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NATIONAL COORDINATING CENTER



POLICIES AND PROCEDURES MANUAL

NATIONAL COORDINATING CENTER



POLICIES AND PROCEDURES MANUAL

NATIONAL COORDINATING CENTER
OPERATING CHARTER

April 3, 1984

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1.0 BACKGROUND AND PURPOSE

1.1 Concept of the National Coordinating Center (NCC)

a. The National Security Telecommunications Advisory Committee (NSTAC) was created to bring the President and to the Executive Agent, National Communications System (NCS), knowledge and insight not available within the Government, on those issues and problems related to the implementation of National Security Telecommunications Policy. At a series of meetings in 1982, industry and government identified the need for an authoritative entity to coordinate initiation and restoration of national security or emergency preparedness (NS/EP) telecommunications services. This requirement led to the development of the concept of a National Coordinating Mechanism (NCM).

b. In February 1983, the Industry Executive Subcommittee (IES) of the NSTAC convened a meeting of the Emergency Response Procedures Working Group (ERPWG) of the NSTAC to address the NCM. The Working Group, in turn, established an NCM Task Force to evaluate alternative NCM concepts. As a result of the task force deliberation, the recommendations were made to the NSTAC and subsequently to the President for an industry and government-staffed National Coordinating Center (NCC) to be created as the operational arm of the NCM.

c. The NCC was officially established on January 3, 1984 with eleven telecommunications industry entities and the United States Telephone Association participating, together with representatives of the NCS. To provide the framework for the operating relationship between the telecommunications industry and the Federal Government in coordinating the initiation and restoration of NS/EP telecommunications services, this charter contains the NCC and its general operating procedures, and specifies the funding arrangements for the NCC.

1.2 Mission Statement

a. The NCC is a joint industry-government operation. It involves the U.S. telecommunications industry and Federal Government organizations that are involved in responding to the Federal Government's NS/EP telecommunications requirements and support planning for a more enduring national and international telecommunications system to satisfy those requirements.

b. The mission of the National Coordinating Center is to help ensure that the critical telecommunications needs of the Federal Government can be and are satisfied in the emergency or crisis situations enumerated in Section 1.3. The NCC will perform or contribute to the performance of the telecommunications functions enumerated in Section 3.0.

1.3 Scope of Operations

a. The NCC is the mechanism by which the Federal Government and the telecommunications industry jointly respond to NS/EP telecommunications requirements. It provides for the rapid exchange of information and expedites emergency or crisis telecommunications responses.

b. The NCC has the capability to support responses to a broad spectrum of emergency or crisis situations. The extent of its authority is governed by the nature of the emergency and specific legal conditions as follows.

1. After Section 606 of the Communications Act of 1934 is invoked -- the NCC carries out directives consistent with Federal Government authority.
2. During a Presidentially declared disaster or emergency (Public Law 93-288, 42 U.S.C. 5121 et. seq., the "Disaster Relief Act", as amended) short of Section 606 -- the NCC coordinates consistent with Federal Government authority.
3. During any emergency or crisis short of Presidential declaration (as defined in DCA circular 310-130-1 Chapter II, paragraph 2) the NCC coordinates consistent with Federal Government authority.

c. Only after the invocation of Section 606 will the Executive branch -- through governmental representatives -- direct actions on the part of the industry representatives to respond to government NS/EP requirements. In all other situations, the NCS will consult with the industry representatives to develop rapid/emergency response plans and to coordinate responses to emergency or crisis situations. The NCC becomes actively involved when one of the following operational situations occurs:

1. Telecommunications industry representatives request assistance or coordination in NS/EP situations from the NCC.

2. The affected Federal Government agency declares that existing procedures will not result in sufficient NS/EP service.
3. The scope of the NS/EP service or support requirements involves coordination across several states, regions, companies or organizations.

