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WITHDRAWAL SHEET

Ronald Reagan Library

Collection: WHORM: Subject File

Archivist: mjd

File Folder: FG378 068000 - 072499

Date: 7/15/97

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. minutes (068025PD)	EMPB: Third Board Meeting, 6p	3/31/82	P5
2. draft minutes	EMPB: Third Board Meeting, 6p	3/31/82	P5
3. memo	Darrell Trent to Bennett Lewis re National Policy Statement on Emergency Mobilization Preparedness, 1p	4/2/82	P5
4. memo	Fred Ikle to Chairman, EMPB re proposed statement, 1p	4/5/82	P5
5. memo	Robert Miller to Bennett Lewis re comments on draft, 1p	4/1/82	P5
6. paper	re DOE comments on draft, 1p	4/1/82	P5
7. memo	R.T. McNamar to William Clark re EMPB policy statement, 2p	4/1/82	P5
8. memo	Seeley Lodwick to Lewis re input from Dept. of agriculture, 1p	n.d.	P5
9. memo (069629)	David Swoap to Clark re EMPB, 2p	n.d.	P5
10. memo (072024PD)	Lewis to Edwin Harper re National Policy Statement, 2p	5/11/82	P5

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P-1 National security classified information [(a)(1) of the PRA].
- P-2 Relating to appointment to Federal office [(a)(2) of the PRA].
- P-3 Release would violate a Federal statute [(a)(3) of the PRA].
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- P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA].
- C. Closed in accordance with restrictions contained in donor's deed of gift.

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

- F-1 National security classified information [(b)(1) of the FOIA].
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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
11. minutes (072157PD)	EMPB: Fourth Board Meeting, 5p	4/28/82	P5

RESTRICTION CODES

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1-47

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

April 15, 1982

06800071
75378
OFFICE OF
POLICY DEVELOPMENT

1982 APR 20 A 11: 51

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

FROM: Bennett L. Lewis
Executive Secretary

A handwritten signature in cursive script, reading "Ben Lewis", is written over the printed name and title of the Executive Secretary.

SUBJECT: Approved Minutes of Third Board Meeting

Attached are the approved minutes of the third Board meeting. Please
destroy the draft minutes which were distributed earlier.

Attachment

This marking is CANCELLED when
separated from the material
bearing a protective marking.

FOR OFFICIAL USE ONLY

EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Third Board Meeting
March 31, 1982
MINUTES

These minutes are unclassified.

Meeting was opened by the Chairman promptly at 5:00 p.m. The attendance list is attached. The Chairman mentioned the importance of the policy statement, the fact that it was a strawman at this time, and that it was, in many instances, quite different from the Working Group submissions. He then asked the Executive Secretary, Ben Lewis, to lead the discussion.

General Lewis made it clear that the purpose of the meeting was to discuss the broad policy statement only and that the Working Groups had the next two weeks in which to prepare comments on the more specific statements. He pointed out on the chart that we were on schedule to this point and that we expected to remain on schedule. He further indicated that the Board members can assist the development of the National Policy Statement by interacting, through their liaison officers, with their agency members on the various Working Groups. He said that updated lists of their liaison officers and other Board officials were at their positions on the table.

General Lewis then called for comments on the preamble.

Mr. Giuffrida remarked that the second sentence of the first paragraph should be changed to read: "Inherent in this obligation is the requirement to have a capability to respond to a full spectrum of major peacetime and wartime emergencies."

Mr. Trent agreed, but said that the statement should have more focus on national security.

Since there were no other comments concerning the preamble, General Lewis turned to the statement of policy.

General Dalton stated that many of the suggestions were inappropriate for a national policy statement on mobilization or national defense. He cited as an example the element of policy referring to a market-based economy, because we know from World War II that severe constraints on the economy would be required. He also referenced in one of the principles the phrase concerning equitable allocation of resources, and indicated that we should not develop a plan with any criteria in mind (for equitable distribution) because the National Command Authority will decide what is equitable.

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General Dalton stated further that the first order of business should be to put into place the authority and structure that we need for mobilization for war and if we do that the principles which require primary reliance on the free market become irrelevant.

Mr. Olmer seconded General Dalton's words and indicated that extreme measures would be required.

Mr. Ikle stated he supported General Dalton and that the statement needs more emphasis on wartime emergencies because now it lends too much attention to peacetime.

Mr. Giuffrida stated that the intent of the policy statement was not to gear it solely to war. He referenced the third bullet on page 1 which clearly includes all emergencies.

Colonel Kay supported Mr. Giuffrida and emphasized the importance of establishing policy to deal with natural disasters.

General Dalton said that his intent was not to restrict the document to wartime emergencies, but wartime emergencies were certainly the extreme case and must receive the most emphasis. He added that other than wartime emergencies, being less severe, would be included.

Mr. Giuffrida made the point that mobilization was not a single event but rather a sequence of events with cumulative impact.

Mr. Trent said the language should be tailored so that the statement deals with responses to "national" emergencies.

Mr. Giuffrida said he would hope that we are putting national security as the basis in developing the national mechanism for emergency response and that once in place it could be used wherever needed.

Mr. Lovell said that it was not clear to him just what we were trying to do. Were we trying to build a system to cope with all emergencies or just the worst cases? He indicated that we must look five to ten years into the future and determine whether or not we could deal realistically with current problems. He also wondered if we were training enough people in government to face actual emergencies.

General Lewis responded that first we were trying to get the policy statement and then a plan of action developed by the agencies. He indicated that we would be focusing both on the present and the long-term. The new policy statement is intended to replace the previous Presidential Directive/NSC-57 which was never implemented by the agencies for lack of resources. The comments we are getting today will be used to revise the draft policy statement.

General Dalton reminded the Board that the Military Mobilization Working Group was working on scenarios and that if the nation develops capabilities to meet the scenarios of nuclear war we would have the capability to respond to other emergencies because the mechanisms to respond to peacetime or wartime emergencies are not all that different.

General Lewis stated that it was not necessarily true that if you prepared for the most severe case then you have covered everything lesser.

Mr. Giuffrida replied by stressing the importance of meeting national needs in a balanced way between military and civilian needs.

General Dalton said that we should not worry about specific allocation of resources but should be concerned with mechanisms to implement the decisions concerning allocation. He said the President alone would decide the allocation of resources.

Judge Clark said that he wanted to emphasize that this is a first draft policy statement. He found it healthy that there is a diversity of views and that everyone was doing their homework so that the undertaking can proceed.

Mr. Harper indicated that he could see a theme recurring through the statement which implied the application of direct controls to a continuum of emergencies. That did not make sense to him because the President's recent veto of the Petroleum Allocation Bill would suggest his reluctance to use any direct controls over the economy short of wartime emergencies. He added that the continuum of emergencies appears to cause problems. He suggested the use of categories of emergencies with concentration at the national level rather than a continuum because if broken into categories, planners would be able to draw the principles in tighter and be able to allocate resources, making maximum use of the free-enterprise system. He further suggested that concentration at the national level would result in beneficial spinoff in other emergencies.

Mr. Hodel stated that the continuum of emergencies also caused him trouble. He cited the veto of the Petroleum Allocations Bill as evidence. He further stated that we should establish the mechanism for dealing with emergencies now, but that the actual passage of emergency legislation could be accomplished much more easily during the emergency where it might be very difficult to do so prior to the emergency. In other words, it seems unnecessary preparation to focus on other than national emergencies. If we focus on the resources such as transportation, energy, and communications during national emergencies, we will be able to fill in the gaps for lesser emergencies later.

Mr. Schmults stated that he agreed with Mr. Hodel. He made the point that we should concentrate on emergencies that would overwhelm existing systems and mechanisms, rather than those with which we are presently able to cope. He made further reference to General Dalton, and he agreed with his earlier statements.

Mr. McNamar indicated that we should maintain maximum flexibility in the development of options. He thought that the statement did not give the proper impression concerning nuclear war because it did not make the point that our preparations for the contingency did not in any way lessen our desire to prevent it. He stated further that he thought reference to nuclear war should be omitted from the statement.

Mr. Wright said that he agreed. He also made the point that you must take into account, at the lowest level, the costs of each program. The costs will be addressed in the normal budget process. Domestic subsidies are an example of an extraordinary effort requiring planning. He added that this is a grey area and he didn't think we wanted to get into it.

Mr. Harper said he had an anecdote which illustrated the ability of the private sector to cope with less than national emergencies without Federal Government interference. A recent flood in a Pennsylvania community established the need for so many miles of pipe which were needed within 12 hours. A local company, with access to such pipe, was called on and responded within the required time frame. This points up the fact that it could be a waste of the taxpayers money to provide mechanisms for government intervention where the private sector infrastructure can already be relied upon. Obviously such reliance would not work in a holocaust.

Mr. Giuffrida responded that the example was an over simplification and misleading if generalized. Just because something worked in the Pennsylvania flood does not mean it always would. There is a Federal structure which is very often useful in local emergencies. Federal planning makes a difference and is appropriate. He said further that he endorsed Dalton that we should prepare for the worst case and also that McNamar's idea to rewrite the reference to nuclear war was justified. Then he said we shouldn't offer simple solutions to natural disasters; the Federal Government is helpful in assisting local communities and local officials get tested during local disasters.

General Lewis redirected discussions to the principles on page 2. He said that the programs to be implemented would be based on principles which address both civilian and military needs in an equitable and balanced manner, with reliance on free market and other voluntary arrangements as long as possible. He added that we must also pay attention to the following principles: maintain maximum Presidential and public policy flexibility such as offering multiple options for the President before going to wage and price controls; not limit preparedness measures to only one or a few scenarios; the responses should be applicable to as many scenarios as possible; direct preparedness measures should be available for dual use such as Civil Defense preparation for other than wartime disasters; measures should recognize enhanced preparedness of states and localities; most preparedness measures will be functionally interdependent among agencies and across preparedness programs, requiring interagency coordination and cooperation; and measures will emphasize a smooth transition from routine to emergency operation, taking full advantage of warnings.

Judge Clark asked if there were any comments.

General Dalton objected to the principle concerning dramatic departure from established public policy being avoided.

Mr. Ikle said he agreed and the principle should be omitted and should not preclude an abrupt transition.

Mr. McNamar commented on Mr. Ikle's point; and then he supported the principle that resources be allocated in an equitable manner because the appearance of equity is essential to maintaining public support.

Mr. Olmer suggested that we include language that we would continue to provide support to, and foster good relationships with our allies, while honoring our commitments to them.

Mr. Miller said that Mr. Olmer's views did represent State's feelings also and that such a view should be prominent in the policy statement in the section on military mobilization.

Mr. Giuffrida concurred.

General Lewis referred the members to page 3 and said that the more specific policy statements were extracted and aggregated from the Working Group input, that they provided broad program guidance and that they would be followed by a call for input to a plan of action which was the next step.

Mr. Wright again raised the budget issue in terms of providing resources and stated that the Agencies must submit budgets for the programs in the normal manner.

General Lewis moved on to the paragraph calling for the Director of FEMA to prepare technical planning guidance. He pointed out the purpose was to assist the Agencies as they prepare input to the plan of action. He said we must assure that the plans are all inclusive with nothing missing. He stated that the Director of FEMA had published similar documents in the past in the form of the Civil Emergency Actions Guide List and the Federal Master Mobilization Plan, but that those documents were incomplete.

Mr. Ikle asked General Lewis if he was proposing a change in the planning/guidance process for the Working Groups.

General Lewis responded that was not the case.

Mr. Ikle made the point that many of the Working Group members have talents and capabilities that FEMA may not have.

Mr. Trent said that the document should be fully coordinated before being published.

Mr. Giuffrida said he agreed and that such coordination was the way FEMA carries out its present mission. He added that there was no intent to dodge the talents available in the Working Groups but that it was in the FEMA mission to provide such guidance.

