

# Ronald Reagan Presidential Library Digital Library Collections

---

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

---

**WHORM Subject File Code: FG378**  
(Federal Government Organizations: Emergency  
Mobilization Preparedness Board)  
**Case File Number(s): 104000-121529**  
**Box: 1**

---

To see more digitized collections visit:

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

To see all Ronald Reagan Presidential Library inventories visit:

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

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

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

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

*Last Updated: 02/12/2026*

# WITHDRAWAL SHEET

## Ronald Reagan Library

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

**Withdrawer**

MJD 7/16/1997

**File Folder** FG378 (EMPB) (104000-121529)

**FOIA**

S9352/3

**Box Number**

SYSTEMATIC

265

| ID     | Doc Type | Document Description                 | No of Pages | Doc Date   | Restrictions    |
|--------|----------|--------------------------------------|-------------|------------|-----------------|
| 252057 | PAPER    | TALKING POINTS FOR EMPB MEETING      | 1           | 11/18/1982 | P5 MJD 12/12/00 |
| 252058 | MINUTES  | EMPB, 8TH BOARD MEETING              | 6           | 11/12/1983 | P5 MJD 12/12/00 |
| 252059 | LIST     | ATTENDANCE, PARTIAL                  | 1           | 1/12/1983  | B3              |
|        |          | <b>PAR 8/5/2000 F96-115, #3, CAS</b> |             |            |                 |

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

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

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

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



EMERGENCY MOBILIZATION PREPAREDNESS BOARD  
Washington, D.C. 20472

November 18, 1982

MEMORANDUM FOR: BOARD MEMBERS  
WORKING GROUP CHAIRMEN  
LIAISON OFFICERS  
POINTS OF CONTACT

FROM: William P. Clark  
Chairman

SUBJECT: Designation of Executive Secretary

Effective October 26, 1982, Lee M. Thomas, the Acting Deputy Director of the Federal Emergency Management Agency, was appointed Executive Secretary of the Emergency Mobilization Preparedness Board. He replaces Bennett L. Lewis who has been reassigned as Deputy Assistant Secretary of Defense for Mobilization Planning and Requirements.

I thank Ben for the outstanding service he has performed in molding together the many elements of the newly formed Board and in the timely completion of the National Policy Statement on Emergency Mobilization Preparedness.

I request that you all give the same excellent quality of support to our new Executive Secretary as you have given to Ben in the past.

cc: Bennett L. Lewis

NSC # 8207985

7985

112652

1140

FG378

FG006-12

MC003

## NATIONAL SECURITY COUNCIL

ACTION

November 18, 1982

MEMORANDUM FOR WILLIAM P. CLARK

THROUGH: RICHARD T. BOVERIE *RB*  
FROM: HORACE L. RUSSELL *HL*  
SUBJECT: Emergency Mobilization Preparedness Board  
Meeting  
and Visit by Lee Thomas

The Seventh Board meeting is scheduled for 4:00-4:50 p.m. on Friday, November 19, 1982, in room 305 of the Old Executive Office Building. As Lee Thomas indicates at Tab V, the National Plan of Action is still at such an embryonic stage that there is no need to seek approval at the meeting, but we do need to obtain views from the Board members.

For your 3:30 p.m. meeting today with Lee Thomas talking points are at Tab II. As you recall, Lee was named by Giuffrida to replace Ben Lewis as the Executive Secretary of the EMPB. He is also Acting Deputy Director of FEMA. A letter for your signature announcing Lee as the new Executive Secretary is at Tab I.

RECOMMENDATION

Sign the memo at Tab I.

