

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): 121530 (1 of 8)
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: WHORM: Subject File

Archivist: mjd

File Folder: FG378 121530 (1)

Date: 7/16/97

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. minutes (121530)	Emergency Communications Working Group (ECWG) staff representatives meeting, 2p	5/20/82	P5
2. minutes	EMPB, third Board meeting, 6p	3/31/82	P5

RESTRICTION CODES

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

- P-1 National security classified information [(a)(1) of the PRA].
- P-2 Relating to appointment to Federal office [(a)(2) of the PRA].
- P-3 Release would violate a Federal statute [(a)(3) of the PRA].
- 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].

Ronald Reagan Library

Collection: WHORM: Subject File

Archivist: mjd

File Folder: FG378 121530 (1)

Date: 7/16/97

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. minutes (121530)	Emergency Communications Working Group (ECWG) staff representatives meeting, 2p	5/20/82	P5
2. minutes	EMPB, third Board meeting, 6p	3/31/82	P5

RESTRICTION CODES

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

- Presidential Records Act - [50 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].

File Memo
Jan 27 '83

C.F.
12153055
PG378

Material re Emergency Mobilization
Preparedness Board Meetings
(Jan - July '82) from Darnans Office
filed CF O.A. #170



EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

JUN 7 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM: Bennett L. Lewis
Executive Secretary

SUBJECT: Health Personnel Mobilization Legislation

Attached is the Military Mobilization Working Group's plan for development of health personnel mobilization legislation. Department of Defense has approved this plan.

Defense desires to use the mechanism of the Board to determine if there are any Agency comments on the policy contained in the draft plan that would preclude it from being discussed at an executive session of the American Medical Association trustees meeting on June 11.

If there are substantive objections to briefing the proposal to the medical community, your comments must reach me by June 9. I apologize for the tight deadline.

Attachment

cc: Working Group Chairmen

82 JUN -7 17



ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

3 JUN 1982

MANPOWER,
RESERVE AFFAIRS
AND LOGISTICS

MEMORANDUM FOR M.G. BENNETT L. LEWIS, EXECUTIVE SECRETARY,
EMERGENCY MOBILIZATION PREPAREDNESS BOARD

SUBJECT: Health Personnel Mobilization Legislation

This memorandum confirms the Defense position that we should brief the medical community on the health personnel legislation.

I again suggest that the chairman note our intention to proceed, draw attention of the EMPB members to our legislative overview we previously submitted, and determine if there are substantive objections to briefing proposal to the medical community.

Unless you voice an objection, we will brief the Executive Board of Trustees of the AMA on June 11.

for 
Lawrence J. Korb
Chairman, Military
Mobilization Working Group



ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

MANPOWER,
RESERVE AFFAIRS
AND LOGISTICS

14 MAY 1982

MEMORANDUM FOR M.G. BENNETT L. LEWIS, EXECUTIVE SECRETARY,
EMERGENCY MOBILIZATION PREPAREDNESS BOARD

SUBJECT: Health Personnel Mobilization Legislation

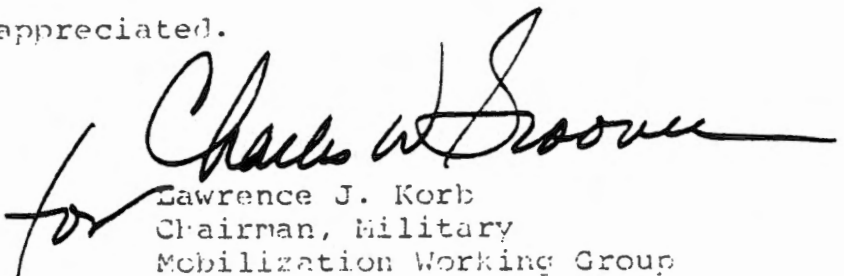
As a follow-up to my memorandum to you of April 23, 1982, regarding the above subject, I would like to request that the Emergency Mobilization Preparedness Board consider the proposed Health Personnel Mobilization Legislation at its May 26, 1982, meeting.