Mr. Olmer suggested that the introduction of this tasking might be inconsistent with the role of the Board and that we should clarify the respective roles of FEMA and the Board. The function of the Board should be included in the preamble with some specific comments as to what the Board is, to whom it reports, and its goals.

Mr. Giuffrida said that it was a good point and could be done.

General Lewis asked if he understood correctly that there was consensus that the Board would continue in operation as a permanent body.

There was some nodding of heads, but no actual response pro or con.

Mr. Hovde commented that nuclear war was mentioned twice and that it caused concern to him because he could see tomorrow's headline reading that high-level government officials plan for nuclear war.

Mr. Giuffrida stated that he had already suggested a change to the offending words.

As time was running out, General Lewis said the comments provided us enough material to revise the statement and that the Board members should continue to work with the Agency Working Groups members. He then recommended that the next meeting be held at 5:00 p.m. on April 21, 1982.

Judge Clark said the meeting would be held as recommended and that he appreciated the member's prior efforts and their comments today. He then told all present to have written comments to General Lewis the next day. The meeting was adjourned promptly.

Attachment

Third Board Meeting
Attendees

William P. Clark	Assistant to the President for National Security Affairs
Edwin L. Harper	Assistant to the President for Policy Development
Richard G. Darman	Assistant to the President and Deputy to the Chief of Staff
Louis O. Giuffrida	Director, Federal Emergency Management Agency
Donald J. Devine	Director, Office of Personnel Management
R. Timothy McNamar	Deputy Secretary of the Treasury
Edward C. Schmults	Deputy Attorney General, Department of Justice
Darrell M. Trent	Deputy Secretary of Transportation
Joseph R. Wright	Deputy Director, Office of Management and Budget
Fred C. Ikle	Under Secretary of Defense for Policy
Donald Paul Hodel	Under Secretary of the Interior
(Alt) Seeley Lodwick	Under Secretary of Agriculture
Lionel H. Olmer	Under Secretary of Commerce for International Trade
Malcolm R. Lovell, Jr.	Under Secretary of Labor
Donald I. Hovde	Under Secretary of Housing and Urban Development
William C. Clohan	Under Secretary of Education
Lt Gen James E. Dalton	Director, Joint Staff, Organization of the Joint Chiefs of Staff
(Alt) Robert H. Miller	Director of Management Operations, Department of State
(Alt) Charles E. Allen	Director, National Intelligence Emergency Planning Staff, Office of DCI
(Alt) William A. Vaughan	Assistant Secretary for Environmental Safety and Emergency Preparedness, Department of Energy
(Alt) COL Wayne G. Kay	Military Assistant to the Director, Office of Science and Technology Policy
(Alt) Dan Bourque	Deputy Executive Secretary, Health and Human Services
Bennett L. Lewis	Executive Secretary, Emergency Mobilization Preparedness Board

OFFICE OF POLICY DEVELOPMENT STAFFING MEMORANDUM FG318

DATE: 4/12/82 ACTION/CONCURRENCE/COMMENT DUE BY: 7YT/Sbe

SUBJECT: SMPB / Draft Minutes, 3rd Board Meeting

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	SMITH	☐	☐
PORTER	☐	☐	✓ UHLMANN	☐	☒
BANDOW	☐	☐	ADMINISTRATION	☐	☐
BAUER	☐	☐	DRUG POLICY		
BOGGS	☐	☐	TURNER	☐	☐
BRADLEY	☐	☐	D. LEONARD	☐	☐
CARLESON	☐	☐	OFFICE OF POLICY INFORMATION		
FAIRBANKS	☐	☐	GRAY	☐	☐
FRANKUM	☐	☐	HOPKINS	☐	☐
HEMEL	☐	☐	OTHER		
KASS	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
MALOLEY	☐	☐		☐	☐

REMARKS:

EDWIN L. HARPER
ASSISTANT TO THE PRESIDENT
FOR POLICY DEVELOPMENT
(X6515)



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

APR 9 1982

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

FROM: Bennett L. Lewis *B. Lewis*
Executive Secretary

SUBJECT: Draft Minutes, Third Board Meeting

Forwarded herewith are draft minutes of the third Board meeting (attachment 1). They have not been approved by the Chairman. It is important that you have access to the opinions expressed during the Board meeting. As soon as possible, an approved copy will be forwarded to you. You should find them helpful in the review of the second draft of the national policy statement being sent to you under separate cover.

In addition, the written comments provided by Board members in response to the Chairman's request are attached (attachment 2). These written comments expand on the comments made during the Board meeting and will be helpful in your work.

Attachments

OFFICE OF
POLICY DEVELOPMENT
1982 APR 12 P 5:31

ATTACHMENT 1

DRAFT

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General Dalton said that we should not worry about specific allocation of resources but should be concerned with mechanisms to implement the decisions concerning allocation. He said the President alone would decide the allocation of resources.

Judge Clark said that he wanted to emphasize that this is a first draft policy statement. He found it healthy that there is a diversity of views and that everyone was doing their homework so that the undertaking can proceed.

Mr. Harper indicated that he could see a theme recurring through the statement which implied the application of direct controls to a continuum of emergencies. That did not make sense to him because the President's recent veto of the Petroleum Allocation Bill would suggest his reluctance to use any direct controls over the economy short of wartime emergencies. He added that the continuum of emergencies appears to cause problems. He suggested the use of categories of emergencies with concentration at the national level rather than a continuum because if broken into categories, planners would be able to draw the principles in tighter and be able to allocate resources, making maximum use of the free-enterprise system. He further suggested that concentration at the national level would result in beneficial spinoff in other emergencies.

Mr. Hodel stated that the continuum of emergencies also caused him trouble. He cited the veto of the Petroleum Allocations Bill as evidence. He further stated that we should establish the mechanism for dealing with emergencies now, but that the actual passage of emergency legislation could be accomplished much more easily during the emergency where it might be very difficult to do so prior to the emergency. In other words, it seems unnecessary preparation to focus on other than national emergencies. If we focus on the resources such as transportation, energy, and communications during national emergencies, we will be able to fill in the gaps for lesser emergencies later.

Mr. Schmults stated that he agreed with Mr. Hodel. He made the point that we should concentrate on emergencies that would overwhelm existing systems and mechanisms, rather than those with which we are presently able to cope. He made further reference to General Dalton, and he agreed with his earlier statements.

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Mr. McNamar indicated that we should maintain maximum flexibility in the development of options. He thought that the statement did not give the proper impression concerning nuclear war because it did not make the point that our preparations for the contingency did not in any way lessen our desire to prevent it. He stated further that he thought reference to nuclear war should be omitted from the statement.

Mr. Wright said that he agreed. He also made the point that you must take into account, at the lowest level, the costs of each program. The costs will be addressed in the normal budget process. Domestic subsidies are an example of an extraordinary effort requiring planning. He added that this is a grey area and he didn't think we wanted to get into it.

Mr. Harper said he had an anecdote which illustrated the ability of the private sector to cope with less than national emergencies without Federal Government interference. A recent flood in a Pennsylvania community established the need for so many miles of pipe which were needed within 12 hours. A local company, with access to such pipe, was called on and responded within the required time frame. This points up the fact that it could be a waste of the taxpayers money to provide mechanisms for government intervention where the private sector infrastructure can already be relied upon. Obviously such reliance would not work in a holocaust.

Mr. Giuffrida responded that the example was an over simplification and misleading if generalized. Just because something worked in the Pennsylvania flood does not mean it always would. There is a Federal structure which is very often useful in local emergencies. Federal planning makes a difference and is appropriate. He said further that he endorsed Dalton that we should prepare for the worst case and also that McNamar's idea to rewrite the reference to nuclear war was justified. Then he said we shouldn't offer simple solutions to natural disasters; the Federal Government is helpful in assisting local communities and local officials get tested during local disasters.

General Lewis redirected discussions to the principles on page 2. He said that the programs to be implemented would be based on principles which address both civilian and military needs in an equitable and balanced manner, with reliance on free market and other voluntary arrangements as long as possible. He added that we must also pay attention to the following principles: maintain maximum Presidential and public policy flexibility such as offering multiple options for the President before going to wage and price controls; not limit preparedness measures to only one or a few scenarios; the responses should be applicable to as many scenarios as possible; direct preparedness measures should be available for dual use such as Civil Defense preparation for other than wartime disasters; measures should recognize enhanced preparedness of states and localities; most preparedness measures will be functionally interdependent among agencies and across preparedness programs, requiring interagency coordination and cooperation; and measures will emphasize a smooth transition from routine to emergency operation, taking full advantage of warnings.

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Judge Clark asked if there were any comments.

General Dalton objected to the principle concerning dramatic departure from established public policy being avoided.

Mr. Ikle said he agreed and the principle should be omitted and should not preclude an abrupt transition.

Mr. McNamar commented on Mr. Ikle's point; and then he supported the principle that resources be allocated in an equitable manner because the appearance of equity is essential to maintaining public support.

Mr. Olmer suggested that we include language that we would continue to provide support to, and foster good relationships with our allies, while honoring our commitments to them.

Mr. Miller said that Mr. Olmer's views did represent State's feelings also and that such a view should be prominent in the policy statement in the section on military mobilization.

Mr. Giuffrida concurred.

General Lewis referred the members to page 3 and said that the more specific policy statements were extracted and aggregated from the Working Group input, that they provided broad program guidance and that they would be followed by a call for input to a plan of action which was the next step.

Mr. Wright again raised the budget issue in terms of providing resources and stated that the Agencies must submit budgets for the programs in the normal manner.

General Lewis moved on to the paragraph calling for the Director of FEMA to prepare technical planning guidance. He pointed out the purpose was to assist the Agencies as they prepare input to the plan of action. He said we must assure that the plans are all inclusive with nothing missing. He stated that the Director of FEMA had published similar documents in the past in the form of the Civil Emergency Actions Guide List and the Federal Master Mobilization Plan, but that those documents were incomplete.

Mr. Ikle asked General Lewis if he was proposing a change in the planning/guidance process for the Working Groups.

General Lewis responded that was not the case.

Mr. Ikle made the point that many of the Working Group members have talents and capabilities that FEMA may not have.

Mr. Trent said that the document should be fully coordinated before being published.

Mr. Giuffrida said he agreed and that such coordination was the way FEMA carries out its present mission. He added that there was no intent to dodge the talents available in the Working Groups but that it was in the FEMA mission to provide such guidance.

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Mr. Olmer suggested that the introduction of this tasking might be inconsistent with the role of the Board and that we should clarify the respective roles of FEMA and the Board. The function of the Board should be included in the preamble with some specific comments as to what the Board is, to whom it reports, and its goals.

Mr. Giuffrida said that it was a good point and could be done.

General Lewis asked if he understood correctly that there was consensus that the Board would continue in operation as a permanent body.

There was some nodding of heads, but no actual response pro or con.

Mr. Hovde commented that nuclear war was mentioned twice and that it caused concern to him because he could see tomorrow's headline reading that high-level government officials plan for nuclear war.

Mr. Giuffrida stated that he had already suggested a change to the offending words.

As time was running out, General Lewis said the comments provided us enough material to revise the statement and that the Board members should continue to work with the Agency Working Groups members. He then recommended that the next meeting be held at 5:00 p.m. on April 21, 1982.

Judge Clark said the meeting would be held as recommended and that he appreciated the member's prior efforts and their comments today. He then told all present to have written comments to General Lewis the next day. The meeting was adjourned promptly.