2.0 ORGANIZATIONAL STRUCTURE

2.1 General

a. The National Coordinating Center (NCC) provides a unique combination of industry and government personnel working together in support of national security and emergency preparedness. The NCC configuration consists of a watch center in which the U.S. telecommunications industry is represented by resident commercial entities, including international service carriers, the United States Telephone Association, and other telecommunications entities to the maximum extent practicable. The Government's NCC complement is furnished by representatives of the Federal departments, agencies and entities who have significant national security or emergency preparedness responsibilities and whose operations are heavily dependent on communications provided by the U.S. commercial telecommunications industry. The number of NCC participants must at all times be consistent with the resources available to the Federal government for managing and operating the NCC.

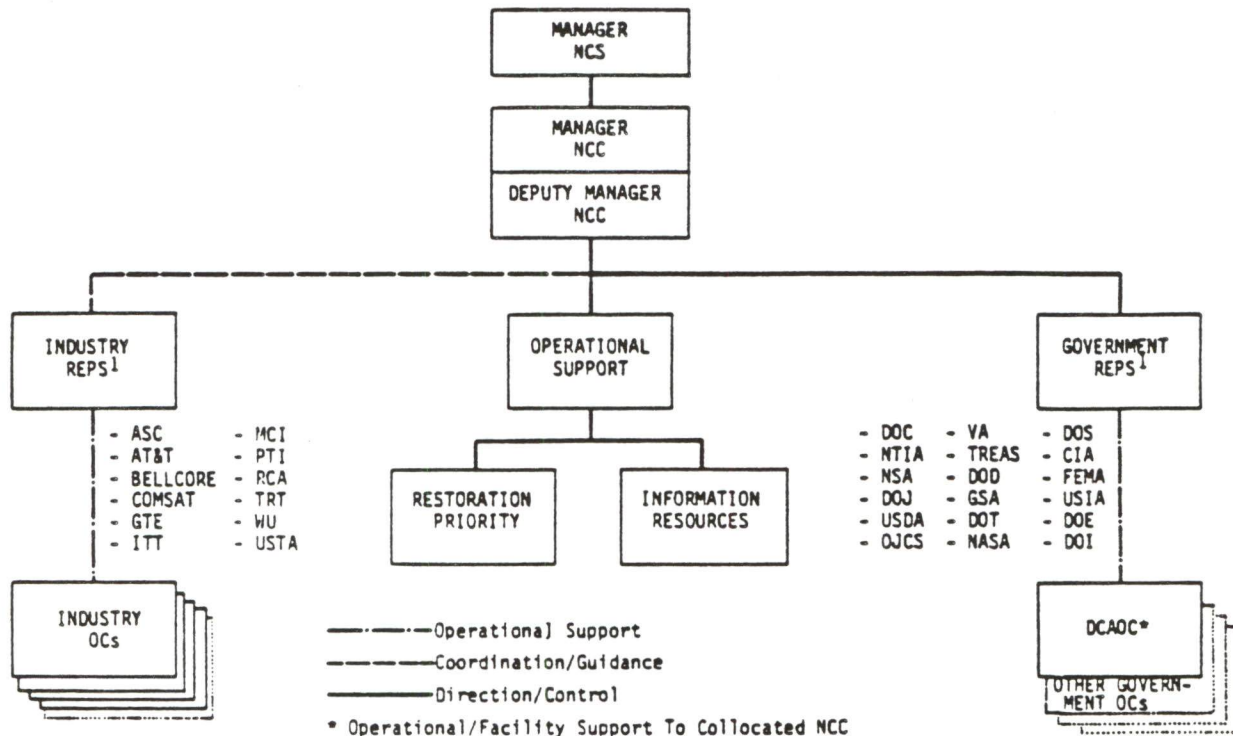
b. Operations within the NCC are under the management supervision and day-to-day direction of the Manager and Deputy Manager, NCC. They are responsible for coordinating the activities of the industry representatives and for integrating the efforts of industry and government personnel to perform the NCC functions. In addition to other duties, they oversee the day-to-day and emergency operations of the NCC, facilitate the preparation of operational plans and procedures, and develop long-range plans to support the objectives of the NCC. The Manager and Deputy Manager of the NCC report to the Manager, NCS.

c. The organizational structure of the NCC is depicted in figure 1.

