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Mobilization Preparedness Board)  
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# WITHDRAWAL SHEET

## Ronald Reagan Library

**Collection:** WHORM: Subject File

**Archivist:** mjd

**File Folder:** FG378 121530 (4)

**Date:** 7/16/97

| DOCUMENT NO. AND TYPE  | SUBJECT/TITLE                                            | DATE    | RESTRICTION            |
|------------------------|----------------------------------------------------------|---------|------------------------|
| 1. minutes<br>(121530) | Economic Stabilization and Public Finance WG meeting, 3p | 2/25/82 | <del>P5</del>          |
| 2. minutes             | ESPRWG, second meeting, 3p                               | 2/10/85 | <del>P5</del> 12/12/00 |
| 3. synopsis            | Health Working Group meeting, 1p                         | 1/28/82 | <del>P5</del>          |
| 4. minutes             | Health Working Group meeting, 3p                         | 1/28/82 | <del>P5</del>          |
| 5. minutes             | Human Resources, Sub-Working Group meeting, 2p           | 2/12/82 | <del>P5</del>          |
| 6. minutes             | Military Mobilization Working Group (MMWG) meeting, 6p   | 2/2/82  | <del>P5</del>          |
| 7. synopsis            | Social Services Workin Group meeting, 1p                 | 2/18/82 | <del>P5</del>          |
| 8. minutes             | SSWG meeting, 1p                                         | 2/24/82 | <del>P5</del>          |

## RESTRICTION CODES

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

- P-1 National security classified information [(a)(1) of the PRA].
- P-2 Relating to appointment to Federal office [(a)(2) of the PRA].
- P-3 Release would violate a Federal statute [(a)(3) of the PRA].
- P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA].
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA].
- P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA].
- C. Closed in accordance with restrictions contained in donor's deed of gift.

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

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

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| 7. synopsis            | Social Services Workin Group meeting, 1p                 | 2/18/82 | P5          |
| 8. minutes             | SSWG meeting, 1p                                         | 2/24/82 | P5          |
|                        |                                                          |         |             |

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

March 19, 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 Green*  
Deputy Director for Administration  
and Program Support

SUBJECT: Schedule of Board and Working Group (WG) Activities and  
Minutes of WG Meeting

The current Schedule of Board and WG Activities for March 22, 1982, through April 30, 1982, is forwarded for your information (Attachment 1).

Also attached are the minutes of the Economic Stabilization and Public Finance WG meeting held on Thursday, February 25, 1982 (Attachment 2).

Attachments 2



EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Schedule of Board and Working Group Activities  
March 22, 1982, through April 30, 1982

| <u>DATE</u> | <u>TIME</u> | <u>PLACE</u>                          | <u>ACTIVITY</u>                        | <u>ACTIVITY<br/>COORDINATOR<br/>(Name/Org/Phone)</u> | <u>INVITEES/ORG.</u> | <u>REMARKS</u>                          |
|-------------|-------------|---------------------------------------|----------------------------------------|------------------------------------------------------|----------------------|-----------------------------------------|
| 3/19/82     | 10:00 AM    | DCA Bldg.,<br>Dir's. Conf. Rm.        | Emergency Communications<br>WG Meeting | Joe Wheeler<br>(NCS) 692-9274                        | Members              |                                         |
| 3/26/82     | 2:00 PM     | Humphrey Bldg.,<br>Room 729G          | Health WG Meeting                      | Tom Reutershan<br>(HHS) 443-1167                     | Members              |                                         |
| 3/31/82     | 5:00 PM     | Indian Treaty<br>Room 474,<br>Old EOB | Third Board Meeting                    | Dennis Green<br>(EMPB) 287-0889                      | Board Members        | SECRET Clear-<br>ance Required          |
| 4/2/82      | 3:00 PM     | Humphrey Bldg.,<br>Room 729G          | Health WG Meeting                      | Tom Reutershan<br>(HHS) 443-1167                     | Members              |                                         |
| 4/7/82      | 2:00 PM     | Fed. Center<br>Plaza, Rm. 401         | Civil Defense WG Meeting               | Veronica Moreland<br>(FEMA) 287-3885                 | Members              |                                         |
| * 4/14/82   | 2:00 PM     | Pentagon,<br>Rm. 3E794                | Military Mobilization WG<br>Meeting    | Elaine Babcock<br>(DOD) 695-0711                     | Members              | Change in time<br>from 10 AM to<br>2 PM |

\* Indicates change in item since 3/12 issuance of this Schedule

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 - Thursday, February 25, 1982

Introduction

Chairman Roger Mehle opened the meeting with brief introductory remarks and asked that any first-time attendees identify themselves. Several individuals did so.

Summary of Minutes

The previously distributed minutes of the February 10 WG meeting were summarized and accepted without comment.

Chairman's Remarks

The Chairman briefly discussed the second meeting of the Board, also on February 10, and read a summary of the Board meeting: the Board members were briefed on Emergency Mobilization by John Eley, FEMA; and discussed (i) the necessary degree of commitment to the EMPB effort, (ii) budget matters (no additional funds will be available in FY 83, but reprogramming of agency funds might be warranted), and (iii) the operation of the Board, including the level of representation on WG's (i.e., Deputy Assistant Secretaries). Mr. Mehle also stated that the next Board meeting had been scheduled for March 10, and that Board members will be called upon to provide brief reports on their agency's WG's and the status of input to the WG policy statements due on March 19.

In this connection, Mr. Mehle announced that the WG will meet again at 4:00 p.m. on March 8, to review and comment on a draft policy statement. The draft statement will be developed by Mark Stalnecker and Paul Applegarth of Treasury and distributed to members of the WG before the March 8 meeting.

Discussion of Issues

1. Ben Zycher, CEA, distributed copies of his paper, "The Economic Stabilization Program, 1971-74." It was advised that Manuel Johnson, Treasury, who had not yet arrived, would also distribute a paper. This was in response to Mr. Mehle's request at the February 10 meeting for Messrs. Zycher and Johnson to develop a discussion of alternatives vis-a-vis the issue paper, "Direct and Indirect Emergency Economic Stabilization Measures/ Controls," that had been presented by Joe Russo of FEMA. Copies of a 1981 statement, "Expectations in Economics" by Dr. George Katona, which had been provided by Mr. Russo, were also distributed. Mr. Mehle was subsequently advised that Mr. Johnson would be unable to attend the meeting and decided that Messrs. Zycher's and Johnson's papers and the statement provided by Mr. Russo would be discussed at the next WG meeting.

2. Mr. Russo presented a paper prepared by FEMA's office of General Counsel dealing with clarification/guidance on the National Emergencies Act of 1976. The paper led into a general discussion in the context of the issue paper, "Survey of Selected Legal Authorities for Economic Stabilization and Public Finance Measures During National Mobilization," which had been presented by Mr. McGrath and Ms. Whelchel of Treasury at the February 10 meeting. The FEMA paper will be reproduced and distributed to WG members, and Mr. Russo was asked to prepare a listing of standby emergency statute authorities relevant to the WG.
3. Mr. Mehle, in light of the comments on the National Emergencies Act paper, began a discussion of the draft crisis scenarios distributed at the February 10 meeting. The WG entered into a general discussion of the scenarios with regard to economic stabilization and public finance issues and actions. The discussion touched on hypothetical data and judgements, and related responses and reactions including references to the New Yorker and Scientific American magazine articles dealing with potential post-nuclear attack conditions.

It was also noted that the scenarios are subject to further revision and will eventually be submitted to the WG's for review and comment, and to the Board for approval.

4. Michael Prell, FRS, then introduced Harry Jorgenson and Kenneth Balge to present a two-part issue paper. Copies of the paper were distributed at the meeting. Mr. Jorgenson spoke first on the subject of "Emergency Finance Operations for Depository Institutions During Mobilization and Post-Attack Phases," then Mr. Balge on "Emergency Finance Operations for Depository Institutions -- Practical Considerations." The presentations were followed by general discussion and comment on the issues addressed. An item of particular interest to the WG, in connection with Mr. Balge's paper, was the subject of electro-magnetic pulse (EMP) in the event of a nuclear attack. References were again made to the New Yorker and Scientific American magazine articles.

During the discussion of the FRS papers Mr. Mehle was unexpectedly called out of the meeting and Mark Stalnecker assumed the role of Acting Chairman. Mr. Stalnecker continued the discussion, but in the absence of any conclusions suggested that further discussion and comment be deferred until the next WG meeting.

Closing Remarks

Mr. Stalnecker recapitulated that in addition to the deferred presentation of the papers of Messrs. Zycher, Johnson, and Russo, a draft WG policy statement would be distributed for comment at the March 8 meeting.

There being no further questions or comments, the meeting was adjourned at 3:45 p.m.

Attachment - February 25 Meeting Agenda.

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

MEETING

FEBRUARY 25, 1982

2:00 p.m.