Attachment

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Third Board Meeting
Attendees

William P. Clark	Assistant to the President for National Security Affairs
Edwin L. Harper	Assistant to the President for Policy Development
Richard G. Darman	Assistant to the President and Deputy to the Chief of Staff
Louis O. Giuffrida	Director, Federal Emergency Management Agency
Donald J. Devine	Director, Office of Personnel Management
R. Timothy McNamar	Deputy Secretary of the Treasury
Edward C. Schmults	Deputy Attorney General, Department of Justice
Darrell M. Trent	Deputy Secretary of Transportation
Joseph R. Wright	Deputy Director, Office of Management and Budget
Fred C. Ikle	Under Secretary of Defense for Policy
Donald Paul Hodel	Under Secretary of the Interior
Alt) Seeley Lodwick	Under Secretary of Agriculture
Lionel H. Olmer	Under Secretary of Commerce for International Trade
Malcolm R. Lovell, Jr.	Under Secretary of Labor
Donald I. Hovde	Under Secretary of Housing and Urban Development
William C. Clohan	Under Secretary of Education
Lt Gen James E. Dalton	Director, Joint Staff, Organization of the Joint Chiefs of Staff
Alt) Robert H. Miller	Director of Management Operations, Department of State
Alt) Charles E Allen	Director, National Intelligence Emergency Planning Staff, CIA
Alt) William A. Vaughan	Assistant Secretary for Environmental Safety and Emergency Preparedness, Department of Energy
Alt) COL Wayne G. Kay	Military Assistant to the Director, Office of Science and Technology Policy
Alt) Dan Bourque	Deputy Executive Secretary, Health and Human Services
Bennett L. Lewis	Executive Secretary, Emergency Mobilization Preparedness Board

ATTACHMENT 2



United States
Office of
Personnel Management

Washington, D. C. 20415

Reference

Reference

General Bennett L. Lewis
Executive Secretary
Emergency Mobilization Preparedness
Board
500 C Street, S.W.
Washington, D.C. 20472

APR 6 1982

Dear General Lewis:

At the March 31, 1982, meeting of the Emergency Mobilization Preparedness Board (EMPB), Chairman Clark requested additional comments on the proposed National Policy Statement. Our primary concerns relate to the need for better definition of the types of emergencies the Board should address and the lack of specificity regarding the degree of involvement in those various kinds of emergencies. (The definition in the Policy Statement covers emergencies ranging from earthquakes to nuclear war.)

We recommend the exclusion of lesser emergencies from Board consideration and the development of a different format or mechanism to deal with those problems. Our feeling is that the inclusion of lesser emergency categories dilutes the importance of the Board and may have a deleterious effect on generating support for its efforts.

Thank you for the opportunity to comment on this matter.

Sincerely,


Donald J. Devine
Director

memorandum

Subject: National Policy Statement on Emergency
Mobilization Preparedness

Date: April 2, 1982

From: Darrell M. Trent
The Deputy Secretary
DOT Member, EMPB

Reply to
Attn. of:

To: Bennett Lewis
Executive Secretary, EMPB

In response to Chairman Clark's request for comments on the draft policy statement, I would like to reiterate my support for Fred Ikle's position on the matter of detailed technical guidance on Board policies and implementation measures. If indeed this is even an appropriate matter for inclusion in the general policy statement or an appropriate role for the Board, it should definitely be included in the purview of the working groups responsibilities. Only by utilizing this carefully conceived interdepartmental structure can we be assured of applying the time and balanced technical expertise essential to the detailed review and coordination of such guidance.

I also believe that the matter of addressing overall budget strategy merits further consideration for inclusion in the policy statement. This is particularly relevant as it pertains to those civil agencies which are operating in a declining budget environment as opposed to those agencies with predominant preparedness roles where budgets are increasing.

I am concerned about the contingency planning balance between defense mobilization and peacetime emergencies. I would only affirm my support for the primary emphasis on defense mobilization. Peacetime crises are a major national problem and should receive a high priority, but I am concerned about how broad the emphasis on peacetime contingency planning should be. It is extremely difficult to anticipate and prepare for peacetime emergencies. Contingency planning is necessary for peacetime emergencies, but the procedures and criteria in developing the approach should be carefully evaluated.

We will be pleased to elaborate on these matters if you desire additional comment.

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WASHINGTON, D.C. 20301

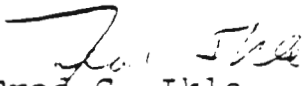
5 APR 1982

In Reply Refer To:
I-08440/82MEMORANDUM FOR THE CHAIRMAN OF THE EMERGENCY MOBILIZATION
PREPAREDNESS BOARDSUBJECT: Proposed National Emergency Mobilization Policy
Statement

This responds to your request at the meeting of the Emergency Mobilization Preparedness Board (EMPB) for our comments on the draft National Emergency Mobilization Policy Statement. We have reviewed this policy statement very carefully, and conclude that it should be strengthened in several areas.

First, the draft omits mention of the role of the EMPB itself in the mobilization planning process. Within the national mobilization policy, this Board will formulate guidance, coordinate planning, and resolve issues -- functions vital to the success of our national emergency preparedness effort. Second, in assigning to the Director, FEMA, the responsibility to prepare detailed technical guidance to be issued by the Board, the draft policy statement provides him a role not envisioned by either the President's memorandum establishing the Board, or existing executive authorities. Third, the draft does not emphasize sufficiently the relationship between mobilization preparedness and national defense. The policy statement should reflect the commitment of this Administration to harness the mobilization potential of the nation in support of the armed forces.

I have attached a copy of the overall broad policy portion of the draft statement, marked up to indicate some changes which would strengthen the statement in the areas highlighted above. It is our understanding that the Working Group Chairmen have been asked to provide comments on the specific policy statements within the next two weeks. We therefore will provide any comments we may have on those portions of the draft through our representatives on the working groups.


Fred C. IkleAttachment
a/s

National Security Decision Directive

EMPB - 3/

PREAMBLE**DRAFT**

A fundamental obligation of government is to provide for the security of the Nation and to ensure the preservation of its people, values, and social, economic and political structures. ~~[in the face of even the most catastrophic emergencies]~~ Inherent in this obligation is the requirement to have a capability to respond to a full spectrum of emergencies. ~~[from local disasters and civil disorders through conventional and nuclear war]~~

The United States Government shall be prepared to provide ~~[a predictable]~~ appropriate, ^{as} effective, ^{and} ~~[efficient]~~ response to ~~[the entire spectrum of]~~ emergencies. All departments and agencies of the Federal Government shall be prepared to deal effectively with emergencies and shall program and budget sufficient funds to assure that these capabilities exist.

^{necessary}
UNITED STATES EMERGENCY MOBILIZATION PREPAREDNESS POLICY

It is the policy of the United States to develop and maintain emergency mobilization preparedness programs through which governments at all levels in partnership with the private sector and the American people can respond appropriately and effectively to peacetime and wartime emergencies. These programs are to be directed initially at the correction of the most serious emergency mobilization deficiencies and are to contribute to the:

- ~~[deterrence of war and acts of terrorism, and the prevention of severe resource shortages and technological hazards]~~
 - mitigation of the adverse consequences of ^{than} emergencies ~~[that cannot be deterred or prevented]~~
 - ^{Prompt} ~~[predictable]~~ and efficient response to emergencies that ^{do} occur; and
 - prompt recovery of communities, regions, and the Nation from the effects of ~~[the full spectrum of]~~ emergencies ~~[including nuclear war]; and~~
 - preservation of basic elements of constitutional government, including separation of powers, civilian control of the military, and ~~federalism~~ ^{the structure}; and
 - ~~[preservation of a market-based economy, free from undue governmental regulation]~~
-
- Maintenance and support of the armed forces, while meeting the needs of the national economy and other civil emergency preparedness requirements;
 - Deterrence of and response to acts of terrorism;
 - Prevention of severe resource shortages and technological hazards

/Comment: This break-out and sequencing will provide appropriate emphasis. The lead entry is a quotation from the President's memorandum of 17 December 1981 establishing the EMPB./

The Emergency Mobilization Preparedness programs will be based on the following principles:

- Federal agencies responsible for the management of the Nation's civilian and military resources will be prepared to utilize those resources to meet both essential civilian and military requirements across the full spectrum of peacetime and wartime emergencies. They must be prepared to allocate these resources in an equitable ~~effective~~ ^{effective} (and ~~efficient~~) manner. ~~So as to maximize the payoffs from mobilized resources.~~
- To the extent possible,*
- ~~Primary~~ reliance will be placed on market mechanisms and voluntary arrangements that permit the full utilization of the inherent strengths of the American economy and society.
- Whenever possible,*
- Plans and procedures will be designed to retain maximum flexibility for the President and other senior officials in the application of emergency authority and the implementation of emergency programs. Measures that represent dramatic departures from established public policies will be avoided. However, plans will provide maximum latitude to modify established policies to meet emergency conditions.
- nuclear disaster and*
- Preparedness measures will address the full spectrum of peacetime and wartime emergencies including ~~the unlikely emergency of~~ nuclear war. To the greatest degree possible, preparedness measures should be applicable to more than one set of emergency conditions.
- Preparedness measures will emphasize enhanced preparedness of States and localities to handle their basic responsibilities for the protection of their lives and properties of their citizens and provide for a pre-eminent Federal role only in areas where the Federal Government must assume the lead in order to protect national interests and the general population.
- Preparedness measures will reflect functional interdependencies among agencies, activities and across preparedness programs. This requires sustained attention to the impact of changes in one set of activities upon other activities and programs.
- prepare for the*
- Preparedness measures will ~~emphasize a smooth~~ transition from routine to emergency operations and will be designed to make effective use of any period of time which may be available following the receipt of political, strategic and tactical warnings. ~~While emergencies are, by definition, discounting events.~~ It is imperative that the Government develop capabilities to minimize the start-up time required for emergency responses.

Consistent with these principles, agencies will:

- improve the responsiveness of all ^{facilities} ~~[significant]~~ resources and services (energy, transportation, communications, health, human, industrial production, food, social services) to demands for ~~[significant]~~ increases in output and/or re-allocations from less essential to more essential military and civilian needs;
- improve the prospects for the continuous performance of governmental functions essential to national survival and recovery;
- enhance the capabilities of the government to manage the mobilization ^{the execution of} ~~program~~ ^{program} ~~Free~~ ^{enhance the possibility for};
- implement a civil defense program that will ~~ensure the~~ ^{enhance the possibility for} survival of the bulk of the population under conditions of strategic warning; and
- improve the capabilities of the United States economic and legal systems to cope with any instabilities arising from emergency conditions.

~~[In addition to the program implementation measures detailed on the attached specific policy statements, the Director of FEMA will prepare detailed technical guidance to be issued by the Board. This guidance will contain, inter alia specifics on:~~

- ~~the types of emergency situations for which planning is to be accomplished;~~
- ~~the major events, actions and decisions associated with each situation and the relationships among these items;~~
- ~~the phases of emergency mobilization processes appropriate to each situation; and~~
- ~~application of preparedness principles contained in this policy statement.]~~

Accordingly, I direct the establishment of a United States Emergency Mobilization Preparedness Program which will provide the capability to respond to all civil-military emergencies in accordance with the attached detailed programs, and other programs which might be developed subsequently.

Presidential Directive/NSC-57 is hereby rescinded.

Attachment

Consistent with this statement of national emergency mobilization policy, the Emergency Mobilization Preparedness Board will formulate mobilization policy and planning guidance, coordinate interdepartmental mobilization planning efforts, resolve emergency preparedness issues, and monitor and report on emergency preparedness progress. In this regard, the Emergency Mobilization Preparedness Board will prepare and promulgate such technical guidance as may be necessary to the achievement of emergency preparedness objectives.



