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WITHDRAWAL SHEET

Ronald Reagan Library

Collection: WHORM: Subject File

Archivist: mjd

File Folder: FG378 078000 - 096999

Date: 7/16/97

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. memo (078735)	Horace Russel to William Clark re delay of fourth Board meetin, 1p	4/13/82	PS
2. memo	Bennett Lewis to Clark re fourth Board meeting, 1p	4/11/82	PS MCH 12/12/06
3. paper (079974)	re Unresolved Issues, 2p	n.d.	PS

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].
- P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA].
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA].
- 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].
- F-2 Release could disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA].
- F-3 Release would violate a Federal statute [(b)(3) of the FOIA].
- F-4 Release would disclose trade secrets or confidential commercial or financial information [(b)(4) of the FOIA].
- F-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA].
- F-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA].
- F-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA].
- F-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA].

WITHDRAWAL SHEET

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C.F.

078735

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FG378

FB006-12

**EMERGENCY MOBILIZATION PREPAREDNESS BOARD**

Washington, D.C. 20472

April 19, 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM: William P. Clark *WPC*
Chairman

SUBJECT: Fourth Board Meeting

This is to notify you that the fourth Board meeting will be held on April 28, 1982, at 5:00 p.m. rather than on April 21, 1982, as I announced at the last meeting.

At that time you should be prepared to discuss the third draft of the national policy statement. This draft will be prepared by the Secretariat upon receipt of your comments on the second draft.

The fourth meeting will be held again in the Indian Treaty Room 474, of the Old Executive Office Building.

NSC #8202510

NATIONAL SECURITY COUNCIL

ACTION

April 13, 1982

MEMORANDUM FOR WILLIAM P. CLARK

FROM: HORACE L. RUSSELL ~~HL~~

SUBJECT: Delay of Fourth Board Meeting

SIGNED

Ben Lewis recommends at Tab II that the Fourth Board meeting be delayed until April 28 at 5:00 p.m. The additional time is required to allow Board members to comment on the second draft and the Secretariat to incorporate these comments into a third draft for Board consideration.

He also requests your approval to record electronically the discussion at the Board meeting with the understanding that the recording will be secure and the tapes will be destroyed after they have been transcribed. I am strongly opposed to recording electronically any official non-public discussion classified or unclassified involving high level policy officials. Not only does it stifle honest discussion, but the potential for harmful irrevocable leaks is introduced. Furthermore, there is no requirement for verbatim comments.

RECOMMENDATION

Sign the memorandum at Tab I announcing the meeting delay.

Approve ✓

Disapprove _____

I notify the Board Secretariat that discussions are not to be recorded electronically.

Approve ✓

Disapprove _____

Attachments

Tab I Memo to Ben Lewis
Tab II Incoming correspondence



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

APR 11 1982

MEMORANDUM FOR: WILLIAM P. CLARK
CHAIRMAN

FROM: Bennett L. Lewis
Executive Secretary

SUBJECT: Fourth Board Meeting

At my recommendation, you announced that the next Board meeting would be held on April 21, 1982. I believe now that a week's delay to 5:00 p.m. on April 28, 1982, would be better for the following reasons:

1. Minutes of the third Board meeting were difficult to prepare and a draft could not be distributed to the members until today.
2. Board members need time to review and comment on the second draft of the policy statement (attachment 1) which is to be distributed today. A delay until April 28 will permit the incorporation of these comments into a "final draft" to be presented to the Board for approval.

If you approve of the change, I have attached a memorandum (attachment 2) to the Board members for your signature.

Also, if you approve, it is my intent to record electronically, the discussion at the fourth Board meeting. I will work out the details with the White House Communications staff so that the recording will be secure. Further, I will destroy the tapes as soon as they have been transcribed. This is necessitated by the terrible acoustics in the conference room. It was very difficult to make a record of the minutes of the third meeting even with six persons taking notes. I will back up the tape with clerical recording.

Attachments 2

FOR OFFICIAL USE ONLY

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

ATTACHMENT 1

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

ATTACHMENT 2

127

National Security Council
The White House

RECEIVED

Package # 2510

02 APR 13 P 6: 41

	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>		
Judge Clark	<u>4</u>	<u>[initials]</u>	<u>A</u>
John Poindexter			
Staff Secretary			
Sit Room			

I-Information A-Action R-Retain D-Dispatch

DISTRIBUTION

cc: VP Meese Baker Deaver

Other _____

COMMENTS

—

RECEIVED 12 APR 82 18

TO CLARK

FROM LEWIS, L

DOCDATE 11 APR 82

KEYWORDS: EMERGENCY PREPARED"S MOBILIZATION

SUBJECT: POSTPONEMENT OF THE FOURTH BOARD MTG

ACTION: PREPARE MEMO FOR CLARK DUE: 14 APR 82 STATUS S FILES

FOR ACTION

FOR CONCURRENCE

FOR INFO

RUSSELL

DEGRAFFENREID

LEVINE

NORTH

SHOEMAKER

COMMENTS

REF#

LOG

NSC/FID

(M /)

ACTION OFFICER (S) ASSIGNED ACTION REQUIRED DUE COPIES TO

*Clark**x**4/13**for decision**4/14**C**4/19**Clark sgl**HR*

DISPATCH

*HLW 4/19**(via Russell etc.)*

W/ATTCH FILE

*(HL)**(CL)*

MEMORANDUM OF INFORMATION FOR THE FILE

078735

EXECUTIVE

FG378

DATE

LETTER, MEMO, ETC.

