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WITHDRAWAL SHEET

Ronald Reagan Library

Collection: WHORM: Subject File

Archivist: mjd

File Folder: FG378 097000 - 103999

Date: 7/16/97

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. minutes (097903)	EMPB, sixth Board meeting, 2p	9/22/82	P5
2. briefing	by Col. Wayne Kay, 8p	9/22/82	P5
3. minutes (103053PD)	EMPB, seventh Board meeting, 5p	11/19/82	P5

*mjd
7/16/97*

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].

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OFFICE OF POLICY DEVELOPMENT

TR

STAFFING MEMORANDUM

DATE: 10/8/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYI
SUBJECT: Minutes of Sixth Board Meeting - Emergency Mobilization Board

	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	☐	☐		☐	☐
ROCK	☐	☐		☐	☐
ROPER	☐	☐		☐	☐
SMITH	☐	☐		☐	☐
✓ UHLMANN	☐	☒		☐	☐
ADMINISTRATION	☐	☐		☐	☐

REMARKS: minutes of meeting sent to M. UHLMANN



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097903
1140
FG378

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

October 6, 1982

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

FROM: Bennett L. Lewis
Executive Secretary

John R. Lilly II, for

SUBJECT: Approved Minutes of Sixth Board Meeting

Attached are the minutes of the Sixth Board Meeting held September 22, 1982.

The minutes were approved by the Chairman on October 4, 1982.

Attachment

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

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SIXTH BOARD MEETING

September 22, 1982

MINUTES

Any reference to classified material has been eliminated.

The meeting was opened by the Chairman at 4:30 p.m. The attendance list is at Attachment 1.

The Chairman thanked the Board members for gathering and brought greetings from the President and his thanks for the member's participation in developing National Security Decision Directive 47, the National Policy Statement on Emergency Mobilization Preparedness. He then remarked that the policy statement was only the first step and that we were now moving on with the development of the Plan of Action. The Chairman noted that Working Group input to the Plan of Action was due on September 30, 1982. He indicated that communication with the Agencies had been good working through the Agency liaison officers. The Chairman then asked the Executive Secretary, to make a few remarks concerning the development of the Plan of Action and to introduce the first speaker.

General Lewis opened by stating that two Working Groups had already provided their input to the Plan of Action even though the deadline for submission was not until September 30. He pointed out that the input from the Earthquakes Working Group was of such high quality that it had been selected to be briefed at this Board meeting, and that it could be used by all Working Groups as an example. He indicated further that the other submission was from the Human Resources Working Group and that it was being worked presently. He added that some suggestions for improvement would be provided early next week. He then reemphasized the Chairman's comments about the importance of making full use of the Agency liaison officers. He displayed a list of liaison officers which was provided to the members as a handout. He said that his observation was that those Agencies whose liaison officers closely followed the activities of their agencies various Working Group representatives were the ones best represented in the Working Group outputs.

General Lewis made the following comments describing the Plan of Action:

- It will be a comprehensive integrated document containing the emergency mobilization preparedness measures in process, or to be undertaken, by all elements of the Executive Branch.
- It will be used by the Board to ascertain that all Agencies are fulfilling their responsibilities in the area of emergency mobilization preparedness.

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- Its purpose is to pull together into a single document, the many emergency mobilization preparedness programs being carried out by all elements of the Executive Branch.

- It will enable the President to guide the direction that the Administration is pursuing in the area of emergency mobilization preparedness and to determine whether or not the goals are attainable within fiscal constraints.

Colonel Wayne Kay, Military Assistant to the Director of the Office of Science and Technology Policy and the alternate Chairman of the Earthquakes Working Group made a 15 minute presentation covering the development of the very high quality input by the Working Group members to the Plan of Action. Attachment 2 is a copy of the presentation and accompanying vugraphs.

The Chairman thanked Colonel Kay for his presentation and indicated that he was encouraged by the quality of this first input to the Plan of Action. He then indicated that General Richard Boverie, the NSC member of the Board, would conduct the balance of the meeting because it was necessary for him to depart. On departing, he again thanked the members on behalf of the President.

General Boverie remarked about the importance of the upcoming mobilization exercise REX-82 BRAVO which is the civil sector exercise being conducted concurrently with the military mobilization exercise PROUD SABER. He indicated that the exercise would be an ideal test vehicle for the preparedness measures being included in the Plan of Action and that it would help to identify additional shortcomings. He added that the Chairman was grateful for the personal involvement of the Board members in the exercise. At this point, General Boverie introduced Mr. Joseph Moreland, Assistant Associate Director for Mobilization Preparedness at FEMA who made a 15 minute presentation on the exercise. Some classified material was presented, but it has been eliminated from these minutes and accompanying attachments. Attachment 3 contains copies of vugraphs used in the presentation and a list of salient points covered by the speaker.

General Boverie thanked Mr. Moreland for an excellent update on the exercise. He remarked again about the need for the Board members strong support of REX-82 BRAVO.

General Boverie announced that the next Board meeting would be at 4:00 p.m. on Wednesday, November 10.

The meeting was adjourned promptly at 5:20 p.m.

Attachments.

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Sixth Board Meeting Attendees

September 22, 1982 - 4:30-5:20 p.m.

William P. Clark	Chairman
Richard T. Boverie	National Security Council Staff
Louis O. Giuffrida	Federal Emergency Management Agency
Donald J. Devine	Office of Personnel Management
Fred C. Ikle	Department of Defense
Edward C. Schmults	Department of Justice
Donald Paul Hodel	Department of the Interior
Lionel H. Olmer	Department of Commerce
David B. Swoap	Department of Health and Human Services
Joseph Wright	Office of Management and Budget
Lt Gen James E. Dalton	Organization of the Joint Chiefs of Staff
James E. Jenkins	Office of the Counsellor to the President
(Alt) Michael Uhlmann	Office of Policy Development
(Alt) William A. Vaughan	Department of Energy
(Alt) Alfred Zuck	Department of Labor
(Alt) Robert H. Miller	Department of State
(Alt) Ronald Frankum	Office of Science and Technology Policy
(Alt) Raymond D. Lett	Department of Agriculture
(Alt) Raymond A. Karam	Department of Transportation
(Alt) Emanuel S. Savas	Department of Housing and Urban Development
(Alt) Charles Allen	Central Intelligence Agency
(Alt) John Robert McBrien	Department of the Treasury
Bennett L. Lewis	Executive Secretary, Emergency Mobilization Preparedness Board
No Representative	Department of Education
No Representative	Office of the Chief of Staff to the President

THE EARTHQUAKES WORKING GROUP UNDER DR. KEYWORTH HAS HAD A RATHER SUCCESSFUL HISTORY OF CONTRIBUTING TO THE NATIONAL SECURITY DECISION DIRECTIVE PRODUCED BY THIS AUGUST GROUP AND IN PUTTING TOGETHER THE ACCOMPANYING PLAN OF ACTION TO SUPPORT THE POLICY AND OBJECTIVES CONTAINED IN THAT NSDD. IN THIS REGARD, OUR WORKING GROUP HAS BEEN KIND OF "RIDING POINT" AS FAR AS WORKING GROUPS' ACTIVITIES ARE CONCERNED. RECOGNIZING THIS, AND THE FACT THAT THE EARTHQUAKES WORKING GROUP SUBMITTED ITS PLAN OF ACTION TO THE SECRETARIAT TWO WEEKS AGO, GEN. LEWIS ASKED US TO GIVE A SHORT PRESENTATION ON THE PROCESS OF HOW WE DEVELOPED AND PRODUCED OUR PLAN.

