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WITHDRAWAL SHEET

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Collection Name WHITE HOUSE OFFICE OF RECORDS MANAGEMENT
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Withdrawer

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File Folder FG378 (EMPB) (121530) (2)

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266

ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
252061	MINUTES	DRAFT FOR THIRD EMPB MEETING	6	3/31/1982	P5
252062	MEMO	DARRELL TRENT TO BENNETT LEWIS, RE: NATIONAL POLICY STATEMENT	1	4/2/1982	P5
252063	MEMO	FRED IKLY TO THE CHAIRMAN, RE: PROPOSED STATEMENT	1	4/5/1982	P5
252064	MEMO	ROBERT MILLER TO LEWIS, RE: COMMNETS ON DRAFT	1	4/1/1982	P5
252065	PAPER	DOE'S SUGGESTIONS FOR DRAFT	1	4/1/1982	P5
252066	MEMO	R.T. MCNAMAR TO WILLIAM CLARK, RE EMPB POLICY STATEMENT	2	4/1/1982	P5
252067	MEMO	SEELEY LODWICK TO LEWIS, RE: UNPUT FROM DEPT. OF AGRICULTURE	1	ND	P5

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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]
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- 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]

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ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
252068	LIST	ATTENDANCE, PARTIAL PAR 8/5/2000 F96-115, #4, CAS	1	2/5/1982	B3
252069	MINUTES	CIVIL DEFENSE WORKING GROUP MEETING #2	3	2/5/1982	P5
252070	MINUTES	ECONOMIC STABILIZATION AND PUBLIC FINANCING WORKING GROUP	2	3/8/1982	P5

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

287-0898
287-0890
APR 23 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM:

Bennett L. Lewis
Executive Secretary

John R. Lilly 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

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National Security Decision Directive

PREAMBLE

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

UNITED STATES EMERGENCY MOBILIZATION PREPAREDNESS POLICY

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

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

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

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

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

PREPAREDNESS PROGRAMS

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

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

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

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

PRINCIPLES FOR EMERGENCY MOBILIZATION PREPAREDNESS PROGRAMS

WARTIME EMERGENCIES

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

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

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

DOMESTIC EMERGENCIES

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

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

MANAGEMENT

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

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

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

Presidential Directive/NSC-57 is hereby rescinded.

Attachment

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Emergency Mobilization Preparedness

Military Mobilization

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

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

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

Implementation Measures. Military mobilization preparedness programs will:

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

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Emergency Mobilization Preparedness

Industrial Mobilization

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

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

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

Implementation Measures. Industrial emergency mobilization preparedness programs will:

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

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

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Emergency Mobilization Preparedness

Human Resources

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

Program. The human resources emergency mobilization preparedness program will:

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

Implementation Measures. Program implementation procedures will:

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

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

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Emergency Mobilization Preparedness

Health

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

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

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

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

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

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Emergency Mobilization Preparedness

Economic Stabilization and Public Finance

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

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

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

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

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

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Emergency Mobilization Preparedness

Civil Defense*

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

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

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

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

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

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

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

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

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Emergency Mobilization Preparedness

Earthquake

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

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

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

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Implementation Measures. Earthquake preparedness program implementation will:

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

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Emergency Mobilization Preparedness

Government Operations

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

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

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

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

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

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Emergency Mobilization Preparedness

Emergency Communications

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

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

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

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

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

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

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Emergency Mobilization Preparedness

Law Enforcement and Public Safety

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

Program. The law enforcement and public safety program will:

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

Implementation Measures. Program implementation procedures will:

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

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Emergency Mobilization Preparedness

Food and Agriculture

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

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

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

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Implementation Measures. The program elements to be accomplished will:

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

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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).



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

APR 9 1982

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

FROM: Bennett L. Lewis
Executive Secretary

SUBJECT: Draft Minutes, Third Board Meeting

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

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

Attachments

ATTACHMENT 1

DRAFT

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 turned the meeting over to the Executive Secretary, Ben Lewis, to lead the discussion.

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

General Lewis then called for comments on the preamble.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Judge Clark asked Ben Lewis to respond.

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.

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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.

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

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

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

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

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

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Judge Clark asked if there were any comments.