Approve *HL* Disapprove \_\_\_\_\_

*1 Memo dispatched  
by at Tab I*

## Attachments

Tab I Memo to Board Members  
Tab II Talking Points for Meeting with Lee Thomas  
Tab III Agenda for EMPB Meeting, Friday, November 19  
Tab IV Talking Points for EMPB Meeting, November 19  
Tab V Incoming Correspondence

TALKING POINTS  
FOR  
MEETING WITH LEE THOMAS

- I personally understand the difficulty involved in stepping into a new position in which a lot of activity is already underway.
- Because the Mobilization Exercise required such an effort by the agencies, it is not a surprise that the input to the Plan of Action needs more work.
- Tomorrow's meeting will be a good opportunity to refocus our efforts on the Plan and to ensure we have a first rate Plan for consideration and approval in January.
- I appreciate your dropping by and our having a chance to chat. Tomorrow, after my introductory remarks, I will ask you to lead the discussion on the unresolved issues.

EMERGENCY MOBILIZATION PREPAREDNESS BOARD MEETING

4:00-4:50 p.m., November 19, 1982

Room 305

Old Executive Office Building

AGENDA

|                                     |                                                       |            |
|-------------------------------------|-------------------------------------------------------|------------|
| WELCOME                             | Honorable William P. Clark                            | 1 Minute   |
| REX-82 BRAVO                        | Mr. Joseph Moreland, FEMA                             | 10 Minutes |
| DISCUSSION OF THE<br>PLAN OF ACTION | Honorable William P. Clark<br>Honorable Lee M. Thomas | 39 Minutes |

*Tab IV Talking Points*

*Tab V Incoming Ltr*

TALKING POINTS

FOR

EMERGENCY MOBILIZATION PREPAREDNESS BOARD MEETING

4:00-4:50 p.m., Room 305

November 19, 1982

- o I would like to introduce our new Executive Secretary, Lee Thomas. As you probably know, Lee is also Acting Deputy Director of FEMA.
- o It was a hectic period during the exercise REX-82 BRAVO, but I want you to know I appreciate the extra effort you and your people made in keeping the preparation of this draft National Plan on schedule.
- o Prior to our discussing the Plan, I would like to introduce Joe Moreland. Joe will provide a follow-up to the REX-82 BRAVO exercise. Joe:
- o Thanks for a very good update.
- o It is the President's desire to keep this effort going without delay. He wants maximum accomplishment of the implementation measures during the Administration.
- o Once the Plan is signed (scheduled for January 1983), the Board members will have the responsibility to see that the target dates for the milestones are attained.
- o There are several issues that have been identified in the draft Plan and which will require more work. I expect the Working Group Chairmen to work with the Executive Secretary to resolve these and any other issues prior to the next meeting. Lee, would you lead the discussion.

Closing Remarks

- o We have some additional work ahead of us that must be completed to meet our January schedule. I would like to schedule our next meeting for January 5, 1983.



EMERGENCY MOBILIZATION PREPAREDNESS BOARD  
Washington, D.C. 20472

NOV 12 1982

MEMORANDUM FOR: WILLIAM P. CLARK

CHAIRMAN

FROM:

Lee M. Thomas

Executive Secretary

SUBJECT: Seventh Board Meeting

The seventh Board meeting is scheduled for 4:00-4:50 p.m. on Wednesday, November 17, 1982, in the Indian Treaty Room 474 of the Old Executive Office Building. I suggest that the meeting be used to discuss development of the National Plan of Action on Emergency Mobilization Preparedness and to provide follow-up remarks to the members concerning the mobilization exercise REX-82 BRAVO, as announced at the last meeting.

Input to the Plan was received from the Working Groups. The input was consolidated, edited, and standardized by the Secretariat and a first draft prepared. The first draft was delivered to the Working Groups on October 20, 1982, for review and comments. Comments have been received and a second draft will be ready for distribution to the Board members and the Working Groups Monday morning, November 15, 1982, in preparation for the seventh Board Meeting. The members may want to discuss the second draft at the meeting and raise any issues they may have. 2

A proposed agenda is at attachment 1. I suggest that the meeting begin with a welcome, followed by a 10 minute follow-up briefing on REX-82 BRAVO by Mr. Joseph Moreland of FEMA, followed by a discussion of the second draft of the Plan. Attachment 2 contains remarks that you may care to make or, if you prefer, ask me to make. The remarks detail the the problems that I believe have not been settled between the first and second drafts. The meeting could then be opened to discussion of the second draft and members would have the opportunity to raise issues. The draft Plan is still at such an embryonic stage that there is no need to seek approval. Instead, we should seek to gain insight into the members feelings.