It is our plan to present this matter to the Board of Trustees of the American Medical Association (AMA) at its semi-annual meeting, June 9-12, 1982. We believe it is important for us to be able to tell the Trustees of AMA at that time that the EMPB supports development of workable health personnel Mobilization Legislation.

The key to gaining acceptance of this proposal by the medical community and the public sector, in our opinion, lies with introducing the proposed legislation through the AMA. To miss the June AMA Trustees meeting would delay progress by six months and possibly jeopardize the prospect of gaining enactment for perhaps two more years.

Accordingly, I suggest that the chairman note our intention to proceed, draw attention of the members to the attached overview, and determine if there are any objections. If there are none, we will proceed to discuss this matter with professional groups, beginning in June.

Your consideration is appreciated.

for 
Lawrence J. Korb
Chairman, Military
Mobilization Working Group

Attachment

Copy to: PWG-Health

HEALTH PERSONNEL MOBILIZATION LEGISLATION

The "Doctors' Draft" law expired in July 1973. No authority now exists to register or process for induction, members of the health occupations including physicians, nurses and other health care personnel essential to a mobilization effort. The lack of such authority creates a critical void in our ability to mobilize quickly and effectively. It is essential that legislative authority be enacted in peacetime that would provide for the registration, selection and ordering for induction of needed health care personnel, both men and women, in a declared national emergency requiring mobilization of the nation's manpower resources.

The Health Personnel Legislation sub-working group of the Military Mobilization Working Group, chaired jointly by representatives of the Selective Service System and the Department of Defense, is engaged in developing legislation that will help in providing a needed solution to the problem of meeting the health personnel requirements of the Department of Defense in a mobilization.

The proposed legislation in the form of amendments to the existing Military Selective Service Act (50 U.S.C. App. 451 et seq.) has been coordinated within the Department of Defense, with interested federal agencies and with members of the Military Mobilization Working Group. Members of the Principal Working Group on Health have been kept informed of the status and future plans for this legislative proposal.

The next step in the development of this proposal is to contact and seek the support of organizations such as the American Medical Association, the American Red Cross and other interested professional associations over the next few months. This support is deemed essential to achieving enactment of the legislation.

The proposed legislation is similar, in most respects, to the authority contained in the "Doctors' Draft" law that was in existence from 1950 through mid-1973. One difference lies in the design of the present proposal for standby authority only, i.e., enacted and made a part of the law but not effective until "triggered" by the Congress in time of emergency. This parallels the authority to reinstate inductions for non-health care personnel which likewise awaits the same Congressional "triggering" in time of need.

Several other differences exist. The proposed legislation permits induction of women. The high percentage of females in the fields of medicine, nursing and in the technical ranks makes this change necessary - this may be a controversial provision to the proposal. The former "Doctors' Draft" law applied only to seven basic categories of health professionals. The present proposal provides for registration and selection of specialists within a profession as well as health care paraprofessionals and technicians. This expanded scope is based on anticipated requirements of the armed forces. No upper age limit for registration is specified. The former "Doctors' Draft" applied to those through the age of 34. Age limitations would be prescribed by Presidential Proclamation and regulations based on circumstances prevailing at the time of the emergency.

HEALTH PERSONNEL MOBILIZATION LEGISLATION

DEVELOPMENT SCHEDULE

MAY 26	CONSIDERED BY EMPB
JUNE 9 - 17	PRESENT TO AMA BOARD OF TRUSTEES AT ANNUAL AMA CONVENTION. PRESENT TO AMERICAN RED CROSS.
JULY - SEPTEMBER 1982	PRESENT TO REMAINDER OF MEDICAL COMMUNITY (e.g., ADA, AAMC, ETC.).
OCTOBER 1982	SUBMIT TO OMB (TEST PLAN IN PROUD SABRE/REX 82 BRAVO).
JANUARY 1983	SUBMIT TO CONGRESS