TO:

FROM:

SUBJECT:

CORRESPONDENCE FILED CENTRAL FILES - CONFIDENTIAL FILE

aj
MEMORANDUM

2984

NATIONAL SECURITY COUNCIL

INFORMATION

April 28, 1982

TR

WPC HAS SEEN

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ND008

MEMORANDUM FOR WILLIAM P. CLARK

FROM: HORACE L. RUSSELL ~~THB~~

SUBJECT: Meeting with Ben Lewis, EMPB Secretariat

Ben Lewis requested to meet with you today at 4:45 p.m. prior to the EMPB meeting. The basic purpose is to discuss the upcoming 5:00 p.m. meeting.

A third draft of the National Policy Statement has been prepared including the statements prepared by the Working Groups (Tab A). There are some unresolved issues (Tab B) identified by the Secretariat.

You should indicate to Lewis that you plan to chair the meeting and lead the discussion. You also should request that he provide you a status of unresolved Policy Statement issues by May 12.

I believe you should defer taking any decisions on matters that he might raise that have not been properly staff.

Attachments

Tab A Draft National Policy Statement
Tab B Unresolved Issues

NSC# 8202984

149

National Security Council
The White House

RECEIVED

Package #

2984

22 APR 28 AM 11:23

	SEQUENCE TO	HAS SEEN	ACTION
John Poindexter	1	☒	
Bud McFarlane	2	☒	
Jacque Hill	3	☒	
Judge Clark	4	☒	I
John Poindexter			
Staff Secretary			
Sit Room			

I-Information A-Action R-Retain D-Dispatch

DISTRIBUTION

cc: VP Meese Baker Deaver

Other

COMMENTS

For 1645 meeting Wed.

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 its social, economic and political structures. An integral part of that obligation is the development of an emergency mobilization preparedness program which will provide an effective capability to meet defense and essential civilian needs in national security emergencies and major domestic 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 wartime and peacetime 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;
- ° 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 or disruptive activities:
- ° effective allocation and management of scarce essential resources.

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2

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

- ° effective natural disaster predictions, risk assessment and warning systems;
- ° mitigating the vulnerability to essential infrastructure systems, goods, and services from natural and man-caused catastrophic events;
- ° effectively improve the survivability of the national defense capability;
- ° prompt and coordinated federal assistance to affected state and local governments and communities; and
- ° effective federal management and allocation of resources to facilitate both emergency response operations and long-term rehabilitation and recovery.

PREPAREDNESS PROGRAMS

In order for emergency mobilization preparedness programs to make these contributions, appropriate Federal Agencies, making use of existing programs where possible, must develop and maintain:

- ° military mobilization preparedness programs which will increase capabilities to:
 - expand the size of the force through total mobilization
 - increase combat readiness of forces
 - deploy forces to theaters of operation
 - sustain the armed forces in protracted conflict
 - consistent with defense priorities, provide assistance to civilian authorities and support to civil defense
 - meet commitments to allies
- ° industrial mobilization preparedness programs which will increase capabilities to:
 - to support an expansion of current force structure, sustain and resupply our total force and, as necessary, those of our allies in protracted conflict
 - maintain essential civilian production
 - retain access to a secure, reliable, and sufficient supply of critical raw and processed materials
- ° human resource preparedness programs which will increase capabilities to:
 - support and sustain the armed forces
 - provide for essential civilian needs

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- ° health preparedness programs which will increase capabilities to:
 - make more effective use of existing medical assets to meet military and civilian needs
 - expand the amount of critical supplies, facilities and human resources that would be needed in emergency
- ° economic stabilization preparedness programs which will increase capabilities to:
 - maintain stable economic conditions nationally and internationally
 - 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:
 - provide for protection of essential population supporting and war sustaining industries and services
 - 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
- ° natural catastrophic disaster preparedness programs which will:
 - reduce the loss of life and destruction of property
 - enhance Federal/State planning and response mechanisms
 - enhance the survivability of the national defense capability
- ° Federal government operations preparedness programs which will increase capabilities to:
 - accomplish a rapid and effective transition from routine to emergency operations
 - ensure the continuous performance of all essential Federal 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:
 - maintain public safety and the continued enforcement of federal, state, and local laws during emergency conditions
 - prevent or control large scale social disorders
- ° food and agriculture preparedness programs which will:
 - ensure maximum support to our armed forces and our allies
 - provide for essential civilian needs
 - honor international responsibilities
- ° social services preparedness programs which will increase capabilities to:
 - provide emergency social services to meet survival needs of recipients.