SLIDE 2

AS A STARTER, THESE ARE THE AGENCIES COMPRISING OUR WORKING GROUP AND WHO CONTRIBUTED TO BOTH THE POLICY AND THE PLAN. ONE UNIQUE FEATURE OF THIS WORKING GROUP WAS THAT, AT THE OUTSET, RECOGNIZING THE HIGHEST POTENTIAL FOR A CATASTROPHIC EARTHQUAKE WOULD BE IN THE CALIFORNIA AREA, WE FELT IT IMPORTANT THAT THE PROPER STATE AUTHORITIES BE INCLUDED IN OUR MEMBERSHIP. IN THIS REGARD, WE HAVE STAYED IN CLOSE CONTACT WITH THE DIRECTOR OF THE CALIFORNIA SEISMIC SAFETY COMMISSION AND THE DIRECTOR OF THE SOUTHERN CALIFORNIA EARTHQUAKE PREDICTION PROGRAM.

SLIDE 3

WHEN IT CAME TIME TO WORK THE PLAN OF ACTION WE DIDN'T GO BACK AND REINVENT THE WHEEL. WE HAD ALREADY CONTRIBUTED TO

THE NSDD WHICH CONTAINED THE STATEMENT OF NATIONAL POLICY, THE PRINCIPLES OR OBJECTIVES THAT THE ADMINISTRATION INTENDED TO ACHIEVE, AND THE PROGRAMS TO ACHIEVE THOSE OBJECTIVES; SO HERE IS WHERE WE STARTED FROM. YOU MAY RECALL THAT WHEN WE DEVELOPED THE POLICY, OBJECTIVES, AND PROGRAMS LAST FALL, WE ALSO DERIVED OUR SET OF IMPLEMENTATION MEASURES. CONSEQUENTLY, ONCE THE REQUIREMENT FOR THE PLAN OF ACTION WAS STATED BY THE SECRETARIAT, WE HAD A CLEAR ROAD MAP TO FOLLOW. WE DUSTED OFF OUR IMPLEMENTATION MEASURES DOCUMENT AND BEGAN REFINING THEM INTO OUR PLAN AS A LOGICAL EXTENSION OF THE POLICY, PRINCIPLES AND PROGRAMS WE'D ALREADY WORKED.

SLIDE 4

WE TOOK A SIMPLISTIC BUT VERY COMPREHENSIVE APPROACH TO OUR PLAN OF ACTION. AT OUR FIRST MEETING WE LAID OUT OUR THREE FUNDAMENTALS:

- LET'S LOOK AT WHAT THIS GOVERNMENT HAS DONE TO DATE, AS OF 1982.

- IN DEALING WITH ALL OF THE ASPECTS OF CATASTROPHIC EARTHQUAKES, WE NEEDED TO DECIDE WHAT HAD TO BE DONE TO FULFILL THE ADMINISTRATION'S POLICY AND OBJECTIVES.

- FINALLY, WE HAD TO LAY OUT, HOW DO WE GET FROM HERE, TO THERE, AND THAT, IS WHAT EACH IMPLEMENTATION MEASURE IN OUR PLAN OF ACTION INTENDS TO REFLECT.

SLIDE 5

HOW DO WE DO THIS. IN THE MACRO SENSE WE LAID OUT OUR BASIC WORKING GROUP GUIDELINES UP FRONT. WE ALREADY HAD OUR

POLICY AND OBJECTIVES IN FRONT OF US--WE DIDN'T HAVE TO START FROM SCRATCH.

- WE ALL AGREED AND UNDERSTOOD THAT THIS WAS A NATIONAL PLAN OF ACTION WITH A NATIONAL VIEW. (THIS WAS NOT A PLAN OF ACTION OF DEFENSE'S OR FEMA'S OR INTERIOR'S. THIS WAS THE PRESIDENT'S PLAN.)

- PROBABLY ONE OF THE HARDEST GUIDELINES TO KEEP OUR EYES SQUARELY ON WAS TO AVOID MINUTIAE. I WANT TO DIGRESS FOR ONE MOMENT HERE AND SAY THAT EVERY MEMBER OF THIS WORKING GROUP ROSE TO THIS CHALLENGE; THEY ESCALATED THEIR THINKING OUT OF THE REALM OF INDIVIDUAL AGENCY VIEWPOINTS AND WERE ABLE TO CONTRIBUTE TO WHAT WE ALL FEEL, IS TRULY A PLAN WITH A NATIONAL VIEW. THE CREDIT GOES TO THOSE PEOPLE IN AVOIDING THE OPERATIONAL DETAILS WHICH I HEAR, UNFORTUNATELY, HAS BOGGED DOWN OTHER WORKING GROUP ACTIVITIES.

- WE CONSTANTLY STRESSED THAT THIS WAS A DYNAMIC DOCUMENT. WE AGREED, WITH THE SECRETARIAT'S CONCURRENCE, THAT THE VARIABLES OF THE PLAN WERE NOT "LOCKED IN CONCRETE." THEREFORE, THE MILESTONES, THE DELIVERABLES, THE DATES FOR THOSE DELIVERABLES, AND THE ESTIMATED COSTS WERE CONSIDERED FLEXIBLE. ANNUAL BUDGET CONDITIONS, TECHNOLOGY BREAKTHROUGHS, POLICY OR SITUATIONAL CHANGES COULD AFFECT ANY ASPECT OF ANY IMPLEMENTATION MEASURE IN OUR PLAN. CONSEQUENTLY, WE TRUST THAT THE SECRETARIAT AND THIS BOARD SHALL HAVE THE WISDOM TO REFLECT CHANGES IN THIS NATIONAL PLAN OF ACTION ON A SEMIANNUAL OR ANNUAL BASIS.

- FINALLY, THE WORKING GROUP MEMBERS WERE CONTINUALLY AND CONSISTENTLY REMINDED THAT THEY AND THEIR AGENCIES HAD TO IMPLEMENT THE MEASURES IN THIS PLAN. THEIR AGENCIES WERE RESPONSIBLE AND CONSEQUENTLY WHATEVER WENT INTO THE PLAN OF ACTION, THEY HAD TO LIVE WITH. THIS WAS NOT JAY KEYWORTH'S PLAN; THIS WAS THE GEOLOGICAL SURVEY'S, FEMA'S, DoD'S, AND ALL THE AGENCIES WHO HAVE PIECES OF THE ACTION. WE TOLD THEM, DON'T PUT ANYTHING IN THERE THAT THIS ADMINISTRATION AND YOU CAN'T LIVE WITH.