PROPOSED

HEALTH PERSONNEL MOBILIZATION LEGISLATION

KEY PROVISIONS

- o **FEMALES TO BE INCLUDED.**
- o **PROPOSED AS AMENDMENT TO MILITARY SELECTIVE SERVICE ACT.**
(TO BE "TRIGGERED" BY SECTION 17(C) OF MSSA)
- o **TO BE ENACTED NOW RATHER THAN PLACED ON SHELF.**
- o **WILL NOT INCLUDE AUTHORITY TO REGISTER/INDUCT HEALTH STUDENTS.**
(AUTHORITY TO DEFER STUDENTS NOW IN MSSA)
- o **SSS NATIONAL ADVISORY COMMITTEE TO BE AUTHORIZED.**

HEALTH PERSONNEL MOBILIZATION LEGISLATION CONT'D

OTHER FEATURES

- o BROAD ENOUGH TO INCLUDE PARAPROFESSIONALS, TECHNICIANS AND SPECIALISTS IN ADDITION TO SEVEN BASIC CATEGORIES OF PROFESSIONALS.**
- o CONTAINS NO TOP AGE LIMIT. PRESIDENT WILL SPECIFY AGES BY PROCLAMATION.**
- o NOT DESIGNED TO INDUCT BUT TO OFFER OPPORTUNITY TO ACCEPT COMMISSION, WARRANT OR APPOINTMENT.**
- o NULLIFIES MINIMUM 12 WEEKS STATESIDE TRAINING REQUIREMENT PRIOR TO DEPLOYMENT OVERSEAS.**
- o AUTHORIZES PRESIDENT TO PRESCRIBE WHEN, WHERE, WHO OF REGISTRATION BY PROCLAMATION.**
- o PROVIDES PARALLEL PROVISIONS AS FOR REGULAR (NON-HEALTH) REGISTRANTS ON PENALTIES, DEFERMENTS, EXEMPTIONS, CONSCIENTIOUS OBJECTION AND ALTERNATIVE SERVICE.**



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

June 4, 1982

MEMORANDUM FOR: Board Liaison Officers
Working Group Chairmen and Points of Contact
Non-Member Participating Agency Points of Contact

FROM: Dennis B. Green *Dennis B. Green*
Deputy Director for Administration
and Program Support

SUBJECT: Schedule of Board and Working Group Activities

The current Schedule of Board and Working Group (WG) Activities reported for the period June 7, 1982, through July 16, 1982, is attached for your information.

Also included are the minutes from the Emergency Communications WG Meeting held on May 20, 1982

Attachments

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Schedule of Board and Working Group Activities
 Reported for the Period
 June 7, 1982, through July 16, 1982

<u>DATE</u>	<u>TIME</u>	<u>PLACE</u>	<u>ACTIVITY</u>	<u>ACTIVITY COORDINATOR (Name/Org/Phone)</u>	<u>INVITEES/ORG.</u>	<u>REMARKS</u>
6/10/82	2:00 PM	Humphrey Bldg. Rm. 729 G	Health WG Meeting	Thomas Reutershan (HHS) 443-1167	Members	
6/11/82	2:30 PM	Main Treasury Rm. 2049	Economic Stabilization & Public Finance WG Meeting	Dan Dennison (TREAS) 376-0325	Members	Top Secret Clearance Required
6/14/82	10:00 to 12:00 NOON	Main Labor Bldg. Rm. N3437 (B&C) 200 Constitution Avenue, N.W.	Human Resources WG Meeting	Gerard Smith (DOL) 376-6303	Members	Presentation by LTG Hilsman (Unclassified)
*6/14/82	1:00 to 3:00 PM	NEOB, Rm. 5104	Earthquakes WG Meeting	Wayne Kay (OSTP) 395-3272	Members	/
6/16/82	10:00 AM	Commerce Rm. 1851	Industrial Mobilization WG Claimancy Task Force Meeting	Rod Joseph (DOC) 377-2233	Members	
6/16/82	5:00 PM	OEOB, Rm. 305	Board Meeting	Dennis Green (EMPB) 287-0880	Board Members	Secret Clearance Required
6/18/82	10:00 AM	Federal Center Plaza, Rm. 622	Government Operations WG Meeting	Dennis DeWalt (FEMA) 287-0157	Members	

*Indicates change in item since 5/28/82 issuance of this schedule.