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

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

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

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

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

Mr. Giuffrida concurred.

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

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

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

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

General Lewis responded that was not the case.

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

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

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

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

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

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

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

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

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

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

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

Attachment

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Third Board Meeting
Attendees

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

ATTACHMENT 2



United States
Office of
Personnel Management

Washington, D. C. 20415

APR 6 1982

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

Dear General Lewis:

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

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

Thank you for the opportunity to comment on this matter.

Sincerely,


Donald J. Devine
Director

memorandum

Subject: National Policy Statement on Emergency
Mobilization Preparedness

Date: April 2, 1982

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

Reply to
Attn. of:

To: Bennett Lewis
Executive Secretary, EMPB

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

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

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

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

#



THE UNDER SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

5 APR 1982

In Reply Refer To:
I-08440/82

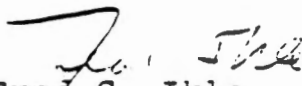
MEMORANDUM FOR THE CHAIRMAN OF THE EMERGENCY MOBILIZATION
PREPAREDNESS BOARD

SUBJECT: Proposed National Emergency Mobilization Policy
Statement

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

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

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


Fred C. Ikle

Attachment
a/s

National Security Decision Directive

EMPB - 3/

PREAMBLE**DRAFT**

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

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

UNITED STATES EMERGENCY MOBILIZATION PREPAREDNESS POLICY

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

- ~~[deterrence of war and acts of terrorism, and the prevention of severe resource shortages and technological hazards]~~
 - mitigation of the adverse consequences of ^{than} emergencies

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

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

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

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

Consistent with these principles, agencies will:

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

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

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

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

Presidential Directive/NSC-57 is hereby rescinded.

Attachment

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



DEPARTMENT OF STATE

Washington, D.C. 20520

April 1, 1982

MEMORANDUM

TO: General Bennett L. Lewis
EMPB Executive Secretary

FROM: Ambassador Robert H. Miller
Department of State Representative

SUBJECT: Comments on Draft EMP Policy Statement

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

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

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



Department of Energy
Washington, D.C. 20585

APR 1 1982

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

Dear General Lewis:

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

Sincerely,

Ronald L. Winkler
Departmental Liaison Officer

Enclosure

April 1, 1982

SUGGESTIONS FOR IMPROVING THE DRAFT NATIONAL POLICY
STATEMENT ON EMERGENCY PREPAREDNESS

- o The current draft statement does not recognize the existence of the National Defense Executive Reserve. These highly qualified industry executives are an essential element in dealing with emergencies. Suggest that recognition be afforded and that a policy regarding the dependence on these individuals be included in the statement.
- o Executive guidance for the implementation and coordination of the agency assignments is not specified in the current draft statement. This guidance should be provided by the National Security Council or the Emergency Mobilization Preparedness Board.
- o Agency heads should be charged with the responsibility for emergency mobilization preparedness. Their normal authority should not be assigned to others for emergency action. As a monitor of the agency emergency preparedness actions, the OMB should require a budget line entry for emergency preparedness for each agency.
- o Throughout the statement the words "conventional" and "nuclear" should be deleted. Let a wartime situation be the ultimate emergency with no distinction as to type.
- o Thought should be given to maintenance of distinction between "legal" and "equitable." Legal problems exist in the area of anti-trust conflict for Executive Reserves and possibly for industrial organizations working together to resolve an emergency. There is a possible need for an amendment of statutes.
- o Although this statement will reflect Federal policy, it must recognize that States have to prepared for emergencies at their own initiative since the Federal Government cannot direct State actions.
- o Coordination of emergency preparedness planning actions among Federal agencies is essential, if an effective program is to exist. The draft statement should emphasize this needed coordination.