PRINCIPLES FOR EMERGENCY MOBILIZATION PREPAREDNESS PROGRAMS

WARTIME EMERGENCIES

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

- Preparedness measures should address the full spectrum of wartime/national security emergencies.
- The development of the structure of policies, plans, authorities, and processes for full mobilization should receive priority attention. Within this effort, foundations for total mobilization planning should be introduced concurrently.
- 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 military and civilian agencies to ensure consistent approaches to common problems.
- Preparedness measures will emphasize a rapid and effective 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 term 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 longer term. These measures should be designed to meet those specific requirements for national emergencies that have been carefully identified and 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.
- Preparedness measures that are, or may be, impeded by legal constraints should be identified as a priority task.
- Preparedness measures should include all necessary coordination with our allies.

DOMESTIC EMERGENCIES

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

- Primary emphasis must be placed on natural disasters and other 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 or communications, 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 which may be necessary for only temporary and selective departures from established public policies and the prompt restoration of routine policies and programs.

MANAGEMENT

Consistent with the policy outlined in this statement, the Emergency Mobilization Preparedness Board will formulate policy and planning guidance, coordinate planning, resolve issues, and monitor progress. In accomplishing these functions, the Board may assign additional tasks to the Working Groups and require the assistance of individual Federal agencies.

Accordingly, I direct the preparation of a Plan of Action to implement a United States Emergency Mobilization Preparedness Program which will provide the capability to respond to major 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 consistent with the provisions of applicable law, and provisions of this and other directives to assure the development of the required capabilities. Emergency mobilization preparedness programs will be considered in the overall context of the President's budget and current regulatory, budgeting and legislative review processes.

Presidential Directive/NSC-57 is hereby rescinded.

Attachment

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Emergency Mobilization Preparedness

Military Mobilization

Policy. It is the policy of the United States to develop systems and plans that will ensure sufficient forces and materiel be available to support the Nation's ability to mobilize, deploy, and sustain military operations in a wartime emergency. It is also policy that these forces and materiel be available to assist civilian authorities during domestic emergencies, consistent with national security priorities.

Program. The military mobilization preparedness program will increase capabilities to:

- expand the size of the force from partial through total mobilization
- increase combat readiness of forces
- deploy forces to theaters of operation
- sustain the armed forces in protracted conflict
- provide assistance to civilian authorities and support to civil defense consistent with national security priorities.

Implementation Measures. Military mobilization preparedness programs will:

- develop, maintain, and exercise plans and procedures for the implementation of partial, full, and total military mobilization (FY 83)
- develop plans and procedures for the rapid enhancement of the combat readiness of forces (FY 83)
- refine plans and procedures for the deployment of forces to theaters of operation (FY 83)
- develop plans for a system of military support to civilian authorities and civil defense (FY 84)

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Emergency Mobilization Preparedness

Industrial Mobilization

Policy. It is the policy of the United States to develop systems and plans which will increase the capability of the industrial base to respond to demands for rapid and significant increases in production under all conditions of emergency.

Program. To ensure an adequate and responsive industrial base, an effective emergency mobilization preparedness program will:

- ensure the ability of the Nation's industrial base to surge selective production;
- ensure the ability of the industrial base to respond to increased demands for defense and essential civil production;
- enhance the ability of defense and essential civilian sectors to determine and communicate demands for resources essential for production expansion;
- 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;
- ensure an effective system to adjudicate conflicts over scarce resources; and
- increase the quantities and qualities of stocks of domestic minerals and metals essential for industrial production expansion.

Implementation Measures. Industrial emergency mobilization preparedness programs will:

- increase capabilities for surge production and industrial mobilization (FY-83);
- develop plans and procedures necessary to determine and evaluate requirements for production expansion (FY-83);
- develop a program to assist the industrial base to respond to demands for defense and essential civil production (FY-84);
- develop processes to address demands for resources essential for production (FY-84);
- reduce legislative impediments to industrial responsiveness (FY 85);

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- develop initiatives to improve stockpile of essential minerals and metals (FY-84);
- revise current DPA Title I systems to meet requirements of production expansion (FY-84);
- review and revise current plans for the adjudication of resource conflicts (FY-84); and
- develop and evaluate actions to increase quantities and qualities of domestic minerals and metals essential for production expansion (FY-85).

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Emergency Mobilization Preparedness

Human Resources

Policy. It is the policy of the United States to develop systems and plans to ensure that the Nation's human resources are available in the requisite numbers and skills to permit an effective response to a full range of wartime and peacetime emergencies. It is further the policy to assure that, during emergency periods, scarce human resources are allocated to required mobilization tasks.