<u>DATE</u>	<u>TIME</u>	<u>PLACE</u>	<u>ACTIVITY</u>	<u>ACTIVITY COORDINATOR (Name/Org/Phone)</u>	<u>INVITEES/ORG.</u>	<u>REMARKS</u>
6/23/82	1:00 to 3:00 PM	NEOB, Rm. 5104	Earthquakes WG Meeting	Wayne Kay (OSTP) 395-3272	Members	
7/1/82	1:00 to 3:00 PM	NEOB, Rm. 5104	Earthquakes WG Meeting	Wayne Kay (OSTP) 395-3272	Members	
7/9/82	1:00 to 3:00 PM	NEOB, Rm. 5104	Earthquakes WG Meeting	Wayne Kay (OSTP) 395-3272	Members	
7/14/82	2:30 PM	Pentagon Rm. 3E794	Military Mobilization WG Meeting	Elaine Babcock (DOD) 695-0711	Members	
7/16/82	1:00 to 3:00 PM	NEOB, Rm. 5104	Earthquakes WG Meeting	Wayne Kay (OSTP) 395-3272	Members	

NOTE: Dates and room numbers are frequently changed at the last minute, so it is suggested that persons planning to attend a listed activity contact the Activity Coordinator to verify that the schedule has not been changed.

MINUTES

EMERGENCY COMMUNICATIONS WORKING GROUP (ECWG)

STAFF REPRESENTATIVES MEETING

May 20, 1982

1. ECWG staff representatives met from 1:30 p.m. to 3:30 p.m., May 20, 1982 at GSA, 18th & F Streets, N.W., Washington, D.C. Colonel Joseph Wheeler, ECWG Secretariat, chaired the meeting. The attendance list is attachment 1. The agenda is attachment 2. Actions taken on the agenda items are described below.

2. Review of National Security Decision Directive -- Fourth Draft.

a. Col. Wheeler solicited comments from each representative on the fourth draft of the National Policy Statement. There was a consensus on two points. First, a reference to a "basis for funding" should be included in the Emergency Communications section of the Policy Statement. Second, although the content of the Policy Statement was generally acceptable, some editing was recommended. Specifically, the introductory phrase to the program elements needed to be more assertive -- "The program will:", vice "The program will increase capabilities to:"

b. All representatives, including the USPS representative, agreed to the omission of non-electronic postal requirements in the policy section, since the term "communications" is now used throughout the Policy Statement rather than "telecommunications."

c. Specific wording of the Emergency Communications section in the Policy Statement was agreed to as follows:

Emergency Communications

It is the policy of the United States to ensure that communications resources be available and adequate to respond to the Nation's needs.

The program will ~~increase capabilities to:~~

- assure viable communications operations concepts;
- make information available on communications need and resources;
- identify and correct communications deficiencies;
- provide adequate communications planning guidance and a basis for funding; and

- arrange for smooth transition from normal to emergency operations.

d. Minor changes in the Implementation Section from what was submitted in Mr. Wunder's April 19 letter to the Board Secretariat were accepted by the representatives. The Group also accepted -- voting on behalf of their principals -- the removal of the Implementation Section from the National Policy Statement. However, they strongly recommended that there be no further word changes from the ECWG April 19 version in whatever form these implementation measures finally take (e.g. released for implementation over National Security Advisor's signature).

3. Suggestions Submitted on Issues Assignments and Task Force

Organization - A suggested structure for the ECWG Issues which were distributed in March was presented by NTIA (attachment 3). The intent expressed by NTIA was to include the existing issues into the new issue structure. ECWG Representatives were asked to study the proposal. However, it was agreed that the Task Forces would proceed to work on the issues as presently assigned.

4. Chairman's Notebook. A copy of the Task Force Chairman's Notebook (formerly referred to as "terms-of-reference") was enclosed in the May 14 memorandum from Col Wheeler. Time did not permit discussion of this material.