SLIDE 6

ONE THE BASICS WE FOLLOWED WAS THE SECRETARIAT'S INSTRUCTIONS CONCERNING THE REQUIRED CHARACTERISTICS OF THE PLAN OF ACTION. WITH ABOUT 98 PERCENT ACCURACY, WE INCORPORATED THESE CHARACTERISTICS INTO EVERY IMPLEMENTATION MEASURE OF OUR PLAN. THE SECRETARIAT SAID WE MUST:

- ADDRESS EACH IMPLEMENTATION MEASURE; WE DID.
- MILESTONES MUST HAVE A CLEAR, LOGICAL TRACK. IN OUR VIEW, THEY DO.
- THERE MUST BE RECOGNIZABLE DELIVERABLES WHICH ARE KEY TO IMPLEMENTATION OF THE MEASURE. WE HAVE THEM. I'D LIKE TO GIVE AN EXAMPLE OF A SERIES OF DELIVERABLES ASSOCIATED WITH ONE OF OUR IMPLEMENTATION MEASURES. GO TO NEXT SLIDE

SLIDE 7

OUR NO. 1 PRIORITY IMPLEMENTATION MEASURE IS TO FULLY DEVELOP OUR FEDERAL EARTHQUAKE RESPONSE PLANS. THE DIRECTOR OF FEMA IS RESPONSIBLE FOR THESE NATIONAL PLANS. WE KNEW THAT FEMA WAS ALREADY PULLING TOGETHER AN INTERAGENCY COORDINATION COMMITTEE OF ALL THE FEDERAL RESPONSE AGENCIES UNDER PL 96-472; WHICH IS THE EARTHQUAKE HAZARDS REDUCTION PROGRAM. RECOGNIZING THIS, WE DIDN'T WANT TO CREATE ANOTHER NEW SUBCOMMITTEE RESPONSIBLE TO OUR WORKING GROUP TO DEVELOP AND PRODUCE THE NATIONAL RESPONSE PLAN. SO GENERAL GIUFFRIDA AGREED TO USE THAT COORDINATING COMMITTEE TO DO THE WHOLE JOB. THUS, WE KEPT OUR WORKING GROUP AT A MANAGEABLE MEMBERSHIP LEVEL AND AT THE SAME TIME WE WERE ABLE TO TAKE ADVANTAGE OF A COMMITTEE HE WAS IN THE PROCESS OF CHARTERING TO DO ESSENTIALLY THE SAME TASK. SO IN THIS INTEGRATED EXERCISE;

- THE FIRST DELIVERABLE IS THE INTERAGENCY CHARTER WHICH WILL LAY OUT THE TERMS OF REFERENCE OF THE COMMITTEE TO PRODUCE THE PLAN.

- THE SECOND DELIVERABLE IS THE COMMITTEE'S EVALUATION OF OUR CURRENT NATIONAL PLANS.

- THEY MUST ALSO MAKE A VULNERABILITY ASSESSMENT IN ORDER TO DECIDE THE RELEVANCY OF THE CURRENT PLANS, TO OUR STATED OBJECTIVES AND IDENTIFY WHERE THE SHORTFALLS LIE.

- SIMULTANEOUSLY, IN THIS PROCESS, PLANNING GUIDANCE WILL BE ISSUED TO COMMITTEE MEMBERS.

- THEY WILL DEVELOP A DRAFT PLAN, CIRCULATE THAT DRAFT, AND FINALLY PRODUCE AN APPROVED, COORDINATED FEDERAL EARTHQUAKE RESPONSE PLAN. THE TARGET DATE FOR THAT IS NEAR THE SECOND QUARTER OF FY 84.

GO BACK TO PREVIOUS SLIDE

- THE SECRETARIAT REQUIRED A SINGLE RESPONSE ORGANIZATION FOR EACH MILESTONE. HERE WE COULD NOT LEGITIMATELY COMPLY IN A FEW INSTANCES. WE HAVE AN IMPLEMENTATION MEASURE THAT DEALS WITH BASIC AND APPLIED RESEARCH NEEDS IN EARTHQUAKE PREDICTION AND MITIGATION. WE HAVE SEVERAL AGENCIES WHICH CONTRIBUTE TO BASIC AND APPLIED RESEARCH NEEDS AND APPROPRIATE MONEY FOR THOSE PURPOSES. SO IN THAT IMPLEMENTATION MEASURE YOU WILL SEE THAT THE GEOLOGICAL SURVEY, THE NATIONAL SCIENCE FOUNDATION AND THE FEMA WILL ALL BE SHOWN IN THE ORGANIZATION COLUMN.

- AND THE LAST CHARACTERISTIC: EVERY MILESTONE LISTED IN THIS PLAN OF ACTION HAS AN ATTAINABLE MILESTONE DATE. (AS A MATTER OF INFORMATION, FEMA HAS ALREADY DEVELOPED THE CHARTER AND THE PLANNING GUIDANCE FOR THE INTERAGENCY GROUP THAT WILL PREPARE THE FEDERAL RESPONSE PLAN AND THEY HAVE ALREADY HELD THE FIRST MEETING OF THAT INTERAGENCY GROUP, SO AS TO NOT LOSE VALUABLE TIME AND IN ANTICIPATION OF APPROVAL OF THIS PLAN OF ACTION.)

SLIDE 8

NOW, INsofar AS THE OPERATION OF OUR WORKING GROUP WENT, THE SECRETARIAT ASKED US TO, SAY A FEW WORDS CONCERNING HOW THIS WORKING GROUP WAS SO SUCCESSFUL IN PRODUCING A QUALITY PRODUCT, WELL AHEAD OF SCHEDULE. I CAN SUM IT UP IN ABOUT 3 OR 4 AREAS. GROUP COMPOSITION: WE HAD THE SAME CHAIRMAN AND WE HAD FUNDAMENTALLY THE SAME AGENCY REPRESENTATIVES

FROM THE DAY WE FIRST MET AS A WORKING GROUP. CONSEQUENTLY, WE DIDN'T HAVE TO SPEND HALF OF EVERY MEETING GOING BACK REVISITING ISSUES AND UPDATING NEW PEOPLE AROUND THE TABLE WHAT THE DEVIL WE DID AT THE LAST MEETING. SECONDLY, WE CLARIFIED ISSUES ON THE SPOT. AS PROBLEMS OR QUESTIONS AROSE, WE SOLVED THEM. WE NEVER LET AN ISSUE RIDE. IF THE CHAIRMAN COULDN'T RESOLVE IT, WE REFERRED IT TO THE SECRETARIAT AND GOT ANSWERS. WE ALL HAD A CLEAR UNDERSTANDING OF WHAT WE WERE DOING, ALL THE TIME. WE KNEW OUR OBJECTIVES, WE KNEW OUR PROGRAM, AND WE NAILED THE IMPLEMENTATION MEASURES TO THOSE TWO PEGS. LASTLY, WE SIMPLY USED GOOD BASIC MANAGEMENT IN RUNNING THIS WORKING GROUP. WE ASKED THEM - WHAT DO YOU WANT US TO TELL THE BOARD? THE WORKING GROUP SAID TO SAY:

- THIS WAS A TRUE TEAM EFFORT.
- THEY ALL CLEARLY UNDERSTOOD THE OBJECTIVE.
- THEY ALWAYS HAD A DELIVERABLE FROM THE CHAIRMAN AHEAD OF TIME TO WORK WITH PRIOR TO THE NEXT MEETING.
- THEY ALWAYS KNEW WHAT WAS EXPECTED AT THE NEXT MEETING AND THEY PREPARED FOR IT.
- THEY HAD A REGULAR MEETING SCHEDULE AND THEY HAD ADEQUATE TIME TO DO WHAT THEY HAD TO DO.
- EACH WORKING GROUP MEMBER WAS NOT CONSTRAINED IN THE DEVELOPMENT OF THEIR PARTS OF THE ACTION PLAN BY WORRYING ABOUT WHETHER OR NOT THEY WERE STEPPING ON OTHER AGENCIES' TURF; THEIR GUIDANCE FROM THE CHAIR WAS TO CONSIDER THE WHOLE PROBLEM, BRING IT TO THE WORKING GROUP, AND SORT IT OUT

OVER THE MEETING TABLE. THIS LATTER POINT WAS ONE OF THE VERY KEY REASONS WHY THIS ACTION PLAN HAS SUCH AN INTEGRATED FLAVOR AND WHY IT ENJOYS THE UNANIMOUS AGREEMENT OF THE WORKING GROUP MEMBERS AND UNANIMOUS APPROVAL OF THE WORKING GROUP PRINCIPALS.

SLIDE 9

ALL TOO OFTEN THE PEOPLE WHO REALLY DO THE GUT WORK ON PROGRAMS SUCH AS THIS ARE RARELY RECOGNIZED BY THE HEAD SHED. I'D LIKE YOU ALL TO KNOW WHO THESE PEOPLE ARE.



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

EARTHQUAKES WORKING GROUP

Dr. G. Keyworth, II
Chairman



WORKING GROUP AGENCIES

DEPARTMENT OF THE INTERIOR

UNITED STATES GEOLOGICAL SURVEY

DEPARTMENT OF DEFENSE

FEDERAL EMERGENCY MANAGEMENT AGENCY

NATIONAL SCIENCE FOUNDATION

NATIONAL COMMUNICATIONS SYSTEM

NUCLEAR REGULATORY COMMISSION

NATIONAL SECURITY COUNCIL

STATE OF CALIFORNIA

OFFICE OF SCIENCE AND TECHNOLOGY POLICY (Chairman)



— POLICY

— PRINCIPLES

— PROGRAMS

— IMPLEMENTATION MEASURES



1982

198?



PLAN OF ACTION



WORKING GROUP GUIDELINES

- POLICY/OBJECTIVES FIXED**
- NATIONAL VIEW**
- AVOID MINUTIAE**
- DYNAMIC PLAN**
- AGENCIES IMPLEMENTATION RESPONSIBILITIES**



PLAN OF ACTION CHARACTERISTICS

- MUST ADDRESS EACH IMPLEMENTATION MEASURE**
- MILESTONES MUST HAVE CLEAR, LOGICAL TRACK**
- RECOGNIZABLE DELIVERABLES**
- RESPONSIBLE ORGANIZATION FOR MILESTONE**
- ATTAINABLE MILESTONE DATE**



DEVELOP FEDERAL EARTHQUAKE RESPONSE PLANS

FEMA LEAD AGENCY

DELIVERABLES:

- INTERAGENCY CHARTER**
- EVALUATION OF CURRENT PLANS**
- VULNERABILITY ASSESSMENT**
- ISSUE PLANNING GUIDANCE**
- DRAFT PLAN**
- APPROVED PLAN**



PLAN OF ACTION CHARACTERISTICS

- MUST ADDRESS EACH IMPLEMENTATION MEASURE**
- MILESTONES MUST HAVE CLEAR, LOGICAL TRACK**
- RECOGNIZABLE DELIVERABLES**
- RESPONSIBLE ORGANIZATION FOR MILESTONE**
- ATTAINABLE MILESTONE DATE**



AGENCY REPRESENTATIVES

DOI	BETTE SEGAL
USGS	JIM DEVINE JOHN FILSON
DoD	JOHN OSTERDAY RITA FRIGA
FEMA	RICHARD SANDERSON UGO MORELLI ED SERGENT
NSF	WILLIAM BUTCHER WILLIAM HAKALA
NCS	JOE VERCELLONE
NRC	ROBERT JACKSON STEVE BROCOUM
California	BOB OLSON



WORKING GROUP OPERATION

- GROUP COMPOSITION**
- CLARIFY ISSUES**
- BASIC MANAGEMENT**

MOBILIZATION EXERCISE
REX-82 BRAVO
BRIEFING

SLIDE 1

REX-82 BRAVO is a mobilization exercise to test the ability of the Federal Government to identify, marshal and manage resources in response to a national emergency.

SLIDE 2

REX-82 BRAVO has been preceded in recent times by only three similar mobilization exercises. This exercise will focus on high level policy play. The guidance has emphasized solution of known problems rather than their identification.

SLIDE 3

The Scenario unfolds from an intelligence background depicting possible events which would trigger response by the United States.

As the mobilization progresses, the scenario leads to real world events phased resource requirements.

SLIDE 4

The areas to be exercised are industrial, resource, and economic. The play will stress 12 critical resource areas and will involve over 17 resource agencies as well as numerous support agencies.

SLIDE 5

Events leading to the actual exercise commenced in May 1982 with the start of a pre-exercise scenario in which DOD ordered "surge production." The scenario has been updated bi-monthly by the introduction of additional intelligence information. The pre-exercise period consisted of forecasting and inter-agency coordination of alternative courses of action addressing a surge in industrial production to keep pace with force expansion requirements.

The intelligence updates also caused non-military responses to provocations and worsening world conditions.

As the scenario develops and the actual exercise commences, the demand for resources will necessitate the activation of a policy level Emergency Resources Board which will be required to establish priorities and determine the allocation of available resources.

SLIDE 6

The Emergency Resources Board will be called into session and be faced with problems concerning trade and economic policy, military force expansion and sustainability, and resource management during surge production demands.