DEPARTMENT OF STATE

Washington, D.C. 20520

April 1, 1982

MEMORANDUM

TO: General Bennett L. Lewis
EMPB Executive Secretary

FROM: Ambassador Robert H. Miller¹
Department of State Representative

SUBJECT: Comments on Draft EMP Policy Statement

The meeting raised a number of important questions which go to the center of the EMPB role and purpose. Some of these, the range of emergencies to be considered and the continued existence of EMPB after the planning stage, need more consideration than they had in the time allotted.

From our viewpoint the critical issue, raised by Commerce Under Secretary Olmer, is the necessity of taking account of the role, contribution and interdependence of our allies. This should be prominent in the policy statement and in the section on military mobilization.

Let me note also that the two issues raised for the Board in the submission by the Emergency Communications WG should be addressed at an early date. The reliance on information processing is as critical as communication. Because the two are so closely related, to minimize coordination problems, we think a sub-WG of the Emergency Communications WG should deal with information processing. The other issue, the shortage of technically qualified professionals is wider than an emergency matter but will compound emergency situations.



Department of Energy
Washington, D.C. 20585

APR 1 1982

Major General Bennett L. Lewis
Executive Secretary
Emergency Mobilization Preparedness
Board
Washington, D.C. 20472

Dear General Lewis:

As requested at yesterday's EMPB meeting, enclosed are our comments on the draft National Policy Statement on Emergency Mobilization Preparedness. I hope they will be useful in preparing a revised draft of the subject document.

Sincerely,

Ronald L. Winkler
Departmental Liaison Officer

Enclosure

April 1, 1982

SUGGESTIONS FOR IMPROVING THE DRAFT NATIONAL POLICY
STATEMENT ON EMERGENCY PREPAREDNESS

o The current draft statement does not recognize the existence of the National Defense Executive Reserve. These highly qualified industry executives are an essential element in dealing with emergencies. Suggest that recognition be afforded and that a policy regarding the dependence on these individuals be included in the statement.

o Executive guidance for the implementation and coordination of the agency assignments is not specified in the current draft statement. This guidance should be provided by the National Security Council or the Emergency Mobilization Preparedness Board.

o Agency heads should be charged with the responsibility for emergency mobilization preparedness. Their normal authority should not be assigned to others for emergency action. As a monitor of the agency emergency preparedness actions, the OMB should require a budget line entry for emergency preparedness for each agency.

o Throughout the statement the words "conventional" and "nuclear" should be deleted. Let a wartime situation be the ultimate emergency with no distinction as to type.

o Thought should be given to maintenance of distinction between "legal" and "equitable." Legal problems exist in the area of anti-trust conflict for Executive Reserves and possibly for industrial organizations working together to resolve an emergency. There is a possible need for an amendment of statutes.

o Although this statement will reflect Federal policy, it must recognize that States have to prepared for emergencies at their own initiative since the Federal Government cannot direct State actions.

o Coordination of emergency preparedness planning actions among Federal agencies is essential, if an effective program is to exist. The draft statement should emphasize this needed coordination.



THE DEPUTY SECRETARY OF THE TREASURY

WASHINGTON, D.C. 20220

April 1, 1982

MEMORANDUM FOR WILLIAM P. CLARK, CHAIRMAN, EMERGENCY
MOBILIZATION PREPAREDNESS BOARD

SUBJECT : EMPB Policy Statement

At yesterday's Board meeting, you requested that we put in writing our comments on the proposed Mobilization Preparedness Policy Statement.

We found the broad statement generally okay, as it picks up a number of themes which are consistent with the President's policies. I have two specific suggestions. They are:

1. Add to the Preamble language which recognizes the horror of nuclear war and which states explicitly our position that planning to mitigate such a war's effects will in no way lessen our efforts to avoid it.
2. Add on page 2 a "principle" that preparedness measures will be designed with due regard for preserving and enhancing public morale and will be administered so that the burden is distributed fairly.

I also notice that the draft does not address several issues raised in the memorandum you distributed to us on March 5. Specifically,

- There are no criteria for evaluating possible options for investment (depending on perspective, much of statement reads like an open-ended demand that departments invest, or a blank check that they do so)

- The Statement is silent on mechanisms for allocating resources among military and civilian claimants
- The Statement is silent on setting aside regulations which could impede mobilization.

It seems to me that the Board should focus on these issues, and consider including them in the policy statement.

Finally, it would be very useful for the Board to review the specific working group policy statements, after the working groups have reviewed them. Board review would make certain that the detailed statements are consistent with overall policy and would ensure that all Departments' views are incorporated.

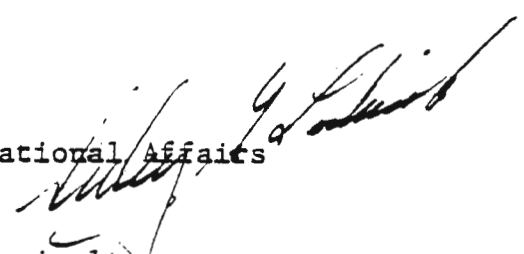


R. T. McNamar

MEMORANDUM FOR: BENNETT L. LEWIS
EXECUTIVE SECRETARY

FROM: Honorable Seeley Lodwick
Under Secretary for International Affairs
and Commodity Programs

SUBJECT: Input from Department of Agriculture



As requested by Chairman Clark, we are supplying the following comments on the overall national policy statement.

The Department of Agriculture is inclined to support the position for deleting references to nuclear war from the policy statement, we feel that we might agree to a reference to war, as long as nuclear was not included.

In the second paragraph of the preamble we would like the word predictable deleted. The statement is stronger without it. We also would replace "predictable" with "appropriate" in the third "bullet" in the policy statement.

In the sixth "bullet" we would substitute the word "restoration" for "preservation".



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

APR 9 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM:

Bennett L. Lewis

Executive Secretary

SUBJECT:

Second Draft National Policy Statement on Emergency
Mobilization Preparedness

The comments expressed by you or your alternate at the third Board meeting on March 31, 1982, provided guidance concerning the initial draft of the national policy statement. A second draft (attached) has been prepared by the Secretariat which reflects our interpretations of those comments, both oral and written. The draft minutes of the third Board meeting and copies of the written comments are being forwarded to you by separate memorandum for your information.

In preparation for the next Board meeting, I ask that you provide written comments to me by April 16, 1982. This is the same date that Working Group Chairmen are to have comments to the Secretariat on the national policy statement and on their specific areas of consideration. The Secretariat will in turn prepare a third draft using your comments (and those of the Working Group Chairmen). The third draft will be distributed to you during the week beginning April 19 so that you will have the latest version for comment prior to the fourth meeting.

Attachment

cc: Working Group Chairmen
Agency Liaison Officers

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National Security Decision Directive

PREAMBLE

A fundamental obligation of government is to provide for the security of the Nation and to protect its people, values, and social, economic and political structures. An integral part of the obligation is the development of an emergency mobilization preparedness program which will provide an effective capability to meet defense and essential civilian needs across a spectrum of major peacetime and wartime emergencies.

UNITED STATES EMERGENCY MOBILIZATION PREPAREDNESS POLICY

It is the policy of the United States to develop and maintain emergency mobilization preparedness programs through which governments at all levels, in partnership with the private sector and the American people, can respond effectively to major peacetime and wartime emergencies. These programs are to be directed initially at the correction of the most serious emergency mobilization deficiencies in our capabilities to respond to emergencies that threaten national security.

In the context of such emergencies, emergency mobilization preparedness programs must contribute to:

- ° deterrence of nuclear attack and other forms of aggression against the nation and its allies;
- ° effective responses to attempts at coercion, nuclear blackmail and economic warfare;
- ° successful prosecution and favorable termination of armed conflict;
- ° preservation of constitutional government, even under conditions of nuclear attack;
- ° prompt recovery of affected areas and the restoration of national systems, including the armed forces; and
- ° maintenance of alliances and continuation of mutually beneficial interaction and arrangements with allies before, during, and after armed conflict.

In the case of major peacetime emergencies, emergency mobilization preparedness programs must contribute to:

- ° mitigation of the physical hazards to vital national assets;
- ° prompt and coordinated Federal assistance to affected State and local governments and communities;
- ° effective national allocation of scarce resources necessary for the maintenance of essential governmental functions and economic activities; and
- ° effective management of resources to reduce the consequences of such emergencies on governmental institutions, national defense, and the economy.

PREPAREDNESS PROGRAMS

In order for emergency mobilization preparedness programs to make these contributions, Federal Agencies must develop and maintain:

- ° military mobilization preparedness programs which will increase capabilities to:
 - expand the size of the active force through total mobilization
 - increase combat readiness of reserve forces
 - deploy forces from CONUS to theaters of operation
 - reconstitute the forces during and after conventional and nuclear attacks
 - sustain the armed forces in protracted conflict
 - provide assistance to civilian authorities and support to civil defense
- ° industrial mobilization preparedness programs which will increase capabilities to:
 - enhance industrial mobilization capability to sustain and resupply our military forces in protracted conflict
 - maintain essential civilian production
 - retain access to a secure, reliable, and sufficient supply of critical raw and processed materials
- ° health, human resources, food-agriculture preparedness programs which will increase capabilities to:
 - expand supplies of resources available for allocation in emergencies
 - enhance capabilities to utilize available resources to:
 - support and sustain the armed forces
 - provide for essential civilian needs

- ° economic stabilization preparedness programs which will increase capabilities to:
 - maintain stable economic conditions
 - minimize the adverse economic consequences of emergencies and emergency operations
- ° public finance preparedness programs which will increase capabilities to:
 - develop and implement tax programs to raise revenues
 - reallocate appropriated funds to finance emergency operations
- ° civil defense preparedness programs which will:
 - increase substantially the proportion of the American public expected to survive a nuclear attack
 - maintain government continuity at State and Local levels
 - maintain State and local capabilities to direct survival operations after nuclear attack
 - increase the capability for effective response to peacetime emergencies
- ° continuity of government preparedness programs which will increase capabilities to:
 - accomplish a smooth transition from routine to emergency operations
 - ensure the continuous performance of all essential government functions and Presidential roles
- ° emergency communications preparedness programs which will increase capabilities to:
 - maintain effective and survivable telecommunications systems essential for all emergency mobilization operations
- ° law enforcement and public safety preparedness programs which will increase capabilities to:
 - provide public safety and continued enforcement of federal and state laws during emergency conditions
 - prevent large scale social disorders

- ° social services preparedness programs which will increase capabilities to:
 - provide emergency social services to meet health and survival needs of recipients.

PRINCIPLES FOR EMERGENCY MOBILIZATION PREPAREDNESS PROGRAMS

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

WARTIME

- Preparedness measures should address the full spectrum of wartime/national security emergencies, including protracted and massive nuclear wars.
- The development of the structure of policies, plans, authorities, and processes for full mobilization should receive priority attention. Once this is complete, modifications of this structure for total mobilization should be introduced.
- Where applicable preparedness measures should emphasize the partnership between Federal and State/local governments upon which effective programs depend.
- Preparedness programs must be developed in close coordination with the private sector upon which many of the requirements for effective emergency responses must fall. To the maximum degree possible, consistent with security requirements, the private sector must be brought into partnership with responsible government agencies.
- Resource management and economic stabilization programs must develop plans and procedures for governmental intervention into the market place to ensure the enhancement of supply and the allocation of resources to essential civilian and military needs. These mechanisms should provide for both gradual and abrupt replacement of market forces by governmental regulations.
- Plans and procedures should be designed to retain maximum flexibility for the President and other senior officials in the implementation of emergency actions below and above the threshold of declared national emergencies and wars. Plans should avoid rigid "either-or" choices that limit Presidential options.

