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WITHDRAWAL SHEET

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Withdrawer

MJD 7/16/1997

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SYSTEMATIC

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ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
252079	MINUTES	MANPOWER TASK FORCE MEETING	2	6/1/1982	PS MJD 12/12/00
252080	MINUTES	EMPB, FIFTH BOARD MEETING	5	6/16/1982	PS
252081	LIST	ATTENDEES, PARTIAL PAR 8/5/2000 F96-115 #6, CAS	1	6/16/1982	B3
252082	MEMO	BENNETT LEWIS TO BOARD MEMBERS, RE: SIXTH DRAFT OF NATIONAL POLICY STATEMENT	1	6/16/1982	PS

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

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

B-1 National security classified information [(b)(1) of the FOIA]

B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

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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]

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

July 30, 1982

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

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

SUBJECT: Schedule of Board and Working Group Activities

The current Schedule of Board and Working Group (WG) Activities reported for the period August 2, 1982, through September 10, 1982, is attached for your information.

Also included are the minutes from the Health WG, Manpower Task Force meeting held on June 1, 1982.

Attachments

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Schedule of Board and Working Group Activities
 Reported for the Period
 August 2, 1982, through September 10, 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>
8/4/82	10:00 to 12:00 NOON	FTRI 315 9th St., NW Fifth Floor Conference Room	Law Enforcement and Public Safety WG, Emergency Resources Subgroup Meeting	Robert Payne (DOJ) 633-4535	Members	
8/5/82	10:00 to 12:00 NOON	FTRI 315 9th St., NW Fifth Floor Conference Room	Law Enforcement and Public Safety WG, Emergency Authorities Subgroup Meeting	Robert Payne (DOJ) 633-4535	Members	
8/6/82	1:00 to 3:00 PM	NEOB, Rm. 5104	Earthquakes WG Meeting	Wayne Kay (OSTP) 395-3272	Members	
8/9/82	10:00 to 12:00 NOON	GSA Bldg. 18th & F Sts., NW Room 3210	Emergency Communications WG Meeting	Joseph Wheeler (NCS) 692-9274	Members	
8/9/82	2:00 PM	Patrick Henry Bldg. 601 D St., NW Rm. 10017	Human Resources WG Meeting	Gerard Smith (DOL) 376-6303	Members	
8/12/82	10:00 AM	Federal Center Plaza, Rm. 622	Government Operations WG Meeting	Dennis DeWalt (FEMA) 287-0157	Members	
8/12/82	10:00 to 12:00 NOON	FTRI 315 9th St., NW Fifth Floor Conference Room	Law Enforcement and Public Safety WG, Emergency Treaties Subgroup Meeting	Robert Payne (DOJ) 633-4535	Members	

FTRI - Federal Triangle Building

<u>DATE</u>	<u>TIME</u>	<u>PLACE</u>	<u>ACTIVITY</u>	ACTIVITY COORDINATOR <u>(Name/Org/Phone)</u>	<u>INVITEES/ORG.</u>	<u>REMARKS</u>
8/18/82	2:00 PM	Federal Center Plaza, Rm. 401	Civil Defense WG Meeting	Veronica Moreland (FEMA) 287-3885	Members	
8/24/82	10:00 AM	Humphrey Bldg. Rm. TBD	Social Services WG Meeting	Teresa Hawkes (HHS) 245-7027	Members	
8/26/82	2:00 PM	Federal Center Plaza, Rm. 413	Civil Defense WG, Taskgroup B, Enhanced Civil Defense and Crisis Relocation Meeting	Veronica Moreland (FEMA) 287-3885	Members	
9/10/82	10:00 to 12:00 NOON	Main Justice Rm. 4118	Law Enforcement and Public Safety WG Meeting	Robert Payne (DOJ) 633-4535	Members	

TBD - To be Determined

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

MINUTES

June 1, 1982 Meeting

MANPOWER TASK FORCE Principal Working Group on Health

Time/Place: 9:00 a.m. - Noon, June 1, 1982, Parklawn Building, Conference Room 17-09B

Attendees:

1. Task Force Members and Alternates: Dr. Whiteside (Chairman), Mr. Olney, Lt. Colonel Schumann, Mr. Rosenthal, Mr. Schaffer, Mr. Cannon, Mr. West, and Mr. Biedenkapp.
2. Other Participants: Dr. Littleton (Executive Secretary), Mr. Reutershan, Ms. Gainor, Mr. Miskel, Ms. Shannon, Dr. McCann, and Dr. Noonan.

Agenda: (Copy Attached)

Meeting Summary: Dr. Whiteside called the meeting to order, and asked the attendees to introduce themselves and explain how their role or experience related to emergency mobilization in general and the activities of the Manpower Task Force in particular. He then reviewed Dr. Brandt's charge to the eight task forces' serving the Principal Working Group on Health (PWGH). While the charge is broad, the immediate assignment to the Manpower Task Force is the preparation of an inventory of health personnel. It was explained that the primary purpose of this meeting would be to provide guidance on how to develop the inventories.

Mr. Reutershan and his associate Ms. Gainor briefed the attendees on the responsibilities and activities of the PWGH and described the relationship of the Working Group to the Emergency Mobilization Preparedness Board (EMPB).

Mr. Reutershan explained that one of the tasks of the Working Group was to prepare and submit to the EMPB an action plan. In order to complete this task, the PWGH will ask each task force to develop an action plan for their activities. Task force chairmen will be provided additional guidance on how to develop action plans.

In addressing the need for the Task Force to prepare and inventory of civilian and Federal health personnel, Mr. Reutershan discussed the ongoing efforts of the PWGH to obtain needed funds to allow both the Manpower and the Facilities Task Forces to use the Area Resource File (ARF) developed by the Health Resources Administration, PHS. Once the Facilities Task Force had access to the ARF they would be able to decide upon the geographic breaks that the Manpower Task Force should use in developing the health personnel inventories.

The majority of the meeting was spent in discussing available data sources and a number of technical issues related to developing the manpower inventories. Agreement was reached that the most logical source of data to be used by the Manpower Task Force was the ARF. Inventories developed from the ARF would probably have to be supplemented by data from each of the Federal agencies employing health personnel.

There was considerable discussion on how to aggregate the data so that it would best serve the PWGH. While the Task Force delegated to the staff the responsibility for exploring further and resolving specific questions about each health discipline, it was agreed that while summary data may have to be prepared for the PWGH, the maximum level of detail should be maintained in a computer based file. It was thought that very specific characteristics, i.e. the subspeciality of a physician, may be of considerable importance depending upon the type emergency/diaster being considered. There was also agreement that there would be a need to develop and maintain a current health manpower data base that would be accessable during times of National emergency.