Attachment

430

National Security Council  
The White House

RECEIVED

Package # 7985

82 NOV 18 P 1:14

|                 | SEQUENCE TO | HAS SEEN | ACTION   |
|-----------------|-------------|----------|----------|
| John Poindexter | <u>1</u>    | <u>✓</u> | <u>A</u> |
| Bud McFarlane   | <u>2</u>    | <u>✓</u> | <u> </u> |
| Jacque Hill     | <u>3</u>    | <u>✓</u> | <u>A</u> |
| Judge Clark     | <u> </u>    | <u> </u> | <u> </u> |
| John Poindexter | <u> </u>    | <u> </u> | <u> </u> |
| Staff Secretary | <u> </u>    | <u> </u> | <u> </u> |
| Sit Room        | <u> </u>    | <u> </u> | <u> </u> |

I-Information   A-Action   R-Retain   D-Dispatch   N-No further Action

DISTRIBUTION

cc:   VP   Meese   Baker   Deaver   Other  

COMMENTS

*For mtg today at 3:30  
+ EMPB mtg tomorrow at 4:00.*

NSC/S PROFILE

UNCLASSIFIED

ID 8207985

RECEIVED 18 NOV 82 15

TO CLARK

FROM RUSSELL

DOCDATE 18 NOV 82

BOVERIE

18 NOV 82

CLARK

18 NOV 82

KEYWORDS: EMERGENCY PREPARED"S

AC

THOMAS, L

SUBJECT: BACKGROUND PAPERS FOR EMERGENCY MOBILIZATION PREPAREDNESS BOARD MTG &  
VISIT BY THOMAS ON NOV 19

ACTION: FOR SIGNATURE

DUE: 20 NOV 82 STATUS C FILES WH

FOR ACTION

FOR CONCURRENCE

FOR INFO

CLARK

## COMMENTS

REF# LOG NSCIFID ( C / N )

| ACTION OFFICER (S) | ASSIGNED | ACTION REQUIRED  | DUE | COPIES TO |
|--------------------|----------|------------------|-----|-----------|
|                    | C 11/20  | Clark, J. A. Ltr |     | RB, HK,   |
|                    |          |                  |     |           |
|                    |          |                  |     |           |
|                    |          |                  |     |           |
|                    |          |                  |     |           |

DISPATCH

W/ATTCH FILE WH (C)

MEMORANDUM

NATIONAL SECURITY COUNCIL

7433

116599

1110

FG 378

FG 331

ACTION

November 4, 1982

MEMORANDUM FOR WILLIAM P. CLARK

THROUGH: RICHARD T. BOVERIE *to*  
FROM: HORACE L. RUSSELL *HR*  
SUBJECT: Proposed Visit by Lee M. Thomas

*X*  
Louis Giuffrida, Director of FEMA, advises you at Tab A that Lee Thomas, the Acting Deputy Director of FEMA, has been appointed to replace Ben Lewis as the Executive Secretary of the Emergency Mobilization Preparedness Board. Giuffrida would like to bring Thomas to your office for an introductory visit. I agree that a meeting of about 15 minutes prior to November 17, the date of the next Board meeting, would be extremely helpful to Thomas in his new position as Executive Secretary. *changed to 19th*

RECOMMENDATION

That you meet with Giuffrida and Thomas for about 15 minutes prior to November ~~17~~ *19th*