THE DEPUTY SECRETARY OF THE TREASURY

WASHINGTON, D.C. 20220

April 1, 1982

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

SUBJECT : EMPB Policy Statement

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

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

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

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

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

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

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

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

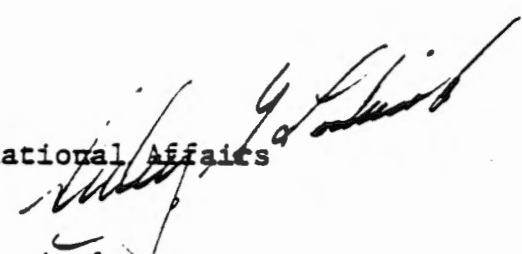


R. T. McNamar

MEMORANDUM FOR: BENNETT L. LEWIS
EXECUTIVE SECRETARY

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

SUBJECT: Input from Department of Agriculture



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

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

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

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



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

March 26, 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 (WG) Activities and
Minutes of WG Meetings

The current Schedule of Board and WG Activities for March 29, 1982, through May 7, 1982, is forwarded for your information (Attachment 1).

Also attached are copies of the minutes from two recent WG meetings:

Civil Defense WG
Meeting #2 (Attachment 2)

February 5, 1982

Economic Stabilization
and Public Finance WG
Meeting (FOUO) (Attachment 3)

March 8, 1982

Attachments 3

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Schedule of Board and Working Group Activities
March 29, 1982, through May 7, 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>
3/31/82	1:30 PM	Forrestal Bldg., Room 4A104	Civil Defense/Sub-WG A Meeting	Richard E. Weiner (DOE) 252-1311	Members	Classified Briefing
3/31/82	5:00 PM	Indian Treaty Room 474, Old EOB	Third Board Meeting	Dennis Green (EMPB) 287-0889	Board Members	SECRET Clear- ance Required
4/2/82	3:00 PM	Humphrey Bldg., Room 729G	Health WG Meeting	Tom Reutershan (HHS) 443-1167	Members	Rescheduled from 3/26/82
4/7/82	1:00 PM	NCS Headquarters Arlington, VA	Emergency Communications WG Meeting	Joe Wheeler (NCS) 692-9274	Members	
4/7/82	2:00 PM	Federal Center Plaza, Rm. 401	Civil Defense WG Meeting	Veronica Moreland (FEMA) 287-3885	Members	
4/8/82	10:00 AM	Federal Center Plaza, Rm. 622	Government Operations WG Meeting	Dennis DeWalt (FEMA) 287-0157	Members	
4/12/82	1:00 PM	NCS Headquarters Arlington, VA	Emergency Communications WG Meeting	Joe Wheeler (NCS) 692-9274	Members	
4/14/82	2:00 PM	Pentagon, Rm. 3E794	Military Mobilization WG Meeting	Elaine Babcock (DOD) 695-0711	Members	
4/16/82	1:00 PM	NCS Headquarters Arlington, VA	Emergency Communications WG Meeting	Joe Wheeler (NCS) 692-9274	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.

Economic Stabilization and Public Finance WG

Meeting - Monday, March 8, 1982

Introduction and Remarks

Chairman Roger Mehle opened the meeting and referred to the topics listed in the Agenda (copy attached). Before proceeding with the Agenda items, Mr. Mehle discussed a mobilization preparedness orientation session that he, Mark Stalnecker and Manuel Johnson had attended. Mr. Mehle remarked that the session had benefited his perspective and understanding of the tasks of the EMPB and its WG's. He also observed that any future sessions might be improved by the participation of more senior level officials and plans to suggest to Mr. McNamar, the Treasury member of the Board, that the Board may wish to consider this.

Mr. Mehle then called for any other observations or questions concerning the session. Several individuals commented and a general discussion ensued which touched back on the draft scenarios which had been discussed at the February 25 WG meeting. In this connection, Mr. Mehle also called the WG's attention to an article in the March issue of Esquire similar to the New Yorker and Scientific American magazine articles which had been discussed at the February 25 meeting.

Joe Russo, FEMA, then suggested that a WG subcommittee be established to consider scenario modeling in more detail, especially with regard to economic and financial impacts and requirements. The question of a subcommittee was discussed and Mr. Mehle asked that Mr. Russo provide a description of a FEMA model and more specific information on his proposal for further consideration by the WG.

Summary of Minutes

The previously distributed minutes of the February 25 WG meeting were summarized (noting the rescheduling of the Board meeting to March 31) and accepted without comment.