Following completion of the discussion of various technical/data issues, Dr. Whiteside reported that more specific assignments could be given to Task Force members after we had received guidance from the Facilities Task Force on the geographic areas of concern. He also stated that at least one more Task Force meeting would have to be held this summer to develop an action plan and to resolve any other issues that arose. No date was set for the next meeting of the Task Force.

Agenda

MANPOWER TASK FORCE
Principal Working Group on Health

June 1, 1982 Meeting
Conference Room 17-09B
Parklawn Building

- | | |
|--|----------------|
| 1. Call to Order and Introductions
(Tab A) | Dr. Whiteside |
| 2. Review of Task Force Charge (Tab B) | Dr. Whiteside |
| 3. Status Report on the Principal Working
Group on Health and Proposed Action Plan
(Tab C) | Mr. Reutershan |
| 4. Review of Technical Guidance Prepared
for Manpower Working Group (Tab D) | Dr. Whiteside |
| 5. Area Resource File and Discussion
of Meeting with Contractor (Tab E) | Dr. Littleton |
| 6. Technical Issues Related to the Development
of Manpower Inventories (Handouts) | Dr. Littleton |
| 7. Summary of Current Data Issues -
Future Data Needs/Availability | Dr. Whiteside |
| 8. Manpower Task Force's Responsibilities
Beyond Inventory Production | Dr. Whiteside |
| 9. Task Force Discussion of Other
Related Work/Activities | Dr. Whiteside |
| 10. Develop Task Force Work Schedule
and Assignments | Dr. Whiteside |
| 11. Conclusion | |



EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

July 23, 1982

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

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

SUBJECT: Schedule of Board and Working Group Activities

The current Schedule of Board and Working Group (WG) Activities reported for the period July 26, 1982, through September 3, 1982, is attached for your information.

Attachment

EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Schedule of Board and Working Group Activities
Reported for the Period
July 26, 1982, through September 3, 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>
7/26/82	10:00 to 12:00 NOON	GSA Bldg. 18th & F Sts., NW Rm. 3210	Emergency Communications WG Meeting	Joseph Wheeler (NCS) 692-9274	Members	
7/27/82	10:00 AM	Main Justice Rm. 4118	Law Enforcement and Public Safety WG Meeting	Robert Payne (DOJ) 633-4535	Members	
7/27/82	10:00 AM	USDA, South Bldg. Rm. 3507	Food-Agriculture WG Storage Subgroup Meeting	Bill Kibler (USDA) 447-2707	Members	
7/29/82	9:00 AM	Parklawn Bldg. Rockville, MD Rm. 1709 B	Health WG, Manpower Task Force Group Meeting	Pal Littleton (HHS) 443-5400	Members	
7/30/82	10:00 AM	Pentagon Rm. 3E794	Military Mobilization WG Meeting	Elaine Babcock (DOD) 695-0711	Members	
8/6/82	1:00 to 3:00 PM	NEOB, Rm. 5104	Earthquakes WG Meeting	Wayne Kay (OSTP) 395-3272	Members	
8/9/82	2:00 PM	Patrick Henry Bldg. 601 D St., NW Rm. 10017	Human Resources WG Meeting	Gerard Smith (DOL) 376-6303	Members	
8/12/82	10:00 AM	Federal Center Plaza, Rm. 622	Government Operations WG Meeting	Dennis DeWalt (FEMA) 287-0157	Members	

TBD - To be determined.

<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>
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8/24/82	10:00 AM	Humphrey Bldg. Rm. TBD	Social Services WG Meeting	Teresa Hawkes (HHS) 245-7027	Members	
8/26/82	2:00 PM	Federal Center Plaza, Rm. 413	Civil Defense WG, Taskgroup B, Enhanced Civil Defense and Crisis Relocation Meeting	Veronica Moreland (FEMA) 287-3885	Members	
8/31/82	10:00 AM	Main Justice Rm. TBD	Law Enforcement and Public Safety WG Meeting	Robert Payne (DOJ) 633-4535	Members	Tentative

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.

THE WHITE HOUSE

WASHINGTON

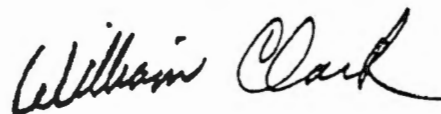
July 22, 1982

MEMORANDUM FOR THE VICE PRESIDENT
THE SECRETARY OF STATE
THE SECRETARY OF THE TREASURY
THE SECRETARY OF DEFENSE
THE ATTORNEY GENERAL
THE SECRETARY OF THE INTERIOR
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF LABOR
THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY OF TRANSPORTATION
THE SECRETARY OF ENERGY
THE SECRETARY OF EDUCATION
THE COUNSELLOR TO THE PRESIDENT
THE DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
THE DIRECTOR OF CENTRAL INTELLIGENCE
THE CHIEF OF STAFF TO THE PRESIDENT
THE DEPUTY CHIEF OF STAFF TO THE PRESIDENT
THE ASSISTANT TO THE PRESIDENT FOR NATIONAL
SECURITY AFFAIRS
THE ASSISTANT TO THE PRESIDENT FOR POLICY DEVELOPMENT
THE ASSISTANT TO THE PRESIDENT FOR CABINET AFFAIRS
THE ASSISTANT TO THE PRESIDENT AND DEPUTY TO
THE CHIEF OF STAFF
THE CHAIRMAN, JOINT CHIEFS OF STAFF
THE DIRECTOR, OFFICE OF SCIENCE AND TECHNOLOGY POLICY
THE ADMINISTRATOR OF GENERAL SERVICES
THE ADMINISTRATOR OF VETERANS' AFFAIRS
THE ADMINISTRATOR, ENVIRONMENTAL PROTECTION AGENCY
THE DIRECTOR, FEDERAL EMERGENCY MANAGEMENT AGENCY
THE POSTMASTER GENERAL
THE DIRECTOR OF SELECTIVE SERVICE
THE CHAIRMAN OF THE BOARD OF GOVERNORS OF THE
FEDERAL RESERVE SYSTEM
THE CHAIRMAN, FEDERAL COMMUNICATIONS COMMISSION
THE DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT

SUBJECT: Emergency Mobilization Preparedness (NSDD-47)

The President has approved the attached National Security
Decision Directive on Emergency Mobilization Preparedness.

FOR THE PRESIDENT.



William P. Clark

Attachment

'82 JUL 23 P1:40

THE WHITE HOUSE
WASHINGTON

July 22, 1982

*National Security Decision
Directive Number 47*

EMERGENCY MOBILIZATION PREPAREDNESS

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. Inherent in that obligation is the requirement to have an emergency mobilization preparedness program which will provide an effective capability to meet defense and essential civilian needs during national security emergencies and major domestic emergencies. This directive aims not to commit the Federal Government to a particular course of action, but rather to assure that a range of options are available in time of grave national emergency.