Agree \_\_\_\_\_

Disagree ✓

Attachment

Tab A Incoming Correspondence

NSC # 8207433

NSC/S PROFILE

UNCLASSIFIED

ID 8207433

RECEIVED 27 OCT 82 09

TO CLARK

FROM GIUFFRIDA, L

DOCDATE 26 OCT 82

KEYWORDS: EMERGENCY PREPARED"S

AC

THOMAS, L

SUBJECT: APPT OF THOMAS AS EXECUTIVE SECRETARY OF EMPB & REQUEST FOR APPT  
W/ CLARK

ACTION: PREPARE MEMO FOR CLARK

DUE: 29 OCT 82 STATUS S FILES

FOR ACTION

FOR CONCURRENCE

FOR INFO

RUSSELL

BOVERIE

NORTH

DEGRAFFENREID

MARTIN

HILL

COMMENTS

REF#

LOG

NSCIFID

( C / )

ACTION OFFICER (S) ASSIGNED ACTION REQUIRED DUE COPIES TO

*Clark* *x 11/04 for decision*  
*Russell* *NOV 1 6 1982 Clark disapproved*  
*close out* *NOV 1 6 1982 further action 11/16 ER*  
*12/3/82*

DISPATCH

W/ATTCH FILE *WH* (C)

7433

11/16 w/ Russell  
411 F.F.H.

National Security Council  
The White House

Package #

7433

SUSPENSE

02 NOV 4 P 6:22

|                 | SEQUENCE TO | HAS SEEN                            | ACTION                              |
|-----------------|-------------|-------------------------------------|-------------------------------------|
| John Poindexter | 1           | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Bud McFarlane   | 2           | <input checked="" type="checkbox"/> |                                     |
| Jacque Hill     | 3           | <input checked="" type="checkbox"/> |                                     |
| Judge Clark     | 4           | <input checked="" type="checkbox"/> | A                                   |
| John Poindexter | 5           | <input checked="" type="checkbox"/> |                                     |
| Staff Secretary |             |                                     |                                     |
| Sit Room        |             |                                     |                                     |
| <u>Russell</u>  | 6           |                                     | I                                   |

I-Information A-Action R-Retain D-Dispatch N-No further Action

DISTRIBUTION

cc: VP Meese Baker Deaver Other

COMMENTS

11/15

WC: Lee Thomas is a political appointee; he was confirmed for a lower position at the FEMA; he is from South Carolina; this would be a strictly courtesy visit so you and he will be acquainted prior to the main meeting on the 19th.

jh

Horan,  
Please call me  
on this. I



Office of the Director  
Federal Emergency Management Agency

Washington D.C. 20472

02-0126 P 6: 06

October 26, 1982

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

Dear Judge Clark:

Please be advised that I have appointed the Honorable Lee M. Thomas to be the Executive Secretary, Emergency Mobilization Preparedness Board, effective October 26, 1982.

At your earliest convenience I would like to bring Mr. Thomas to your office for an introductory visit.

Sincerely,

Louis O. Giuffrida  
Director

cc: Edwin Meese III  
Counsellor to the President

*FG 378*OFFICE OF POLICY DEVELOPMENT *FE007*  
*ND004*

## STAFFING MEMORANDUM

DATE: 2/22/83 ACTION/CONCURRENCE/COMMENT DUE BY: FYISUBJECT: EMPB/Implementation Measures Matrix*Emergency mobilization Preparedness Board*

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

REMARKS:

*Booklet to Uhlmann*



OFFICIAL USE  
ONLY

mu



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

FEB 18 1983

MEMORANDUM FOR: BOARD MEMBERS  
WORKING GROUP CHAIRMEN

FROM:

*John R. Lilley II, for*  
Lee M. Thomas  
Executive Secretary

SUBJECT: Implementation Measures Matrix

Attached is the updated Implementation Measures Matrix. The matrix shows lead and participating agency involvement for each milestone listed in the National Plan of Action.