Discussion of Issues

1. Mr. Mehle called for comments and discussion of the draft WG policy statement and requested that specific language for proposed revisions be provided to him, in writing, no later than Friday, March 12. Members of the WG participated in an extensive discussion of the draft statement which provided an opportunity for questions, comments, and the consideration of various revisions. Several changes were agreed to and Mr. Mehle closed the discussion with a reminder that proposed revisions should be submitted by March 12. He indicated that, time permitting, a revised policy statement would be circulated for WG review prior to the statement's being transmitted to the EMPB Secretariat by March 19.

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2

2. Manuel Johnson, Treasury, briefed the WG on his issue paper, "Strategy for Emergency Public Finance and Experience with Wage-Price Controls," and touched on two FRS papers on the same subject which had also been distributed.

Mr. Johnson's paper was in response to Mr. Mehle's request for a discussion of alternatives vis-a-vis the issue paper, "Direct and Indirect Emergency Economic Stabilization Measures/Controls," that had been presented by Mr. Russo at the February 10 WG meeting. A general discussion of the issues presented in Mr. Johnson's paper allowed WG members to comment and voice their opinions, and it was observed that the WG should not only consider economic issues, but also the impact of the nation's morale and psychological attitudes on such issues.

3. Ben Zycher, CEA, briefed the WG on his paper, "The Economic Stabilization Program, 1971-74," which had also been prepared as an alternative point of view concerning Mr. Russo's paper of February 10. Mr. Zycher covered the main points presented in his paper and called for questions or comments. During the general discussion, Mr. Russo indicated that the WG should be considering such issues in terms of abnormal national conditions and that he would like to present a paper further expounding this point of view. Mr. Mehle agreed to the presentation of the paper.

Closing Remarks

Mr. Mehle called for any final questions or comments and Mr. Russo stated that, in keeping with Mr. Mehle's request at the February 10 meeting, FEMA's Office of General Counsel is looking into the question of standby emergency statute authorities relevant to the WG. Mr. Russo advised that he would provide further information on his scenario modeling proposal as well as on the standby authorities. Mr. Mehle then stated that the date of the next WG meeting would be announced at a later time.

There being no further questions or comments, the meeting was adjourned at 5:45 p.m.

Attachment

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ECONOMIC STABILIZATION AND
PUBLIC FINANCE WORKING GROUP (ES&PFG)

MEETING

MARCH 8, 1982

4:00 p.m.

Room 4426, Main Treasury Building
Fifteenth and Pennsylvania Avenue, N.W.

AGENDA

Introduction

Roger Mehle

Reading/Approval of Minutes
of Previous Meeting

Tony DiSilvestre

Discussion of Issues

1. Draft Policy Statement
(Members to provide agency comments)

2. "Strategy for Emergency Public Finance
and Experience with Wage-Price
Controls"

Manuel Johnson

3. "The Economic Stabilization Program,
1971-1974"

Closing Remarks

Roger Mehle

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

MEMBERS

Chairman: The Assistant to the President for National Security Affairs - William P. Clark

Department of State	Walter J. Stoessel, Jr. Deputy Secretary of State	632-9640
Department of the Treasury	R. T. McNamar Deputy Secretary	566-2801
Department of Defense	Fred C. Ikle Under Secretary for Policy	697-7200
Department of Justice	Edward C. Schmults Deputy Attorney General	633-2101
Department of the Interior	Donald Paul Hodel Under Secretary	343-5183
Department of Agriculture	Richard Lyng Deputy Secretary	447-6158
Department of Commerce	Lionel H. Olmer Under Secretary for International Trade	377-2867
Department of Labor	Malcolm R. Lovell, Jr. Under Secretary	523-6151
Department of Health and Human Services	David B. Swoap Under Secretary	245-7431
Department of Housing and Urban Development	Donald I. Hovde Under Secretary	755-7123
Department of Transportation	Darrell M. Trent Deputy Secretary	426-2222
Department of Energy	Guy W. Fiske Under Secretary	252-5704
Department of Education	William C. Clohan, Jr. Under Secretary	755-1100
Office of the Counsellor to the President	James E. Jenkins Deputy Counsellor	456-7600