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

AGENDA

|                                                                                                                                                                                                                                  |                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Introduction                                                                                                                                                                                                                     | Roger Mehle      |
| Reading/Approval of Minutes<br>of previous meeting                                                                                                                                                                               | Tony DiSilvestre |
| Remarks by the Chairman<br>(Concerning second meeting of<br>EMPB)                                                                                                                                                                | Roger Mehle      |
| Discussion of Issues                                                                                                                                                                                                             |                  |
| 1. "Direct and Indirect Emergency Economic<br>Stabilization Measures/Controls"<br>Joint paper by CEA and Treasury<br>expounding upon this issue, further<br>to FEMA (Russo) paper. (Paper will<br>be provided prior to meeting.) |                  |
| 2. "Clarification/Guidance on the National<br>Emergencies Act"<br>FEMA (Russo) lead discussion in context<br>of Treasury (McGrath) paper.                                                                                        |                  |
| 3. "Analysis/Revision of Crisis Scenarios: For<br>Economic Content and Domestic Policy Impli-<br>cations"<br>(Members to provide agency comments.)                                                                               |                  |
| 4. "Emergency Financial Operations for Depository<br>Institutions" (FRS)<br>(To cover (1) Mobilization and (2) Post<br>Attack phases.)                                                                                           |                  |
|                                                                                                                                                                                                                                  | Roger Mehle      |
| Closing Remarks                                                                                                                                                                                                                  |                  |

Date for Next Meeting (March 31); tentative



EMERGENCY MOBILIZATION PREPAREDNESS BOARD  
Washington, D.C. 20472

FEB 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 Green*  
Deputy Director for Administration  
and Program Support

SUBJECT: Working Group Meeting Minutes

Minutes of the following Working Group Meetings are forwarded for your information:

| <u>Working Group</u>                                            | <u>Meeting Date</u> |
|-----------------------------------------------------------------|---------------------|
| Economic Stabilization<br>and Public Finance                    | 2/10/82             |
| Health                                                          | 1/28/82             |
| Human Resources/Sub-Working<br>Group on Issues and Policy Input | 2/12/82             |
| Military Mobilization                                           | 2/02/82             |
| Social Services                                                 | 2/18/82             |

Attachments 5

17:00 3-14 58



'82 MAR -3 A9:17

Economic Stabilization and Public Finance Working Group

Second Meeting - Wednesday, February 10, 1982

Introduction

Chairman Roger Mehle opened the second meeting of the WG with brief introductory remarks, referred to the meeting Agenda (copy attached), and asked that individuals who had not attended the first meeting identify themselves and indicate whether or not they had been made aware of the role of the WG and the EMPB. All first-time attendees indicated their awareness.

Summary of Minutes

The previously distributed minutes of the first WG meeting were summarized and acknowledged without comment.

Chairman's Remarks

The Chairman briefly discussed the first general meeting of the Board on January 27. He noted that Messrs. Edwin Meese and William Clark, who had conducted the meeting, spoke of the President's strong interest in the mission of the EMPB and the importance of its work. Mr. Mehle also discussed the status briefings presented by the Chairmen of the Military Mobilization, Government Operations, and Emergency Communications WG's, and advised that eventually each WG Chairman will be called upon to brief the Board. At this point Mr. Mehle's classified WG status report memorandum of January 18 (transmitted to the Board for dissemination at the January 27 meeting) was distributed. The Chairman went on to advise that the Board was holding its second meeting, for principals only, at 5:00 p.m. to discuss methods of operation and the necessary levels of commitment and effort on the part of member agencies. Mr. Mehle concluded his remarks by noting that the Board and the individual WG's appear to have gotten off to a good start, but that the effort is just beginning and much hard work needs to be accomplished.

## Discussion of Issue Papers

The Chairman then called upon the authors of the previously distributed issue papers for brief presentations prior to WG discussion and comment:

1. Dean McGrath and Betty Whelchel, Treasury, began with a joint presentation of their paper, "Survey of Selected Legal Authorities for Economic Stabilization and Public Finance Measures During National Mobilization" (an unclassified summary of the paper was also distributed before their remarks). Mr. McGrath opened by characterizing the paper as an ongoing, draft effort and solicited input from the WG members. In view of the numerous and complex issues presented, Mr. McGrath and Ms. Whelchel responded to questions and comments in order to clarify and expand on their remarks. It was generally agreed that there exist overlapping emergency actions and conflicting legal issues which need to be updated and resolved in a uniform, comprehensive and government-wide manner. Mr. Mehle, in view of the presentation and ensuing discussion, proposed to advise the Board that the WG will undertake a review designed to achieve such a uniform update and resolution as concerns economic stabilization and public finance planning actions and issues. At the conclusion of the presentation Mr. Mehle requested that Mr. McGrath and Ms. Whelchel finalize their survey paper and extract a list of legal issues which would require further study and resolution.
2. Joe Russo, FEMA, followed with remarks on his paper, "Direct and Indirect Emergency Economic Stabilization Measures/Controls," which he characterized as designed to stimulate discussion and aid the WG in its deliberations. Mr. Russo's remarks elicited spontaneous discussion and comments, pro and con, from WG members. Mr. Mehle requested that Ben Zycher, CEA, who was generally not in agreement with the views expressed in Mr. Russo's paper, prepare a paper on alternatives for the next meeting of the WG. Mr. Zycher's paper will be coordinated with Manuel Johnson of Treasury who shares his opinions. The question to be resolved is that of employing controls, and their nature and duration, under conditions requiring emergency economic stabilization measures.
3. Mr. Johnson, Treasury, concluded with remarks on his issue paper, "Strategy for Emergency Public Finance and Redirecting the Federal Budget Process." Mr. John Johnson's paper, basically advocating little or no emergency controls and the imposition of tax surcharges, also elicited discussion and comments, pro and con, from WG members. Again the discussion centered on the question of controls and was broadened to take into account the effectiveness of increased taxes in emergency situations. It was also noted that the WG in its deliberations must bear in mind the basic free market, anti-control philosophy of the Administration. Earlier in his remarks, Mr. Johnson had noted that his paper did not address post-nuclear attack situations which should be covered in a later phase of the WG effort. The Chairman agreed that post-nuclear attack conditions would differ from those under discussion and stated that he would distribute articles from the New Yorker and Scientific American magazines dealing with the post-attack environment.

FOR OFFICIAL USE ONLY

Mr. Mehle then summarized the differing viewpoints which had been discussed in terms of the issue papers and called for further discussion of the issues, including Messrs. Zycher and Johnson's paper, at the next meeting of the WG.

#### Closing Remarks

Mr. Mehle discussed the preparation of a WG policy statement which must be completed by March 19 in accordance with a February 2 memorandum from William Clark, Chairman EMPB (copies of the memorandum were distributed). Mr. Mehle called for the WG to meet again before March 19 concerning the policy statement requirement. He set the date of the next meeting for February 25, and requested that members be prepared to discuss and comment on Mr. Clark's memorandum. In connection with the February 25 meeting, the Chairman also assigned the following:

1. Mr. Russo, FEMA, to prepare a 10-15 briefing on the National Emergencies Act of 1976.
2. The Federal Reserve representative to prepare an issue paper on "Emergency Financial Operations of Depository Institutions" with regard to both pre-attack mobilization, and post-attack situations.
3. WG members to be prepared to discuss and comment on economic stabilization and public finance inputs to the classified, draft revised scenarios which were distributed at the meeting.

In closing the meeting, Mr. Mehle stated that WG members should function within their respective agencies as points of contact regarding ES&PFWG expertise, reference and coordination.

As there were no further questions or comments, the meeting adjourned at 4:00 p.m.

Attachment

February 10, 1982

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

MEETING

FEBRUARY 10, 1982

2:00 p.m.

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

AGENDA

|                                                                                                                                      |                  |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Introduction                                                                                                                         | Roger Mehle      |
| Reading/ Approval of Minutes<br>of previous meeting                                                                                  | Tony DiSilvestre |
| Remarks by the Chairman<br>(Concerning first meeting of<br>EMPB)                                                                     | Roger Mehle      |
| Discussion of Issue Papers                                                                                                           |                  |
| 1. "Survey of Selected Legal Authorities<br>for Economic Stabilization & Public<br>Finance Measures during National<br>Mobilization" |                  |
| 2. "Direct and Indirect Emergency Economic<br>Stabilization Measures/Controls"                                                       |                  |
| 3. "Strategy for Emergency Public Finance<br>and Redirecting the Federal Budget<br>Process"                                          |                  |
| Closing Remarks                                                                                                                      | Roger Mehle      |
| Date for Next Meeting<br>(March 31; tentative)                                                                                       |                  |

Handout:

Status Report, ES&PFWG, Jan. 18, 1982

## Synopsis of the Health Working Group's Meeting on January 28, 1982

The Health Working Group's second meeting was directed at three main topics:

1. A briefing from the Chairman, Dr. Brandt on the results of the January 27 meeting of the EMPB

2. Recommendations from a provisional task force on how the Working Group could organize itself to accomplish its tasks most effectively. It was recommended that sub-groups be established for each of seven functional areas and that each sub-group have as its first order of business the responsibility for inventorying health assets/authorities, etc., in its particular area. The functional areas of the sub-groups are: manpower, supplies/equipment, facilities, finance, education, communications/coordination, and transportation.