2.2 Government Composition

2.2.1 General: The Federal Government presence in the NCC is provided by representative of the NCS member entities and the Office of the Manager, NCS. The representatives of the NCS member entities are an integral part of the NCC and emphasize the incorporation of parent entity concerns into all operations. These individuals will maintain interfaces with government operations

FIGURE 1
NATIONAL COORDINATING CENTER



¹ Listed are the resident industry entities and the NCS member entities as of April 3, 1984.

centers and access to data bases containing information concerning facility and network status for Federal Government telecommunications systems. The Federal Government NCC component will be staffed on a full-time basis and will assist in the control and management of national communications assets in addition to coordinating with industry representative of NS/EP telecommunications requirements.

2.2.2 Participation in the NCC - The entities that comprise the NCS provide individuals to staff and support the operations of the NCC on a daily and emergency basis. Pursuant to the terms of Memoranda of Agreement (MOA) (see para. 2.2.4), NCS entities provide resident representatives or non-resident representatives. The relationships of these individuals to their respective parent entities, and to the NCS, are important, and are discussed below. In each case, MOAs should be consummated between the entity involved and the Executive Agent, NCS to establish the method of representation that will be employed.

1. Detailed to the NCS Staff. These are individuals detailed to the staff of the Manager, NCS. In this case, the NCS member entity is represented by a detailed individual designated by the parent entity and agreed to by the Office of the Manager, NCS. As the NCC representative of a participating NCS entity, the individual will receive guidance from and will report to the parent entity. In other NCC activities, including the representation of non-resident entities, the individual reports to the Manager, NCS or Manager, NCC.
2. Resident Representatives. These are individuals designated by the NCS entities and serve as NCC representatives and are physically present in the center on a continuing basis. They are additional personnel provided by the NCS entity and dedicated to the operation of the NCC. These individuals represent the interest of their parent entity as well as any non-resident entity they have agreed to support. Special reporting channels are required. The representatives actively participate in NCC activities and operations, and report to the Manager, NCC on these matters. However, personnel continue to report to their parent entity, which also retain all rating responsibilities.
3. Non-Resident Representatives. These individuals are designated by an NCS entity to function as liaison to the NCC and are physically present in the center on a periodic basis. These individuals serve as the routine NCC points of contact within their respective entities and may be called upon to perform duties in the NCC in support of emergency or special-requirement situations. When performing duties in the NCC, the relationship to their parent entity and the Manager, NCC, are the same as those described for resident representatives.

2.2.3 Criteria for NCC Participation

The three primary criteria to be used to determine NCS entity participation in the NCC are presented below.

1. NS/EP Telecommunications Involvement - The degree of the entity's participation in NS/EP activity is a primary consideration in determining the need for the entity to participate in the NCC. The following two indications of involvement will

be considered in the application of this criterion.

- (a) Number and level of restoration priority circuits, and
- (b) Level of responsibility for, and participation in, National Security Decision Directive 97 (NSDD-97) activities.

2. Category A Agencies, as defined by Federal Emergency Management Agency Preparedness Circular Number 11.

3. Communication Assets.

2.2.4 Memoranda of Agreement (MOA)

a. NCS entities enter into agreements with the Secretary of Defense, as Executive Agent for the NCS, or his designee. The agreements state the arrangements whereby such entities provide personnel on the staff of the Manager, NCS, in support of NCS missions and NS/EP requirements.

b. Existing agreements will be reviewed and amended, if required, to reflect NCC participation and representation as discussed in section 2.2.2. Any required amendments, and agreements with new NCS member entities, shall include the method of representation in the NCC by reference to appropriate portions of this chapter.

c. The following provisions should be included in future NCS agreements to support NCC representation.