UNITED STATES EMERGENCY
MOBILIZATION PREPAREDNESS POLICY

It is the policy of the United States to have an emergency mobilization preparedness capability that will ensure that government at all levels, in partnership with the private sector and the American people, can respond decisively and effectively to any major national emergency with defense of the United States as the first priority.

PRINCIPLES FOR EMERGENCY
MOBILIZATION PREPAREDNESS PROGRAMS

Programs developed to ensure or improve the Nation's ability to mobilize will be based on the principles that follow. The general principles apply to all emergency programs, while the division between national security and domestic emergency principles emphasizes that the respective and appropriate response for each category may differ. Taken together, however, these principles define a common ground upon which mobilization programs can be developed and used at the discretion of the President to prevent avoidable emergencies, to combat and reduce the effects of those that are unavoidable, and to mitigate the effects of those that do occur.

Authorities for direct economic controls (wage and price controls and consumer rationing) in national security emergencies need to be provided to give responsible policymakers flexibility to deal with circumstances that can be judged only as they arise. These controls should be used only when they are clearly superior to the efficiency of the market as a means to achieve essential objectives, and not as an automatic response to all national security emergencies.

General Principles

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

- Where applicable, preparedness measures should emphasize the partnership and interdependence between Federal, State, and local governments.
- To the maximum degree possible, consistent with security requirements, the private sector should be brought into a planning partnership with responsible government agencies prior to the outset of an emergency.
- Plans and procedures should be designed to retain maximum flexibility for the President and other senior officials in the implementation of emergency actions both above and below the threshold of declared national emergencies and wars. Plans should avoid rigid "either-or" choices that limit Presidential options.
- Preparedness measures should reflect functional interdependencies among agency activities and across preparedness programs. Close and continuous coordination between military and civilian agencies is required to ensure consistent approaches to common problems.
- Initial preparedness measures should focus on short-term improvements and make effective use of the existing mobilization base. Measures to increase adequate mobilization base capabilities should be developed in the longer term.
- Preparedness measures that involve 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 programs should also be designed to increase capabilities to cope with resource shortages arising from disruptions of essential supplies from foreign sources, and serious disruptions of services (e.g., transportation or communications) that threaten national security.

Principles for National Security Emergencies

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

- Preparedness measures should address the full spectrum of national security emergencies.
- The development of the structure of policies, plans, authorities, and requirements for full mobilization should receive priority attention. Foundations for total mobilization planning should be introduced concurrently.
- Resource management and economic stabilization programs should include standby plans and procedures for governmental intervention, as necessary, into the market place to ensure the enhancement of supply and the allocation of resources to military and essential civilian needs. These mechanisms should provide for both gradual and abrupt replacement of market forces by governmental regulations.
- Preparedness measures should emphasize a rapid and effective transition from routine to emergency operations and should be designed to make effective use of any periods of time that may be available following the receipt of strategic and tactical warnings. The Government must develop capabilities to minimize the start-up time required for emergency responses.
- High priority must be given by Federal agencies to identify and prioritize their requirements for national resources needed in a mobilization.
- Improvement in the capabilities of Federal agencies to identify and manage the resources under their cognizance to meet military and essential civilian requirements in a mobilization will be achieved.
- Preparedness measures should include all appropriate coordination with our allies.

Principles for Domestic Emergencies

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

- Preparedness measures must reflect the Constitutional roles of the Federal, State, and local governments. In peacetime, principal responsibility for preparing for, and responding to, domestic emergencies rests with State and local governments.

- Primary emphasis should be placed on natural disasters or other domestic emergencies of a catastrophic nature that cannot be managed effectively without substantial Federal presence; or, arise within spheres of activity in which there is an established Federal preeminence.
- Federal preparedness measures should assist State and local jurisdictions in increasing their capabilities to meet their responsibilities.
- Domestic preparedness programs should be developed in close coordination with the private sector.
- Preparedness measures for allocation of resources during domestic emergencies should rely on market-based mechanisms.
- Economic stabilization preparedness measures should provide mechanisms that do not rely on the imposition of direct economic controls.
- Preparedness measures for domestic emergencies should facilitate responses which may be necessary for only temporary and selective departures from established public policies. Equally, such measures should aim for the prompt restoration of routine policies and programs.

SPECIFIC POLICIES AND PROGRAMS

Based on the national emergency mobilization preparedness policy and principles stated above, the programs are to be directed initially at the development of a credible and effective capability to harness the mobilization potential of America in support of the Armed Forces, while meeting the needs of the national economy and other civil emergency preparedness requirements. These programs, making use of existing programs where possible, will contribute to:

- deterrence of attack, especially nuclear attack, on the United States, our allies and friends; and defeat of attacks should deterrence fail;
- effective response to attempts at coercion, nuclear blackmail, and economic warfare;
- preservation of constitutional government;
- prompt recovery of affected areas and the restoration of national systems, including the Armed Forces;
- maintenance of alliances and the continuation of cooperative relationships with our allies before, during, and after armed conflict or disruptive activities; and

- effective allocation and management of essential resources.

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

- improving the survivability of the national security capability;
- effective natural disaster predictions, risk assessment, and warning systems;
- reducing the vulnerability of production, services, and the infrastructure to catastrophic events;
- prompt and coordinated Federal assistance to affected State and local governments and communities;
- effective management and allocation of Federal resources to facilitate both emergency response operations and long-term rehabilitation and recovery.

Military Mobilization

It is the policy of the United States to develop systems and plans that will ensure that sufficient manpower and materiel are available to guarantee the Nation's ability to mobilize, deploy, and sustain military operations; and that, consistent with national defense priorities, military manpower and materiel be available to assist civilian authorities when civil resources are inadequate.

The program will increase capabilities to:

- expand the size of the force from partial through full to total mobilization;
- deploy forces to theaters of operations, and sustain them in protracted conflict; and
- provide military assistance to civil authority, consistent with national defense priorities and applicable legal guidelines.

Industrial Mobilization

It is the policy of the United States to have a capability to mobilize industry in order to achieve timely and sufficient production of military and essential civilian materiel needed to prosecute successfully a major military conflict, to lend credibility to national strategic policy, and to respond to national security emergencies.