- Mobilization for war will require new public policies many of which differ substantially from those pursued in peacetime. The implementation of these policies will be greatly facilitated by policy planning which identifies and evaluates alternative policies appropriate to emergency situations.
- Preparedness measures should reflect functional interdependencies among agency activities and across preparedness programs. There must be close and continuous coordination between DOD and civilian agencies to ensure consistent approaches to common problems.
- Preparedness measures will emphasize a smooth transition from routine to emergency operations and will be designed to make effective use of any periods of time which may be available following the receipt of political, strategic, and tactical warnings. It is imperative that the Government develop capabilities to minimize the start-up time required for emergency responses.
- All designated Federal claimant agencies should attach high priority to improved capabilities to identify and prioritize their requirements for national resources.
- All designated Federal resource agencies should improve their capabilities to identify, evaluate, and manage (allocate) the resources under their cognizance to meet military and essential civilian requirements.
- Preparedness measures to be specified in the Plan of Action must recognize the importance of short run (run FY 83) improvements in the Government's ability to make effective use of the existing mobilization base.
- Preparedness measures to expand the size or improve the quality of the mobilization base should be developed in the post FY 1983 time frame. These measures should be designed to meet specific requirements for national emergencies that will not be met by the dynamics of the market-based economy.
- Preparedness measures must seek reductions in the administrative lead time required before the Nation's resources can be effectively applied to management of the consequences of emergencies.
- Preparedness measures that will facilitate the waiving or modification of socioeconomic regulations that delay emergency responses should receive priority attention.

PEACETIME

- Primary emphasis in preparedness programs for major peacetime emergencies must focus on preparedness for those emergencies which cannot be dealt with adequately through the use of the authorities in Public Law 93-288.
- Emphasis, therefore, must be placed on domestically generated emergencies which (a) impact substantially upon established national governmental, economic and defense objectives, and/or; (b) produce multi-State consequences which cannot be managed effectively without substantial Federal presence and/or; (c) arise within spheres of activity in which there is an established Federal preeminence.
- Preparedness programs must also be designed to increase capabilities to cope with (a) resource shortages arising from politically or economically motivated disruptions of essential supplies from foreign sources, and (b) serious disruptions of services, e.g., transportation, which cripple economic activity and threaten national defense.
- Peacetime preparedness programs should emphasize the partnership between Federal and State/local governments upon which effective response depends.
- Preparedness programs must be developed in close coordination with the private sector upon which many of the requirements for effective emergency responses must fall. To the maximum degree possible, consistent with security requirements, the private sector must be brought into partnership with responsible government agencies.
- Preparedness measures for allocation of resources during peacetime emergencies should emphasize procedures which rely primarily on market-based mechanisms.
- Economic stabilization preparedness measures should provide mechanisms which avoid the imposition of direct economic controls except on a temporary basis in affected areas.
- Preparedness measures for peacetime emergencies should facilitate responses necessary for temporary and selective departures from established public policies and the prompt restoration of routine policies and programs.

- Preparedness measures must reflect the gradual realignment of responsibilities from the Federal to State and local governments, and assist those jurisdictions in the development of capabilities to handle these new responsibilities.

MANAGEMENT

Consistent with the policy outlined in this statement, the Emergency Mobilization Preparedness Board will assign on an ad hoc basis additional tasks to Working Groups and/or individual Federal agencies. These tasks will, inter alia, require the preparation of various materials for issuance by the Board. Through these tasks, the Board will provide additional planning guidance, coordinate interagency planning efforts, and assess the status of ongoing preparedness efforts.

Accordingly, I direct the establishment of a United States Emergency Mobilization Preparedness Program which will provide the capability to respond to all civil-military emergencies in accordance with the attached detailed programs, and other programs which might be developed subsequently.

I further direct that all Federal departments and agencies manage their financial and human resources to assure the development of the required capabilities.

Presidential Directive/NSC-57 is hereby rescinded.

Attachment

THE WHITE HOUSE
WASHINGTON

WS

March 4, 1982

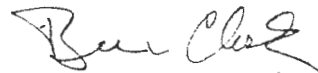
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MEMORANDUM FOR THE HONORABLE DAVID B. SWOAP
The Under Secretary of Health and
Human Services

SUBJECT: Emergency Mobilization Preparedness Board

Thank you for your letter of February 10 affirming your commitment to participate actively in strengthening our emergency mobilization preparedness capability. Your examples of possible issues that should be considered by the Board are especially appreciated.

I have asked Ben Lewis, our Board's Executive Secretary, to ensure the issues you raised are included on the evolving list of items for possible Board consideration. He also will provide to you the status of ongoing working group efforts to address each issue. As you indicated, resolution of such issues will be the key to developing an effective and implementable national policy.



William P. Clark

NSC #8200945

NATIONAL SECURITY COUNCIL

ACTION

February 23, 1982

MEMORANDUM FOR WILLIAM P. CLARK

SIGNED

FROM: HORACE L. RUSSELL *HR*SUBJECT: Under Secretary Swoap's Letter Assuring
His Commitment to the Emergency Mobilization
Preparedness Board (EMPB)

David Swoap, Under Secretary of Health and Human Services, at Tab II assures you of his commitment to support the EMPB and working groups. He also identified possible issues for the Board to consider. As Swoap acknowledges, similar issues are already being addressed at the working group level.

Ben Lewis concurs.

RECOMMENDATION

That you sign the memo to Swoap at Tab I thanking him for his commitment and indicating he will be provided the status on ongoing efforts addressing the issues.

Approve ✓

Disapprove _____

Attachments

Tab I Memo to Under Secretary Swoap
Tab II Incoming Letter

0945



THE UNDER SECRETARY OF HEALTH AND HUMAN SERVICES
WASHINGTON, D.C. 20201

10 Jan

Honorable William P. Clark
Assistant to the President for
National Security Affairs
National Security Council
Washington, D.C. 20506

Dear Mr. ^{Bill}Clark:

This letter is to assure you of my commitment and that of this Department to participate actively in the work of the emergency mobilization preparedness board and working groups.

The Assistant Secretaries for Health and Human Development Services have formed their working groups and are moving forward to define in detail this Department's emergency responsibilities and to improve our capability to respond to both military and peacetime emergencies.

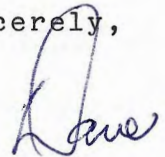
I met with them and others on my staff yesterday to discuss possible issues that I should put before the board. As a result, I submit the following for your consideration:

- o The need to plan for a coordinated Federal response to peacetime disasters/emergencies - ad hoc responses are uncoordinated and inadequate. Federal assistance will be needed in catastrophic earthquakes or other large-scale civilian mass-casualty situations. Plans for a rapid coordinated Federal response are needed.
- o The need for more military support in peacetime disaster planning and response. The Department of Defense may be tasked by FEMA on an ad hoc basis to respond. This is done after a State Governor has requested assistance, and the Presidential declaration of a disaster has been made. These processes take time, and in addition it is difficult to arrange to respond effectively after events occur. Much more advance planning is needed between DOD and civilian Federal agencies to provide rapid, effective assistance to States in large-scale disasters.

- o Potential overlap between the leadership role of the EMPB and FEMA. The EMPB is new and will bring policy-level attention and support for emergency preparedness issues, policies, and programs. FEMA's current approach to planning and response may need to be reviewed and clarified under the direction of the board.
- o Potential overlap among EMPB working groups. For example, problems related to communications and transportation prevade all the groups. Food is related to the health, civil defense, social services and agriculture committees. Manpower problems also need to be addressed by several committees.

These are simply examples of possible items to which the board is already, I know, directing its attention, but I do feel that they are critical if we are to accomplish our overall task. We will continue to look forward to working with you and the board, and we will commit the full resources of this department toward this end.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Swoap", is written over a light blue rectangular stamp.

David B. Swoap
Under Secretary

**National Security Council
The White House**

Package # 945

82 FEB 23 P 3: 25

	SEQUENCE TO	HAS SEEN	ACTION
John Poindexter	<u>1</u>	<u>[initials]</u>	
Bud McFarlane	<u>2</u>	<u>[initials]</u>	
Jacque Hill	<u>3</u>	<u>[initials]</u>	
Judge Clark	<u>4</u>	<u>[initials]</u>	<u>A</u>
John Poindexter			
Staff Secretary			
Sit Room			
I-Information	<u>A-Action</u>	R-Retain	D-Dispatch SIGNED

DISTRIBUTION

CY To VP		Show CC	
CY To Meese		Show CC	
CY To Baker		Show CC	
CY To Deaver		Show CC	
Other			

COMMENTS

Jacque,
Mail letter from here and
put copy with the file.
John

March 4, 1982

Brian:

Action has been completed on the following and letters mailed from Santa Barbara. Copies will be maintained and returned to you with the Action Memo:

No. 1084 - Reply to Ltr from Senator Paula Hawkins (dtd March 4)

No. 945 - Memo to U/Sec. of Health and Human Services, David B. Swoap (dtd 3/4/82)

No. 0142 (add-on) - Ltr to Sec. of Commerce Baldrige (dtd March 4)

No. 614 (redo) - Ltr to Cong. Dunn; ltr to Cong. Oxley (dtd March 4)

No. 1049 - Memo to Ed Meese (passed direct to Flo Randolph) (dtd March 4)

No. 1116 - Ltr to David M. Kennedy (dtd March 4)

No. 1054 - Ltr to Rev. Joseph L. Bernardin (dtd March 5)

Jacque Hill

RECEIVED 16 FEB 82 15

TO CLARK

FROM SWOAP, DAVID B

DOCDATE 10 FEB 82

RUSSELL

23 FEB 82

KEYWORDS: EMERGENCY PREPARED"S CIVIL DEFENSE

SUBJECT: HHS PARTICIPATION RE EMERGENCY MOBILIZATION PREPAREDNESS BD &
WORKING GPS

ACTION: PREPARE MEMO FOR CLARK DUE: 24 FEB 82 STATUS X FILES

FOR ACTION

FOR CONCURRENCE

FOR INFO

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POINDEXTER

DEGRAFFENREID

COMMENTS ORIG PICKED UP BY ANGIE.

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ACTION OFFICER (S) ASSIGNED ACTION REQUIRED DUE COPIES TO

<i>clark</i>	<i>X 2/23</i>	<i>for dunn</i>	<i>2/24</i>	<i>Index, RK</i>
<i>C</i>	<i>3/4</i>	<i>Cluck sgl ltr</i>		

DISPATCH

ed in calif

W/ATTCH

FILE *2/24*

(C)

clark



THE UNDER SECRETARY OF HEALTH AND HUMAN SERVICES
WASHINGTON, D.C. 20201

02 MAR 19 P5:16 MAR 19 1982

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PR014-08
FG022

Honorable William P. Clark
Assistant to the President for
National Security Affairs
National Security Council
Washington, D.C. 20506

Dear Mr. Clark:

As requested at the last meeting of the Emergency Mobilization Preparedness Board (EMPB), the Working Groups on Health and on Social Services have prepared draft policy statements for inclusion in the draft Emergency Preparedness Policy. Enclosed for consideration by the Board are the statements.

We received the list of five basic policy issues transmitted in your letter of March 5, and have attempted to incorporate them into the policy statements. Because the issues you raise are broad and relate to all of the policy statements, we agree that they should be considered by the Board as a whole.

The identification of target dates for completion of the proposed programs and activities was done independently by each group, and we would welcome further direction from the Board on the overall timeframe.

I look forward to discussing these issues at the next Board meeting.

Sincerely,

David B. Swoap
Under Secretary

Enclosures

NISC #8201733

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Principal Working Group on Social Services

Policy Statement

I. Policy

It is the policy of the U. S. Government to provide guidance and assistance to State and local governments and the private sector with the provision of emergency social services to dependent populations during major peacetime or wartime emergencies. Although the delivery of emergency social services is primarily a State and local responsibility; during a major peacetime or wartime emergency, the Federal Government will provide national policy direction, available Federal resources, and will assist State and local governments with the delivery of essential social services. The program will contribute to the expeditious restoration of society with emphasis on maintenance of the basic family unit.