Based on agency comments received by the Secretariat, milestones in the following implementation measures were revised:

|                     |                      |
|---------------------|----------------------|
| A-1 and 3           | G-1, 5, 6, 7, and 11 |
| B-1, 2, 3, 4, and 5 | H-1, 2, 3, 4, and 5  |
| C-1, 2, 3, 4, and 5 | J-4, 6, and 7        |
| D-1, 2, 3, and 4    | L-1                  |
| E-1, 2, 3, and 4    | M-1, 2, 4, and 5     |
| F-1 and 3           |                      |

The matrix is provided for information purposes and as a means of alerting agencies to their involvement in Plan of Action milestones. Lead agencies should assure that participating agencies are aware of their responsibilities.

Please review the matrix and provide any additional comments or changes to Jack Lilley, Director of Secretariat Operations.

Where there may be questions regarding lead or participating agency involvement in milestones, the agencies concerned should attempt to resolve them at the Liaison Officer or Point of Contact level. Agreed upon changes for inclusion in future updates of the matrix, or questions which can not be resolved by the concerned agencies, should be transmitted to Mr. Lilley for appropriate action.

Attachment

cc: Liaison Officers  
Points of Contact

OFFICIAL USE  
ONLY

DOCUMENT NO.

118322 pd  
11822

PD

1140  
OFFICE OF POLICY DEVELOPMENT FG378

## STAFFING MEMORANDUM

DATE: 2/24/83 ACTION/CONCURRENCE/COMMENT DUE BY: FYI

SUBJECT: EMPD Borad Minutes 2/15/83 - memo Feb 20 83

from Lee M. Thomas, Emergency Mobilization  
Preparedness Board.

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

REMARKS:

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





EMERGENCY MOBILIZATION PREPAREDNESS BOARD  
Washington, D.C. 20472

FEB 20 1983

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

FROM:

*John R. Hilley II, for*  
Lee M. Thomas  
Executive Secretary

SUBJECT: Approved Minutes of Eighth Board Meeting

Attached are the minutes of the Eighth Board Meeting held January 12, 1983.

The minutes were approved by the Chairman on February 15, 1983.

Attachments

THE WHITE HOUSE  
WASHINGTON

February 15, 1983

MEMORANDUM FOR LEE M. THOMAS  
Executive Secretary  
Emergency Mobilization Preparedness Board

SUBJECT: Minutes of EMPB Meeting

The minutes of the Eighth Board meeting are approved. I did note the reservations expressed by some Board members about the President approving the Plan, but understand that now, with one exception, the Board members no longer have these reservations. On balance, I believe a Plan without the President's approval would be a step in the wrong direction.



William P. Clark

FOR OFFICIAL USE ONLY

EIGHTH BOARD MEETING

JANUARY 12, 1983

Minutes

Any reference to classified material has been eliminated.

The meeting was chaired by General Boverie, who explained that Judge Clark had been called out on an emergency and that he expressed his regrets for not being able to attend.

The Acting Chairman opened the discussion by pointing out that the purpose of the meeting was to determine what changes may be needed to the Plan of Action in order to obtain approval from the Board. He indicated that the schedule called for Presidential approval of the Plan by the end of the month, and if necessary, another meeting would be called to resolve any final issues. He then turned the meeting over to the Executive Secretary, Lee Thomas, and requested that he lead the discussion.

Mr. Thomas stated that at the last meeting the Board dealt with issues concerning consistency in the language of the Plan and indicated that a number of changes had been made in the third draft to accommodate those concerns. He said that a more important issue, however, was whether the required funding for implementation measures should be included in the document. He observed that as a result of discussions at the last Board meeting, and subsequent Agency input, it was concluded that cost figures should not be included in the Plan, and they therefore had been reported separately. He indicated that cost issues would constitute a major part of this meeting's discussion. He stated that once the plan is approved, the Agencies will be expected to budget for the various components of the Plan giving them the highest priority consistent with those of the Administration.