ECWG Staff Representatives Meeting

May 20, 1982

1330 - 1530

ECWG Staff Representatives/Alternates/Associates

<u>NAME</u>	<u>AGENCY</u>	<u>PHONE</u>
Col. Joseph Wheeler, USAF	NCS (Chairman)	692-9274
Mr. Terrell Steichen	NTIA	724-3439
Mr. Jordan Brilliant	NTIA	724-3439
Col. Charles Scott, USA	DOS	632-2428
Mr. Thomas J. Ramsey	DOS	632-2428
Mr. Richard Faulkingham	Treasury	376-0413
Mr. Paul J. Cahan	DoD	697-6820
Mr. Richard DeHaan	DOJ	633-4292
Mr. Bernie Gattozzi	DOJ	633-4545
Mr. Joseph Jasinski	DOC	377-3695
Mr. R.M. Lewis	DOE	353-4627
Mr. James Brown	DOE	252-5150
Mr. Greg Henry	OMB	395-3850
CDR Jack Tozier, USN	JCS	697-4230
Mr. George Flynn	GSA	566-1402
Mr. John E. Clark	FEMA	287-0106
Mr. Tom Reese	USPS	245-5105
Mr. Thomas P. Stanley	FCC	632-7073

Other Attendees

Col. Raymond Stearns, USA	Board Secretariat	287-0890
Lt.Col. Richard DeConti	ECWG Secretariat	692-9274
Mr. Donald Kraft	ECWG Secretariat	692-9274
Mr. Bert Stafford	ECWG Secretariat	692-9274
Mr. M. Rifkin	MITRE	827-6456
Mr. Norman Mines	MITRE	827-6018
Mr. Tom Bercal	MITRE	827-6456
Mr. Tom Schock	Booz-Allen & Hamilton	951-2930

Emergency Communications Working Group

Staff Representatives Meeting

May 20, 1982

1330 - 1530

AGENDA

- o National Security Decision Directive - Draft 4A
 - Response Options
 - Draft Response
- o Suggestions Submitted on Issue Assignment
- o Task Force Organization and Chairman's Notebook
(terms-of-reference)
- o Other Business



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

May 5, 1982

MEMORANDUM FOR BOARD MEMBERS
Working Group Chairmen

FROM: WILLIAM P. CLARK *WPC*
Chairman

SUBJECT: Level of Membership on Working Groups

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

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

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

85 JUN 18 1982

'82 MAY 7-8 P12:50

FOR OFFICIAL USE ONLY



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

APR 23 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM: Bennett L. Lewis
Executive Secretary

John R. Tilly II, for

SUBJECT: Third Draft National Policy Statement on
Emergency Mobilization Preparedness

Attached is the third draft of the National Policy Statement for your review. It will be the subject of discussion at the fourth Board meeting to be held at 5:00-5:50 p.m., Wednesday, April 28, 1982, in the Indian Treaty Room 474 of the Old Executive Office Building.

This draft incorporates most of the comments provided on the second draft, and it includes the specific policy statements from the Working Group preparedness areas. It will be discussed in its entirety at the Board meeting.

Attachment

cc: Liaison Officers
Working Group Chairmen

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

FOR OFFICIAL USE ONLY

National Security Decision Directive

PREAMBLE

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

UNITED STATES EMERGENCY MOBILIZATION PREPAREDNESS POLICY

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

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

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

FOR OFFICIAL USE ONLY

2

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

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

PREPAREDNESS PROGRAMS

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

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

FOR OFFICIAL USE ONLY

- ° health preparedness programs which will increase capabilities to:
 - make more effective use of existing medical assets to meet military and civilian needs
 - expand the amount of critical supplies, facilities and human resources that would be needed in emergency
- ° economic stabilization preparedness programs which will increase capabilities to:
 - maintain stable economic conditions nationally and internationally
 - minimize the adverse economic consequences of emergencies and emergency operations
- ° public finance preparedness programs which will increase capabilities to:
 - develop and implement tax programs to raise revenues
 - reallocate appropriated funds to finance emergency operations
- ° civil defense preparedness programs which will:
 - provide for protection of essential population supporting and war sustaining industries and services
 - increase substantially the proportion of the American public expected to survive a nuclear attack
 - maintain government continuity at State and local levels
 - maintain State and local capabilities to direct survival operations after nuclear attack
 - increase the capability for effective response to peacetime emergencies
- ° natural catastrophic disaster preparedness programs which will:
 - reduce the loss of life and destruction of property
 - enhance Federal/State planning and response mechanisms
 - enhance the survivability of the national defense capability
- ° Federal government operations preparedness programs which will increase capabilities to:
 - accomplish a rapid and effective transition from routine to emergency operations
 - ensure the continuous performance of all essential Federal government functions and Presidential roles
- ° emergency communications preparedness programs which will increase capabilities to:
 - maintain effective and survivable telecommunications systems essential for all emergency mobilization operations