II. The Program

The Emergency Social Services Program must be capable of:

- accurately assessing the emergency situation and determining the appropriate social services response;
- distinguishing the responsibilities of various levels of government;
- coordinating existing Federal resources and assisting State and local governments in the use of these resources;
- identifying and requesting waivers that preclude the expeditious delivery of emergency social services such as age limits on Administration on Aging programs;
- making maximum use of private and volunteer resources throughout the process of planning for, managing and delivering emergency social services;
- developing mechanisms for assuring the allocation of resources are channeled towards the restoration of society;
- developing new programs to fill voids throughout the emergency social services delivery system;
- maintaining the level and quality of social services to dependent populations not affected by the emergency;

- 2 -

- contributing to the long term stabilization and productivity of the affected population;
- identifying areas where economic controls may affect the delivery of emergency social services;
- contributing to the stabilization and continuity of government;
- developing an investment strategy in the mobilization base directed at satisfying social services needs.

III. Implementation

In order to fill the mandate of the Emergency Social Services Program the following goals must be achieved:

- develop a coordinated Emergency Social Services Mobilization and Delivery System by FY '84.
- Develop a mechanism for updating, reviewing and maintaining the coordinated Emergency Social Services Mobilization and Delivery System by FY '84.

The initial steps to be taken to achieve the goals are:

- (1) Develop the definition of social services as it pertains to emergencies by May 1982.
- (2) Develop a mechanism for gaining Federal, State, and local participation in emergency social services planning by July 1982.
- (3) Review, and expand where necessary, the means for assessing emergency situations and determining the required emergency response, by July 1982.
- (4) Assess the capability of Federal, State and local governments to meet the needs of the affected populations by December 1982.
- (5) Assess the capability of private and voluntary agencies to meet the needs of affected populations by December 1982.
- (6) Conduct regional conferences for Federal, State and local government officials, and private and voluntary agencies to discuss the development of the plans by September 1983.

- 3 -

- (7) Develop plans of action which assure the availability of food, clothing, shelter, education, and recreation for dependent populations by September 1983.
- (8) Develop plans of action which assure that continued specialized care for previously target groups is maintained by September 1983.
- (9) Develop new programs which fill voids in the emergency social services delivery system by September 1983.

In all of the above action steps it is assumed that the task groups assigned the responsibility of gathering information will use existing information before attempting to create new information.

IV. Management

Presently Executive Order 11490 designates HHS as the agency responsible for planning and developing procedures for the delivery of human services during the time of an emergency. The incorporation of plans and procedures into the National Emergency Preparedness plans and actual management during an emergency is done under the direction of the Federal Emergency Management Agency.

The EMPB Principal Working Group on Social Services will examine the existing organizational responsibilities and make recommendations to the EMPB concerning the long term organizational responsibilities of Federal agencies and related State, local and private and voluntary agencies as they relate to social services. The PWGSS will coordinate with Federal, State and local governments and private and voluntary agencies in the development of recommendations on social services policy and the development of an integrated Emergency Social Services Mobilization and Delivery System.

The mechanism to be recommended for developing the plans from which the Emergency Social Services Mobilization and Delivery System will be established is a series of subwork groups centered around specific topics in the social services definition. Each subwork group will use a "bottoms-up" planning approach with State Governments. The concept of the "bottoms-up" planning process is to assemble locally developed social services emergency plans at the State level and assure integration into the States' emergency plan. Private and voluntary agencies will be active partners throughout this program. The subwork groups will review each State plan according to its specific topic and using a predetermined evaluation process, review and recommend how existing Federal programs, or new programs will complement local service delivery mechanisms. The accumulation of these

March 19, 1982

- 4 -

emergency plans in each Department will form the foundation for the integrated management system.

The results of this effort will be a series of documents, or plans that address specific topics, such as food delivery, shelter capacity, etc., an integrated emergency social services plan for each State and an integrated Federal Emergency Social Services plan of action.

Emergency Mobilization Preparedness BoardHealth Working Group Policy StatementI. PolicyA. General Statement

U.S. government policy is to provide medical resources to satisfy both military and civilian health care needs during wartime, and in the event of major peacetime emergencies of any nature so as to maintain the health and well-being of all U.S. citizens, including all inhabitants of the United States and United States Territories.

B. Specific Policy Statement

The availability and maintenance of health care resources during mobilization and throughout all phases of war and major peacetime emergencies necessitate the development and implementation of a National Emergency Health Care System. The establishment of such a system will assure that sufficient medical personnel, supplies, and facilities will be available and marshalled in an efficient and timely manner to preserve health standards and proper treatment of civilian and military casualties. This system will be developed via formal agreements between and among Federal, State, local, and private sector organizations and institutions that maintain essential health-related resources and are intrinsic to a national health emergency response. A broad-spectrum National Emergency Health Care System based on disaster contingencies will not only assure the preservation of human life, it will also enhance the Nation's recovery.

II. The Program

The National Emergency Health Care System must:

- Accurately assess health emergencies and determine the appropriate Federal response.
- Coordinate existing Federal health-related resources and assist State and local governments in the provision of appropriate medical care.
- Make maximum use of private sector resources in planning, managing, and delivering emergency health services.
- Maintain the level and quality of health care to populations not affected by the emergency to the maximum extent possible under the specific emergent circumstances.
- Develop new programs, as needed, in partnership with State and local government and the private sector for the correction of deficiencies in the emergency health care system.
- Contribute to the long-term stabilization and productivity of the affected population.

-Contribute to the stabilization and continuity of the Federal government.

-Inventory the health-related assets maintained within the governmental and private sectors in the following functional areas:

- Manpower
- Facilities
- Equipment and Supplies
- Finance
- Public and Professional Education and Information
- Communications and Coordination
- Transportation

-Determine the medical assets necessary to respond to the total spectrum of wartime and peacetime emergencies, including the equitable and consistent allocations of resources among military and essential civilian claimants.

-Identify areas where serious shortfalls of assets exist and develop plans of action to correct those shortfalls.

-Identify those essential medical supplies and equipment that are not produced domestically in sufficient quantity and develop a plan of action to assure the availability of such supplies and equipment in the event of a National emergency or major peacetime disaster.

-Identify necessary supplies and equipment that are generally available from domestic manufacturers, but where backup or reserve production is not maintained, and develop a plan of action to assure availability in the event of a National emergency or major peacetime disaster.

-Develop plans to improve military and civilian utilization of existing health care facilities in time of a National emergency or major peacetime disaster.

-Educate the public on medical self-help and survival techniques, and provide training in disaster medicine for physicians and other medical personnel.

-Provide for effective coordination and efficient communications between and among the governmental and private sectors to assure optimum utilization of health care resources to support National decisions during a National emergency or a major peacetime disaster.

- Allocate responsibilities for governmental response to health emergencies in accordance with Administration policies and programs, and applicable statutory provisions.
- Provide for the possible temporary waiver of regulations which might impede rapid and effective response to health emergencies (subject to guidance from the Emergency Mobilization Preparedness Board).
- Develop plans to assure that appropriate transportation resources will be available for the movement of patients, medical personnel, and equipment and supplies in the event of a National emergency or major peacetime disaster.
- Develop mechanisms for assuring the adequate and timely financing of needed health-related services, supplies, and equipment in the event normal financing methods are disrupted or dislocated during a National emergency or major peacetime disaster. These mechanisms must take into account those economic conditions which might prevail in an emergency situation.
- Assess the need for additional Federal investments in National emergency health care plans and policies, in accordance with mobilization investment policies and criteria established by the Emergency Mobilization Preparedness Board.

III. Implementation

- A. Inventories - Develop systems to assure maximum utilization of inventories of health-related assets by the end of FY 82. .
- B. Determine assets needed to respond to peacetime and wartime emergencies and develop, by the end of FY 83, plans to resolve serious shortfalls of such assets.
- C. Manpower - Develop plans of action, by the end of FY 82, to assure availability of Federal health care personnel to meet peacetime and wartime requirements. Develop similar plans, with respect to private sector health care personnel, by the end of FY 83.
- D. Equipment and Supplies - Develop plans of action by the end of FY 83 to assure availability of necessary medical equipment and supplies where domestic production and/or reserve production of such supplies and equipment do not currently exist.
- E. Medical Facilities - Develop plans of action by the end of FY 83 and begin implementation of those plans.

- F. Public/Professional Education and Information - Develop and begin implementation of public and professional education programs by the end of FY 83.
- G. Communications/Coordination - Develop plans of action and have systems in place by the end of FY 83.
- H. Finance - Have emergency health care financing mechanisms and plans in place by the end of FY 83.
- I. Transportation - Have plans and systems for emergency medical transportation in place by the end of FY 83.

IV. Management

A. Management of Program Elements

The Health Working Group has established seven function-oriented Task Forces which are responsible for developing asset inventories, objective statements, and action plans and systems for consideration by the full Working Group. The Task Forces and the Departments and Agencies responsible for their management are as follows:

- Manpower - DHHS/Public Health Service
- Facilities - Veterans Administration
- Supplies and Equipment - Commerce Department
- Finance - HHS/Health Care Financing Administration
- Education and Public Information - Department of Education
- Communications and Coordination - HHS/Public Health Service
- Transportation - Department of Defense

B. Role of the Working Group

The Principal Working Group on Health has the following responsibilities:

- Coordinate interagency planning for National emergency health services;
- Provide overall guidance and direction to the Task Forces;
- Review proposed policies, plans, and systems developed by the Task Forces;

- Recommend such policies, plans, and systems for the consideration and approval of the Emergency Mobilization Preparedness Board;
- Identify National emergency health care system requirements to other appropriate Working Groups; and
- Clearly delineate Federal Department/Agency roles and responsibilities vis-a-vis National emergency health care.

The Health Working Group will continue to emphasize the importance of interdepartmental participation and cooperation and stress that each member Federal Department and Agency has an essential role to play in this endeavor.

The Health Working Group plans to meet regularly on a bi-monthly basis for the purpose of monitoring the progress of the Task Forces, and to consider and formulate National health emergency preparedness policies, plans, and systems for consideration by the Emergency Mobilization Preparedness Board.

The final product of the Health Working Group will be an integrated, broad-spectrum National Emergency Health Care System having rapid and effective response capability across a broad spectrum of National emergencies or major peacetime disasters.