The Working Group members were asked to react to proposed rosters for each sub-group. Adjustments were made in the rosters based on the comments from the Working Group members.

3. A briefing from Col. Reed of the Defense Department on a proposal to expand the Civilian-Military Contingency Hospital System to a broader "National Emergency Health Care System" that could be used in major peacetime emergencies.

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

PRINCIPAL WORKING GROUP ON HEALTH

Minutes - Meeting #2

January 28, 1982

2:00 P.M.

The meeting began shortly after 2:00 P.M. All departments/agencies expected to be represented at this meeting were in attendance with the exception of the Office of Policy Development. The list of attendees is Attachment 1.

Chairman, Edward N. Brandt, Jr., M.D., DHHS Assistant Secretary for Health, commenced the meeting with a briefing on the January 27 EMPB meeting. Several of the PWGH members had also attended the EMPB meeting.

The second topic of discussion, led by Dr. Brandt and supplemented by Thomas P. Reutershan, was the Provisional Task Force's (PTF) recommendations regarding an organizational structure for the PWGH. Two fundamental options were outlined: (1) incident specific task forces (e.g. natural disasters, radiation emergencies, etc.), or (2) function-oriented task forces (e.g. health manpower, health-related supplies and equipment). The function-oriented task force approach was the PTF's recommendation. The recommendation was based upon the need for an overall assessment of the current inventory of health resources to facilitate the development of issue priorities.

Ms. Frances Dias, FEMA's representative, expressed concern that the PTF had not spent much time on specific issues and their priorities. Later in the discussion, DOD's representative, Jay C. Bisgard, M.D., commented that confusion regarding specific issues and their relative priority will pervade until assessments of Federal and private sector health resources are completed and health resource deficiencies are identified. The PWGH members expressed general agreement with Dr. Bisgard's statement.

The majority of the PWGH members approved the PTF's recommended task force structure. The group was asked if the seven task forces, as listed, composed a complete list, or if there were any additions or deletions to be suggested. Tom Reutershan commented that one PTF member proposed addition of a medico-legal task force to consider legal implications of providing medical treatment in emergency situations. Some discussion ensued, but the addition of a separate legal-medical task force was not approved. Rather, it was suggested that each functional task force should consider any legal issues and possibly seek advice from the Department of Justice.



Dr. Brandt asked the PWGH members to review the task force chart that was included in the background materials provided. The members were asked to indicate what task forces they would like to be added to or deleted from:

1. Manpower: FEMA asked that they be omitted. It was suggested that the Office of Personnel Management be asked to participate.
2. Facilities: FEMA asked that they be omitted. Education asked to be included.
3. Supplies: FEMA asked to be omitted, but reconsidered and remained a participant. Energy asked to be omitted. Subsequent to the meeting, Agriculture also asked to be omitted.
4. Finance: FEMA declined to chair and asked to be omitted. DHUD asked to be added. It was suggested that HHS chair.
5. Education: No changes.
6. Communications and Coordination: DHUD asked to be added.
7. Transportation: DOD declined to chair but wished to participate. It was suggested that DOT be asked to chair. Subsequent to the meeting, DOT agreed to participate, and DOD agreed to chair.

The proposed task force chart with suggested participants is Attachment II. The task force chart, as approved by the PWGH, is Attachment III.

Dr. Brandt requested that, by February 5, PWGH members provide Tom Reutershan with the names and telephone numbers of their designees for each task force on which their Department/Agency will participate. Mr. Reutershan will provide the appropriate roster to each task force chair, to the PWGH members, and to the EMPB.

Dr. Brandt also requested that the task forces attempt to complete asset inventories and objective statements by March 19, so that the PWGH might review them at its next meeting. Dr. Brandt indicated that the PWGH would probably meet again during the last week of March.

Dr. Brandt then introduced Col. Podge Reed, Department of Defense, who briefed the PWGH on DOD's proposed National Emergency Health Care System which would be based on the existing Civilian Military Contingency Hospital System. The PWGH extended its thanks to Col. Reed and to DOD for their contribution and cooperation.

Tom Reutershan reminded the PWGH members of the necessity of written verification of their security clearances. Mr. Reutershan also emphasized the need for verification of security clearances for Department/Agency staff



serving on task forces. Following discussion, it was decided that task force members need only have a "Secret" clearance, but PWGH membership will continue to require "Top Secret" clearance.

The meeting adjourned at 3:30 P.M.

An updated roster of PWGH members is also attached--Attachment IV. Corrections and/or additions to these minutes should be provided to:

Mr. Thomas P. Reutershan  
PHS Emergency Coordinator  
Office of the Assistant Secretary for Health  
Department of Health and Human Services  
Room 4-81, Parklawn Building  
5600 Fishers Lane  
Rockville, Maryland 20857

Telephone Number: (301) 443-1167



Thomas P. Reutershan  
PWGH Point of Contact

Attachments

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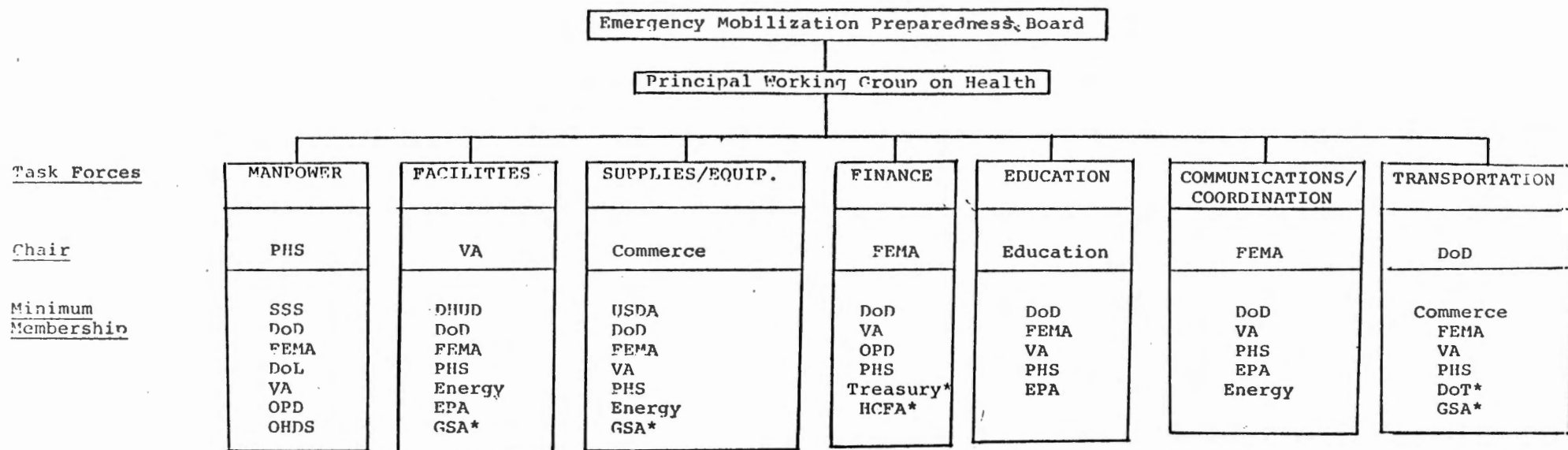
PRINCIPAL WORKING GROUP ON HEALTH/EMPH

January 28, 1982

| DEPARTMENT/AGENCY | NAME<br>(PLEASE PRINT)  | TELEPHONE<br>NUMBER | PLEASE INDICATE BELOW - ARE YOU A: |           |                         |
|-------------------|-------------------------|---------------------|------------------------------------|-----------|-------------------------|
|                   |                         |                     | MEMBER                             | ALTERNATE | OBSERVER                |
| CHPB              | JIM MISKE               | 287-0884            | ✓                                  |           |                         |
| DOD               | JAY E. BISGARD, MD.     | 694-1418            | ✓                                  |           |                         |
| DEC               | SEAN P. FOOHEY          | 377-4042            | ✓                                  |           |                         |
| IEPA              | CHARLES S. MANERI       | 755 0770            |                                    |           | ✓                       |
| USDA              | JOHN E. FORD            | 447 7813            | ✓                                  |           |                         |
| USPA              | Robert L. Williams      | 436-8529            |                                    | ✓         |                         |
| VA                | Robert L. Rosenberry    | 322-2107            |                                    | —         | Agency Point of Contact |
| HHS/ADS           | Dom M. B. B. B. B. B.   | 245 7027            | ✓                                  |           |                         |
| HHS/ADS           | Carl Chapin             | 472-3077            |                                    | ✓         |                         |
| DOE               | Robert W. Davies        | 252-2407            | ✓                                  |           |                         |
| DOE               | JOSEPH A. COLEMAN       | 353-4258            |                                    | ✓         |                         |
| FEMA              | Frances K. Dicks        | 287-3849            | ✓                                  |           |                         |
| SSS               | WILLIAM B. OLNEY        | 724-0855            |                                    | ✓         |                         |
| HHS/OS            | Jaqueline Gleason       | 245-0645            |                                    |           | ✓                       |
| DOD               | Podge M. Reed Jr. LTCol | 697-8233            |                                    |           | Briefing                |
| ED                | Anne Towne              | 245-9758            |                                    |           | Point of Contact        |
| ED                | Tom Lombard             | " "                 | x                                  |           |                         |
| DOL               | Gerard C. Smith         | 376-6303            | ✓                                  |           |                         |
| HAD               | Alvin West              | 255-3532            | ✓                                  |           |                         |
| PHS               | Marilyn R. Denslow      | 443-1167            |                                    |           | ✓                       |
| PHS               | T. J. REUTERMAN         | 443-1167            |                                    |           | Point of Contact        |