* Office of Management and Budget	Joseph R. Wright Deputy Director	395-4742
Central Intelligence Agency	ADM B. R. Inman Deputy Director	351-6464
Office of the Chief of Staff to the President	Richard G. Darman Assistant to the President and Deputy to the Chief of Staff	456-2702
National Security Council Staff	Thomas C. Reed Director of Defense Policy	395-3330
* Office of Policy Development	Edwin L. Harper Assistant to the President for Policy Development	456-6515
Organization of the Joint Chiefs of Staff	LTG James E. Dalton Director, Joint Staff	694-5221
Office of Science & Technology Policy	G. A. Keyworth Director	456-7116
Federal Emergency Management Agency	Louis O. Giuffrida Director	287-0330
Office of Personnel Management	Donald J. Devine Director	632-6111

* Indicates change from last issuance.

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

BOARD LIAISON OFFICERS

<u>Dept/Agency</u>	<u>Name</u>	<u>Position</u>
Department of State	Guy Coriden (632-0470)	Associate Director Management Operations Office
Department of the Treasury	Paul Applegarth (566-5888)	Special Asst. to the Deputy Secretary
Department of Defense	Craig Alderman, Jr. (694-1333)	Director of Emergency Planning
Department of Justice	Kenneth A. Caruso (633-4078)	Special Asst. to the Assoc. Attorney General
Department of the Interior	Rebecca Mullin (343-5183)	Special Asst. to the Under Secretary of Interior
Department of Agriculture	Raymond D. Lett (447-5538)	Executive Assistant to the Secretary of Agriculture
Department of Commerce	John A. Richards (377-4506)	Actg. Director of the Office of Industrial Mobilization
Department of Labor	Spence Filleman (523-6414)	Director, Administrative Programs and Services
Department of Health & Human Services	Jacqueline Gleason (245-6683)	Emergency Coordinator
Department of Housing & Urban Development	Joseph Strauss (755-3636)	Special Assistant to the Secretary of HUD
Department of Transportation	C. G. Collins (426-4262)	Director of Emergency Transportation
Department of Energy	William A. Vaughan (252-4700)	Asst. Secretary for Environmental Protection Safety, and Emergency Preparedness
Department of Education	Elam Hertzler (426-6426)	Chief of Staff
Office of the Counsellor to the President	Roger Hearn (456-7940)	Staff Assistant to the Deputy Counsellor to the President
Office of Management & Budget	James Atherton (395-6156)	OMB Budget Examiner

<u>Dept/Agency</u>	<u>Name</u>	<u>Position</u>
Central Intelligence Agency	Charles E. Allen (351-7362)	Director of the National Intelligence Emergency Planning Staff
Office of the Chief of Staff to the President	Sara Emery (456-2702)	Administrative Assistant to Richard G. Darman, WH
National Security Council Staff	COL Horace Russell (395-5024)	NSC Liaison Officer
Office of Policy Development	Ronald Frankum (456-2562)	Deputy Director, Office of Policy Development
Organization of the Joint Chiefs of Staff	COL David K. Shroyer (697-2605)	OJCS Liaison Officer
Office of Science & Technology Policy	Col Wayne Kay (395-3272)	Military Assistant to the Director, OSTP
Federal Emergency Management Agency	John Eley (287-0340)	Program Analyst, Office of the Director
Office of Personnel Management	James Conners (632-4533)	Management Analyst, Office of Management, Management Systems Office

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252068	LIST ATTENDANCE, PARTIAL	1	2/5/1982	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.

Emergency Mobilization Preparedness Board
Civil Defense Working Group
Draft Minutes - Meeting #2
February 5, 1982
2:00 P.M.

Attachment 2

The meeting began at 2:00 P.M. with the following members or their representatives present:

Federal Emergency Management Agency

Lee M. Thomas, Chairman, CDWG
John Dickey, Alternate
Joseph Mealy, Point-of-Contact
Veronica Moreland, Staff Assistant

Department of Agriculture

Francis Russ (U.S. Forest Service)
Dr. Robert Brown (Animal Health)

Department of Commerce

Harold Hendon

Department of Defense

Col. Conrad C. Gonzales

Department of Energy

Richard E. Weiner
John Vander Voort

Department of ~~Housing~~ ^{HEALTH} & Human Services

Jacqueline Gleason

Department of Housing & Urban Development

Thomas D. Casey

Department of Transportation

Clarence G. Collins
Thomas Schneider

Department of Treasury

Paul V. Applegarth

Central Intelligence Agency

[REDACTED]