Program. The human resources emergency mobilization preparedness program will:

- minimize delays in identifying the required skills and potential supply problems for implementing the allocation of workers to essential defense industries and other critical mobilization tasks;
- ensure that skilled workers are channeled toward the most critical mobilization needs;
- provide for maximum reliance on voluntary mechanisms to allocate human resources to critical industrial and other emergency mobilization tasks;
- ensure that labor-management conflicts do not disrupt defense production expansion efforts;
- enhance the Nation's base of human resources to assure the availability of the requisite scientific, engineering, technical and other human resource requirements to support both military and industrial mobilization needs; and,
- ensure that human resources policies enhance economic stabilization plans and procedures for emergency mobilization.

Implementation Measures. Program implementation procedures will:

- develop information systems essential to identify required skills needed for emergency mobilization tasks and potential supply problems (FY-83);
- develop plans for managing priority and allocation techniques that ensure needed quantities and quality of workers for critical industries, mobilization tasks, and occupations (FY-84);
- establish a set of procedures and policies for voluntary allocation of human resources (FY-84);

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- develop plans for operation of mechanisms that will facilitate resolution of labor-management disputes (FY-84);
- develop plans and procedures for enhancing the human resources base. This encompasses education, training, and retraining objectives particularly for highly skilled and professional and technical occupations (FY-85); and
- prepare plans and procedures that will enhance the human resources aspects of overall economic stabilization plans (FY-85).

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Emergency Mobilization Preparedness

Health

Policy. It is the policy of the United States to develop systems and plans that will ensure that sufficient medical personnel, supplies, equipment, and facilities will be available and deployed to meet essential civilian and military health care needs during major peacetime and wartime emergencies.

Program. Emergency mobilization preparedness programs to ensure provision of sufficient medical care will substantially enhance recovery from emergencies and will reduce physical suffering. The Nation's ability to sustain military operations will be substantially improved by a health preparedness program. The health preparedness program will:

- provide for maximum reliance on existing federal, state, and private sector personnel, supplies and facilities;
- enhance the Nation's ability to recover from major emergencies and protect the population from the spread of disease;
- provide for military assets to supplement medical services provided by state and local governments and the private sector during a major peacetime emergency;
- increase the capability to provide adequate medical care to military casualties in civilian and military facilities; and
- provide mechanisms for the allocation of scarce supplies and skilled professionals (specialists) to the highest priority needs.

Implementation Measures. Health care emergency mobilization preparedness program implementation will:

- develop plans to increase availability of Federal and private sector health care personnel (FY-83);
- establish plans to increase availability of necessary medical supplies and equipment (FY-83);
- develop plans for improved utilization of existing medical facilities to cover domestic emergencies (FY-83); and
- prepare plans to provide improved measures to prevent epidemics or other threats to the public health caused by major emergencies (FY-83).

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Emergency Mobilization Preparedness

Economic Stabilization and Public Finance

Policy. It is the policy of the United States to develop a variety of authorities and plans which could be used in maintaining stable economic conditions during any major national emergency. Particular emphasis should be given to measures which will minimize inflation and shortages; enhance morale and assure that the burdens of the emergency are being fairly shared; assure the efficient functioning of the Federal fiscal system, including maintenance of Federal check disbursing activities, and the continued operations of private financial institutions; and facilitate an orderly return to a normal economy as soon as possible. The allocative efficiencies of the free market should operate where possible, with alternative measures involving direct Government intervention in the economy to be used only at the latest appropriate time.

Program. The success of this preparedness policy will be determined by programs for economic stabilization and public finance which can be implemented, as required, in a timely manner and which will:

- minimize economic dislocations and distortions associated with major emergencies by carrying-out appropriate fiscal, monetary, and regulatory policies; including controlling inflation and shortages arising from the transfer of resources from non-essential to priority national needs;
- facilitate resource reallocation necessitated by any relocation of the populace;
- assure an equitable distribution of essential consumer goods;
- provide for the protection of U.S. financial resources including currency production, Federal check disbursement, and precious monetary metals;
- preserve and facilitate operations of the financial institutions system, and provide for any necessary restoration of its functioning after a major emergency;
- provide the government with efficient and equitable financing sources and payments mechanisms for emergency situations; and
- provide fiscal authorities with adequate revenue-raising powers to stabilize the economy in the face of any additional resources requirements needed to deal with or recover from a major emergency; available fiscal measures should be selected to provide maximum efficiency and equity, preserve incentives, and minimize administrative burdens.