The program will:

- improve the capability of United States industry to meet current and mobilization requirements by identifying production and supply deficiencies and initiating actions to overcome them;
- increase the capability of industry and infrastructure systems, including transportation and energy, to meet national security needs through use of improved guidance on resource-claimancy, continued use of import and export controls, and appropriate use of Defense Production Act authorities in cases where the free market cannot be reasonably expected to provide the required national security capability in a timely manner;
- provide for assessment of the impact on the industrial base resulting from existing and proposed agreements for co-production of defense materiel, related offset arrangements with our allies, and other reciprocal trade agreements; and
- ensure the availability of strategic and critical materials by primary reliance on the National Defense Stockpile; the President may authorize the use of DPA Title III in those instances where the free market cannot be reasonably expected to provide the required national security capability in a timely manner.

Human Resources

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 support and sustain the Armed Forces, and to provide for essential civilian needs.

The program will:

- identify the required civilian skills and potential supply problems for support of the Armed Forces, essential defense industries, and other critical mobilization tasks;
- facilitate the channelling of skilled workers 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;
- provide for a standby system for attracting workers to critical mobilization tasks, if necessary, during national security emergencies;
- minimize the impact of labor-management conflicts on expansion of defense production;

- enhance the availability of the requisite scientific, engineering, technical and other human resources to support both military and industrial mobilization needs; and
- ensure that human resources policies complement economic stabilization plans and procedures for mobilization.

Health

It is the policy of the United States to develop systems and plans to ensure that sufficient medical personnel, supplies, equipment, and facilities will be available and deployed to meet essential civilian and military health care needs in an emergency.

The program will:

- enhance the Nation's ability to recover from major emergencies and protect the population from the spread of disease;
- supplement medical services provided by State and local governments and the private sector with medical resources during a domestic emergency;
- provide medical care to military casualties in civilian and Federal facilities; and
- allocate scarce supplies and skilled professionals (specialists) to the highest priority needs.

Economic Stabilization and Public Finance

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 national security emergencies, giving particular emphasis to measures which will minimize inflation and shortages; enhance morale and assure that the burdens of the emergency are being fairly shared; facilitate an orderly return to a normal economy as soon as possible; and allow the allocative efficiencies of the free market to operate where possible, with alternative measures involving direct Government intervention in the economy to be used only at the latest appropriate time.

The program will increase capabilities to:

- minimize economic dislocations and distortions associated with national security 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 uses;

- facilitate resource reallocation necessitated by any relocation of the populace;
- assure an equitable distribution of consumer goods;
- provide for the protection of United States financial resources including currency production, Federal check disbursement facilities, and precious monetary metals;
- preserve and facilitate operations of public and private financial institutions systems, and provide for any necessary restoration of their functioning after a major emergency;
- provide the Government with efficient and equitable financing sources and payments mechanisms for emergencies; and
- provide fiscal authorities with adequate revenue-raising powers to stabilize the economy in the face of any additional resource requirements needed to deal with or recover from an emergency; available fiscal measures should be selected to provide maximum efficiency and equity, preserve incentives, and minimize administrative burdens.

Civil Defense

The United States civil defense policy is contained in National Security Decision Directive 26, a Secret document, dated February 26, 1982. In addition, it is the policy of the United States that all Federal agencies shall participate in, and support, the civil defense program for population protection, communications and warning, training and education, and industrial protection.

Earthquakes

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.

The program can reduce the effects of a catastrophic earthquake by improving earthquake prediction, hazard and risk assessment, warning systems, public education and awareness, response and recovery; by developing further and applying earthquake resistant design and construction techniques, and land use planning. The initial action will be focused on California, but attention will be focused later on other regions in consideration of their relative risk from an earthquake.

The program will increase capabilities to:

- evaluate current earthquake prediction activities, 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 and allocate financial, medical, transportation, shelter, communications, and other resources necessary to assist recovery operations;
- reduce the negative effects on military installations and defense related industries;
- ensure more effective 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
- ensure the adequacy of current Federal legislation and regulations to facilitate an effective response.

Government Operations

It is the policy of the United States to develop systems and plans that will ensure the maintenance of necessary government functions at the Federal, State, and local levels and provide for a timely and effective transition into emergency modes of operation.

The 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 a nuclear attack, as required; and
- ensure that government officials at all levels are capable of responding predictably and effectively to emergency conditions.

Emergency Communications

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

The program will:

- assure viable communications operations concepts;
- make information available on communications needs and resources;
- identify and correct communications deficiencies;
- provide adequate communications planning guidance and the basis for funding; and
- arrange for smooth transition from normal to emergency operations.

Law Enforcement and Public Safety

It is the policy of the United States to develop systems and plans that will provide for the public safety and ensure continued enforcement of Federal, State, and local laws; and ensure internal security and the control of United States borders, and waters subject to the jurisdiction of the United States.

The program will increase capabilities to:

- maintain law and order in a variety of emergencies, particularly terrorist incidents, civil disturbances, nuclear emergencies, and relocation of large numbers of people;
- 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.

Food and Agriculture

It is the policy of the United States to develop systems and plans that will provide an adequate flow of agricultural products to the general population and the Armed Forces, and to meet our inter-

national responsibilities. These plans must reduce the vulnerability of our food and fiber resources; ensure a responsive production, delivery, and distribution system during emergencies, and contain provisions for the rapid recovery of the agricultural system.

The program 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;
- provide for the most effective allocation of resources for the production and use of available food and fiber during emergencies; and the assessment of national and international requirements upon supplies of food and fiber, so as to decrease dependence on foreign sources;
- ensure maximum availability of food and fiber supplies to our Armed Forces and our allies;
- maintain production capabilities to contribute to our world agricultural trade objectives, and reduce susceptibility to manipulated economic pressures;
- establish emergency marketing, processing, inspection and grading systems for government-owned and privately-held agricultural commodities; establish civil transportation resource priorities to support agricultural needs; and make 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, and the Nation's forest resources; and
- provide for timely information under emergency conditions to assure adequate food and fiber production, and priority distribution to the normal wholesale level.

Social Services

It is the policy of the United States to develop systems and plans that will increase capabilities to provide emergency social services to meet survival needs of the population. Maximum reliance will be placed on voluntarism and on State and local governments.

The program will:

- provide services for persons with special needs and prepare families and individuals to care for themselves to the maximum extent possible;
- 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 assessed accurately and necessary services delivered efficiently to meet highest priority needs.

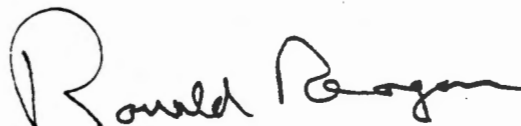
MANAGEMENT

Consistent with this directive, 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 its Working Groups and require the assistance of individual Federal agencies. Any issue which cannot be resolved by the Board within the framework of current Administration policy will be referred to the National Security Council for resolution and Presidential decision.

Accordingly, I direct the Emergency Mobilization Preparedness Board to prepare a Plan of Action to implement the programs detailed in this directive. Plans of Action for programs developed subsequent to publication of this directive will be prepared within 45 days of program approval.