ATTN: 1167

PROPOSED ORGANIZATIONAL STRUCTURE - PRINCIPAL WORKING GROUP ON HEALTH



\*Not currently represented on the PWGH

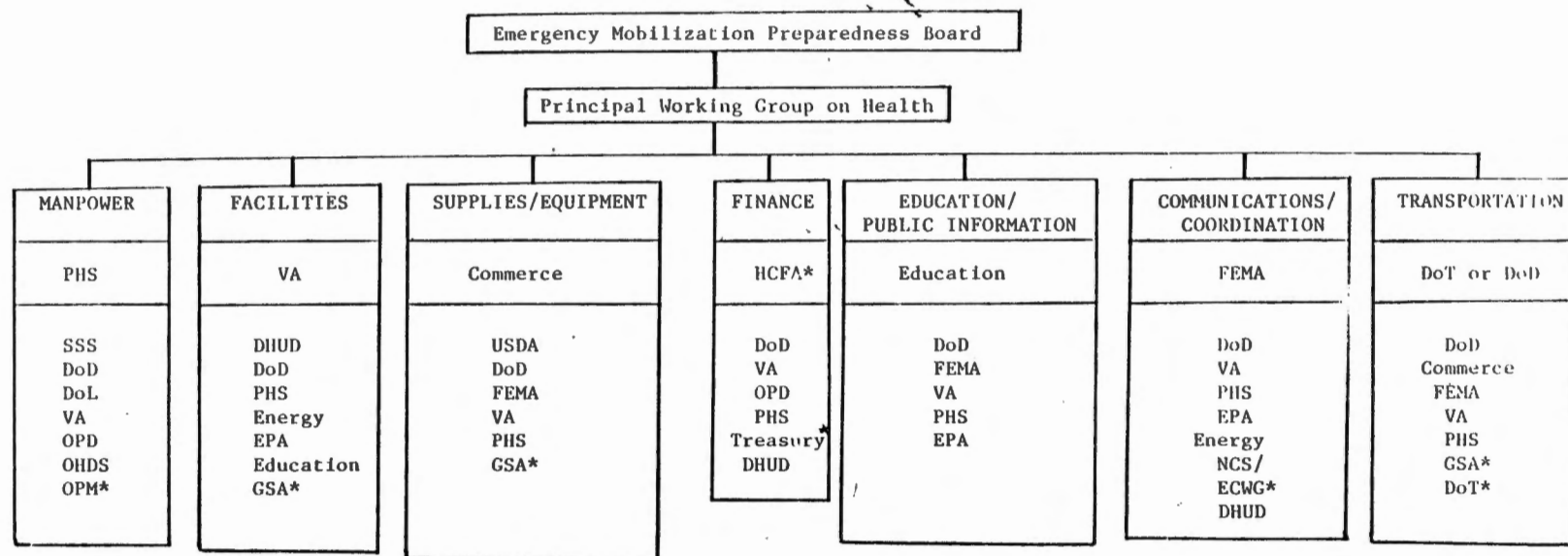
APPENDIX I

## Approved Organizational Structure - Principal Working Group On Health

## TASK FORCES

## CHAIR

## MEMBERSHIP



\* Not currently represented on the PWGH

Approved: January 28, 1982

ATTACHMENT III

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Principal Working Group on Health

Working Group Members and Alternates

Chair  
Health and Human Services

Edward N. Brandt, Jr., M.D.  
Assistant Secretary for Health  
U.S. Department of Health and  
Human Services  
Room 716G  
Hubert H. Humphrey Building  
200 Independence Avenue, S.W.  
Washington, D.C. 20201  
(202) 245-7694

Alternate Chairman:

William H. Foege, M.D.  
Director  
Centers for Disease Control  
U.S. Public Health Service  
Room 2000, Building 1  
1600 Clifton Road, N.E.  
Atlanta, Georgia 30333  
(404) 329-3291  
FTS: 8-236-3291

Point of Contact:

Thomas P. Reutershan  
Emergency Coordinator  
Office of the Assistant Secretary  
for Health  
U.S. Public Health Service  
Room 4-81, Parklawn Building  
5600 Fishers Lane  
Rockville, Maryland 20857  
(301) 443-1167

Agriculture

John Ford  
Deputy Assistant Secretary for Marketing  
and Inspection Services  
U.S. Department of Agriculture  
Room 242E, Administration Building  
14th Street & Independence Avenue, S.W.  
Washington, D.C. 20250  
(202) 447-7813

Agriculture (Cont'd)

Alternate:

Dr. Robert Williamson  
Chief Staff Officer for  
Environmental Operations  
U.S. Department of Agriculture  
Room 608, Federal Building  
6505 Belcrest Road  
Hyattsville, Maryland 20782  
(301) 436-6529

Commerce

Mr. Sean Foohey  
Office of Industrial Resource  
Administration  
U.S. Department of Commerce  
Room 3876, Main Commerce Building  
Washington, D.C. 20230  
(202) 377-4042

Alternate:

Mr. Harold Hendon  
Office of Industrial Resource  
Administration  
U.S. Department of Commerce  
Room 3876, Main Commerce Building  
Washington, D.C. 20230  
(202) 377-4042

Defense

Jay C. Bisgard, M.D.  
Acting Deputy Assistant Secretary  
of Defense for Medical Readiness  
Office of the Assistant Secretary  
of Defense for Health Affairs  
U.S. Department of Defense  
Room 3E279, Pentagon  
Washington, D.C. 20301  
(202) 694-1418

Alternate:

Mr. Vernon McKenzie  
Deputy Assistant Secretary of Defense  
for Health Resource Management  
Office of the Assistant Secretary  
of Defense for Health Affairs  
U.S. Department of Defense  
Room 3E279, Pentagon  
Washington, D.C. 20301  
(202) 697-8973

Education

Dr. James Lombard  
Deputy Assistant Secretary for  
Post Secondary Education  
U.S. Department of Education  
Room 3082, ROB 3  
400 Maryland Avenue, S.W.  
Washington, D.C. 20202  
(202) 245-9758

Point of Contact:

Ms. Anne Towne  
U.S. Department of Education  
Room 3082, ROB 3  
400 Maryland Avenue, S.W.  
Washington, D.C. 20202  
(202) 245-9481

Energy

Mr. R. W. Davies  
Deputy Assistant Secretary for  
Environment, Safety, and Health  
U.S. Department of Energy  
Room 4G064, Forrestal Building  
1000 Independence Ave., S.W.  
Washington, D.C. 20585  
(202) 252-2407

Alternate:

Dr. Joseph Coleman  
Acting Director, Office of  
Environmental Programs  
U.S. Department of Energy  
Room F239, Germantown Building  
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(202) 353-4258

Point of Contact:

Mr. Ben Parker  
EMPB Coordinator  
U.S. Department of Energy  
Room GB270, Forrestal Building  
1000 Independence Avenue, S.W.  
Washington, D.C. 20585  
(202) 252-5150

(Assistant: Shirley Johnson)



Environmental Protection Agency

Mr. Paul Cahill  
Director, Office of Federal Activities  
U.S. Environmental Protection Agency  
Room 2119  
401 M Street, S.W.  
Washington, D.C. 20460  
(202) 755-0777

Alternate:

Mr. Louis Cordia  
Office of Federal Activities  
U.S. Environmental Protection Agency  
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401 M Street, S.W.  
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Point of Contact:

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Senior Staff Advisor  
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Federal Emergency Management  
Agency

Ms. Frances K. Dias  
Federal Emergency Management Agency  
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Alternate and  
Point of Contact:

Mr. Charles Robinson  
Federal Emergency Management Agency  
Room 614, Federal Center Plaza  
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Washington, D.C. 20472  
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Housing and Urban Development

Ms. Abbie J. Weist  
Staff Assistant to the Secretary  
U.S. Department of Housing and  
Urban Development  
Room 10224  
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Washington, D.C. 20410  
(202) 755-3532