Mr. Thomas stated that the overall costs for implementing the various components of the Plan add up to \$248 million (setting aside the Civil Defense program). He indicated that, of this figure, the Agencies have reported that \$221 million is within current or projected budgets, and that there is roughly \$27 million associated with milestones in the Plan that will require additional funding over the next two years. He then requested that the members raise any issues which should be discussed other than the funding issue, which would be discussed later in the meeting.

Mr. Mares, DOE member, expressed concern with the language contained in the promulgation portion of the Plan which states that: "Departments and Agencies not directly assigned milestone responsibility are directed to meet the requirements of those Agencies who are designated responsible for the milestones. Each Department and Agency will program and budget the funds and personnel necessary to accomplish the measures described in this National Plan of Action." In this regard, he indicated that those Agencies not responsible in the Plan for a milestone may be tasked by the responsible Agency without having had the opportunity to evaluate the impact of the tasking on their budgets. Additionally, he also stated that the tasked Agencies may not have had opportunity to make input into the Plan, or the particular milestone involved, and such a circumstance could have hidden impact on such secondary Agencies which the Board may not fully appreciate. Mr. Mehle, Treasury representative, suggested that the term "cooperate with" rather than "are directed to meet the requirements of..." might be more appropriate language in this area of the promulgation statement.

Mr. Thomas reiterated the rationale behind designating a lead Agency to be responsible for each milestone and pointed out that the other agencies tasked in implementing the milestones had representatives on the Working Groups when the milestones were developed. He suggested therefore that there should have been participation from every agency tasked, and if the Agencies participated they should not be surprised. He pointed out that this should have been included in the budgeting considerations of the tasked agencies.

Mr. Mares stated that he realized that in the "real world" Agencies would tend to work out problems, rather than just accepting a tasking that had not been agreed to ahead of time, and that as long as he had assurance that such taskings could be negotiated, he would have no problem.

During additional discussion on the subject, the members generally agreed that if a lead agency tasks another agency for resources which are not available, the matter will be referred to the Board for decision.

In this regard, Mr. Rosenberry, the Veterans Administration observer, indicated that his agency (a non-member of the Board) had not programmed any funds for EMPB activities, especially for those milestones under the Health Work Group in which the VA is very active.

In response thereto, Mr. Lilley, EMPB Secretariat, stated that that was the reason VA's activities are shown as requiring additional funds.

Mr. Giuffrida, FEMA member, stated that he would have difficulty understanding how the Plan could be implemented without all of these agreements on money being made before it goes to the President. He indicated that the Board was considering these budget items too late in the process for FY84, and except for FY85 and beyond, the budget items in the plan are no longer subject to negotiation.

Mr. Wright, OMB member, quoting from the President's December 17, 1981, memorandum which established the Board, pointed out that the policy statement and Plan of Action were to be formulated in light of the fiscal constraints operative through FY83, and that improvements in the national preparedness capabilities were to be accomplished through more effective use of existing resources and reallocation from less important programs. He concurred that it is very late in the budget negotiating process for those items in FY84, pointing out that the budget was about to go to print. He stated that supplemental requests would be too late for the present submission, and that the process had gone beyond the exception stage for FY84.

Mr. Thomas stated that FY85 is essentially the only year where there is room to add funds, and that the Board would have to consider reordering those items in the Plan requiring additional funding in FY84 to ensure that they are accomplished.

General Russell, NSC representative, pointed out in fact, that \$228 million is, included in current and projected budgets, and that only 10 or 12 percent would require additional funding. Mr. Sopper, HHS acting member, added that \$9 million of the \$27 million required in additional funds is for an HHS program. It was observed that an additional \$6 million of the \$27 million is included in one Agriculture program.

In the course of additional discussion on the subject of funding, the members generally agreed that some items in FY84 would have to be slipped to FY85 and that others could possibly be accomplished within budget. (Agencies should identify those milestones and schedule dates which require modification and report immediately through the Working Group).