Federal Communications Commission

Edward J. Minkel
Herbert J. Neumann

U.S. Army Corps of Engineers

Michael Helpa

Federal Emergency Management Agency

Robert Crawford, Asst. Assoc.
Dir., Office of Civil Defense

James Holton, Director, Office of
Public Affairs

Emergency Mobilization Preparedness Board
Secretariat

John R. Lilley, Dir. of Sec.
Operations

Linda Davis, CDWG Coordinator

James Miskel, CDWG Coordinator
or (Alternate)

William Wark, WG Coordinator

CAS 796-115 #4 8/5/00
/RE/LEASED

Chairman Lee M. Thomas welcomed the attendees, summarized the purpose of CDWG for new members (who had joined the Working Group since the first meeting in November), and reviewed the agenda and objectives of the meeting. He then asked Mr. John R. Lilley, Director of Secretariat Operations (EMPB), to provide an overview of the Board.

Mr. Lilley highlighted a few salient points relative to the EMPB.

On December ¹⁷~~29~~, President Reagan signed the Board's Charter. Because of the high level of representation on the Board and its Working Groups, emergency mobilization will now constitute a higher priority for Federal departments and agencies than it has in the past. EMPB Chairman William Clark has already requested that Working Groups submit specific emergency mobilization policy statements addressing the functional or resource areas within their purview, which will contribute to a National Emergency Mobilization Preparedness Policy Statement. With regard to the CDWG, NSDD-23 essentially fulfills the requirement for a policy statement; it remains for the CDWG to develop a plan of action based on that policy statement. Mr. Lilley then opened the discussion to the floor for questions or comment. Col. Gonzales, DOD, asked whether the EMPB will eventually be replaced by FEMA. Mr. Lilley responded that because the Board has so much to accomplish the specifics of a phase-out or of transfer of its mission and responsibilities are still "down the road."

Mr. Hendon, DOC, reminded the group that although the EMPB has the advantage of high level support, emergency mobilization planning has not been neglected over the past twenty years as some might suggest. He cited the Mobilization Planning Study (endorsed by the present Administration) and recommended the MPS Source Book as a valuable asset to the EMPB.

John Dickey, CDWG Alternate, then briefed the group on the FEMA Civil Defense program. Mr. Dickey emphasized the need to assure that all the pieces - Nuclear Civil Protection, systems, organizational management and support systems - must interact to contribute to a well-integrated and effective program. He particularly stressed the need for the other Federal agencies to assess their own capabilities that relate to and support the Enhanced Civil Defense Program, including crisis relocation planning. Col. Gonzales added that he felt there was a need to expand on what Mr. Dickey presented to include industrial preparedness and protection, as well as to identify the industrial support needed to support the country in an evacuated posture. He emphasized the need to view the task as not just a FEMA program, but rather a National program. Both Mr. Thomas and Mr. Dickey concurred.

In response to a question from Mr. Minkel, FCC, Mr. Dickey explained that the FY'83 CD program will be an acceleration of on-going programs, with the objective to complete them in a shorter period of time. Mr. Thomas stated that there will also be some new aspects introduced, including systems development projects with regard to industrial protection and in-place population protection. John Dickey added that these programs will have major recovery implications since, if an attack were to occur after a crisis relocation, many of the decisions and operations relative to that crisis relocation would have an impact on recovery options.

Mr. Collins, DOT, pointed out that in the past the lack of national assumptions and planning guidance to all Federal agencies has been a major stumbling block. Col. Gonzales agreed, adding that although all Federal agencies maintain some kind of plans for war operations, previously agencies have lacked an arena for comparing these plans to assure compatibility. DOD views this as the primary role of the CDWG, rather than as a mechanism to tap Federal agencies for support and resources--hence, DOD's non-concurrence on the language of the Revised Draft Mission and Functions and Statement which emphasized "support" and "resources."