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. Resources for improvements in our preparedness capabilities will be obtained through the normal budget process. In the overall context of the President's budget and current regulatory, budgeting, and legislative review processes, each Department and Agency will program and budget funds and personnel for those preparedness activities which are integral to assigned missions and functions.

Presidential Directive/NSC-57 is hereby rescinded.

A handwritten signature in dark ink, appearing to read "Ronald Reagan". The signature is fluid and cursive, with a large, prominent "R" at the beginning.

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EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

JUN 29 1982

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

FROM: Bennett L. Lewis
Executive Secretary

John R. Lilley II, for

SUBJECT: Approved Minutes of Fifth Board Meeting

Attached are the minutes of the Fifth Board Meeting held June 16, 1982.

The minutes were approved by the Chairman on June 28, 1982.

Attachment

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FIFTH BOARD MEETING

June 16, 1982

MINUTES

Any reference to classified material has been eliminated.

The Chairman opened the meeting and stated he understood only one issue remained. He indicated that if agreement were not reached on the issue concerning the utilization of the Defense Production Act (DPA), alternatives would be sent to the President for decision. The Chairman then asked the Executive Secretary, General Lewis, to lead the discussion.

General Lewis remarked that option papers from Defense, Commerce, FEMA, and OMB had been distributed at the table. He then asked OMB member, Joseph Wright, to present OMB's position.

Mr. Wright indicated that if the Board persisted in using the words that were presently in the Industrial Mobilization program it would be a fundamental change in Administration policy. He passed out an extract from the President's Mineral Policy Statement, and letters from Director of OMB, Stockman, to Senator Proxmire, Congressman St. Germain, and Secretary Weinberger as evidence of current Administration Policy. He stated that FY 82-83 budget requests had included some DPA borrowing authority for Defense, and that in both instances they were turned down. He went on to say that he questioned the cost effectiveness of subsidization of industry, and suggested it would be better to provide the materials that would be needed in a mobilization by using the stockpile. He added that OMB had seen no studies thus far that indicated there was a more effective method than stockpiling. He stated that the wording which had been proposed by OMB would provide the needed flexibility to allow use of DPA authorities should it become apparent in the future that DPA was more cost effective in some instances.

At that point, Mr. Giuffrida stated that the papers Mr. Wright quoted were letters from Mr. Stockman to members of Congress, and he did not believe that it represented Administration policy, but rather the position of OMB, because the President established Administration policy. He added that the President had consistently supported use of multiple approaches to solve national security problems. To make his point, Mr. Giuffrida quoted from the President's statement of March 13, 1981:

"In addition to strategic stockpiling, I am considering other measures to decrease the nation's vulnerability including ways to expand domestic capacity to produce strategic and critical materials."

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He added that the President's Mineral Policy Statement of April 5, 1982, indicated that the stockpile would be the primary means of providing for national defense objectives, quoting the President as follows:

"However, analysis is now ongoing to determine whether the use of Defense Production Act incentives would be more cost effective than stockpile purchases."

Mr. Giuffrida stated that the authorities provided by the DPA were designed specifically to increase the nation's ability to have an industrial base which could be expanded rapidly to meet national security needs. The existence of an adequate industrial base reduces expenditures on programs such as the National Defense Stockpile and the War Reserve material inventories. If the use of Title III incentives were more cost effective than traditional programs in meeting national security requirements, it would seem foolish to restrict the President's use of them. This would be particularly true in light of the Administration's priorities regarding national security and fiscal responsibilities. Mr. Giuffrida added that the Administration was on record to the Congress this year that the DPA was the cornerstone of the Federal government's mobilization authority and strategy. In fact, the Administration had requested a five-year extension of all the provisions of the DPA.

Mr. Wright said that OMB was currently conducting studies on the cost effectiveness of alternative methods to stockpiling. He added that the studies were not yet complete and to support any alternative methods at this time in the policy statement would be setting a dangerous precedent.

General Dalton responded that the Board should not be talking stockpile only, but should be discussing the DPA, which has been around for over 30 years. He stated the fact that it has been law for so long which indicates that it has some value, and suggested that if it were so bad, he would have expected an Administration proposal to Congress for its elimination. He added that the DPA contained many alternatives that the President could use in various circumstances and that by eliminating mention of the DPA in the policy statement, the Board, in effect, would be taking away his prerogatives.

Mr. Wright remarked that another problem was that the DPA could be used as a method of "back-dooring", or in other words, a way to circumvent the normal budget process. As an example, he cited a recent request to subsidize domestic cobalt production.

Mr. Giuffrida responded that it had been OMB who had defeated that request by not supporting the proposal. He added that OMB's lack of

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support was actually the "back-door" approach. The DPA is an existing and long-standing policy that should be used when appropriate.

Mr. Devine stated that there was a fundamental issue at stake concerning the direction of the current Administration policy on the matter, which wordsmithing would not resolve. He suggested that a policy decision on the issue would have to be made.

Mr. Morris indicated that Commerce agreed with General Dalton concerning the DPA. It is a fact, a standing authority, and for that reason he could not see why mention of it should not be included in the National Policy Statement.

General Stilwell indicated that dropping mention of the DPA was tantamount to changing current policy, and that it would deprive the President of needed flexibility. He stated that DOD believes that the DPA is the cornerstone of Federal mobilization preparedness.

Mr. Vaughan questioned whether it was necessary to cite any special Act in the document. He stated that it was not clear to him why the DPA was singled out when there was no mention of other pertinent Acts. He indicated that he did not see the policy statement as restricting statutory authority as the DPA is law. The document, he stated, should address how the authority is intended to be implemented.

Mr. Darman stated that he thought an intelligent reading of the OMB language would not restrict the use of the DPA, and on the other hand, the fifth draft language is not in contradiction to the restrictions that OMB wanted to place on the use of the Act.

Mr. Morris commented that part of the issue had to do with "full use" or "appropriate use" of DPA authorities and that Commerce favored "full use."

General Lewis then turned to the Chairman and said we had heard both sides of the issue and thought it time to move on.

The Chairman indicated that the views had been heard, that there seemed to be consensus, but not unanimity, and on that basis, the issue would go to the President for resolution.

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Mr. Wright remarked that OMB had a fall-back position which he would like to present to the Board for consideration. He requested everyone look at it as it might be possible to reach an agreement at the meeting. The Chairman agreed to review OMB's fall-back position. He said he would accept it for review and possible use, but would not act upon it at the meeting. This second view of OMB could be added to the package that is to be submitted to the President for resolution.

At this point the Chairman introduced Richard Boverie the new Director of the Defense Policy Section of the National Security Council.

