Defense is now preparing as well as for the continuation of essential civilian services. It shall also provide for effective utilization of military resources to assist civilian authorities in responding to peacetime and wartime emergencies.

The proposed policy and plan for national emergency mobilization preparedness should be formulated in light of the fiscal constraints operative through FY 83. Improvements in our preparedness capabilities should be accomplished through more effective use of existing resources and through their reallocation from less important programs. Individual agencies will be responsible for implementing the plans and programs. After consultation with the Office of Management and Budget, periodic assessments on strengths and limitations of each agency's plans and programs will be prepared by the EMPB. These assessments will be used for future planning purposes.

STRUCTURE

THE EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Chairman: The Assistant to the President for National Security Affairs

Membership:

Department of State	Department of Energy
Department of Treasury	Department of Education
Department of Defense	Office of Management & Budget
Department of Justice	Central Intelligence Agency
Department of Interior	National Security Council Staff
Department of Agriculture	Office of Policy Development
Department of Commerce	Organization of the Joint Chiefs
Department of Labor	of Staff
Department of Health & Human Services	Office of Science & Technology Policy
Department of Housing & Urban Development	Federal Emergency Management Agency
Department of Transportation	Office of Personnel Management
	Deputy Counsellor to the President

And such others as the President may designate from time to time.

Representatives will be at the Deputy Secretary/Under Secretary level.

Functions

- o Formulation of recommendations concerning policy for emergency mobilization preparedness.
- o Development of policy guidance documents for working groups and agencies to implement approved policies and plans of action.
- o Resolution of mobilization preparedness issues within the framework of current Administration policy.

Tasks

- o Formulation for Presidential review of a proposed statement of national policy on emergency mobilization preparedness.
- o Development of a recommended plan of emergency mobilization preparedness improvements consistent with the proposed statement of policy.

WORKING GROUPS

<u>Area</u>	<u>Agency Chairman</u>
Economic Stabilization and Public Finance	Department of Treasury
Military Mobilization	Department of Defense
Emergency Communications	Departments of Defense/Commerce
Law Enforcement and Public Safety	Department of Justice
Food - Agriculture	Department of Agriculture
Industrial Mobilization	Department of Commerce
Human Resources	Department of Labor
Social Services	Department of Health & Human Services
Health	Department of Health & Human Services
Government Operations	Federal Emergency Management Agency
Civil Defense	Federal Emergency Management Agency

Membership

Working Group membership will be determined by each Working Group Chairman, subject to approval of the Board. The Chairman of each Working Group will be at the Assistant Secretary level or equivalent. Agency representatives to the Working Groups will be at the Deputy Assistant Secretary level or higher.

Functions

- o Provide a mechanism for interdepartmental coordination of emergency mobilization policies and plans.
- o Advise the Board on national policy for emergency mobilization preparedness.
- o Advise the Board on activities to be included in the plan of action to improve emergency mobilization preparedness.
- o Assist the Board in monitoring and assessing the implementation of guidance on policy and the plan of action.
- o Report to the Board emergency mobilization preparedness measures undertaken by member agencies.

Policy

Due to the fiscal constraints through FY 83 the Working Groups are to concentrate on the identification of preparedness measures that will enable the government to make more effective use of existing national resources. Therefore the Groups should give attention to the following:

- o Clarification and rationalization of the emergency mobilization roles, responsibilities and authorities of Federal agencies.
- o Improvement in mobilization response procedures.
- o Development of measures to facilitate the smooth transition from routine to emergency operations.
- o Attainment of better coordination between civilian and military mobilization planners.

Initial Tasks

- o Identify emergency mobilization preparedness activities programmed by agencies in FY 82 and 83.
- o Determine the resources devoted to these activities in FY 82 and 83.
- o Prepare an inventory of legislation/regulations impacting on emergency mobilization capabilities subject to approval of the EMPB.

SECRETARIAT

Chairman

The Secretariat will be chaired by a senior official of FEMA, who will be designated by the Director of FEMA and will be referred to as the Executive Secretary of the EMPB.

Membership

Members of the Secretariat will come from FEMA and other Federal agencies represented on the Board (detailees). The Executive Secretary will select the members and determine the proper mix of FEMA and other agency representatives.

Functions

- o Provide staff support to the Chairman and members of the EMPB.
- o Coordinate activities of the Working Groups.
- o Provide a liaison between EMPB and the Working Groups.

NOTE: The NSC Secretariat
effected the delivery to the
addressees of the attached
Memorandum.