RECEIVED 19 MAR 82 19

TO

CLARK

FROM SWCAP, D

DOCDATE 19 MAR 82

KEYWORDS: EMERGENCY PREPARED"S

SUBJECT: DRAFT POLICY STATEMENTS FOR INCLUSION IN THE DRAFT EMERGENCY
PREPAREDNESS POLICY

ACTION: PREPARE MEMO FOR CLARK

DUE: 24 MAR 82 STATUS S FILES

FOR ACTION

FOR CONCURRENCE

FOR INFO

RUSSELL

DEGRAFFENREID

LEVINE

NORTH

COMMENTS

REF# LOG NSC IF ID (N /)

ACTION OFFICER (S) ASSIGNED ACTION REQUIRED DUE COPIES TO

C 3/22 Action Required
for Russell

DISPATCH

WATCH

FILE

Inx (C)

OFFICE OF POLICY DEVELOPMENT STAFFING MEMORANDUM

DATE: 5/10/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYI

SUBJECT: EMPB meeting attendance - membership
Emergency Mobilization Preparedness

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	SMITH	☐	☐
PORTER	☐	☐	UHLMANN	☐	☒
BANDOW	☐	☐	ADMINISTRATION	☐	☐
BAUER	☐	☐	DRUG POLICY		
BOGGS	☐	☐	TURNER	☐	☐
BRADLEY	☐	☐	D. LEONARD	☐	☐
CARLESON	☐	☐	OFFICE OF POLICY INFORMATION		
FAIRBANKS	☐	☐	GRAY	☐	☐
FRANKUM	☐	☐	HOPKINS	☐	☐
HEMEL	☐	☐	OTHER		
KASS	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
MALOLEY	☐	☐		☐	☐

REMARKS:


 EDWIN L. HARPER
 ASSISTANT TO THE PRESIDENT
 FOR POLICY DEVELOPMENT
 (X6515)



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

2867
OFFICE OF
POLICY DEVELOPMENT
1982 MAY -9 P 2:24

May 5, 1982

MEMORANDUM FOR BOARD MEMBERS
Working Group Chairmen

FROM: WILLIAM P. CLARK *WPC*
Chairman

SUBJECT: Level of Membership on Working Groups

At the second Board meeting, we agreed to rethink the requirement to have membership on the Working Groups restricted to the Deputy Assistant Secretary level or equivalent. My own inclination was to maintain the requirement as presently written and insist upon the principal's attendance at meetings. However, because of the strong arguments presented by several agencies, we should be more flexible, so long as attendance at Working Group meetings remains constant. Lets do the following concerning Working Group membership and meeting attendance:

- Membership on the Working Groups will be at the Deputy Assistant Secretary level or higher, as specified in the operational guidance attached to the Presidential memorandum establishing the Board. For agencies not using that specific title, an equivalent level person is authorized to be a member.
- Working Group meetings should be attended by the member as frequently as possible. However, members may designate an alternate to attend certain meetings. The alternate must have authority to speak for the agency at the meeting, and it must be understood that overall responsibility remains with the member.

We recognize that much of the activity of the Working Groups will involve technical, procedural, and administrative matters, and other non-policy issues. Therefore, it is requested that Working Group Chairmen make every effort to accomplish non-policy activity through the use of Subworking Groups and committees.

FG575

OFFICE OF POLICY DEVELOPMENT STAFFING MEMORANDUM

DATE: 5/11/82 ACTION/CONCURRENCE/COMMENT DUE BY: ASAPSUBJECT: National Policy Statement on Emergency Mobilization Preparedness/

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	SMITH	☐	☐
PORTER	☐	☐	UHLMANN	☒	☐
BANDOW	☐	☐	ADMINISTRATION	☐	☐
BAUER	☐	☐	DRUG POLICY		
BOGGS	☐	☐	TURNER	☐	☐
BRADLEY	☐	☐	D. LEONARD	☐	☐
CARLESON	☐	☐	OFFICE OF POLICY INFORMATION		
FAIRBANKS	☐	☐	GRAY	☐	☐
FRANKUM	☐	☐	HOPKINS	☐	☐
HEMEL	☐	☐	OTHER		
KASS	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
MALOLEY	☐	☐		☐	☐

REMARKS:

Mike:

Attached is a request from Bennett L. Lewis for comments concerning a statement of principle regarding the role of State and local governments in peacetime. Asks for response ASAP.

Please respond under your name and send us a copy. Thanks.

E. Rock
E. ROCK

EDWIN L. HARPER
ASSISTANT TO THE PRESIDENT
FOR POLICY DEVELOPMENT
(X6515)



OFFICE OF
POLICY DEVELOPMENT

EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

MAY 11 1982

MEMORANDUM FOR: EDWIN L. HARPER
ASSISTANT TO THE PRESIDENT FOR POLICY DEVELOPMENT, AND
BOARD MEMBER

FROM: Bennett L. Lewis *Bennett L. Lewis*
Executive Secretary

SUBJECT: National Policy Statement on Emergency
Mobilization Preparedness

At the Board meeting on March 31, 1982 an issue was raised concerning the absence, in the draft national policy statement, of a statement of principle regarding the role of State and local governments in peacetime.

The issue was raised by Donald Devine, Director of the Office of Personnel Management who was concerned with the elimination of a domestic emergency principle which had appeared in the second draft:

"Preparedness measures must reflect the gradual realignment of responsibilities from the Federal to State and local governments, and assist those jurisdictions in the development of capabilities to handle these new responsibilities."

His concern was compounded because he believes that the principle should be even stronger in order to express the President's federalism policy. Mr. Devine proposes that the principle should be placed in the first position and read as follows:

"Peacetime preparedness measures must reflect the primary place of State and local governments, in the Federal system for peacetime emergencies, and provide for a program of gradual realignment of responsibilities from the Federal to State and local governments, and for the Federal Government to assist those jurisdictions in the development of capabilities to handle these new responsibilities."

The principle had been deleted from the draft at the request of George Keyworth, Director of the Office of Science and Technology Policy. Mr. Keyworth indicated that the principle (as it appeared in the second draft) was not clearly understood, for in the entire content of the draft there was no reference to the transfer of new responsibilities from the Federal Government to the State and local level. He said that if the principle referred to a potential transfer of some responsibilities under the President's "new Federalism" concept, he urged caution in consideration of the difficulties expressed by the States. He thought it might be premature to include it in a National Security Decision Directive when in fact the responsibilities to be transferred have not been articulated.

This issue is one that must be resolved prior to preparation of the final draft. At the April 28th Board meeting the Acting Chairman asked that your opinion be sought before a final decision is made. Accordingly, it is requested that you give this issue consideration and transmit your opinion to me at the earliest possible time as the Secretariat is in the final stages of the statement revision.

OFFICE OF POLICY DEVELOPMENT

1140
FG 378 PY

STAFFING MEMORANDUM

DATE: 5/20/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYI

SUBJECT: Emergency Mobilization Preparedness Board Meeting June 16, 1982

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	DRUG POLICY	☐	☐
PORTER	☐	☐	TURNER	☐	☐
BARR	☐	☐	D. LEONARD	☐	☐
BAUER	☐	☐	OFFICE OF POLICY INFORMATION		
BOGGS	☐	☐	GRAY	☐	☐
BRADLEY	☐	☐	HOPKINS	☐	☐
CARLESON	☐	☐	OTHER		
FAIRBANKS	☐	☐		☐	☐
GUNN	☐	☐		☐	☐
HEMEL	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
MALOLEY	☐	☐		☐	☐
SMITH	☐	☐		☐	☐
✓ UHLMANN	☐	☒		☐	☐
ADMINISTRATION	☐	☐		☐	☐

Remarks:

Please return this tracking sheet with your response.

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



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

MAY 20 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM:

Bennett L. Lewis
Executive Secretary

SUBJECT:

Rescheduling of Board Meeting

The Board meeting scheduled for May 26, 1982 has been rescheduled to June 16, 1982 at 5:00 p.m. in room 305 of the Old Executive Office Building.

It is desired that the remaining issues be decided prior to the June 16 Board meeting so that the Board will be able to approve the policy statement at that time. Members of the Secretariat will be working with you and other Agency representatives to accomplish that goal. I am still planning to have a fifth draft out by May 27 which makes it necessary that you provide your comments on the fourth draft as scheduled, or at least no later than May 25.

OFFICE OF POLICY DEVELOPMENT

1123
FG 378

STAFFING MEMORANDUM

DATE: 5/20/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYISUBJECT: Emergency Mobilization Preparedness Board Minutes from meeting 4/28/82

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	DRUG POLICY	☐	☐
PORTER	☐	☐	TURNER	☐	☐
BARR	☐	☐	D. LEONARD	☐	☐
BAUER	☐	☐	OFFICE OF POLICY INFORMATION		
BOGGS	☐	☐	GRAY	☐	☐
BRADLEY	☐	☐	HOPKINS	☐	☐
CARLESON	☐	☐	OTHER		
FAIRBANKS	☐	☐		☐	☐
GUNN	☐	☐		☐	☐
HEMEL	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
MALOLEY	☐	☐		☐	☐
SMITH	☐	☐		☐	☐
UHLMANN	☐	☒		☐	☐
ADMINISTRATION	☐	☐		☐	☐

Remarks:

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

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

MAY 18 1982

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

FROM: Bennett L. Lewis
Executive Secretary *JR Kelly, for*

SUBJECT: Approved Minutes of Fourth Board Meeting

Attached are the minutes of the Fourth Board Meeting approved by the
Chairman on May 17, 1982.

Attachment

This marking is CANCELLED when
separated from the material
bearing a protective marking

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Fourth Board Meeting
April 28, 1982
MINUTES

Any reference to classified material has been eliminated.

The meeting was opened by Admiral Poindexter in the absence of Chairman Clark, who was ill. The attendance list is attached. The Acting Chairman indicated that the purpose of this meeting was to resolve outstanding issues, but first he had two announcements to make: (1) there would be a new sub-Working Group on Strategic Stockpile under the Industrial Mobilization Working Group, and (2) the NSC staff would have increased participation in the Working Groups. He indicated he would act as the honest broker as Chairman Clark normally does. He then asked General Lewis to lead the discussion.

General Lewis remarked that most of the Board member's objections or comments on the second draft had been accommodated in this third draft of the National policy statement which had been delivered to the Board members on April 23, 1982, prior to this meeting. He then asked the Board members to comment on various outstanding elements or issues.

Reference to the role of the States was raised by Mr. Devine, who believed that it was not mentioned in strong enough terms on page 6 of the second draft. He suggested rearrangement of the paragraph and some additions to the wording so that the principle would emphasize the primary responsibility of the States and localities in responding to emergencies as this reflected the general philosophical direction of the Administration.

General Lewis pointed out the concerns expressed by Mr. Keyworth in his written remarks that if the paragraph referred to the potential transfer of some responsibilities from the Federal to the State and local level under the President's new-Federalism concept, he would urge caution, in consideration of the difficulties the States have expressed. Mr. Keyworth reinforced that expression. The Acting Chairman asked OPD for comment, but in their absence, he proposed that they be requested to comment before decision is made. Mr. Giuffrida indicated that State and local governments would be expected to do all they could in response to emergency situations in accordance with P.L. 93-288, (Disaster Relief Act) before the Federal government becomes involved, but that the law was limited in scope and not really applicable to an emergency of the magnitude being addressed. Mr. Giuffrida emphasized that he thought it best to leave the language the way it is now in the third draft without reference to P.L. 93-288. The Chairman said that we should still check with OPD.

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General Stilwell stated that Defense had a problem with the specific Military Mobilization Preparedness statement, but that rather than discuss it in detail he provided an alternative to General Lewis for Secretariat consideration. General Lewis said that he would discuss it with Mr. Korb, the Chairman of the Military Mobilization Working Group and that he was sure any issue could be worked out.

Mr. Giuffrida questioned the Civil Defense preparedness program which now, in the third draft, contained a statement that the program would provide for protection of essential population supporting and war sustaining industries and services. He indicated that the President, in NSDD-26 (US Civil Defense Policy), had reserved a decision on this very matter until FY 84, after further study; and that to include the statement at this time would preempt the President's decision. He recommended that this element of the Civil Defense program be deleted. General Stilwell and Mr. Giuffrida agreed to deletion of the statement.

The Acting Chairman raised the issue that there had been disagreement at previous Board meetings with reference to nuclear war. A general discussion followed in which varying viewpoints were heard. Ultimately, it was stated that the wording in the third draft was vastly improved. The Acting Chairman summarized the discussion and said that he believed that the wording in the third draft concerning nuclear war was now satisfactory.

The preceding remarks prompted general discussion concerning use of the full unclassified version of NSDD-26 rather than the one in the policy statement which was paraphrased to make it consistent with the other statements. When discussion ended the issue was still unresolved.

Mr. Lyng stated that he had some proposed minor word changes and said he would give these comments to the Executive Secretary for consideration.

General Stilwell handed General Lewis a copy of comments from the Chairman of the Emergency Communications Working Group which he stated were endorsed by Defense. General Lewis said the Secretariat would review the comments.