The Chairman stated that a memorandum concerning the upcoming Fall mobilization exercise, REX-82 BRAVO was forthcoming. He added that he would appreciate the member's personal attention to the exercise, and their efforts to see that each member Agency gives the exercise the highest priority.

The Chairman then emphasized that the next milestone in the Board's effort would be the development of a Plan of Action. He said that a request for input would be out to the Working Groups within two weeks.

Mr. Hodel commented that use of the words "substantially improved earthquake prediction" could be used as an effort to justify a budget increase. He added that there was no successful test of prediction, and his concern was that because we have that inference, some Agencies would consider it a mandate to substantially increase their budgets in that area.

Mr. Giuffrida stated that he could agree to the deletion of the word "prediction", but indicated that he thought the word "substantially" should remain in the document.

Mr. Hodel stated he would give up "substantially" if Mr. Giuffrida gave up "prediction".

Mr. Keyworth stated that he was the Chairman of the Earthquake Working Group which had included that provision in the document. He indicated that the Group wanted to emphasize the value of prediction, and did not want to minimize scientific developments. He indicated that there had been progress in the area of prediction, and it should not be ignored. He agreed that we do not want to suggest increased dollar programs, but prediction is an important activity. The budget review process would weed out any thing that was not necessary.

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Mr. Vaughan expressed concern at the length of the document and the detail in the specific programs. He suggested that the specific programs should be considered in the budget process and that the document, therefore, could be ended on page 4.

General Lewis stated that the document had been cut from 26 to 13 pages, everyone else had concurred in it, and he did not believe it should be reconsidered.

Mr. Keyworth stated that the Board should get the document completed without procrastination.

Mr. Trent stated each successive draft had shown substantial progress and he was pleased with the document.

The Chairman adjourned the meeting at 5:35 p.m. Attendance list is attached.

Attachment.

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252081	LIST ATTENDEES, PARTIAL	1	6/16/1982	B3

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- 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

Fifth Board Meeting Attendees

June 16, 1982 - 5:00 p.m.

William P. Clark	Chairman
(Alt) Richard T. Kennedy	Department of State
R. T. McNamar	Department of Treasury
(Alt) Gen Richard Stilwell	Department of Defense
Edward C. Schmults	Department of Justice
Donald Paul Hodel	Department of Interior
(Alt) Seeley Lodwick	Department of Agriculture
(Alt) William N. Morris	Department of Commerce
Malcolm R. Lovell, Jr.	Department of Labor
(Alt) Carl Anderson	Department of Health and Human Services
Donald I. Hovde	Department of Housing and Urban Development
Darrell M. Trent	Department of Transportation
(Alt) William A. Vaughan	Department of Energy
Gary Jones	Department of Education
Richard T. Boverie	National Security Council Staff
Joseph R. Wright	Office of Management and Budget
(Alt) [REDACTED]	National Emergency Support Office, Central Intelligence Agency
Richard G. Darman	Office of the Chief of Staff to the President
(Alt) Michael Uhlmann	Special Assistant, Office of Policy Development
Lt Gen James E. Dalton	Organization of the Joint Chiefs of Staff
George A. Keyworth	Office of Science and Technology Policy
Louis O. Giuffrida	Federal Emergency Management Agency
Donald J. Devine	Office of Personnel Management
Bennett L. Lewis	Executive Secretary, Emergency Mobilization Preparedness Board

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Date 8/5/82
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EMERGENCY MOBILIZATION PREPAREDNESS BOARD

Washington, D.C. 20472

JUN 16 1982

MEMORANDUM FOR: BOARD MEMBERS

FROM:

Bennett L. Lewis

Executive Secretary

SUBJECT:

Sixth Draft National Policy Statement

Attachment 1 is the sixth draft of the National Policy Statement on Emergency Mobilization Preparedness which will be considered at the Board meeting, late this afternoon. I am confident that all issues have been resolved except the one concerning reference to the Defense Production Act (DPA) in the Industrial Mobilization program (page 6 of attachment 1). It was discussed yesterday at a special meeting of the individuals who have taken a strong position on the issue. A list of those in attendance is at attachment 2.

The meeting resulted in consensus concerning several adjustments to the fifth draft addressing reliance on the market as opposed to use of economic controls in other than national security emergencies. These adjustments are reflected in this sixth draft. The participants at the meeting, however, were unable to agree on how the policy statement should address use of the authorities contained in the DPA. I have asked representatives of Defense, Commerce, FEMA and OMB to submit an option paper with a recommended program for Industrial Mobilization, addressing the DPA. These four option papers will be presented for your consideration at the Board meeting.

It is the desire of the Chairman that this Board meeting result in an approved National Policy Statement.

Attachments

cc: Working Group Chairmen
Agency Liaison Officers
Working Group Points of Contact

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ATTACHMENT 1

National Security Decision Directive

6th DRAFT

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. Inherent in that obligation is the requirement to have an emergency mobilization preparedness program which will provide an effective capability to meet defense and essential civilian needs during national security emergencies and major domestic emergencies. This directive aims not to commit the Federal government to a particular course of action, but rather to assure that a range of options are available in time of grave national emergency.

UNITED STATES EMERGENCY MOBILIZATION PREPAREDNESS POLICY

It is the policy of the United States to have an emergency mobilization preparedness capability that will ensure that government at all levels, in partnership with the private sector and the American people, can respond decisively and effectively to any major national emergency with defense of the United States as the first priority.

PRINCIPLES FOR EMERGENCY MOBILIZATION PREPAREDNESS PROGRAMS

Programs developed to ensure or improve the Nation's ability to mobilize will be based on the principles that follow. The general principles apply to all emergency programs, while the division between National security and domestic emergency principles emphasizes that the respective and appropriate response for each category may differ. Taken together, however, these principles define a common ground upon which mobilization programs can be developed and used at the discretion of the President to prevent avoidable emergencies, to combat and reduce the effects of those that are unavoidable, and to mitigate the effects of those that do occur.

Authorities for direct economic controls (wage and price controls and consumer rationing) in national security emergencies need to be provided to give responsible policymakers flexibility to deal with circumstances that can be judged only as they arise. These controls should be used only when they are clearly superior to the efficiency of the market as a means to achieve essential objectives, and not as an automatic response to all national security emergencies.

General Principles

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

- Where applicable, preparedness measures should emphasize the partnership and interdependence between Federal, State, and local governments.