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Implementation Measures. The Executive Branch should have a complete set of draft authorities and plans for responding quickly to emergency-generated threats to national economic stability. Authority is also needed under certain circumstances to implement draft banking regulations providing for emergency operation of depository institutions. Major elements of the economic stabilization and public finance preparedness program can be implemented through the Draft Defense Resources Act (DDRA), other draft authorities and existing law. Implementing organizations will:

- review and revise the DDRA and other authorities (both draft and existing) for direct and indirect controls on prices, wages, salaries and rents the rationing of consumer goods and emergency banking measures in the event of a national defense emergency, and review, revise or initiate authorities for direct and indirect controls as may be required in the event of other major emergencies (FY-82), and develop plans for the implementation of these authorities (FY-83);
- review existing authorities for emergency foreign trade controls and, as may be necessary, revise existing authorities or propose new or supplemental authorities (FY-82), and develop plans for the implementation of these authorities (FY-83);
- assess the types of emergency public finance measures, revenue-raising powers, and payment mechanisms that would be suitable for the full range of national emergencies requiring such measures; review the authorities for such measures (including the DDRA, other draft authorities and existing law), propose new authorities as required (FY-82), and develop plans for their implementation (FY-83); and
- investigate and make recommendations concerning the need for investment in facilities which will enhance the survivability of important financial records, the Nation's gold stock and supplies of currency and coin, and maintenance of a functioning electronic financial transfer system and other computer facilities (FY-83), and initiate appropriate action, as may be required, for undertaking the physical investment required for this protection and for managing a protection program (FY-84/85).

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Emergency Mobilization Preparedness

Civil Defense*

Policy. It is the policy of the United States to enhance the deterrence of strategic nuclear war through a strong and balanced program of strategic forces, including effective capabilities for strategic defense. Civil Defense, along with an effective Continuity of Government program, emergency mobilization, and secure and reconstitutable telecommunications systems, is an essential ingredient of our nuclear deterrent forces. It is a matter of national priority that the United States have a Civil Defense program which provides for the survival of the United States population.

Program. The Civil Defense program will provide an improved basis for dealing with crises and carrying out eventual national recovery and will:

- enhance deterrence and stability in conjunction with our strategic offensive and other strategic defensive forces. Civil Defense, as an element of the strategic balance, should assist in maintaining perceptions that this balance is favorable to the United States;
- reduce the possibility that the United States could be coerced in time of crisis;
- provide for survival of a substantial portion of the United States population in the event of nuclear attack preceded by strategic warning and for continuity of government, should deterrence and escalation control fail; and
- provide an improved ability to deal with natural disasters and other large-scale domestic emergencies.

This policy complements primary United States reliance on strategic offensive nuclear forces as the preponderant factor in maintaining deterrence.

Implementation. To implement the foregoing policies, the President has directed that the program consist of three major elements:

* This unclassified statement of United States Civil Defense policy has been prepared from National Security Decision, Directive Number 26, dated March 16, 1982 (unclassified version).

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- the development of plans and deployment of supporting operational systems for population protection will be completed; primary reliance will be placed upon relocating the population of United States metropolitan and other potential high-risk areas to surrounding areas of lower risk during a period of international crisis, taking advantage of extensive United States transportation resources (FY-89);
- analyses and preparations will be completed for industrial protection which will allow a funding decision to be made on a program to protect key defense and population relocation support industries; and
- analyses and preparations will be completed which will allow a funding decision on blast shelters for key industrial workers in defense and population relocation support industries.

These measures will fully support continuity of government, survival and endurance in time of war.

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Emergency Mobilization Preparedness

Earthquake

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

Program. Preparedness plans and programs can substantially reduce the effects of a catastrophic earthquake. This can be done by improving earthquake prediction, hazard, and risk assessment capabilities, warning systems, public education and awareness programs, response and recovery operations, by further developing and applying earthquake resistant design and construction techniques, and land use planning. The initial concentrated action shall focus on California, but will be applied to other states in consideration of their relative risk from a similar event. The program tasks to provide such an emergency mobilization preparedness capability will:

- evaluate, as a national priority, current earthquake prediction capabilities, foster the application of advanced scientific and engineering techniques for prediction and mitigation, increase and accelerate basic and applied research efforts;
- develop a coordination and integration mechanism between federal and state governments;
- identify financial, medical, transportation, shelter, communications and other resources necessary to assist recovery operations and provide for priority allocation authority;
- provide plans to reduce the negative effects on military installations and defense related industries;
- ensure more fully-developed public awareness programs to equip all levels of the populace with specific information to help them survive;
- promote international cooperation to increase scientific and engineering knowledge in applying mitigation measures;
- provide for the preparation, implementation and exercising of preparedness procedures; and
- insure the sufficiency of current federal legislative or other provisions and regulations to improve response capabilities.