- ° law enforcement and public safety preparedness programs which will increase capabilities to:
 - maintain public safety and the continued enforcement of federal, state, and local laws during emergency conditions
 - prevent or control large scale social disorders
- ° food and agriculture preparedness programs which will:
 - ensure maximum support to our armed forces and our allies
 - provide for essential civilian needs
 - honor international responsibilities
- ° social services preparedness programs which will increase capabilities to:
 - provide emergency social services to meet survival needs of recipients.

PRINCIPLES FOR EMERGENCY MOBILIZATION PREPAREDNESS PROGRAMS

WARTIME EMERGENCIES

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

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

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

DOMESTIC EMERGENCIES

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

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

MANAGEMENT

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

Accordingly, I direct the preparation of a Plan of Action to implement a United States Emergency Mobilization Preparedness Program which will provide the capability to respond to major emergencies in accordance with the attached detailed programs, and other programs which might be developed subsequently.

I further direct that all Federal departments and agencies manage their financial and human resources consistent with the provisions of applicable law, and provisions of this and other directives to assure the development of the required capabilities. Emergency mobilization preparedness programs will be considered in the overall context of the President's budget and current regulatory, budgeting and legislative review processes.

Presidential Directive/NSC-57 is hereby rescinded.

Attachment

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Military Mobilization

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

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

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

Implementation Measures. Military mobilization preparedness programs will:

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Industrial Mobilization

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

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

- ensure the ability of the Nation's industrial base to surge selective production;
- ensure the ability of the industrial base to respond to increased demands for defense and essential civil production;
- enhance the ability of defense and essential civilian sectors to determine and communicate demands for resources essential for production expansion;
- increase the ability of existing Defense Production Act (DPA) systems to expand their scope of operations and to accelerate the processes required to support expanded production;
- ensure an effective system to adjudicate conflicts over scarce resources; and
- increase the quantities and qualities of stocks of domestic minerals and metals essential for industrial production expansion.

Implementation Measures. Industrial emergency mobilization preparedness programs will:

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Human Resources

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

Program. The human resources emergency mobilization preparedness program will:

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

Implementation Measures. Program implementation procedures will:

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Health

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

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

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

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

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Economic Stabilization and Public Finance

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

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

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

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

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Civil Defense*

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

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

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

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

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

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

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

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Earthquake

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

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

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

FOR OFFICIAL USE ONLY

Implementation Measures. Earthquake preparedness program implementation will:

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Government Operations

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

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

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

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

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobililization Preparedness

Emergency Communications

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

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

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

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

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Law Enforcement and Public Safety

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

Program. The law enforcement and public safety program will:

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

Implementation Measures. Program implementation procedures will:

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

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Emergency Mobilization Preparedness

Food and Agriculture

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

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

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

FOR OFFICIAL USE ONLY

Implementation Measures. The program elements to be accomplished will:

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

Emergency Mobilization Preparedness

Social Services

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

Program. The social services emergency mobilization preparedness program will:

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

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

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

FOR OFFICIAL USE ONLY



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

April 15, 1982

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

FROM: Bennett L. Lewis
Executive Secretary

SUBJECT: Approved Minutes of Third Board Meeting

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

Attachment

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

FOR OFFICIAL USE ONLY

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

These minutes are unclassified.

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

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

General Lewis then called for comments on the preamble.

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

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

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

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

FOR OFFICIAL USE ONLY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Judge Clark asked if there were any comments.

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

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

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

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

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

Mr. Giuffrida concurred.

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

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

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

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

General Lewis responded that was not the case.

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

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

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

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

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

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

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

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

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

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

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

Attachment

Third Board Meeting
Attendees

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