Housing and Urban Development (Cont'd)

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U.S. Department of Housing and  
Urban Development  
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Labor

Mr. Gerard Smith  
Emergency Coordinator  
Employment and Training Administration  
U.S. Department of Labor  
Room 9420, Patrick Henry Building  
601 D Street, N.W.  
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(202) 376-6303

Office of Human Development  
Services, DHHS

Ms. Theresa Hawkes  
Director, Office of Program Coordination  
and Review  
Office of Human Development Services  
U.S. Department of Health and Human Services  
Room 326F, Humphrey Building  
200 Independence Avenue, S.W.  
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Office of Policy Development  
Executive Office of the President

Mr. Gary L. Bauer  
Office of Policy Development  
Executive Office of the President  
Room 212, Old Executive Office Building  
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(202) 456-2135

Selective Service System

Dr. Herbert Puscheck  
Associate Director  
Planning and Operations Directorate  
Selective Service System  
Washington, D.C. 20435  
(202) 724-0851

Selective Service System (Cont'd)

Alternate:

Mr. William B. Olney  
Manager, Programs Division  
Selective Service System  
1023 31st Street, N.W.  
Washington, D.C. 20435  
(202) 724-0855

Veterans Administration

Murray G. Mitts, M.D.  
Director, Program Analysis  
and Development  
Department of Medicine and Surgery  
U.S. Veterans Administration  
810 Vermont Avenue, N.W.  
Washington, D.C. 20420  
(202) 384-5233

Alternate:

Mr. Richard Citron  
Department of Medicine and Surgery  
U.S. Veterans Administration  
810 Vermont Avenue, N.W.  
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(202) 389-3747

Emergency Mobilization  
Preparedness Board

Mr. James Miskel  
Emergency Mobilization Preparedness  
Board Secretariat  
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Washington, D.C. 20472  
(202) 287-0884

Human Resources  
Sub-Working Group----Issues and Policy Input Meeting  
9:30 A.M. Friday, February 12, 1982  
Room 9421 Patrick Henry Building

Minutes

An ad hoc sub-group meeting was held to discuss the Emergency Mobilization Preparedness Board request for input to the statement of National Emergency Mobilization Preparedness and action plan. These documents are being prepared by the EMPB for the President's approval.

Gerard Smith opened the meeting and circulated a package of materials to use as guidance in preparing the policy input. The package contained:

1. Meeting agenda.
2. Policy input schedule.
3. HRWG draft policy input, dated 2/12/82.
4. Memorandum from William P. Clark dated February 2 requesting policy input from EMPB working groups.
5. Draft statement (model) developed by the Communications WG.
6. Issue papers developed by HRWG agencies.
7. 1964 National Plan for Emergency Preparedness, Manpower Chapter.
8. List of HRWG members and contacts.

Mr. Smith asked that the representatives of member agencies review the draft policy input, coordinate it with their agencies, and return comments and suggestions by February 19 C.O.B. He described the rest of the schedule as follows:

|                 |                                          |
|-----------------|------------------------------------------|
| Feb. 20-24      | Revise draft                             |
| Feb. 24-Mar. 10 | Review and clearance DOL and WG agencies |
| Mar. 10-17      | Preparation of final draft               |
| Mar. 18-19      | Transmittal HRWG to EMPB                 |

2.

The draft policy input statement is organized around four functional areas:

- Workforce augmentation and management policy
- Worker protection policy
- Labor-Management Relations
- Data and Information Systems

Mr. Smith suggested that these broad categories fit the issues submitted and asked for approval of the working categories or suggestions for changes. He implied that there were possible workload implications to this method of organization and agencies should be cognizant of this implication. During the meeting there was general discussion of some of the issues. In particular questions about occupational skills as they relate to mobilization and deferment policies were raised. The suggestion was made that broad Human Resources policy should cover contingencies such as the draft and the possible need for deferment policy, but, in many cases, standby authority and plans will suffice until there is a widespread mobilization that creates extraordinary problems.

The meeting adjourned at 10:15

Attachments; Agenda, policy input schedule, list of attendees

HUMAN RESOURCES  
WORKING GROUP

February 12, 1982

| <u>Name</u>                   | <u>Agency</u>     | <u>Phone #</u> |
|-------------------------------|-------------------|----------------|
| Don Kraft                     | NCS               | 692-9274       |
| James Connors                 | OPM               | 632-9533       |
| Mike Berger                   | Selective Service | 724-0734       |
| Eldridge Tabb                 | DOL/DAPS          | 523-6230       |
| Terrell F. Waters             | DOL/ESA           | 523-8326       |
| Jules Balog                   | DOL/LMSA          | 523-6475       |
| Howard Hjelm                  | ED                | 245-5634       |
| Meyer J. Harron               | FEMA              | 287-3878       |
| Gordon Baker                  | EMPB              | 287-0087       |
| Lloyd E. Milburn              | EMPB              | 287-0890       |
| Bob Lovegren for Morris Simms | Interior          | 343-6761       |
| Ron Kutscher                  | DOL/BLS           | 272-5381       |
| Allan D. Boecker              | Agriculture       | 447-2868       |
| Dale Wheeler                  | HUD               | 755-7380       |
| Harold Hendon                 | Commerce          | 377-4042       |



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON D.C. 20301

MANPOWER  
RESERVE AFFAIRS  
AND LOGISTICS

11 FEB 1982

(Program Integration)

MEMORANDUM FOR SECRETARY, EMERGENCY MOBILIZATION PREPAREDNESS BOARD

SUBJECT: The Military Mobilization Working Group Meeting, February 2, 1982

I have attached the minutes of the Military Mobilization Working Group meeting held February 2. The meeting focused on an update of the scenario and requirements of the sub-working groups efforts. We formed a new sub-working group to develop a legislative package on the conscription of health professionals during mobilization. This sub-working group will be co-chaired by the Selective Service and Department of Defense.

Our next working group meeting will be March 9 in Room 3E794, Pentagon, at 2:00 PM. At that meeting we will concentrate on our input to the statement of National Emergency Mobilization Preparedness Policy.

*Dale R. Tahtinen*

Dale R. Tahtinen

Coordinator

Military Mobilization Working Group

Attachment

MILITARY MOBILIZATION WORKING GROUP (MMWG)  
FEBRUARY 2, 1982 MEETING  
MINUTES

Our chairman, Dr. Lawrence Korb, welcomed members and observers (a list of attendees is at Tab A) to the second MMWG meeting at 10:00 a.m., on February 2, 1982 (agenda is at Tab B). Dr. Korb began by summarizing the many developments that have occurred since our first meeting on October 15th:

- The Emergency Mobilization Preparedness Board (EMPB) - our parent body has been formally established by the President.
- The EMPB had their first meeting on January 27th.
- Information lists of Board members, Board liaison officers and working group officials were handed out.
- Dr. Korb announced that he had promoted Mr. Paul Donovan and that he is appointing Dr. Dale Tahtinen as Director of Mobilization Planning and Requirements. Dr. Tahtinen was introduced; he will be the point of contact for the working group.
- In addition, the EMPB now has a full-time staff. Dr. Korb introduced COL Bob Treadway as our working group liaison on the EMPB staff. His phone numbers are 382-0624 or 287-0880 if anyone needs to contact him. (The official Board statement of his functions is at Tab C.)
- Dr. Korb then announced that the EMPB has approved the mission and functions statement which the working group developed at our last meeting. A copy of the approval letter was handed out.
- Dr. Korb pointed out that the Board's letter says their highest priority is the development of the national policy statement. He said guidance on what this is and how our working group will contribute to it is still being developed by the Board.
- Dr. Korb announced that our subworking groups on scenario development and requirements development have been continuing to meet and the working group would get their reports shortly.

Dr. Korb then handed out the agenda of the EMPB meeting of January 27th and reported on the meeting. The meeting included an introduction by Edwin Meese III, Counsellor to the President, and remarks by William Clark, the President's



National Security Advisor and the Chairman of the EMPB. There were also presentations by the three working group chairmen -- Mr. Brinkerhoff from Government Operations, LTG Hilsen from Emergency Communications and Dr. Korb on the MMWG.

Mr. Meese stressed the following points in his EMPB presentation:

- The EMPB reflects the President's commitment to improving the nation's capability to respond to emergencies-- both in peacetime and in wartime.

- Improvements must be made in recognizing fiscal constraints and using the existing peacetime organizational structure for mobilization execution. The President has stressed the importance and urgency of the Board accomplishing its objectives. The EMPB will be a regular topic on Cabinet agenda so that the President and the Cabinet members can monitor its progress.

Mr. Clark's remarks focused on the Board's characteristics, the role of each members, the tasks of the Board and working groups, and overall guidance for the Board:

- The Board will maintain high level membership, be action-oriented, and have authority to resolve preparedness issues.

- Board members can approve policy guidance for implementation, resolve preparedness issues, formulate recommendations for Presidential decision, and ensure their agency's support.