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- To the maximum degree possible, consistent with security requirements, the private sector should be brought into a planning partnership with responsible government agencies prior to the outset of an emergency.
- Plans and procedures should be designed to retain maximum flexibility for the President and other senior officials in the implementation of emergency actions both above and below the threshold of declared national emergencies and wars. Plans should avoid rigid "either-or" choices that limit Presidential options.
- Preparedness measures should reflect functional interdependencies among agency activities and across preparedness programs. Close and continuous coordination between military and civilian agencies is required to ensure consistent approaches to common problems.
- Initial preparedness measures should focus on short-term improvements and make effective use of the existing mobilization base. Measures to increase adequate mobilization base capabilities should be developed in the longer term.
- Preparedness measures that involve 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 programs should also be designed to increase capabilities to cope with resource shortages arising from disruptions of essential supplies from foreign sources, and serious disruptions of services (e.g., transportation or communications) that threaten national security.

Principles for National Security Emergencies

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

- Preparedness measures should address the full spectrum of national security emergencies.

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- The development of the structure of policies, plans, authorities, and requirements for full mobilization should receive priority attention. Foundations for total mobilization planning should be introduced concurrently.
- Resource management and economic stabilization programs should include standby plans and procedures for governmental intervention, as necessary, into the market place to ensure the enhancement of supply and the allocation of resources to military and essential civilian needs. These mechanisms should provide for both gradual and abrupt replacement of market forces by governmental regulations.
- Preparedness measures should emphasize a rapid and effective transition from routine to emergency operations and should be designed to make effective use of any periods of time that may be available following the receipt of strategic and tactical warnings. The Government must develop capabilities to minimize the start-up time required for emergency responses.
- High priority must be given by Federal agencies to identify and prioritize their requirements for national resources needed in a mobilization.
- Improvement in the capabilities of Federal agencies to identify and manage the resources under their cognizance to meet military and essential civilian requirements in a mobilization will be achieved.
- Preparedness measures should include all appropriate coordination with our allies.

Principles for Domestic Emergencies

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

- Preparedness measures must reflect the Constitutional roles of the Federal, State, and local governments. In peacetime, principal responsibility for preparing for, and responding to domestic emergencies rests with State and local governments.
- Primary emphasis should be placed on natural disasters or other domestic emergencies of a catastrophic nature that cannot be managed effectively without substantial Federal presence; or, arise within spheres of activity in which there is an established Federal preeminence.

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- Federal preparedness measures should assist State and local jurisdictions in increasing their capabilities to meet their responsibilities.
- Domestic preparedness programs should be developed in close coordination with the private sector.
- Preparedness measures for allocation of resources during domestic emergencies should rely on market-based mechanisms.
- Economic stabilization preparedness measures should provide mechanisms that do not rely on the imposition of direct economic controls.
- Preparedness measures for domestic emergencies should facilitate responses which may be necessary for only temporary and selective departures from established public policies. Equally, such measures should aim for the prompt restoration of routine policies and programs.

SPECIFIC POLICIES AND PROGRAMS

Based on the national emergency mobilization preparedness policy and principles stated above, the programs are to be directed initially at the development of a credible and effective capability to harness the mobilization potential of America in support of the Armed Forces, while meeting the needs of the national economy and other civil emergency preparedness requirements. These programs, making use of existing programs where possible, will contribute to:

- deterrence of attack, especially nuclear attack, on the United States, our allies and friends; and defeat of attacks should deterrence fail;
- effective response to attempts at coercion, nuclear blackmail and economic warfare;
- preservation of constitutional government;

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- prompt recovery of affected areas and the restoration of national systems, including the Armed Forces;
- maintenance of alliances and the continuation of cooperative relationships with our allies before, during, and after armed conflict or disruptive activities; and
- effective allocation and management of essential resources.

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

- improving the survivability of the national security capability;
- effective natural disaster predictions, risk assessment and warning systems;
- reducing the vulnerability of production, services and the infrastructure to catastrophic events;
- prompt and coordinated Federal assistance to affected state and local governments and communities;
- effective management and allocation of Federal resources to facilitate both emergency response operations and long-term rehabilitation and recovery.

Military Mobilization

It is the policy of the United States to develop systems and plans that will ensure that sufficient manpower and materiel are available to guarantee the Nation's ability to mobilize, deploy, and sustain military operations; and that, consistent with national defense priorities, military manpower and materiel be available to assist civilian authorities when civil resources are inadequate.

The program will increase capabilities to:

- expand the size of the force from partial through full to total mobilization;
- deploy forces to theaters of operations, and sustain them in protracted conflict; and
- provide military assistance to civil authority, consistent with national defense priorities and applicable legal guidelines.

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Industrial Mobilization

It is the policy of the United States to have a capability to mobilize industry in order to achieve timely and sufficient production of military and essential civilian materiel needed to prosecute successfully a major military conflict, to lend credibility to national strategic policy, and to respond to national security emergencies.

The program will:

- improve the capability of U.S. industry to meet current and mobilization requirements by identifying production and supply deficiencies and recommending actions to overcome them;
- increase the availability and efficient use of industrial resources, including transportation and energy necessary to support industrial production and expansion of the industrial base, through appropriate utilization of Defense Production Act authorities and systems, new or modified legislation, improved guidance on resource-claimancy for industrial production, and use of import and export controls;
- provide for assessment of the impact on the industrial base resulting from existing and proposed agreements for co-production of defense materiel, related offset arrangements with our allies, and other reciprocal trade agreements; and
- increase the availability of domestic metals, minerals, and materials essential for mobilization production through improved implementation of National Defense Stockpile policy and other means.

Human Resources

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 support and sustain the Armed Forces, and to provide for essential civilian needs.

The program will:

- identify the required civilian skills and potential supply problems for support of the Armed Forces, essential defense industries, and other critical mobilization tasks;
- facilitate the channelling of skilled workers 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;

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- provide for a standby system for attracting workers to critical mobilization tasks, if necessary, during national security emergencies;
- minimize the impact of labor-management conflicts on expansion of defense production;
- enhance the availability of the requisite scientific, engineering, technical and other human resources to support both military and industrial mobilization needs; and
- ensure that human resources policies complement economic stabilization plans and procedures for mobilization.

Health

It is the policy of the United States to develop systems and plans that will ensure sufficient medical personnel, supplies, equipment, and facilities will be available and deployed to meet essential civilian and military health care needs in an emergency.

The program will:

- enhance the Nation's ability to recover from major emergencies and protect the population from the spread of disease;
- supplement medical services provided by state and local governments and the private sector with medical resources during a domestic emergency;
- provide medical care to military casualties in civilian and Federal facilities; and
- allocate scarce supplies and skilled professionals (specialists) to the highest priority needs.

Economic Stabilization and Public Finance

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 national security emergencies, giving particular emphasis to measures which will minimize inflation and shortages; enhance morale and assure that the burdens of the emergency are being fairly shared; facilitate an orderly return to a normal economy as soon as possible; and allow the allocative efficiencies of the free market to operate where possible, with alternative measures involving direct Government intervention in the economy to be used only at the latest appropriate time.