Federal Emergency Management Agency

EXERCISE REX-82 BRAVO



MOBILIZATION EXERCISES

1976



1978



1980



1982

MOBEX-76

MOBEX-78

MOBEX-80

MOBEX-83

NIFTY NUGGET

PROUD SPIRIT

PROUD SABER

REX-78

REX-80 BRAVO

REX-82 BRAVO

▼ THAILAND, S. KOREA,
ISRAEL, S. ARAB EM.,
N. YEMEN, OMAN REQUEST
INCREASED FMS

▼ USSR REPLACES
KARMAL GOV'T.

▼ STR. HORMUZ
BLOCKED

▼ USSR EXERCISES
ON SINO-SOV. BDR.

▼ USSR SEALS
PAKI-AFGAN-
IRAN BORDER

▼ BALUCH
INSURGENCY
IN PAKISTAN

▼ KHOMEINI
DIES

▼ CUBAN BDE.
TO S. YEMEN

▼ V.N. STRIKE
CAMPS IN THAILAND

▼ USSR AUGMENTS
I.O. FLEET

APR

MAY

JUN

DOE TASKED TO
ASSESS POTENTIAL
IMPACT

DOC TASKED TO
ANALYZE IND. SECTOR
COMPOSITION TO
SUPPORT SURGE

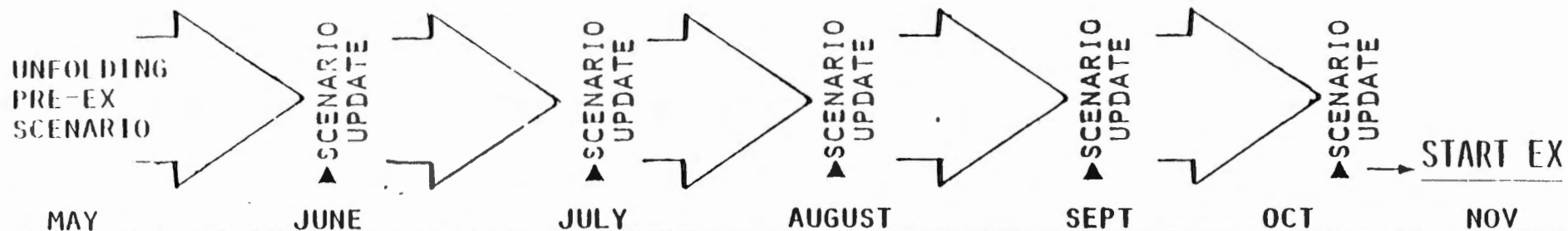
▲ DOD INITIATES
SURGE PROD.

▲ DOL TASKED TO
ANALYZE LABOR FORCE
COMPOSITION TO
SUPPORT SURGE

REX-82 BRAVO

PROPOSED CRITICAL RESOURCE AREAS

<u>CRITICAL RESOURCE AREAS</u>	<u>PRINCIPAL AGENCIES</u>	<u>SUPPORT AGENCIES</u>
1. INDUSTRIAL PRODUCTION	DOC	DOI, DOT, DOD
2. ENERGY	DOE	NRC
3. MINERALS	DOI	DOC
4. WORKFORCE	DOL	SSS, OPM, VA
5. FOOD	USDA	DOC, DOE
6. HEALTH	HHS	VA
7. HOUSING	HUD	DOC
8. TRANSPORTATION	DOT	CAB, ICC
9. ECONOMIC STABILIZATION	TREAS., FRS, CEA, OMB	FCA, FDIC, FILBB, EIB, NCUA, SEC
10. COMMUNICATION	OSTP, FCC	NCS, GSA
11. GOVERNMENT RESOURCES AND SERVICES	GSA	FED. AGENCIES
12. CONSTRUCTION	HUD, COE	DOC, DOL, DOT



PRE-EXERCISE PERIOD

FEMA FORECASTS ALTERNATIVE COURSES OF ACTION FOR FUTURE CONSIDERATION
AND COORDINATES AGENCY ANALYSIS ADDRESSING:

- INCREASED PRODUCTION OF SELECTED DEFENSE ITEMS
- FORCE EXPANSION REQUIREMENTS
- NON-MILITARY RESPONSES TO PROVOCATIONS, DETERIORATING CONDITIONS

EXERCISE

POLICY
LEVEL
RESOURCE
BOARD
MEETING

TENTATIVE ERB MEETINGS

I. TRADE AND ECONOMIC POLICIES

- FOREIGN ASSET CONTROL
- TRADE AND FINANCIAL EMBARGOES
- CONTROL EXPORT/IMPORT
- ADJUST MONETARY POLICIES

II. MILITARY FORCE EXPANSION, DEPLOYMENT, AND SUSTAINABILITY SUPPORT

- INCREASED MANPOWER REQUIREMENTS
 - MILITARY
 - FED CIV
- CONSTRUCTION
- FACILITY PROTECTION
- NEO
- DISTRIBUTION OF HEALTH SUPPORT RESOURCES

III. RESOURCE MANAGEMENT FOR SURGE PRODUCTION AND INDUSTRIAL MOBILIZATION

- RAW MATERIELS AND MANUFACTURED COMPONENTS
- PRIORITIES AND ALLOCATIONS
- SKILLED WORKERS
- RESOURCE SUPPLY/REQUIREMENTS INFORMATION
- ENERGY AND TRANSPORTATION SUPPORT REQUIREMENTS

FG 378

OFFICE OF POLICY DEVELOPMENT

STAFFING MEMORANDUM

DATE: 1/3/83 ACTION/CONCURRENCE/COMMENT DUE BY: 1/5/83

SUBJECT: Emergency Mobilization Preparedness Board Meeting 1/5/83

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

REMARKS:

OFFICE OF POLICY DEVELOPMENT

STAFFING MEMORANDUM

DATE: 1/6/83 ACTION/CONCURRENCE/COMMENT DUE BY: 1/12/83
 SUBJECT: Emergency Mobilization Preparedness Board Meeting 1/12/83

	ACTION	FYI		ACTION	FYI
HARPER	☐	☐	DRUG POLICY	☐	☐
PORTER	☐	☐	TURNER	☐	☐
BARR	☐	☐	D. LEONARD	☐	☐
BLED SOE	☐	☐	OFFICE OF POLICY INFORMATION		
BOGGS	☐	☐	HOPKINS	☐	☐
BRADLEY	☐	☐	COBB	☐	☐
CARLESON	☐	☐	PROPERTY REVIEW BOARD	☐	☐
DENEND	☐	☐	OTHER		
FAIRBANKS	☐	☐		☐	☐
FERRARA	☐	☐		☐	☐
GALEBACH	☐	☐		☐	☐
GARFINKEL	☐	☐		☐	☐
GUNN	☐	☐		☐	☐
B. LEONARD	☐	☐		☐	☐
LI	☐	☐		☐	☐
MONTOYA	☐	☐		☐	☐
ROCK	☐	☐		☐	☐
ROPER	☐	☐		☐	☐
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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To Mr. Uhlmann



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

OFFICE OF
POLICY DEVELOPMENT
1983 JAN -5 P 5:04

JAN 4 1983

MEMORANDUM FOR: BOARD MEMBERS
FROM: *Lee M. Thomas*
Lee M. Thomas
Executive Secretary
SUBJECT: Eighth Board Meeting

This is to confirm the change in date and location for the eighth Board meeting which was postponed because of a last minute conflict with a Presidential press conference.