- The first task for the Board is to prepare a Presidential decision document that includes: a statement of national policy on mobilization preparedness, and a plan of action consistent with that policy. The initial effort is in developing a statement of national policy.

- The working groups were charged to identify issues, submit issues to the Board on the national policy statement, work to resolve issues, submit progress reports on accomplishments, and comply with Board milestone schedules.

- Everyone should think big -- we're developing a national policy statement. We must retain a logical framework: no exotic new organizations or expensive programs are needed. The working groups must avoid developing an agency-orientation.

Dr. Korb said that during his presentation to the Board on our working group, he stressed the issues we are examining for scenarios and requirements. He then handed out copies of the slides and talking points from his presentation. He said the EMPB will meet again in about two weeks but he does not have the agenda as yet. In summary, the main points that he took away from the EMPB meeting were that the President expects positive results from the Board and each of us must ensure that we devote sufficient effort to accomplish the tasks before us. We must focus first on those issues that will form a basis for a national policy statement.

Dr. Korb then introduced Mr. Frank Shaw of FEMA to report on the Requirements Development Subworking Group and make his presentation on general cases for scenario development. Mr. Shaw began with a summary of the activities of the Requirements Development Subworking Group. Its first organizational meeting chaired by both Paul Donovan and Frank Shaw occurred on December 8th. The agencies were well represented. They discussed the draft terms of reference and agreed to accept them as written, unless exceptions were noted within a reasonable time. Since no changes have been noted, the subworking group recommends the terms of reference be approved by the full working group. As provided for in the terms of reference, the chairman appointed a Resource Categories Committee to determine the categories of resources to be addressed and to select the sequence for work on the resource categories. This committee is chaired by William Wadbrook of FEMA. The members are Jerry Clampet from Agriculture, Leon Karadbil from Commerce, John Osterday from Defense, Barton House from Energy, William McLaughlin from Labor, Clarence Collins from Transportation, and William Olney from Selective Service. The first meeting was held January 6th, but because of the snow was not well attended. The first formal meeting is scheduled for February 12th. At that time, a report will be made on the progress of the Resource Categories Committee. Their final report, including recommendations for categories of resources and a sequence of work, is due March 15th.

Mr. Shaw then continued with some general cases which he recommends for Federal agency mobilization planning uses. He believes that detailed scenarios are counterproductive for civil agency use: the civil agencies do not need to know how big the war will be or how long it will go. He suggests a series of three general cases based on the DOD definitions of three types of mobilization (Tab D). As the civil agencies work through these three general cases, they will later put them in synchronization with the specific scenarios that the Scenarios Development Group is working on. The three recommended cases and their definitions are shown at Tab E. FEMA believes that we should concentrate initially on case 2, a full mobilization case, and then we

can scale up or down from there. Mr. Shaw said that REX 82 BRAVO, an exercise planned for later this year, should use a case 2 type of mobilization and this was written into the terms of reference for the subworking group.

Mr. Paul Donovan then made a few comments:

- This is a departure from previous work with FEMA where we looked at every detail of what happened. He believes it is correct to keep this as simple as possible for other Federal agency planning use. But at the same time, we must make sure that there is enough detail for planning.

- He also pointed out that in spite of other comments, DOD was still working on full mobilization planning and was just starting to work on total mobilization planning.

COL Shroyer, JCS, asked how would you plan for theaters with these cases: Would a worst-case type of scenario be used? Mr. Shaw answered that we have to further refine each case with additional assumptions as we work through the cases. Mr. Collins, DOT, and Mr. House, DOE, commented that they are not at all sure that they can work with such general cases. Mr. Shaw said that we will work out the details as we go along.

Dr. Korb then asked Capt. Jim McCoy, JCS, Chairman of the Scenario Development Subworking Group, to report on their progress. Capt. McCoy said the committee met several times. They started with existing scenarios, i.e., the scenarios of the previous Administration, and focused on changes that have occurred in the world situation since they were written. This emphasis is on streamlining the scenarios and cutting the numbers and total volume of detail. They are currently thinking of recommending four, vice five, scenarios to cover the full range of mobilization requirements. They have now distributed their first draft and expect to have the final version completed by the end of February. Mr. Donovan said that these scenarios fit in with Mr. Shaw's cases.

Dr. Korb then continued with a discussion of the tasking we've received thus far from the EMPB. The statement of working groups initial tasks was distributed to MMWG members with the invitation. Dr. Korb said that EMPB staffers have told him the Board has now backed off on these tasks. They will be done by the EMPB staff through direct tasking of each agency. This working group's tasks will continue to be scenario and requirements development, and we will have to add the development of policy issues for the Board's national statement. We'll have to decide how to develop these policy issues once we see specific guidance

and a tasking schedule from the Board. Dr. Korb pointed out that we have already input some issues to the Board in his MMWG presentation to them. (See the last viewgraph in his presentation.)

COL Treadway commented that the Board recognizes that working groups are not capable of presenting agency programs. Each agency must do this. However, they are still struggling with the problem of defining what is or is not mobilization-related.

Dr. Korb then asked for discussion on the subworking groups' plans and progress. There was none, so we agreed to formally approve the subworking group plans, tasks, terms of reference and schedules as stated by their chairmen.

Next, Dr. Korb introduced LTC Steve Denney to report on an additional item: we are forming a subworking group to develop legislation for drafting health professionals in wartime (Tab F). LTC Denney reported that legislation for drafting health professionals has continued to be a problem since 1979. There are three areas that need resolution:

- Are women to be included in the draft? Since 10% of doctors, 98% of nurses and 78% of other health professionals are women, this is a problem that needs resolution.

- The second problem to be resolved is how the legislation should be proposed. It could be an amendment to current draft legislation, a separate bill, or a part of an omnibus bill on mobilization.

- A third area of question is should health professionals being drafted be required to have a specified period of military training.

LTC Denney stated that Herb Puscheck of Selective Service and Dale Tahtinen of Defense will be co-chairmen of the group with members from HHS, FEMA, DOD(Policy), DOD(General Counsel), DOD(Health Affairs), JCS and the Military Departments providing representatives. They will report their progress at our next meeting and are trying to have these issues resolved in the next few months. If other agencies wish to be included in the subworking group, call LTC Denney on 695-0711. Dr. Puscheck commented that this is a continuing problem and the subworking group is a great vehicle to get all the players to the same table. He also said that LTC Denney has the issues well-defined, however his schedule may be somewhat optimistic. It will certainly be finished before the next exercise scheduled for next fall.

In closing Dr. Korb thanked all members and observers for coming to the meeting. He thinks our work is well underway and that he subworking group chairmen are doing a good job. His experience at the Board meeting shows that our working group is far ahead of other working groups. He said it was an honor to be the first to brief the Board on our progress. He anticipates the next meeting will be in the March/April time frame, or sooner, depending on the Board's guidance and the schedule they are developing for the national policy document. The meeting was adjourned at 11:00 a.m.

List of Attendees  
2nd Meeting of MMWG - February 2, 1982

| <u>Name</u>        | <u>Organization</u> | <u>Telephone</u> |
|--------------------|---------------------|------------------|
| Craig Alderman     | DOD                 | 694-1308         |
| Bill McLaughlin    | DOL                 | 523-6963         |
| David Lawson       | USDA                | 447-6833         |
| Jerry Clampet      | USDA                | 447-2130         |
| Ray Boston         | USDA-ASCS           | 447-5094         |
| David Brewster     | USDA                | 447-5153         |
| Bob Tredway        | EMPB                | 287-0880         |
| Paul Donovan       | OSD(MRA&L)          | 695-0711         |
| Dale Tahtinen      | OSD(MRA&L)          | 695-0711         |
| Charles Groover    | DASD(PI)MRA&L       | 697-9103         |
| LTC Robert Rumph   | DOD Detailed FEMA   | 287-0043         |
| LTC Steve Denney   | OSD(MRA&L)          | 695-0711         |
| Capt. Jim McCoy    | OJCS                | 697-0352         |
| Richard E. Weiner  | DOE                 | 252-1311         |
| LTC Bert Terrazas  | OJCS/J-4            | 697-7443         |
| Tom Schneider      | DOT-OET             | 426-4118         |
| C.G. Collins       | DOT                 | 426-4262         |
| COL D.K. Shroyer   | OJCS/J-4            | 697-2605         |
| Doug Badow         | White House         | 456-2132         |
| T. M. Stanners     | OMB                 | 395-3780         |
| Bart House         | DOE                 | 252-4706         |
| J.C. Bisgard       | OSD(HA)             | 694-1418         |
| F. Shaw            | FEMA                | 287-3996         |
| G. C. Smith        | DOL/ETA             | 376-6303         |
| L. J. Korb         | ASD(MRA&L)          | 695-5254         |
| Leon N. Karadbil   | DOC                 | 377-4695         |
| Richard Siegel     | USDA                | 447-3108         |
| COL Edward V. Karl | DOD(R&E)            | 697-0947         |
| Herb Puscheck      | SSS                 | 724-0851         |
| Elaine Babcock     | OSD(MRA&L)          | 695-0711         |

TAB A

AGENDA  
MILITARY MOBILIZATION WORKING GROUP  
February 2, 1982

- I. Opening
- II. Report on EMPB Meeting - Dr. Korb
- III. Discussion of EMPB Statement of Working Groups Initial Tasks
- IV. Report from the Requirements Development Subworking Group - Mr. Shaw, FEMA
- V. FEMA Report on General Cases for Scenario Development - Mr. Shaw, FEMA
- VI. Report from the Scenario Development Subworking Group - Capt. McCoy, JCS
- VII. Discussion/Decision on Subworking Groups' Plans and Progress
- VIII. Discussion/Questions
- IX. Adjournment

TAB B



EMERGENCY MOBILIZATION  
PREPAREDNESS BOARD

JAN 29 1982

To: Working Group Chairmen

From: Bennett L. Lewis  
Executive Secretary

On several occasions, I have been asked about the role of the Working Group Coordinators. I thought it would be helpful to list the Coordinators' responsibilities on paper and provide a copy to all Chairmen.