Executive
Clerk's
Office

*NOTED
JULY*

THE WHITE HOUSE
WASHINGTON

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 ^{ad} & HUMAN SERVICES
 THE SECRETARY OF HOUSING ^{ad} & URBAN DEVELOPMENT
 THE SECRETARY OF TRANSPORTATION
 THE SECRETARY OF ENERGY
 THE SECRETARY OF EDUCATION
 THE DIRECTOR, OFFICE OF MANAGEMENT ^{and} & BUDGET
 THE DIRECTOR OF CENTRAL INTELLIGENCE
 THE ASSISTANT TO THE PRESIDENT FOR NATIONAL
 SECURITY AFFAIRS
 THE CHAIRMAN, JOINT CHIEFS OF STAFF
 THE DIRECTOR, OFFICE OF SCIENCE ^{and} & TECHNOLOGY POLICY
 THE ADMINISTRATOR, GENERAL SERVICES ADMINISTRATION
 THE ADMINISTRATOR OF VETERANS' AFFAIRS
 THE ADMINISTRATOR, ENVIRONMENTAL PROTECTION AGENCY
 THE DIRECTOR, FEDERAL EMERGENCY MANAGEMENT AGENCY
 THE POSTMASTER GENERAL
 THE DIRECTOR, ~~SELECTIVE SERVICE SYSTEM~~
 THE CHAIRMAN, ~~FEDERAL RESERVE SYSTEM~~
 THE CHAIRMAN, FEDERAL COMMUNICATIONS COMMISSION
 THE DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT
 THE DIRECTOR, OFFICE OF POLICY DEVELOPMENT

SUBJECT: Emergency Mobilization Preparedness Board

You are aware of the top priority that this Administration has given to strengthening our national defense. We are making important progress now in improving our armed forces. One of the most compelling tasks still facing us is 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. With the establishment of the Emergency Mobilization Preparedness Board (EMPB), I am formalizing my commitment to achieving this objective.

today
 Returned to Sara 10/1 - She might have another Irish Dinner
 re the charges

the Federal Emergency Management Agency

In August, I instructed the Director of FEMA to proceed with the establishment of eleven functional Working Groups and a coordinating Secretariat. The establishment of the EMPB is the final step in the development of the structure through which to attain our objectives.

Board

Because of the vital contribution that this effort will make to national security, I have directed that the Assistant to the President for National Security Affairs chair the EMPB. The EMPB will consist of senior officials of major federal agencies, each of whom will hold the rank of deputy or undersecretary. The EMPB has the authority to resolve mobilization preparedness issues within the framework of current Administration policy. Any issue which cannot be resolved through this process should be referred to the National Security Council for resolution and Presidential decision.

shall be chairman of the Board.

? will

The EMPB is to prepare for my review a draft Presidential decision document to include a statement of national policy on emergency mobilization preparedness and a plan of action consistent with this policy. Both are to reflect an integration of military and civilian objectives and capabilities, and to specify the level of resources required to attain the Administration's objectives.

These materials are to be developed in accordance with the attached operational guidance.

When a coordinated National Security Decision Directive is ready, Presidential Directive NSC-57 (Mobilization Planning) will be rescinded.

OPERATIONAL GUIDANCE FOR EMERGENCY MOBILIZATION PREPAREDNESS

OBJECTIVE

The objective of the emergency mobilization preparedness effort is an improved national capability to respond to major peacetime and wartime emergencies. Associated with this objective are the following principal goals:

- To produce a Presidential statement of national policy on emergency mobilization.
- To develop a plan of action to improve emergency mobilization preparedness consistent with this policy.

POLICY

The proposed policy on national emergency mobilization preparedness shall be consistent with the Administration's policies for the economy and national defense. It should call for preparedness programs and activities that will provide for the maximum civilian contribution to the military operations which may be required to cope with the emergencies for which the Department of Defense is now preparing as well as for the continuation of essential civilian services. It shall also provide for effective utilization of military resources to assist civilian authorities in responding to peacetime and wartime emergencies.

The proposed policy and plan for national emergency mobilization preparedness should be formulated in light of the fiscal constraints operative through FY 83. Improvements in our preparedness capabilities should be accomplished through more effective use of existing resources and through their reallocation from less important programs. Individual agencies will be responsible for implementing the plans and programs. After consultation with the Office of Management and Budget, periodic assessments on strengths and limitations of each agency's plans and programs will be prepared by the EMPB. These assessments will be used for future planning purposes.

STRUCTURE

THE EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Chairman: The Assistant to the President for National Security Affairs

Membership:

Department of State	Department of Energy
Department of Treasury	Department of Education
Department of Defense	Office of Management & Budget
Department of Justice	Central Intelligence Agency
Department of Interior	National Security Council Staff
Department of Agriculture	Office of Policy Development
Department of Commerce	Organization of the Joint Chiefs of Staff
Department of Labor	Office of Science & Technology Policy
Department of Health & Human Services	Federal Emergency Management Agency
Department of Housing & Urban Development	Office of Personnel Management
Department of Transportation	Deputy Counsellor to the President

Representatives will be at the Deputy ^{Secretary} Under Secretary level.