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Implementation Measures. Earthquake preparedness program implementation will:

- evaluate future basic and applied research needs in earthquake prediction and mitigation (FY-83);
- enhance the earthquake prediction and mitigation measures (FY-85);
- improve scientific and engineering mitigation capabilities (FY -85);
- continue formal coordination with State of California authorities;
- evaluate current level of federal earthquake preparedness and response capability (FY-84);
- develop federal earthquake mitigation and response plans including resource identification (FY-84);
- assess the implication of earthquake hazards on defense and national security requirements (FY-84);
- develop an improved public awareness program for all levels of the populace emphasizing survival (FY-84);
- continue to promote international cooperation to increase scientific and engineering knowledge as to prediction and mitigation measures;
- establish procedures for the preparation, implementation, and exercising of preparedness and response plans (FY-85); and
- conduct a legislative and regulatory review (FY-83).

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Emergency Mobilization Preparedness

Government Operations

Policy. It is the policy of the United States to develop systems and plans which will ensure the maintenance of necessary government functions at the federal, state and local levels in the event of major peacetime or wartime emergencies and to provide for a timely and effective transition into emergency modes of operation.

Program. Under all conditions of emergency, the government operations preparedness program will:

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

Implementation Measures. Specific programs will be developed in order to complete a government operations emergency mobilization preparedness program that will:

- develop plans for the rapid and efficient transition of government from routine to emergency operations (FY-83);
- develop plans for the reconstitution of the Federal government following nuclear attack or other catastrophic emergencies (FY-84);
- insure preservation of emergency authorities and functional responsibilities of any Federal agency proposed for termination (FY-82); and
- review current government emergency authorities and organizational structures, and based thereon recommend new or revised policies, authorities, or organizations as required (FY-83).

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Emergency Mobililization Preparedness

Emergency Communications

Policy. It is the policy of the United States that communications resources be available and adequate to respond to the Nation's needs in wartime and peacetime emergencies.

Program. To achieve telecommunications emergency mobilization preparedness objectives, reliance upon the private sector will be continued when implementing this policy. Programs must be established that will ensure that telecommunications resources are present and remain accessible through all phases of a national emergency. Specifically, these programs will ensure that:

- emergency telecommunications operations concepts are viable:
- complete and updated information is available on both government and private telecommunications needs and resources.
- deficiencies in needed capabilities are remedied and funded;
- planning is conducted under adequate conceptual and policy guidance; and,
- necessary preparatory measures are effectively implemented and arrangements for a smooth transition to emergency status are developed.

Implementation Measures. To meet these program criteria, the Federal Government will:

- identify and prioritize disaster and wartime telecommunications requirements (FY 82);
- evaluate the Nation's critical telecommunications systems, identifying and prioritizing emergency telecommunications preparedness issues (FY 82);
- identify deficiencies between existing capabilities and anticipated needs and develop corrective approaches including funding (FY 83);
- establish a joint planning effort to initiate a series of government and industry conferences to identify ways of accomplishing specific emergency telecommunications preparedness objectives (FY 83);
- recommend necessary legislative changes and incentive approaches to assist government and industry in mobilization planning and in improving the survivability of the Nation's telecommunications capabilities (FY 83)

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- establish an emergency telecommunications planning process and provide a basis for funding the implementation and operation of emergency telecommunications capabilities involving both government and the civil sector (FY 83);
- develop a smooth, effective process for shifting telecommunications from a non-emergency to an emergency status (FY 83);
- identify issues and prepare an implementation plan to address non-electronic postal requirements (FY 83).

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Emergency Mobilization Preparedness

Law Enforcement and Public Safety

Policy. It is the policy of the United States to develop systems and plans that will provide for the public safety and will ensure continued enforcement of federal, state and local laws during major peacetime and wartime emergencies. It is also national policy to develop systems and plans that will ensure internal security and the control of United States borders and waters subject to the jurisdiction of the United States.

Program. The law enforcement and public safety program will:

- maintain law and order in a variety of major crisis situations: e.g., terrorist incidents, civil disturbances, natural disasters, nuclear emergencies, crises involving large movements of people, and war-related matters;
- ensure the physical security of critical public and private facilities;
- provide for control of enemy aliens and persons entering or leaving the United States;
- guarantee control of United States seaports, airports, and land and sea borders;
- provide a response capability to sabotage and espionage; and
- ensure an intensified counterintelligence effort.

Implementation Measures. Program implementation procedures will:

- identify existing resources, plans, programs and interagency agreements among federal, state and local agencies (CY-82);
- determine whether additional resources, plans, programs and interagency agreements are required to ensure timely response (FY-83);
- determine whether existing laws, presidential directives or executive orders are adequate to meet the needs of the program, and if not, draft new authorities (FY-85); and
- determine whether existing treaties and other agreements with Canada and Mexico are adequate to meet the needs of the program, and if not, draft new ones (FY-84).

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Emergency Mobilization Preparedness

Food and Agriculture

Policy. In order to provide an adequate flow of agricultural products to the general population, the defense establishment, and to meet our international responsibilities during major emergencies it is the policy of the United States to develop systems and plans, which are coordinated between all levels of government and industry, to reduce the impact of emergency conditions upon our agricultural system. These plans must reduce the vulnerability of our food and fiber resources; ensure a responsive production, delivery, and distribution system to accommodate needs during emergencies caused by natural disaster, terrorist activity, or war; and, must contain provisions for the rapid recovery and restoration of the agricultural system after emergency conditions have passed.