In continuing the discussion, Mr. Sopper expressed concern with the statement on page 2 of the third draft under "RESPONSIBILITIES" which requires that: "The Agencies shown in the Plan as responsible for timely completion of the milestones will report, by exception, to the Board through the Working Group Chairmen." He indicated that, from his Department's point of view, they would prefer to see the Working Group Chairman reporting through the Board member.

General Stilwell, DOD representative, observed that from an organizational and chain of command point of view, the Plan would require an Assistant Secretary or Deputy Assistant Secretary to report delinquencies of the heads of other Departments and Agencies. He suggested that protocol would be better served by having the agency that missed the milestone report to the Board. He observed that the Working Group is simply a mechanism of the Board, but the authority is vested in the Board members and that it is important to protect the prerogatives of the Department heads to report their own discrepancies.

Mr. Mehle, Treasury representative, commented that, although organizationally it may sound like a bad idea to have the Working Group Chairmen responsible for reporting such delinquencies, the reporting flow would be disrupted if the individual Agencies were required to report directly to the Board members. He suggested that if the latter were the case, the Working Group Chairmen would find it convenient to refer complaints on missed milestones directly to the Agencies involved. He recommended, therefore, that a copy of any delinquency report made by Working Group Chairmen to the Board be sent to the head of the delinquent agency as well.

Mr. Giuffrida stated that, as an Agency head himself, he would expect that his FEMA representatives to the Working Groups would report any missed milestones to him as well as to the Working Group Chairmen.

After additional discussion on the subject, Mr. Thomas suggested that a modification to the language in the promulgation statement might resolve the issue. The members generally concurred in a proposal that the language be modified.

In continuing general comments on the Plan, Mr. Mehle suggested that the document is altogether too detailed for the President to sign. He expressed the opinion that the President's signature would make him responsible for every last detail of the program, because parts of it will undoubtedly be changed after signature. Therefore, he recommended that the President sign a "cover memorandum" and that someone else, such as Judge Clark, sign the actual Plan of Action.

Mr. Schmults, DOJ member, stated that he was in total agreement. He pointed out that much of the detailed programs contained in the Plan were put in by the Agencies without benefit of the "scrubbing down" they would normally get through the regular budget process. Additionally, he expressed reservations about the President embracing significant expenditures for unpopular programs, such as blast shelter analyses contained in the civil defense portion of the Plan (page 41). He therefore concurred in the proposal that the President endorse the goals of the Plan, while letting someone else sign it. The FEMA and DOD representatives also expressed concurrence in the proposal.

In further discussion, General Boverie asked Mr. Wright, if he interpreted the language in the promulgation statement to mean that approval of the Plan of Action will exempt the items requiring additional funding in FY85 from the standard OMB budget reviews.

Mr. Wright indicated that it would be his recommendation to accept those items listed in FY84 and, where necessary, slip their funding. The funds would be identified by OMB and scrubbed through the normal process for the FY85 budget.

Mr. Giuffrida, in continuing the budget discussion, suggested that OMB take part in the two-day conferences scheduled in the Industrial Mobilization measure on restructuring the National Defense Stockpile (page 10 of the Plan). It was agreed that OMB would be invited to take part in the conferences and that the milestones would be changed to reflect that.

Mr. Mares suggested that it would be beneficial for the Secretariat to develop a macro-level priorities listing which cuts across the various planning areas. In the event that the Board has to rule on which measures will get funding, the members would then have the benefit of the priorities established by the Working Groups for each measure. The members concurred in the case of those measures requiring additional funding.

Mr. Savas, HUD representative, suggested that an index be developed as an attachment to the plan showing which agencies are responsible for the steps to accomplish each milestone. The members also concurred in the proposal.

Mr. Miller, acting DOI member, expressed concern about the imminent expiration of the Defense Production Act and how that will affect the emergency mobilization preparedness program. General Stilwell indicated that OMB, FEMA, and DOD are working several strategies to obtain an extension rather than a modification to the Act at this time. He indicated that the objective is to keep the Act alive and that the Agencies are actively pursuing that goal.