The meeting is now rescheduled for January 12, 1983, at 4:00 to 4:50 p.m. in the Indian Treaty Room 474 of the Old Executive Office Building.

The agenda for the meeting remains the same. It is desired that the meeting will result in a general approval of a Plan of Action, allowing for last minute changes up to the time of preparation of the final draft.

Attached is a revised copy of the cost implications data associated with the Plan of Action. Last minute changes are incorporated, and the costs for the Food - Agriculture milestones requiring additional appropriations have been reinserted so that they may be discussed at the meeting. The cost implication data is divided into two sections. Section one includes costs which the agencies have said they would be able to absorb in their current and projected budgets. Section two includes costs which will require funding over and above the agencies projected budgets. The cost of the Civil Defense Program, as agreed to by OMB and FEMA, for fiscal years 83, 84 and 85 has been listed in section one, but has not been included in the totals. The Civil Defense Program costs have been excluded because unlike the other programs identified in this plan, the Civil Defense Program is a separate and identifiable line item in the FEMA budget.

Attachment

cc:
Liaison Officers
Working Group Chairmen
Points of Contact

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RECAPITULATION OF COST IMPLICATION DATA FROM PLAN OF ACTION

WITHIN CURRENT BUDGETS

	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	
A1	352K	100K	100K	
A2	3,421K	199K	296K	
A3	<u>50K</u>	<u>25K</u>	<u>--</u>	
SUBTOTAL	3,823K	324K	396K	\$ 4,543K
B1	250K	--	--	
B2	240K	--	--	
B3	100K	50K	--	
B4	75K	--	--	
B5	<u>70K</u>	<u>535K</u>	<u>500K</u>	
SUBTOTAL	735K	585K	500K	\$ 1,820K
C1	200K	200K	200K	
C2	110K	110K	110K	
C3	95K	140K	140K	
C4	1K	1K	1K	
C5	<u>7K</u>	<u>8K</u>	<u>9K</u>	
SUBTOTAL	413K	459K	460K	\$ 1,332K

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	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	
D1	200K	400K	--	
D2	200K	400K	--	
D3	400K	400K	--	
D4	350K	350K	--	
D5	400K	--	--	
D6	400K	400K	--	
D7	150K	250K	--	
D8	<u>250K</u>	<u>175K</u>	<u>--</u>	
SUBTOTAL	2,350K	2,375K	0	\$ 4,725K
E1	15K	--	--	
E2	14K	--	--	
E3	15K	--	--	
E4	--	20K	--	
SUBTOTAL	<u>44K</u>	<u>20K</u>		\$ 64K

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	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>	
G1	140K	140K	115K	115K	
G2	9,590K	9,590K	9,600K	9,600K	
G3	5,520K	5,050K	5,000K	5,000K	
G4	26,430K	29,880K	32,050K	32,750K	
G5	102K	116K	116K	116K	
G6	1,850K	2,050K	2,250K	1,210K	
G7	8K	6K	5K	8K	
G8	830K	610K	710K	710K	
G9	1,900K	1,900K	2,000K	2,000K	
G10	150K	168K	225K	156K	
G11	<u>1K</u>	<u>1K</u>	<u>1K</u>	<u>1K</u>	
SUBTOTAL	46,521K	49,511K	52,072K	51,666K	\$199,770K
H1	157K	260K	60K	--	
H3	61K	310K	302K	--	
H4	61K	3K	--	--	
H5	<u>1K</u>	<u>-</u>	<u>--</u>	<u>--</u>	
SUBTOTAL	280K	573K	362K		\$ 1215K

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	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>
J1	100K	—	—	—
J2	100K	50K		
J3	150K	150K	—	—
J4	500K	600K	—	—
J5	150K	50K	—	—
J6	250K	100K	—	—
J7	200K	200K	—	—
J8	<u>150K</u>	<u>50K</u>	—	—
SUBTOTAL	1,600K	1,200K		\$ 2,800K
K1	120K	130K	40K	—
K2	100K	80K	—	—
K3	0	20K	30	—
K4	<u>50K</u>	<u>60K</u>	<u>10K</u>	—
SUBTOTAL	270K	290K	80K	\$ 640K

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	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>
L1	100K	70K	--	--
L2	120K	95K	65K	--
L3	165K	45K	30K	--
L4	745K	1,190K	400K	--
L5	53K	50K	50K	--
L6	<u>90K</u>	<u>40K</u>	<u>30K</u>	--
SUBTOTAL	1,273K	1,490K	575K	\$3,338K
M1	102K	103K	--	--
M2 (m)	50K	50K	--	--
M3 (m)	100K	225K	--	--
M4 (m)	50K	50K	--	--
M5 (m)	50K	50K	--	--
M6 (m)	<u>50K</u>	<u>50K</u>	--	--
SUBTOTAL	402K	528K		\$ 930K
TOTAL*	57,711K	57,355K	54,445K	51,666K
F1	142,400K	240,300K	345,000K	
F2	3,600K	7,100K	--	
F3	<u>1,400K</u>	<u>4,900K</u>	<u>--</u>	
	147,400K	252,300K	345,000K	\$744,700K

(m) Incomplete figures awaiting completion of interim milestones.

*Does not include costs for Civil Defense program which have already been agreed to by FEMA and OMB.

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REQUIRES ADDITIONAL APPROPRIATIONS

	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	
A1	1,880K	1,815K	150K	
A2	---	75K	100K	
	---	---	---	
SUBTOTAL	1,880K	1,890K	250K	\$4,020K
B1	---	200K	200K	
B2	---	500K	2,000K	
B3	---	50K	---	
B4	---	50K	50K	
	---	---	---	
SUBTOTAL		800K	2,250K	\$3,050K
	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	
D1	---	40K	---	
D2	70K	9,000K	---	
D3	200K	200K	---	
D4	(d)	(d)	---	
D6	15K	200K	---	
D7	20K	320K	---	
D8	<u>417K</u>	<u>417K</u>	<u>---</u>	
SUBTOTAL	722K	10,177K		\$ 10,899K

(d) Incomplete figures awaiting completion of interim milestones.