Program. The national emergency mobilization preparedness program to provide for food and agriculture will:

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

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Implementation Measures. The program elements to be accomplished will:

- develop proposed legislation to provide efficient mobilization capabilities (FY 83 to 85);
- establish regulations and procedures based on emergency mobilization legislation (FY-85);
- establish coordinated claimancy procedures (FY-83);
- establish emergency food allocation plans (FY-84);
- establish standby agricultural production policies (FY-84); and
- establish alternate inspection and grading procedures for raw, semi-processed and processed food and fiber (FY-85).

Emergency Mobilization Preparedness

Social Services

Policy. It is the policy of the United States to develop a social services emergency preparedness program and to ensure that existing social services (including entitlement programs) be maintained to the maximum extent possible during major wartime and peacetime emergencies.

Program. The social services emergency mobilization preparedness program will:

- maximize reliance on voluntarism and on state and local governments;
- assist in the preparation of individuals to care for themselves to the maximum extent possible;
- provide specialized social services;
- maintain existing federal, state, local, and private programs to meet ongoing social services needs;
- provide for the reception, care, and resettlement of personnel evacuated from overseas during an emergency; and
- provide for a management structure through which emergency social services requirements can be accurately assessed and necessary services efficiently delivered to meet highest priority needs.

Implementation Measures. Social services emergency mobilization preparedness program implementation will:

- develop plans to assure timely and effective federal support for state/local governments and the private sector in the provision of social services during major emergencies (FY-83);
- prepare plans to stimulate additional private sector involvement in provision of emergency social services (FY-83);
- initiate plans for providing specialized social services necessitated by emergencies (FY-83);
- develop plans to ensure maintenance of existing federal, state and local, and private social service programs during emergencies (FY-83);
- prepare plans to receive and help resettle persons evacuated from overseas during an emergency (FY-82); and
- develop an Emergency Social Services Mobilization and Delivery System (FY-84).

Unresolved Issues

1. Issue: Should all reference to nuclear war be eliminated in favor of a reference to war in general?

Background: Comment at the second Board meeting appeared to favor the statement as written. However, Departments of State and Energy have commented that distinction between nuclear and conventional is unnecessary.

2. Issue: Should reference to new Federalism be included in the policy statement?

Background: The second draft included a preparedness measure that referred to the gradual realignment of responsibilities from the Federal to State and local governments. The measure was eliminated from the third draft because of the views of the Office of Science and Technology Policy (OSTP). OSTP believed the measure to be unclear because new Federalism was not referenced in the policy statement itself. Also, that if it referred to the potential transfer of some responsibilities caution was urged because it was premature in that new responsibilities for the States have not been articulated.

The Office of Personnel Management took the opposite view and stated that the measure did not go far enough.

3. Issue: Should a provision for protection of essential population supporting and war sustaining industries and services be added to the Civil Defense program?

Background: At the request of the Department of Defense, such a provision was added. However, the Federal Emergency Management Agency has voiced strong objection because NSDD-26 (unclassified version) provides that analysis and preparations will be completed which will allow a funding decision to be made on such a program, and to include it in this policy statement would preempt a Presidential decision.

4. Issue: Does the statement, as written, convey the incorrect impression that the Administration favors governmental intervention in the free market?

Background: The Department of Energy and the Office of Personnel Management have expressed concern with several sections of the draft in this regard.

5. Issue: Should the first paragraph under policy be changed so that the focus of the programs be directed initially at the correction of the most serious emergency mobilization deficiencies in our capabilities to provide support to the Armed Forces in response to emergencies that threaten national security?

Background: The Office of the Joint Chiefs of Staff asked that such a change be made. No other members objected to the broader statement which included essential civilian needs.

6. Issue: Should major domestic emergencies be defined as those which cannot be dealt with in Public Law 93-288?

Background: Public Law-93-288 was referenced in the principles concerned with domestic emergencies in the second draft. It was eliminated in the third draft because it was believed that the single statement of principle which establishes the threshold for domestic emergencies, of which the Board is concerned, adequately covers the definition.