Mr. Applegarth, Treasury, asked for clarification of whether the CDWG would be examining only nuclear attack preparedness. Mr. Thomas responded that this was definitely not the case and Mr. Dickey added that while the CD program focuses on nuclear attack, all other natural and man-caused emergency preparedness activities are subsumed under that "worse case" disaster.

Mr. Thomas then requested that the group address itself to reviewing the Revised Draft Mission and Functions Statement in order to arrive at a consensus. In this regard, Mr. Applegarth questioned whether another EMPB Working Group was addressing the question of attack assumptions appropriate for preparedness. It was agreed that this point would be pursued with EMPB Secretariat but that in any event, the language would be changed to, "Attack assumptions and implications for civil defense appropriate for preparedness."

At the request of DOD, it was agreed that references to "support and "resources" in the mission statement and second bullet of the functions section ("Federal support of civil defense planning"... etc.) would be reviewed.

Mr. Thomas next proposed ground rules concerning implementation of the action items contained in the Mission and Functions statement: After reaching agreement on the action items, a Task Group appropriate to each would be established and chaired by a member of the CD Working Group--although membership on the Task Group could come from agency staffs. No objection was voiced to this strategy.

A brief discussion followed on the four action items. Mr. Collins requested clarification regarding the CD, COG, and Mobilization Requirements Compatibility Task Group's mission to analyze Agencies' mobilization resources since this might be more properly a responsibility of the EMPB Secretariat.

He also questioned whether Task II - Enhanced Civil Defense Support might overlap with activities being undertaken by the Government Operations Working Group. Mr. Thomas noted that the chairmen of both Task Groups I and II would have to be sensitive to these possibilities. If, in the course of their work, it appeared that indeed some aspects of the areas under consideration were overlapping with the responsibilities of another WG, the chairmen would confer with the appropriate group to resolve the problem.

Mr. Thomas indicated that after studying which agencies would be most appropriate to chair or hold membership on the various Task Groups, the staff would be in contact with them to solicit their support. Before the next meeting of the CDWG, chairmen will have been expected to meet with the members of their group to refine their Task Group's objectives and expected output, and to develop a scope of work. Mr. Thomas proposed the 2nd Monday of each month at 2:00 p.m. as a regular meeting time for the CDWG, and the members agreed. Members were then requested to indicate their preferences for Task Group assignments, if they chose to make a commitment at that time.

The meeting adjourned at 3:30 p.m. Corrections to these minutes should be provided to:

Federal Emergency Management Agency
Attention: Mr. Joseph F. Mealy
Donohoe Building, Room 605
Washington, D.C. 20472
Telephone: 287-3885

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

WORKING GROUP OFFICIALS

<u>Working Group</u>	<u>Status</u>	<u>Officials</u>	<u>Position</u>
CIVIL DEFENSE	Chair (FEMA)	Hon. Lee Thomas (287-0486)	Associate Director State & Local Programs & Support
	Alternate	Mr. John Dickey (287-3830)	Assistant Associate Director, Office of Emergency Management Programs, SLPS
	POC	Mr. Joseph F. Mealy, Jr. (287-3886)	Chief, Emergency Management Systems Support Division, SLPS
EARTHQUAKES	Chair (OSTP)	Hon. George A. Keyworth (456-7116)	Director, Office of Science and Technology Policy
	Alternate	Col. Wayne Kay (395-3272)	Military Assistant to the Director, OSTP
	POC	Mr. Louis Montulli (395-3170)	Senior Policy Analyst, OSTP
ECONOMIC STABILIZA- TION & PUBLIC FINANCE	Chair (TREAS)	Hon. Roger W. Mehle, Jr. (566-2103)	Asst. Secretary for (Domestic) Finance
	Alternate	Hon. Manuel H. Johnson (566-2551)	Acting Asst. Secretary (Economic Policy)
	POC	Mr. Mark E. Stalnecker (566-5806)	Deputy Asst. Secretary of Federal Finance
	Alternate POC	Mr. Manuel Johnson (566-2757)	Deputy Asst. Secretary for Economic Policy