ONLY

	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>	<u>FY86</u>
L1	-	6K	-	
L3	135K	20K	-	
L4	150K	30K	-	
L5	-	304K	378K	
L6	<u>220K</u>	<u>6,465K</u>	<u>197K</u>	
	505K	6,825K	575K	\$ 7,905K
M1	24K	894K	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
SUBTOTAL	24K	894K		\$ 918K
TOTALS	3,131K	20,586K	30750K	

GRAND TOTAL - ALL FYS (<u>Within</u> Current Budget)	221,177K
GRAND TOTAL - ALL FYS (<u>Requires Additional</u> Funding)	26,792K
GRAND TOTAL - ALL FYS (Within and Additional)	247,969K
GRAND TOTAL - Civil Defense Program (Within)	744,700K

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DOCUMENT NO.

103053PD
403126

PD

FG 378

OFFICE OF POLICY DEVELOPMENT

STAFFING MEMORANDUM

DATE: 12/21/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYI

SUBJECT: Attachments to the Minutes of the Seventh Board Meeting

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

REMARKS:

Staff memo sent with ID 103126

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



EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

December 17, 1982

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

FROM: Lee M. Thomas
Executive Secretary

John R. Hilley II, for

SUBJECT: Attachments to the Minutes of the Seventh Board Meeting

Transmitted herewith are the attachments to the minutes of the Seventh Board Meeting. The minutes were mailed to you on December 14.

Attachments

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

SEVENTH BOARD MEETING ATTENDEES

November 19, 1982 - 4 p.m.

CHAIRMAN: William P. CLARK, Assistant to the President for National Security Affairs

DAM, Kenneth W.	Department of State
TRENT, Darrell M.	Department of Transportation
SWOAP, David B.	Department of Health and Human Services
MARES, Jan W.	Department of Energy
BOVERIE, Richard T.	National Security Council Staff
JENKINS, James E.	Office of Counsellor to the President
DARMAN, Richard G.	Office of Chief of Staff to the President
DALTON, James E., Lt Gen	Organization of the Joint Chiefs of Staff
GIUFFRIDA, Louis O.	Federal Emergency Management Agency
DEVINE, Donald J.	Office of Personnel Management
(Alt) MEHLE, Roger	Department of the Treasury
(Alt) STIVERS, Ronald H.	Department of Defense
(Alt) WHITE, Philip T.	Department of Justice
(Alt) DARE, Wilbert	Department of the Interior
(Alt) LETT, Raymond D.	Department of Agriculture
(Alt) BRADY, Lawrence	Department of Commerce
(Alt) FILLEMAN, Spence	Department of Labor
(Alt) COFFEY, Alan F.	Department of Housing & Urban Development
(Alt) ANDERSON, Annelise G.	Office of Management and Budget
(Alt) FRANKUM, Ronald	Office of Science and Technology Policy
THOMAS, Lee M.	Executive Secretary
No Representative	Department of Education
No Representative	Central Intelligence Agency
No Representative	Office of Policy Development

MOBILIZATION COORDINATING ACTION GROUP

- **DECLARATION OF NATIONAL EMERGENCY**
- **CIVIL DEFENSE SURGE**
- **OIL SUPPLIES**
- **NUCLEAR & CHEMICAL/BIOLOGICAL WEAPONS USE**
- **SPACE COMMUNICATIONS**
- **MILITARY STRATEGY**

MILITARY SUPPORT TO CIVIL AUTHORITY

- **HURRICANES**
- **FLOODS**
- **DEMONSTRATIONS**
- **SABOTAGE**
- **SPONTANEOUS EVACUATION**
- **INFILTRATION**

INTERAGENCY EMERGENCY COORDINATING GROUP

NONCOMBATANT EVACUATION	— HHS/DOS
RELOCATION EDUCATION	— ED
FINANCING THE EMERGENCY	— TREAS
SUPPLEMENTAL BUDGETS	— FEMA/OMB
PRODUCT TANKER ALLOCATION	— DOT
COMMUNICATIONS	— OSTP
CRITICAL RAW MATERIALS	— DOI
DEFENSE PRODUCTION ACT AMENDMENTS	— DOC

RESOURCE CONSTRAINTS RESOLUTION

- **HOWITZERS**
- **AMMUNITION STEEL**
- **F-15 ENGINES**
- **M-60 TANK PRODUCTION TOOLS**
- **TOW GUIDE WIRE**
- **HELICOPTER COMPONENTS**

EMERGENCY RESOURCES BOARD

- **FINANCING MOBILIZATION**
- **ENERGY SUPPLY/DEMAND**
- **TECHNICAL SKILLS TRAINING**
- **NATIONAL DEFENSE STOCKPILE**
- **NATIONAL COMMAND AUTHORITIES**
- **CIVIL SECURITY REQUIREMENTS**

DOD RESOURCE REQUIREMENTS

- **VOCABULARY & METHODOLOGY FOR RESOURCE REQUIREMENTS**
- **SURGE CAPABILITY OF INDUSTRIAL BASE**
- **RESOURCE IMPLICATION OF JCS OPLANS**

MOBILIZATION READINESS REQUIREMENTS

- **AUTHORITIES**
- **MANPOWER**
- **FISCAL**

EXERCISE TIMING

‘NOT DURING AN ELECTION YEAR’

103053 pd

DOCUMENT NO. 103039 PD

FG 378

OFFICE OF POLICY DEVELOPMENT

STAFFING MEMORANDUM

DATE: 12/16/82 ACTION/CONCURRENCE/COMMENT DUE BY: FYI

SUBJECT: Approved Minutes of Seventh Board Meeting of Emergency

Mobilization Preparedness Board

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

REMARKS: staff memo sent with ID 103039 pd

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

December 14, 1982

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

FROM: Lee M. Thomas
Executive Secretary

John R. Lilly II, for

SUBJECT: Approved Minutes of Seventh Board Meeting

Attached are the minutes of the Seventh Board Meeting held November 19, 1982.

The minutes were approved by the Chairman on December 13, 1982.

Attachment

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SEVENTH BOARD MEETING

November 19, 1982
MINUTES

Any reference to classified material has been eliminated.

The meeting was opened by the Chairman at 4:00 p.m. The attendance list is at attachment 1.

The Chairman introduced the newly appointed Executive Secretary, Mr. Lee Thomas, Acting Deputy Director of FEMA, and Mr. Kenneth W. Dam, the newly appointed Board member from the Department of State. He said that the President sent his best wishes to the Board. The Chairman stated that he knew that it was a very hectic period during the mobilization exercise REX-82 BRAVO, and he appreciated the effort everyone had made in keeping to the schedule for development of the Plan of Action.

Mr. Joseph Moreland, of FEMA, presented a wrap-up briefing on exercise REX-82 BRAVO. He highlighted issues that appeared during the Emergency Resources Board activities in the exercise, which related directly to specific implementation measures in the Plan of Action. A copy of his visual material is at attachment 2.

The Chairman thanked Mr. Moreland for his presentation and asked the Executive Secretary, Lee Thomas, to review the development of the Plan of Action.