Their responsibilities include direct involvement in all Working Group activities. They have been assigned primarily as a link between the Chairman and the Working Group through me. The list of specific responsibilities is attached.

Activities of the Coordinators are supervised by John R. Lilley, the Director of Secretariat Operations (287-0880).

Attachment

TAB C





EMERGENCY MOBILIZATION PREPAREDNESS BOARD  
Washington, D.C. 20472

January 29, 1982

Working Group Coordinator Responsibilities

- o Provide staff support to the Board and its Chairman.
- o Monitor implementation of Board policy guidance by agencies.
- o Serve as Board interface with Working Groups.
- o Assist Working Groups in their identification and analysis of major problems and policy issues.
- o Monitor Working Group progress and provide assistance as required.
- o Review Working Group input submitted to the Board.
- o Coordinate information requirements for the Working Group and the Board.
- o Represent the Board at Working Group and Sub-Working Group meetings.
- o Represent the Board and the Secretariat to outside Agencies.

**Term 1. MOBILIZATION**

"1. The act of preparing for war or other emergencies through assembling and organizing national resources.

2. The process by which the armed forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Components as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes but is not limited to the following categories:

a. Selective Mobilization - Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, individual ready reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack.

b. Partial Mobilization - Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000) to mobilize Ready Reserve Component units, individual reservists and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

c. Full Mobilization - Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units in the existing approved force structure, all individual reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

d. Total Mobilization - Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel, beyond the existing force structure, and the resources needed for their support to meet the total requirements of a war or other national emergency involving an external threat to the national security."

**Note:** The following terms will be listed in JCS Pub 1 in alphabetical sequence crossed referenced to MOBILIZATION: SELECTIVE MOBILIZATION; PARTIAL MOBILIZATION; FULL MOBILIZATION and TOTAL MOBILIZATION.

Synopsis: Social Services Working Group Meeting on February 18, 1982

Two major topics were discussed at the Social Services Working Group's second meeting:

1. a draft response (prepared by HHS) to Mr. Clark's request for a policy statement --- the attendees discussed issues raised by the policy statement and suggested a series of revisions to the draft policy statement. It was agreed that the revised draft policy statement would be issued to the Working Group for comment. Subsequently, the revised draft was distributed on February 24.
2. a recommendation by a provisional task force that the Working Group establish two sub-groups; after discussion the consensus was that only one sub-group should be set up at this point in time. That sub-group would be charged with defining the term "social services" as it relates to emergencies. The sub-group would be responsible for issuing a draft definition statement by April 21.

FEB 24 1982

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Minutes of the EMPB Principal Working Group  
on  
Social Services

The second meeting of the EMPB Social Services Principal working group was held on February 18, 1982 in Room 403A of the HHH Building. Dorcas Hardy, Assistant Secretary for Human Development Services, HHS chaired the meeting which started at 9:30 a.m. and concluded at 12:00 noon. Agencies represented were:

White House

ACTION

Department of Health and Human Services

~~Department of Labor~~

Department of Transportation

Department of Treasury

Emergency Mobilization Preparedness Board

Federal Emergency Management Agency

General Services Administration

Veterans Administration

Small Business Administration

Two major topics were discussed during the meeting: first was the draft response to Mr. William Clark's February 2, 1982 memo which requests, by March 19, 1982, a proposed policy statement and work plan for the Emergency Mobilization Preparedness Program for Social Services. Lively discussion centered around the differences between capability and responsibility of agencies, the differences between major or catastrophic emergencies and small emergencies and the differences between localized catastrophies that allow traditional government systems to remain intact versus national disasters implying wartime or the complete loss of government systems. Clearly many issues will need to be resolved at the EMPB level. Revisions to the draft policy and work plans were made and are to be circulated to the members by February 22, 1982 for review and approval.

The second topic of discussion was the provisional task force's recommendation that two sub task forces be created to address steps 1-5 of the proposed implementation schedule. Due to changes in the implementation plan, one task force was established to define the term social services as it relates to emergencies. This task force is to have a draft definition to the Principal Working Group members by April 21, 1982 and have a final recommendation by the end of May.

EMPB 2/22/82

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Meeting of  
Liaison Officers and Points of Contact

February 23, 1982  
10:00 - 10:45 am

Room 401

Federal Center Plaza  
500 "C" Street, S.W.  
Washington, D.C. 20472

AGENDA

Introduction

Bennett L. Lewis

Discussion of Items  
in Discussion Booklet for 2nd Board Meeting

Closing Remarks

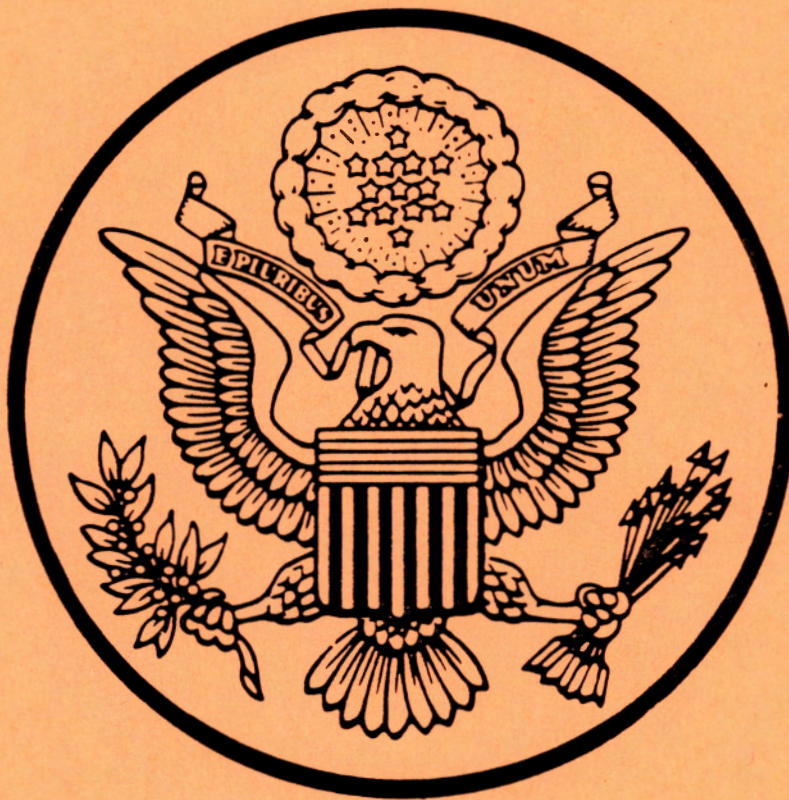
Bennett L. Lewis



# EMERGENCY MOBILIZATION PREPAREDNESS BOARD

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## Discussion Items



## SECOND BOARD MEETING

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Conference Room 248, Old Executive Office Building  
February 10, 1982

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Discussion Items

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| Commitment of Board Members                | Tab 1 |
| Operation of the Board                     | Tab 2 |
| Preparation of a National Policy Statement | Tab 3 |



## EMERGENCY MOBILIZATION PREPAREDNESS BOARD

## Discussion Item

Commitment of Board MemberBackground

The success or failure of this Board rests with the active commitment of each Board Member. It will require full support of yourself and your department or agency. The President expects this and my job is to oversee the effort for him. I called this meeting soon after the first one to reinforce the need to move quickly. Since the Board has no budget and the Secretariat has very limited support staff, the work load falls squarely upon each agency. In order to meet deadlines you should ensure that Board work is assigned sufficient priority and resources.

Discussion

In order to effectively carry out your responsibilities, the following suggestions are offered:

## Role at Board Meetings

- Your personal regular attendance at all Board meetings.
- Active participation in Board deliberations by contributing individual and agency positions on issues under consideration.
- Evaluation of potential political, economic, social or international implications of alternatives under consideration by the Board.
- Commitment of your agency's resources (people, time, and money) to support Board decisions.
- Recommendations to Chairman of new approaches, priorities, issues, etc.