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The program will increase capabilities to:

- minimize economic dislocations and distortions associated with national security 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 uses;
- facilitate resource reallocation necessitated by any relocation of the populace;
- assure an equitable distribution of consumer goods;
- provide for the protection of U.S. financial resources including currency production, Federal check disbursement facilities, and precious monetary metals;
- preserve and facilitate operations of public and private financial institutions systems, and provide for any necessary restoration of their functioning after a major emergency;
- provide the government with efficient and equitable financing sources and payments mechanisms for emergencies; and
- provide fiscal authorities with adequate revenue-raising powers to stabilize the economy in the face of any additional resource requirements needed to deal with or recover from an emergency; available fiscal measures should be selected to provide maximum efficiency and equity, preserve incentives, and minimize administrative burdens.

Civil Defense

The United States civil defense policy is contained in National Security Decision Directive 26 (SECRET) dated February 26, 1982. In addition, it is the policy of the United States that all Federal Agencies shall participate in, and support, the civil defense program for population protection, communications and warning, training and education, and industrial protection.

Earthquakes

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.

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The program can substantially reduce the effects of a catastrophic earthquake by improving earthquake prediction, hazard and risk assessment, warning systems, public education and awareness, response and recovery; by developing further and applying earthquake resistant design and construction techniques, and land use planning. The initial action will be focused on California, but attention will be focused later on other regions in consideration of their relative risk from an earthquake.

The program will increase capabilities to:

- evaluate current earthquake prediction activities, 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 and allocate financial, medical, transportation, shelter, communications and other resources necessary to assist recovery operations;
- reduce the negative effects on military installations and defense related industries;
- ensure more effective 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
- ensure the adequacy of current Federal legislation and regulations to facilitate an effective response.

Government Operations

It is the policy of the United States to develop systems and plans that will ensure the maintenance of necessary government functions at the Federal, State, and local levels and provide for a timely and effective transition into emergency modes of operation.

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The 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 a nuclear attack, as required; and
- ensure that government officials at all levels are capable of responding predictably and effectively to emergency conditions.

Emergency Communications

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

The program will:

- assure viable communications operations concepts;
- make information available on communications needs and resources;
- identify and correct communications deficiencies;
- provide adequate communications planning guidance and the basis for funding; and
- arrange for smooth transition from normal to emergency operations.

Law Enforcement and Public Safety

It is the policy of the United States to develop systems and plans that will provide for the public safety and ensure continued enforcement of Federal, state and local laws; and ensure internal security and the control of United States borders, and waters subject to the jurisdiction of the United States.

The program will increase capabilities to:

- maintain law and order in a variety of emergencies, particularly terrorist incidents, civil disturbances, nuclear emergencies, and relocation of large numbers of people;
- ensure the physical security of critical public and private facilities;

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- 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.

Food and Agriculture

It is the policy of the United States to develop systems and plans that will provide an adequate flow of agricultural products to the general population, the Armed Forces, and to meet our international responsibilities. These plans must reduce the vulnerability of our food and fiber resources; ensure a responsive production, delivery, and distribution system during emergencies, and contain provisions for the rapid recovery of the agricultural system.

The program 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;
- provide for the most effective allocation of resources for the production and use of available food and fiber during emergencies; and the assessment of national and international requirements upon supplies of food and fiber, so as to decrease dependence on foreign sources;
- ensure maximum availability of food and fiber supplies to our Armed Forces and our allies;
- maintain production capabilities to contribute to our world agricultural trade objectives, and reduce susceptibility to manipulated economic pressures;
- establish emergency marketing, processing, inspection and grading systems for government-owned and privately-held agricultural commodities; establish civil transportation resource priorities to support agricultural needs; and make provisions for secure storage capabilities and priorities;

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12

- plan to protect the health and well-being of the Nation's livestock and poultry; ensure the protection of crops and croplands, and the nation's forest resources; and
- provide for timely information under emergency conditions to assure adequate food and fiber production, and priority distribution to the normal wholesale level.

Social Services

It is the policy of the United States to develop systems and plans that will increase capabilities to provide emergency social services to meet survival needs of the population. Maximum reliance will be placed on voluntarism and on state and local governments.

The program will:

- provide services for persons with special needs and prepare families and individuals to care for themselves to the maximum extent possible;
- 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 assessed accurately and necessary services delivered efficiently to meet highest priority needs.

MANAGEMENT

Consistent with this directive, 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 its Working Groups and require the assistance of individual Federal agencies. Any issue which cannot be resolved by the Board within the frame work of current Administration policy will be referred to the National Security Council for resolution and Presidential decision.

Accordingly, I direct the Emergency Mobilization Preparedness Board to prepare a Plan of Action to implement the programs detailed in this directive. Plans of action for programs developed subsequent to publication of this directive will be prepared within 45 days of program approval.

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13

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. Resources for improvements in our preparedness capabilities will be obtained through the normal budget process. In the overall context of the President's budget and current regulatory, budgeting, and legislative review processes, each Department and Agency will program and budget funds and personnel for those preparedness activities which are integral to assigned missions and functions.

Presidential Directive/NSC-57 is hereby rescinded.

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Special Meeting

June 15, 1982
3:30 p.m.
Room 829

Attendance List

1. Donald J. Devine
Director
Office of Personnel Management
2. R. T. McNamar
Deputy Secretary
Department of Treasury
3. Gen. Richard Stilwell
Deputy Under Secretary
Department of Defense
4. Craig Alderman, Jr.
Director of Emergency Planning
Department of Defense
5. Ronald L. Winkler
Deputy Assistant Secretary for Energy Emergencies
Department of Energy
6. Edward Istvan
Acting Director, Office of National Security and
Emergency Operations
Department of Energy
7. Annelise Anderson
Associate Director
Office of Management and Budget
8. Col. David Shroyer
Liaison Officer
Organization of Joint Chiefs of Staff
9. Benjamin Zycher
Senior Staff Economist
Council of Economic Advisory
10. Bohdan Denysyk
Deputy Assistant Secretary for
Export Administration
Department of Commerce
11. William Morris
Assistant Secretary for Trade Development
Department of Commerce

12. William Barr
Deputy Assistant Director for Legal Policy
Office of Policy Development
13. Louis O. Giuffrida
Director
Federal Emergency Management Agency
14. Bennett L. Lewis
Executive Secretary
Emergency Mobilization Preparedness Board
15. John R. Brinkerhoff
Acting Associate Director
National Preparedness Programs
Federal Emergency Management Agency
15. John R. Lilley
Director of Secretariat Operations
Emergency Mobilization Preparedness Board Secretariat
16. Dennis B. Green
Deputy Director, Administration Program and Support
Emergency Mobilization Preparedness Board Secretariat

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