Mr. Mehle then asked if it were expected that the National Policy Statement would be made public. The Acting Chairman and Mr. Giuffrida supported the view that it would be public information.

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3

Mr. Mehle then said that if the policy statement were to be in the public domain, it would be necessary to recraft the language as it concerns primary reliance on the use of market mechanisms in order to better reinforce the Administration's policy.

He said he was representing Mr. McNamar and that Mr. McNamar's point on primary reliance on the allocative efficiencies of the free-market had been deleted and a substitution made. A discussion followed between several of the members which ended in agreement that the correct use of words could balance reference to governmental intervention in time of crisis, against the necessity to maintain a free-market until all other measures were exhausted. During the discussion it was also agreed that the last point under policies concerned with major domestic emergencies should read: "effective management and allocation of Federal resources" instead of "effective Federal management and allocation of resources".

Mr. Hodel stated that in the Human Resources preparedness area (page 4 of the attachment), the word ensure was used several times. He did not believe ensure was appropriate. Mr. Lovell suggested that the word facilitate might be more accurate.

Mr. Wright questioned the fourth point in the Industrial Mobilization preparedness area (page 2 of the attachment): "increase the ability of existing Defense Production Act (DPA) systems to expand their scope of operations and to accelerate the processes required to support expanded production." He wanted to know if it referred to Title III of the DPA and if so, was the intent that the Federal government would be willing to subsidize domestic production in order to increase the size of the production base. If that were the intent, he was opposed, because it could be construed by private industry that the government might be willing to bail them out of financial difficulties. Mr. Devine said that he believed that was incompatible with our free market philosophy. Another point was made that we do now subsidize some private industry under Title III and mining was mentioned as an example. A general discussion followed which was summarized by Mr. Hodel saying: "Do we put money into the industrial base now to affect production or do we say to industry be prepared to do it?" Mr. Wright requested that this subject be brought up as a major policy issue, because OMB is on record as being opposed to such practice.

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4

General Lewis remarked that the President's statement in the National Materials and Minerals Program Plan should be looked at to assure consistency. Mr. Olmer stated that the Industrial Mobilization Working Group chairman had developed a new policy statement in that preparedness area. A question was raised as to its inclusion in the third draft which was being discussed at this meeting. General Lewis indicated it was not included because it was dated the day before this meeting on April 27th and the third draft had gone to printing on April 23rd. He then stated that the new statement would be reviewed. The Acting Chairman made the point that the issue could not be resolved at this meeting but that it had to be resolved soon.

General Stilwell stated it would be important to see if the implementation measures come to fruition. That is really the end objective. Mr. Mehle questioned if the \$4 billion program, discussed during the recent budget process, was the total amount to be spent on the emergency mobilization preparedness effort because in his Working Group (Economic Stabilization and Public Finance) there was considerable discussion as to hardening of sites (e.g. currency storage facilities, etc.) which would cost a lot of money. He believes that many of the Working Groups are planning to spend a large amount of money. General Lewis responded that the \$4 billion program was for Civil Defense alone and that it was the Board's responsibility to see that a comprehensive program was developed. Mr. Mehle rejoined by asking if we were just going to add everything up at the end, and tell each Agency to provide the funds--in other words a blank check for capital expenditures associated with emergency mobilization preparedness. General Lewis replied that the Working Groups would provide a plan of action to implement emergency mobilization preparedness programs, including funding requirements; the Board would approve and establish priorities; and then the plan would be turned back to the Agencies for implementation through the normal budget process. Colonel Russell reinforced that position, stating that the individual Agencies would resolve the allocation of resources through the normal budget process. Each of the preparedness measures will compete in the appropriate agency or agencies for funding.

Mr. Fiske stated he thought the policy statement should be concerned with the broader area of communications rather than the more specific telecommunications. General Lewis said that this was one of the issues in the Emergency Communications paper and would be considered when that paper was reviewed.

Mr. Fiske suggested that the document, as it now stands, was rather lengthy for a broad policy statement and that a shorter version might be more useful. The Acting Chairman said that was a fair question and we would take a look at it.

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5

The Acting Chairman asked if scenarios had been provided to the Working Groups. Colonel Russell replied that the Military Mobilization Working Group was in the process of developing revised scenarios at this time. Mr. Mehle commented that if they were the 5 scenarios with which he was familiar, they were not useful. He added that the scenarios must be much more specific, identifying expected targeted cities and specific targets so that specifications for hardening to withstand the expected force would have to be known before costs could be estimated.

The Acting Chairman said the meeting had gone past its scheduled adjournment and that the Secretariat would come back by May 12, 1982 with any still unresolved issues. He requested that all members provide written comments to the Secretariat by May 6th and announced that the next meeting would be on May 26th.

Meeting adjourned.

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OFFICE OF POLICY DEVELOPMENT

FG378

STAFFING MEMORANDUM

DATE: 6/11/82 ACTION/CONCURRENCE/COMMENT DUE BY: 6/14/82

SUBJECT: Emergency Mobilization Preparedness Board Working Group Members

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	DRUG POLICY	☐	☐
✓ PORTER	☒	☐	TURNER	☐	☐
BARR	☐	☐	D. LEONARD	☐	☐
BAUER	☐	☐	OFFICE OF POLICY INFORMATION		
BOGGS	☐	☐	GRAY	☐	☐
BRADLEY	☐	☐	HOPKINS	☐	☐
CARLESON	☐	☐	OTHER		
FAIRBANKS	☐	☐		☐	☐
FERRARA	☐	☐		☐	☐
GUNN	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
MALOLEY	☐	☐		☐	☐
SMITH	☐	☐		☐	☐
✓ UHLMANN	☐	☒		☐	☐
ADMINISTRATION	☐	☐		☐	☐

Remarks:

R.P. —
 E.L.H. would like to go over the attached list with you — soon.
 E.L.H.

Please return this tracking sheet with your response.

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

THE WHITE HOUSE
WASHINGTON

OFFICE OF
POLICY DEVELOPMENT

1982 JUL -9 A 12:53

July 12, 1982

MEMORANDUM FOR ROBERT B. CARLESON
LESLIE G. DENEND
WENDELL W. GUNN
BURLEIGH C.W. LEONARD
MICHAEL M. ULHMANN

FROM: ROGER B. PORTER *RBP*

SUBJECT: OPD Representatives on Emergency Mobilization
Preparedness Board

Ed Harper has approved the following assignments for OPD representatives to the Emergency Mobilization Preparedness Board and its various working groups. (Attachment)

Mike Uhlmann will contact Board officials to notify them of these assignments and to ensure that you are notified of working group meetings. It is important that OPD be represented at all Board and working group meetings.

If for some reason you are unable to attend a working group meeting you should make arrangements for seeing that the meeting is covered.

After each meeting that you attend you should prepare a brief report for Ed Harper, myself, and Mike Uhlmann so that we can keep fully informed on the activities of these working groups.

Thank you very much.

cc: Edwin L. Harper

Attachment

EMERGENCY MOI

OFFICE

Emily, I have
"red-checked". The
problematic names -
Summa

Board Member: Edwin L. F

Liaison Officer: Michael Uh

Policy Development

MEMBERSHIP ON WORKING GROUPS

Civil Defense

1 out of 7
Member:

~~Edwin J. Gray~~
Nite Uhlman

Office of Policy Development

Economic Stabilization & Public Finance

Member:

~~Roger Porter~~
Kevin Hopkins

~~Special Assistant to the President for~~
Policy Development

Emergency Communications

Member:

Michael Uhlmann

Special Assistant to the President for
Policy Development

Food - Agriculture

2 out of 4
Member:

Burleigh Leonard

Office of Policy Development

1 1/2 hrs.

Government Operations

✓ Member:

~~John McClaughry~~ (?)

Office of Policy Development

Health

2 out of 4
Member:

~~Gary L. Bauer~~
Rht Guler

Office of Policy Development

2 1/2 hrs.

Human Resources

Member:

Robert Carleson

Special Assistant to the President for
Policy Development

✓ ~~Member: Dennis Kass~~

~~Senior Policy Advisor~~

Industrial Mobilization

✓ Member:

~~Dennis Kass~~
Wendell G

Office of Policy Development

Law Enforcement and Public Safety

Member: Michael Uhlmann

Special Assistant to the President for
Policy Development

Military Mobilization

✓ Member: ~~Douglas Bandow~~
Mike Uhlmann

Special Assistant to the President

Social Services

Member: Robert Carleson

Special Assistant to the President for
Policy Development

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

OFFICE OF POLICY DEVELOPMENT

Representatives

Board Member:	Edwin L. Harper	Assistant to the President for Policy Development
Alternate:	Roger B. Porter	Deputy Assistant to the President for Policy Development
Liaison Officer:	Michael M. Uhlmann	Special Assistant to the President for Policy Development

MEMBERSHIP ON WORKING GROUPS

Civil Defense

Member:	Michael M. Uhlmann	Special Assistant to the President for Policy Development
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Economic Stabilization & Public Finance

Member:	Leslie G. Denend	Office of Policy Development
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Emergency Communications

Member:	Michael M. Uhlmann	Special Assistant to the President for Policy Development
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Food - Agriculture

Member:	Burleigh C. W. Leonard	Office of Policy Development
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Government Operations

Member:	Michael M. Uhlmann	Special Assistant to the President for Policy
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Development

Health

Member:	Robert B. Carleson	Special Assistant to the President for Policy Development
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Human Resources

Member:	Robert B. Carleson	Special Assistant to the President for Policy Development
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Industrial Mobilization

Member:	Wendell W. Gunn	Special Assistant to the President for Policy Development
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Law Enforcement and Public Safety

Member:	Michael M. Uhlmann	Special Assistant to the President for Policy Development
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Military Mobilization

Member:	Michael M. Uhlmann ,	Special Assistant to the President for Policy Development
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Social Services

Member:	Robert B. Carleson	Special Assistant to the President for Policy Development
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Emily, I have
"re-checked" the
proliferative names -
Journal

Emily, I have
"red-checked" the
problematic names -

Summa

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

OFFICE OF POLICY DEVELOPMENT

Representatives

Board Member: Edwin L. Harper
 Alternate Roger B. Porter

Assistant to the President for Policy
 Development

Liaison Officer: Michael Uhlmann

Special Assistant to the President for
 Policy Development

MEMBERSHIP ON WORKING GROUPSCivil Defense

Member:

Michael Uhlmann
~~Edwin J. Gray~~

special Assistant to the President for
~~Office of Policy Development~~

Economic Stabilization & Public Finance

Member:

Kevin Hopkins
 Leslie G. Derend

office of
~~Special Assistant to the President for~~
 Policy Development

Emergency Communications

Member:

Michael Uhlmann

Special Assistant to the President for
 Policy Development

Food - Agriculture

Member:

Burleigh Leonard

Office of Policy Development

Government Operations

Member:

Michael Uhlmann
~~John McCloughry~~

SA to the P for
~~Office of Policy Development~~

Health

Member:

Gary L. Bauer
 Robert Carleson

SA to the P for
~~Office of Policy Development~~

Human Resources

Member:

Robert Carleson

Special Assistant to the President for
 Policy Development

~~Member: Dennis Kass~~

~~Senior Policy Advisor~~

Industrial Mobilization

Member:

Dennis Kass
 Wendell Gunn

SA to the P for
~~Office of Policy Development~~

Law Enforcement and Public Safety

Member: Michael Uhlmann

Special Assistant to the President for
Policy Development

Military Mobilization

✓ Member: ~~Douglas Bandow~~

Special Assistant to the President

Mike Uhlmann

for Policy Development

Social Services

Member: Robert Carleson

Special Assistant to the President for
Policy Development