Functions

- o Formulation of recommendations concerning policy for emergency mobilization preparedness.
- o Development of policy guidance documents for working groups and agencies to implement approved policies and plans of action.
- o Resolution of mobilization preparedness issues within the framework of current Administration policy.

Tasks

- o Formulation for Presidential review of a proposed statement of national policy on emergency mobilization preparedness.
- o Development of a recommended plan of emergency mobilization preparedness improvements consistent with the proposed statement of policy.

Is this to be the limit to the membership of the Board or is it a possibility that the President may desire to expand it at a later date? If there is a possibility for expansion in the future then an added line here such as - "and such others as the President may designate from time to time."

WORKING GROUPS

<u>Area</u>	<u>Agency Chairman</u>
Economic Stabilization and Public Finance	Department of Treasury
Military Mobilization	Department of Defense
Emergency Communications	Departments of Defense/Commerce
Law Enforcement and Public Safety	Department of Justice
Food - Agriculture	Department of Agriculture
Industrial Mobilization	Department of Commerce
Human Resources	Department of Labor
Social Services	Department of Health & Human Services
Health	Department of Health & Human Services
Government Operations	Federal Emergency Management Agency
Civil Defense	Federal Emergency Management Agency

Membership

Working Group membership will be determined by each Working Group Chairman, subject to approval of the Board. The Chairman of each Working Group will be at the Assistant Secretary level or equivalent. Agency representatives to the Working Groups will be at the Deputy Assistant Secretary level or higher.

Functions

- o Provide a mechanism for interdepartmental coordination of emergency mobilization policies and plans.
- o Advise the Board on national policy for emergency mobilization preparedness.
- o Advise the Board on activities to be included in the plan of action to improve emergency mobilization preparedness.
- o Assist the Board in monitoring and assessing the implementation of guidance on policy and the plan of action.
- o Report to the Board emergency mobilization preparedness measures undertaken by member agencies.

Policy

Due to the fiscal constraints through FY 83 the Working Groups are to concentrate on the identification of preparedness measures that will enable the government to make more effective use of existing national resources. Therefore the Groups should give attention to the following:

- o Clarification and rationalization of the emergency mobilization roles, responsibilities and authorities of Federal agencies.
- o Improvement in mobilization response procedures.
- o Development of measures to facilitate the smooth transition from routine to emergency operations.
- o Attainment of better coordination between civilian and military mobilization planners.

Initial Tasks

- o Identify emergency mobilization preparedness activities programmed by agencies in FY 82 and 83.
- o Determine the resources devoted to these activities in FY 82 and 83.
- o Prepared an inventory of legislation/regulations impacting on emergency mobilization capabilities subject to approval of the EMPB.

SECRETARIAT

Chairman

It is not clear as to who is to actually select the senior official - chairman of the Board? or Director of FEMA? or who?

The Secretariat will be chaired by a senior official of FEMA, who will be referred to as the Executive Secretary of the EMPB.

Membership

Members of the Secretariat will come from FEMA and other Federal agencies represented on the Board (detailees). The Executive Secretary will select the members and determine the proper mix of FEMA and other agency representatives.

Functions

- o Provide staff support to the Chairman and members of the EMPB.
- o Coordinate activities of the Working Groups.
- o Provide a liaison between EMPB and the Working Groups.

Okay, Cancun. Brief report from the President.

Q Larry, I have a question.

MR. SPEAKES: Yes.

Q The Agriculture Department was committed for reducing its outstanding debt by one billion dollars by the first of the year. From what to what and what sort of debt are we talking about? Do you know anything more about it?

MR. SPEAKES: I don't have any details. The OMB can certainly help you on that.

I've been giving an accurate report of the Cabinet meeting here.

Q Did they ask any questions?

Q -- anybody in the Cabinet meeting understood what they were being told?

MR. SPEAKES: Certainly. They understood it and appreciated it.

Cancun. The President reported that he was extremely pleased with his reception both in the multilateral and bilateral. He said there was considerable private sentiment expressed to him that his opening statement had been well received. He, as in his opening statement, announced there would be a task force directed by AID that would work on food lending expertise to countries on food production.

Secretary Haig called it a personal triumph for the President and said --

Q Was he applauded when he walked into the room?

MR. SPEAKES: He was not.

The final subject at the meeting was the creation of the Emergency Preparedness Mobilization Board (which has been previously announced.) It was an update on this inter-agency force which would involve the President, the senior Cabinet officers in a procedure that would mobilize government resources in incidents such as the Three-Mile Island or the Mount St. Helens or the Cuban immigration situation.