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TO CLARK

FROM RUSSELL

DOCDATE 28 APR 82

KEYWORDS: EMERGENCY PREPARED"S

AC

LEWIS, B

SUBJECT: MTG W/ LEWIS EMPB SECRETARIAT RE NATL POLICY STATEMENT

ACTION: FOR INFORMATION

DUE:

STATUS IX FILES

FOR ACTION

FOR CONCURRENCE

FOR INFO

CLARK

COMMENTS

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ACTION OFFICER (S)

ASSIGNED

ACTION REQUIRED

DUE

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DISPATCH

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OFFICE OF POLICY DEVELOPMENT

FG378

STAFFING MEMORANDUM

DATE: 7/1/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYI

SUBJECT: Emergency Mobilization Preparedness Board
Minutes - Fifth Board Meeting

	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:

Booklet sent to M UHLMANN

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

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June 28, 1982

MEMORANDUM FOR BOARD MEMBERS

FROM: WILLIAM P. CLARK *WPC*
Chairman

SUBJECT: Fall 1982 Mobilization Exercise

A major mobilization exercise is scheduled to be conducted in Fall 1982. The military portion of this exercise, PROUD SABER, is being conducted by the Department of Defense. The civil sector portion of the exercise, REX-82 BRAVO, is being conducted by the Federal Emergency Management Agency. REX-82 BRAVO is being structured to provide realistic play in industrial and economic mobilization by introducing an industrial surge requirement several months before M-Day. It is also being structured to provide considerable free play by participating agencies.

Because of the extreme importance of this exercise and the opportunity it presents to test our policies and plans, I encourage you to support the exercise and to assure your agencies that devoting the necessary time and high-level personnel will be worthwhile.

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FG 378

OFFICE OF POLICY DEVELOPMENT

STAFFING MEMORANDUM

DATE: 9/1/82 ACTION/CONCURRENCE/COMMENT DUE BY: 9/22/82

SUBJECT: Emergency Mobilization Board Meeting 9/22/82 5:00 pm

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	DRUG POLICY	☐	☐
PORTER	☐	☐	TURNER	☐	☐
BARR	☒	☐	D. LEONARD	☐	☐
BOGGS	☐	☐	OFFICE OF POLICY INFORMATION		
BRADLEY	☐	☐	HOPKINS	☐	☐
CARLESON	☐	☐	COBB	☐	☐
DENEND	☐	☐	PROPERTY REVIEW BOARD	☐	☐
FAIRBANKS	☐	☐	OTHER		
FERRARA	☐	☐		☐	☐
GALEBACH	☐	☐		☐	☐
GARFINKEL	☐	☐		☐	☐
GUNN	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
LI	☐	☐		☐	☐
MONTOYA	☐	☐		☐	☐
SMITH	☐	☐		☐	☐
UHLMANN	☐	☒		☐	☐
ADMINISTRATION	☐	☐		☐	☐

REMARKS:

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



EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

AUG 31 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM: Bennett L. Lewis
Executive Secretary

SUBJECT: Sixth Board Meeting

The sixth Board meeting is scheduled tentatively for 5:00 to 5:50 pm, Wednesday, September 22, 1982, in the Indian Treaty Room 474, of the Old Executive Office Building.

The major thrust of the meeting will be a presentation of input to the Plan of Action from the Earthquakes Working Group. Also, a briefing on the REX 82 BRAVO mobilization exercise is planned. A tentative agenda is attached.

Confirmation of the meeting will be made as soon as plans are completed.

Attachment

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

5:00 to 5:50 pm, September 22, 1982

Indian Treaty Room 474

Old Executive Office Building

Sixth Board Meeting

TENTATIVE AGENDA

NSDD - 47	Honorable William P. Clark	2 minutes
Plan of Action	Honorable William P. Clark Major General Bennett L. Lewis	10 minutes
Earthquakes Plan Input	Colonel Wayne G. Kay, Military Assistant to the Director, Office of Science and Technology Policy, and Alternate Chairman, Earthquakes Working Group	15 minutes
REX 82 BRAVO Briefing	Mr. Joseph A. Moreland, Assistant Associate Director for Mobilization Preparedness, National Preparedness Programs, Federal Emergency Management Agency	15 minutes

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DOCUMENT NO. 097676 PD
FG 378

OFFICE OF POLICY DEVELOPMENT

STAFFING MEMORANDUM

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

SUBJECT: Emergency Mobilization Preparedness Board Directory, 1982

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	DRUG POLICY	☐	☐
PORTER	☐	☐	TURNER	☐	☐
✓ BARR	☐	☒	D. LEONARD	☐	☐
BOGGS	☐	☐	OFFICE OF POLICY INFORMATION		
BRADLEY	☐	☐	HOPKINS	☐	☐
CARLESON	☐	☐	COBB	☐	☐
DENEND	☐	☐	PROPERTY REVIEW BOARD	☐	☐
FAIRBANKS	☐	☐	OTHER		
FERRARA	☐	☐		☐	☐
GALEBACH	☐	☐		☐	☐
GARFINKEL	☐	☐		☐	☐
GUNN	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
LI	☐	☐		☐	☐
MONTOYA	☐	☐		☐	☐
SMITH	☐	☐		☐	☐
✓ UHLMANN	☐	☒		☐	☐
ADMINISTRATION	☐	☐		☐	☐

REMARKS: DIRECTORIES SENT TO BARR + UHLMANN

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Edwin L. Harper
Assistant to the President
for Policy Development
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