<u>Working Group</u>	<u>Status</u>	<u>Officials</u>	<u>Position</u>
EMERGENCY COMMUNICATIONS	Chair (NCS)	LTG William J. Hilsman (692-0018)	Manager, National Communications Sys.
	Vice Chair (DOC)	Hon. Bernard J. Wunder, Jr. (377-1840)	Asst. Secretary for Communications and Information, DOC
	Alternate (NCS)	Hon. John W. Grimes (692-3760)	Deputy Manager, National Communications Sys.
	POC (NCS)	LTC Joseph Wheeler (692-9274)	National Communications System-ECWG
	POC (DOC)	Mr. Terril Steichen (724-3439)	Director, Office of Gov't. Communications, DOC
FOOD - AGRICULTURE	Chair (USDA)	Hon. Seeley Lodwick (447-3111)	Under Secretary for International Affairs and Commodity Programs
	Alternate	Hon. Thomas Hammer (447-2593)	Deputy Under Secretary for International Affairs and Commodity Programs
	POC	Ms. Juliana Smith (447-7107)	Confidential Asst. to Deputy Under Secretary for Intl. Affairs and Commodity Programs
GOVERNMENT OPERATIONS	Chair (FEMA)	Mr. John R. Brinkerhoff (287-3904)	Acting Associate Director, National Preparedness Programs Directorate
	Alternate	Mr. Ralph Ajello (287-0126)	Assistant Associate Director, Office of Government Preparedness
	POC	Mr. Dennis DeWalt (287-0157)	Government Continuity Division
HEALTH	Chair (DHHS)	Hon. Edward N. Brandt, Jr. (245-7694)	Asst. Secretary for Health
	Alternate	William H. Foege (FTS 8-236-3291)	Director, Center for Disease Control, Atlanta, Georgia
	POC	Thomas P. Reutershan (443-1167)	Emergency Coordinator, PHS

<u>Working Group</u>	<u>Status</u>	<u>Officials</u>	<u>Position</u>
HUMAN RESOURCES	Chair (DOL)	Hon. Albert Angrisani (523-6050)	Asst. Secretary for Employment and Training
	Alternate	Ms. Joyce Kaiser (376-6600)	Office of Policy Evaluation and Research, ETA
	POC	Mr. Gerard C Smith (376-6303)	Office of Policy Evaluation and Research, ETA
	Alternate POC	Mr. Eldridge L. Tabb (523-6230)	Emergency Coordinator, Office of the Asst. Secretary for Admin. & Mgmt.
INDUSTRIAL MOBILIZATION	Chair (DOC)	Hon. Lawrence Brady (377-1455)	Assistant Secretary for Trade Administration
	Alternate	Mr. Bo Denysyk (377-5491)	Deputy Assistant Secretary for Export Administration
	POC	Mr. Sean Foohey (377-4042)	Office of Industrial Resource Administration
	Alternate POC	Mr. Harold Hendon (377-4042)	Office of Industrial Resource Administration
LAW ENFORCEMENT & PUBLIC SAFETY	Chair (DOJ)	Hon. D. Lowell Jensen (633-2601)	Assistant Attorney General, Criminal Div.
	Alternate	Mr. Mark M. Richard (633-2333)	Deputy Asst. Attorney General, Criminal Div.
	POC	Mr. Kenneth Caruso (633-4078)	Special Assistant to Assoc. Attorney General

<u>Working Group</u>	<u>Status</u>	<u>Officials</u>	<u>Position</u>
MILITARY MOBILIZATION	Chair (DOD)	Hon. Lawrence J. Korb (695-5254)	Assistant Secretary for Manpower, Reserve Affairs, and Logistics
	Alternate	Mr. Charles W. Groover (697-9103)	Deputy Asst. Secretary for Program Integration
	POC	Mr. Dale R. Tahtinen (695-0711)	Director, Mobilization Planning and Requirements
	* Alternate POC	Ms. Elaine Babcock (695-0711)	Office of Mobilization Planning and Requirements
SOCIAL SERVICES	Chair (DHHS)	Hon. Dorcas R. Hardy (245-7246)	Asst. Secretary for Human Development Services
	Alternate	Ms. Teresa A. Hawkes (245-7027)	Director of Office of Program Coordination & Review, OHDS, HHS
	POC	Mr. John Cannon (472-3072)	Office of Program Coordination & Review OHDS, HHS

* Indicates change from last issuance.