The group has been established. There are a number of working groups that are being created and its task is to operate -- to have the government operate in these emergencies with one voice and to respond effectively.

Q What's the name of the --

MR. SPEAKES: Emergency Preparedness Mobilization Board.

Q Does that mean that Stockman didn't give his briefing?

MR. SPEAKES: Stockman did not give his briefing. Time ran short. Senators were waiting. Stockman will give it at next week's Cabinet meeting.

we could find no press release announcing the Board.

MORE

#205-10/26

THE WHITE HOUSE

Office of the Press Secretary
(Los Angeles, California)

For Immediate Release

December 29, 1981

The President today announced the formation of an Emergency Mobilization Preparedness Board to improve mobilization capabilities and interagency cooperation within the Federal Government to respond to major peacetime or war-related emergencies. The Board will develop and recommend national preparedness policies.

The Board consists of the representatives of 22 key Federal agencies at the Deputy Secretary or Under Secretary level, and is chaired by the Assistant to the President for National Security Affairs. A full-time Secretariat has been established to support the Board and monitor the implementation of the Board's recommendations by Federal agencies. The Secretariat is chaired by a senior official of the Federal Emergency Management Agency.

Eleven working groups, each organized to address a functional area of mobilization planning, are included in the Board structure. Each working group, with the chairing agency shown in parenthesis, is as follows:

- Industrial Mobilization (Department of Commerce)
- Military Mobilization (Department of Defense)
- Food and Agriculture (Department of Agriculture)
- Government Operations (Federal Emergency Management Agency)
- Emergency Communications (Departments of Defense and Commerce)
- Economic Stabilization and Public Finance (Department of the Treasury)
- Law Enforcement and Public Safety (Department of Justice)
- Civil Defense (Federal Emergency Management Agency)
- Social Services (Department of Health and Human Services)
- Human Resources (Department of Labor)
- Health (Department of Health and Human Services)

With the establishment of the Emergency Mobilization Preparedness Board, the President formalized his commitment to achieve a credible and effective capability to harness the mobilization potential of America. This potential will support the Armed Forces, while meeting the needs of the national economy and the preparedness requirements for domestic emergencies.

#

BBN

THE WHITE HOUSE
WASHINGTON

04845055'
1120
FG378
FG020
FG331

Date: 1/4/82

FOR: ADM. NANCE - NSC
GEN. GUIFFRIDA - FEMA
FROM: RICHARD G. DARMAN

FYI (XX

Comment:

ORIGINAL: Central Files ✓

Emergency Mobilization Preparedness
Board
(Designation of Lionel H. Olmer)

RECEIVED

82 JUN 4 P 3:03

Staff?
yis

To Horace Russell

JANET COLSON

BUD NANCE

DICK ALLEN

IRENE DERUS

JANET COLSON

BUD NANCE

PETER

CY TO VP

CY TO MEESE

CY TO BAKER

CY TO DEAVER

CY TO BRADY

SHOW CC

SHOW CC

SHOW CC

SHOW CC

SHOW CC

Comments:

RECEIVED 05 JAN 82 14

TO

PRES

FROM BALDRIGE, M

DOCDATE 29 DEC 81

KEYWORDS: EMERGENCY PREPARED"S

MOBILIZATION

OLMER, L

CM

SUBJECT: DESIGNATES OLMER AS REPRESENTATIVE TO THE EMERGENCY PREPAREDNESS BOARD

ACTION: PREPARE MEMO FOR NANCE

DUE: 08 JAN 82 STATUS S FILES

FOR ACTION

FOR CONCURRENCE

FOR INFO

RUSSELL

SHOEMAKER

DE GRAFFENREID

LENZ



COMMENTS ** DID NOT RECD ORIGINAL, BUT THIS IS A CABINET LEVEL MEMO

REF#

LOG

NSCIFID

(M /)

ACTION OFFICER (S)

ASSIGNED

ACTION REQUIRED

DUE

COPIES TO

C 16 for record purposes

DISPATCH

W/ATTCH FILE

W4

(24)



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

FYI

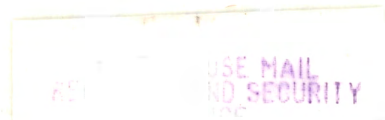
29 DEC 1981

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Emergency Mobilization Preparedness Board

Recognizing the critical importance of improving the Nation's capability to respond to major peacetime and wartime emergencies, the Department of Commerce fully supports establishment of the Emergency Mobilization Preparedness Board. Accordingly, I have designated Lionel H. Olmer, Under Secretary for International Trade, as my representative on the Board.

Malcolm Baldrige
Secretary of Commerce



cc to
Nance
FEMA

ES:SR A-MAL 58

82 JAN -4 PM:23

018450