## Role within Department/Agency

- Ensuring that Board decisions are known and understood within your agency.
- Following up on Board decisions to ensure implementation. Implementation will only take place at the agency level. The Board and Working Groups have no budget.



- Ensuring that agency Working Group participants accurately reflect the agency's position during the deliberations of the various Working Groups.
- Ensuring that sufficient priority and resources are provided to enable the Working Groups to perform their functions with dispatch.
- Overseeing performance of Working Groups chaired by your agency to ensure that Working Group products are developed on schedule and are properly coordinated and representative of the positions of the participating agencies.
- Your Liaison Officer, Working Group members and staff must know that you are personally interested and involved in their efforts.

#### Use of Agency Liaison Officer

- Each Board member has a designated agency Liaison Officer.
- Liaison Officers will be used by the staff of the Executive Secretary to make contact with Board members.
- Board members should use Liaison Officers as a link to the agency Working Group members to ensure a coordinated agency effort and to keep informed of the activities of the Working Group in which the agency participates.

#### Conclusion

Active participation, attendance, and continued interest of each Board member is vital to the success of the effort.

## EMERGENCY MOBILIZATION PREPAREDNESS BOARD

## Discussion Item

Operation of the BoardBackground

The President directed that the Board has the authority to resolve mobilization preparedness issues within the framework of current Administration policy. Also that any issue which cannot be resolved through this process will be referred to the National Security Council for resolution and Presidential decision. The Working Groups also have a stated function to provide a mechanism for inter-departmental coordination of emergency mobilization policies and plans.

To further clarify the method of operation of the Board and Working Groups, I believe that the following discussion is necessary.

Discussion

The prescribed level of membership for the Working Groups is at the Deputy Assistant Secretary level or higher. This requirement was included for a particular purpose. Members of a Working Group must be able to speak with authority for a participating agency. In order to develop a Working Group recommendation, consensus of all member agencies is required. That is not to say that divergent views will not surface, but the Working Group must make every effort to resolve issues at that level and arrive at a consensus.

Recommendations from a Working Group should result from decisions of the membership. The agency member of the group will have thoroughly staffed and coordinated his position within his own agency, requiring the effort of many program areas.

Each agency has an Emergency Coordination Office which should be used as a valuable source of information. Caution should be taken however to assure that agency input to a Working Group be more than a reflection of that particular office, and include the fresher views of all interested program areas. The opposite could be true also, in that the knowledge contained in the Emergency Coordination Office will be ignored. In at least one case, the response to my first call for input from the Working Groups in preparing for the first Board meeting was prepared by a point of contact for the Chairman, signed by the Chairman and forwarded directly to the Executive Secretary for inclusion in the booklet. The material was not coordinated with the other member agencies, nor even with the other program areas within the contributing agency. This response completely negates the specified functioning of a Working Group to provide a mechanism for interdepartmental coordination and must be avoided.

When a Working Group cannot reach a consensus, then the issue must be elevated to the Board for resolution. This will be accomplished by the Working Group Chairman including a fair statement of the dissenting opinion in his output. The Executive Secretary will then analyze the material, prepare a decision document and distribute it to the Board members for study, prior to my calling a meeting of the Board to resolve the issue.

## EMERGENCY MOBILIZATION PREPAREDNESS BOARD

## Discussion Item

Preparation of a National Policy StatementBackground

The first task of the Board, as directed by the President, is the development of a National policy statement concerning emergency mobilization preparedness. As the first step in the process, on February 2, 1982, I sent a memorandum to the 12 Working Group Chairmen tasking them to provide input to the Board. Attached is a copy of the memorandum.

Discussion

Working Group Chairmen will submit, within six weeks, an overall policy statement concerning their area of consideration. This will be used in preparing an overall statement on emergency mobilization preparedness. They are also to submit a more specific policy statement addressing the functional or resource areas within the purview of their group.

This input will be used to develop a draft National Security Decision Directive (NSDD) which will be processed in the following sequence:

- o Input from Working Groups
- o Secretariat consolidates into master policy statement
- o Working Groups review master statement
- o Secretariat prepares draft NSDD
- o Agencies review draft NSDD
- o Secretariat prepares final draft
- o Board reviews final draft

The submission must represent the combined views of the Working Group member Agencies.

Note: Board members must be knowledgeable of Working Group deliberations to be certain that Group input reflects Agency views.

Conclusion

It is my intent that a completed draft NSDD be forwarded to the President for approval and signature no later than mid-June 1982.

Attachment



EMERGENCY MOBILIZATION PREPAREDNESS BOARD  
Washington, D.C. 20472

February 2, 1982

MEMORANDUM FOR: WORKING GROUP CHAIRMEN

FROM: William P. Clark *WPC*  
Chairman

SUBJECT: National Emergency Mobilization Preparedness Policy

As I mentioned at the first meeting, the Board is to develop, for the President's approval, a statement of National Emergency Mobilization Preparedness Policy and a plan of action consistent with that policy. I am issuing this memorandum to assist you in developing the required input.

For your information, the National Policy Statement will consist of two elements. The first will be an overall principal policy statement. The second will be specific emergency mobilization preparedness policy statements addressing the functional or resource areas which are the purview of the Working Groups.

It is requested that you provide to the Executive Secretary material which will be incorporated into the overall principal policy statement and prepare a specific Working Group policy statement which will be made a part of the document. The specific policy statement must necessarily be developed in the context of a broad plan of action. Attachment 1 to this memorandum contains an outline of the desired policy statement input.

Your submissions will be consolidated into a single document and be returned to you for review prior to being forwarded to the agencies for concurrence.

Preparation of this policy statement will be in accordance with the schedule at Attachment 2. The guidance document should be reviewed immediately. If you feel you are unable to complete the tasks, notify me through the Executive Secretary no later than February 4, 1982. Questions may be addressed to your Working Group Coordinator or to Jack Lilley at 287-0880.

Attachments 2

Outline of Working Group Policy Statement Input

I. Policy

The principal policy statement will include a general statement of what the emergency mobilization preparedness programs are designed to achieve, e.g., "to enhance the deterrence of nuclear war", "to ensure economic stability under emergency conditions", "to preserve constitutional representative government". The specific emergency mobilization preparedness policy statement for each Working Group will address its functional or resource area. This should include a statement of the general capability that will achieve the objective. For example, "an economic stabilization program that will control inflation and preserve the economy", etc.

II. The Program

This section will include a statement of the criteria that emergency mobilization preparedness programs within the Working Group's purview must meet. For example: "The economic stabilization program must:

- provide for maximum reliance on the market forces
- reduce the inflationary consequences of a rapid defense expansion
- enhance/protect the long term health of the economy."

Another example is: "The civil defense program must:

- enhance deterrence in conjunction with other strategic programs
- reduce United States vulnerability to nuclear blackmail
- provide for survival of a given percentage of the population."

III. Implementation

This section will contain statements of the major elements of the Working Group's programs and associated target dates for their completion. For example: Economic Stabilization

- (1) Wage and Price Control Measures - Have plans and systems in place by end of FY 84.
- (2) Emergency Banking - Have plans and systems in place by end of FY 85.

Another example is: Civil Defense

Population Protection - Have plans and systems in place by end of FY 85.

#### IV. Management

This section will contain specific statements of:

- (1) responsibilities of agencies for management of the program elements
- (2) role of the Working Group in providing overall direction
- (3) miscellaneous information concerning management of the program

Note: Examples are for illustrative purposes only.



# SCHEDULE FOR DEVELOPMENT OF NATIONAL POLICY STATEMENT

EMPB/1-29-82

|                                             | February     | March           | April            | May             | June          |
|---------------------------------------------|--------------|-----------------|------------------|-----------------|---------------|
| Board Issues<br>Call for Input              | 1 5<br>o---+ |                 |                  |                 |               |
| WG's Develop<br>Input                       | 8<br>o-----+ | 19              |                  |                 |               |
| Secretariat Prepares<br>Master Statement    |              | 22 2<br>o-----+ |                  |                 |               |
| WG's Review<br>Master Statement             |              |                 | 5 16<br>o-----+  |                 |               |
| Secretariat Prepares<br>Draft NSDD          |              |                 | 19 30<br>o-----+ |                 |               |
| Agencies Review<br>Draft NSDD               |              |                 |                  | 3 21<br>o-----+ |               |
| Secretariat Prepares<br>Final Draft NSDD    |              |                 |                  | 23 4<br>o-----+ |               |
| Secretariat Forwards<br>Draft NSDD to Pres. |              |                 |                  |                 | 7 11<br>o---+ |

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

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



# EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

FEB 22 1982

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

FROM: Bennett L. Lewis  
Executive Secretary

*John R. Lilly II, for*

SUBJECT: Approved Minutes of First and Second Board Meetings

Attached are the minutes of the First and Second Board Meetings approved by the Chairman on February 22, 1982.

Attachments 2