Mr. Thomas called attention to revised language distributed prior to the meeting on the emergency communications measure for initiating a series of government/industry conferences to identify ways of accomplishing specific emergency telecommunications preparedness objectives (page 71 of the Plan). He explained that the White House staff had proposed revised language for the implementation measure different from that in the third draft. There were no objections to the revised language.

Mr. Thomas stated that an attempt will be made to accommodate all of the issues discussed at the meeting, and a fourth draft will be circulated with appropriate revision for Agency comments. He stated further that, not having heard any objections to the contrary, those measures in the Plan which are to be accomplished within budget, are now approved. He expressed the hope that another meeting would not be necessary to obtain final Board approval of the entire Plan, but if there were substantive objections another meeting would be scheduled.

The meeting adjourned at 5:10 p.m. Attendance list is attached.

Attachment

# WITHDRAWAL SHEET

## Ronald Reagan Library

### Collection Name

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

### Withdrawer

MJD 7/16/1997

### File Folder

FG378 (EMPB) (104000-121529)

### FOIA

S9352/3  
SYSTEMATIC

### Box Number

265

| <i>ID</i> | <i>Document Type</i><br><i>Document Description</i> | <i>No of</i><br><i>pages</i> | <i>Doc Date</i> | <i>Restric-</i><br><i>tions</i> |
|-----------|-----------------------------------------------------|------------------------------|-----------------|---------------------------------|
| 252059    | LIST<br><br>ATTENDANCE, PARTIAL                     | 1                            | 1/12/1983       | B3                              |

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

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

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

ATTENDANCE LIST  
EIGHTH BOARD MEETING  
JANUARY 12, 1983  
INDIAN TREATY ROOM 474  
4:00 - 4:50 P.M.

|       |                                   |                                             |
|-------|-----------------------------------|---------------------------------------------|
| (ALT) | Richard Boverie - Acting Chairman | National Security Affairs                   |
| (ALT) | Jerome W. Van Gorkom              | Department of State                         |
| (ALT) | Roger Mehle                       | Department of the Treasury                  |
| (ALT) | Richard Stilwell                  | Department of Defense                       |
|       | Edward C. Schmults                | Department of Justice                       |
|       | Daniel Miller                     | Department of the Interior                  |
| (ALT) | George Bickerton                  | Department of Agriculture                   |
| (ALT) | Lawrence J. Brady                 | Department of Commerce                      |
| (ALT) | Alfred Zuck                       | Department of Labor                         |
|       | Dale Sopper                       | Department of Health and Human Services     |
| (ALT) | Emanuel C. Savas                  | Department of Housing and Urban Development |
|       | Darrell M. Trent                  | Department of Transportation                |
|       | Jan W. Mares                      | Department of Energy                        |
|       | Gary L. Jones                     | Department of Education                     |
|       | Joseph R. Wright                  | Office of Management and Budget             |
| (ALT) | [REDACTED]                        | Central Intelligence Agency                 |
| (ALT) | Horace Russell                    | National Security Council Staff             |
| (ALT) | Donald L. Felt, RADM              | Organization of the Joint Chiefs of Staff   |
| (ALT) | Ronald Frankum                    | Office of Science and Technology Policy     |
|       | Louis O. Giuffrida                | Federal Emergency Management Agency         |
|       | Donald J. Devine                  | Office of Personnel Management              |
|       | Lee Thomas, Executive Secretary   | Emergency Mobilization Preparedness Board   |
| (OBS) | John P. Chase                     | Environmental Protection Agency             |
| (OBS) | Alexander J. Eucare               | General Services Administration             |
| (OBS) | Robert L. Rosenberry              | Veterans Administration                     |
| (OBS) | Thomas Stanley                    | Federal Communications Commission           |

ALT - Alternate

OBS - Observer

RECEIVED IN PART / RE / EASE /  
#3  
90-115  
CAS  
8/5/00