Mr. Thomas stated that the next portion of the agenda would be to surface issues that had been identified in the second draft. He indicated that it was his intent to identify issues, develop issue papers, and resolve the issues prior to the next meeting, because it was necessary to seek Plan approval during that meeting in order to remain on schedule. He added that, as a preliminary assessment, he could see two issues, and that the first was the missing cost implication data.

The Chairman asked that the missing data be identified.

Mr. Thomas responded that cost implication data was missing from the Economic Stabilization and Public Finance preparedness area.

Mr. Mehle, representing the Treasury Department, and Chairman of the Economic Stabilization and Public Finance Working Group, asked what the cost implication data meant. Was it salaries, or what? He also questioned whether or not it would be used to track expenditures on the implementation measures in the Plan, because if that were the case, it would require an additional accounting system.

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Mr. Thomas responded that the cost implication data included staff salaries and expenses, contractual costs, and capital investment, and that it was not intended to be used to track expenditures in the Agencies. He added that the data was requested as a "ball park" figure, not budget level detail. The President had specified, in his December 17, 1981 memorandum establishing the Board, that the Board would prepare a National Policy Statement and a Plan of Action and that the document would "specify the level of resources required to attain the Administration's objectives."

Mr. Mehle questioned the need to display the total cost of the program, indicating that to do so could be dangerous. He indicated that highlighting the cost of the program would be opening the door to criticism, where it was not necessary. As an alternative, he suggested that the section merely indicate "within current budgets" or "new funding required" as appropriate, and without showing the dollar figures. He added that, if the costs were not to be used for tracking, they have no utility.

Mr. Thomas remarked that the utility of the cost implication data was two-fold: To satisfy the requirement established by the President; and to provide information to the Board in its decision-making process to determine whether or not certain measures were feasible and whether or not they should remain in the Plan.

Colonel Russell, of NSC, offered that, at the present time, the Agency budgets did not contain a line-item identifying preparedness funding. He added that an attempt was being made to track the costs, but it did not include a central accounting system.

Mr. Mares of Energy indicated that he supported Mr. Mehle's concerns and questioned the validity of the cost data.

Mr. Thomas stated that the discussions concerning costs led directly into the second issue. The costs shown for each measure are total estimates. Each agency involved will be required to fund their portion of the total. The promulgation section of the draft plan states: "Each Department and Agency will program and budget the funds and personnel necessary to accomplish the measures described in this National Plan of Action. The resources to fund the emergency mobilization preparedness measures in the National Plan of Action are to be accorded priority status by each Department and Agency during the budget process."

The Chairman asked if there were any questions or comments on the next steps.

Mr. Mares stated that he supported the effort, but that it appears that the plan does not represent a cohesive, integrated approach. He indicated that there are no priorities established which would tell us which are the most important measures, and questioned whether the necessary resources are available to fund the measures.

Mr. Thomas responded that a major job for the Secretariat staff would be to assure integration of the Plan as a whole.

Mr. Mehle asked if it wasn't true that everything that was shown as "within current budget" could be accomplished with no problems? And, wasn't it also true that those measures "requiring additional appropriations" would require further budgetary actions? The measures "within current budgets" should be broken out and implemented without further ado.

Mr. Thomas responded that it was a good point. He added that we would aim for resolution of this and other issues, including integration of the measures in the Plan of Action, so that we would be ready to consider approval at the next meeting.

The Chairman asked if there were other comments and remarked that time was short if we were going to pull this all together by January 5, 1983, the date of the next meeting.

General Dalton, of OJCS, stated that he had two issues. He said that measure A-1 in the Military Mobilization section had been prepared in response to a request from the Executive Secretary. He added that OJCS did not believe that measure A-1 should appear by itself, but rather should be folded into measure A-3 because it seemed to be a logical part of A-3. He stated that he had consulted with each of the Services and they all believed that readiness was a separate consideration for each of them rather than something that could be considered in a single measure.

General Dalton went on to say that the second issue concerned footnotes on measures H-1 and H-2 in the Government Operations section. He pointed out that the footnote on H-1 had been rewritten from the one the DOD/JCS representatives on the Working Group recommended, and that the same footnote on H-2 had been excluded. The footnote, as written by DOD/JCS, reads: "excludes military plans" rather than "excludes military operational plans of a purely warfighting nature that do not include, either directly or indirectly, other Federal Departments or Agencies." He stated that, as presently written, the footnote would not exclude any plans because it was inconceivable to imagine any plan that did not have impact on another agency. He recommended that the footnote be changed to read as originally suggested.

Mr. Giuffrida, of FEMA, stated that there is no intent to tell DOD what they need--but rather that DOD tell the other Agencies what their requirements are. He added that he would be satisfied to put a period

after "operational plans" because he did not want to get into a definition that we could not live with later. The footnote would then read, "excludes military operational plans." He agreed that it was impossible to have an operational plan that did not impact on other Agencies.

General Dalton said that he thought we should go back to the original definition. Mr. Thomas stated it was obvious that we must work through the language to arrive at a satisfactory definition.

Mr. Stivers, of DOD, stated that the Department had concern about the negative inducements, such as wage, price, salary and rent controls, and the rationing of consumer goods shown in the Economic Stabilization and Public Finance section. He indicated that Defense believed more positive inducements such as the incentives that can be authorized under the Defense Production Act (DPA) were more in keeping with the Administration's emphasis on the free market.

Mr. Mehle stated that he was the Chairman of the Economic Stabilization and Public Finance Working Group and that DPA was not within their purview. He indicated that he thought the Industrial Mobilization Working Group was concerned with such things as the DPA. He added that the controls shown in his section were to be available if necessary, but that his group's charter, the National Policy Statement on Emergency Mobilization Preparedness (NSDD47) made it very clear that the free market would be relied upon to the latest possible moment.

Mr. Gluffrida stated that he believed it was the intent in every Working Group to rely primarily on the efficiencies of the free market but that there had to be some method of adjudicating conflict. None of the measures suggested interference in the free market, but it was necessary to have measures available which would make sure military needs were met. He cited an example from the exercise Emergency Resources Board which he chaired. From the beginning there was a divergence of opinion on how the mobilization effort was to be financed. The Board met four times and that issue was never resolved.

Mr. Mehle stated that he didn't think there would be resolution of the issue. His Working Group is facing that issue and he recognizes conflict between the various groups of economists. He indicated that his Group is charged with examining the various alternative measures and preparing option papers stating the pros and cons of the various methods. He indicated that his Working Group would be prepared to brief the alternatives.

Mr. Giuffrida agreed. He added that during the policy statement development there were divergent views concerning use of the DPA. He added that he believed it important to surface these various viewpoints.

The Chairman reiterated that the next meeting would be on January 5, 1983, and asked General Boverie to take over the chair.

General Boverie confirmed the next meeting date of January 5, 1983. He thanked everyone for their participation in the meeting and emphasized the importance of the effort.

The meeting was adjourned at 4:40 p.m.