- 1. The position on the staff of the Office of the Manager, NCS, to be occupied by an entity employee shall be designated by the appropriate agency head or designee and agreed to by the Manager, NCS. For any method of representation selected by the entity, certain qualifications are essential to ensure effective entity representation.
- 2. The employee designated to a position on the staff of the Manager, NCS, will have a background in telecommunications operations, planning or management, will be familiar with the operations of the parent entity, and will be knowledgeable in the role that communications plays in fulfilling the essential functions of the parent entity.

3. During the tenure of the individual on the staff of the Manager, NCS, that individual will perform duties under the sole direction of the Manager or the Manager's designated representative in matters related to job performance or matters concerning the operation of the NCS. As the NCC representative of a participating NCS entity, the individual will receive guidance from and will report to the parent entity.

d. Agreements should be reviewed and modified on an individual basis when an entity desires to provide additional personnel to represent them in the NCC. In those cases, the agreements should clearly reflect the relationships between the designated employee of the parent entity and the staff of the Office of the Manager, NCS, as indicated in paragraph 2.2.2. The basic Memorandum of Agreement between the NCS entities and the Executive Agent for the NCS should provide for the method of participation in the NCC.

2.3 Industry Composition

2.3.1 Participation in the NCC.

a. The industry presence in the NCS is provided by both resident and non-resident entities from the telecommunications industry selected by the Federal Government in accordance with the criteria enumerated in paragraph 2.3.2. Industry participation will be reviewed by the Manager, NCS on a continuing basis, and industry entities not physically represented (i.e., non-resident) in the NCC will be afforded the maximum practicable opportunity to participate in the activities of the NCC. The industry representatives will maintain interfaces with their representative operations centers and assure access to appropriate data bases to monitor the service status of their network and facilities. These representatives will also serve as points of contact for expediting restoration or activation of critical telecommunications services and consultation with, and provision of advice to, the government component in developing alternative approaches for response to NS/EP requirements.

b. The resident industry component of the NCC is composed of the representatives of telecommunications entities selected by the Federal Government and physically present in the NCC on a continuing basis. These individuals represent their representative parent entities and actively participate in NCC activities and operations. Resident industry representatives will elect an industry

spokesperson to represent them on administrative matters. This spokesperson will serve for a period of one year.

c. Non-resident industry entities are selected by the Federal Government, function as liaison to the NCC and may be physically present in the NCC on a periodic basis as requested by the Manager, NCS. Non-resident representatives serve as NCC points of contact within their respective entities and may be called upon to perform duties in support of emergency or crisis situations.

2.3.2 Criteria for NCC Participation

a. General. The selection of industry entities to participate in the NCC is based upon their ability and willingness to provide or support the provision of the Nation's most critical communications requirements. All U.S. telecommunications industry entities that provide domestic or international communications services; local or long-haul communications services; voice or data (including software) communications services; or telecommunications equipment supply services are considered eligible for participation in an NCC. Actual selection of participants is then based upon a primary criterion, with a subsequent comparative evaluation of the extent to which an entity satisfies enumerated secondary criteria.

b. Primary Criterion. The joint Federal Communications Commission-National Communications System (FCC/NCS) uniform system of priorities for the restoration of commercially-provided private line services is designed to identify, and ensure priority treatment for, the Nation's most vital commercially-provided communications services. Accordingly, the primary criterion for initial or future participation in the NCC is that an industry entity must be providing a portion of a circuit bearing an FCC/NCS approved restoration priority of 1-4.

c. Secondary Criteria. In recognition of the fact that an industry entity may be involved in providing only a limited amount of restoration priority services, or that certain industry entities may not provide any such services, yet still be important to an effective industry response to NS/EP telecommunications requirements, ten secondary criteria have been established. In order of importance they are:

1. The extent of an entity's provision of restoration priority services.
2. The ability of an entity to provide or be responsible for end-to-end service

involving equipment, wiring and local or long-haul transmission where necessary.

3. The extent to which an entity has facilities and equipment geographically located to adequately support essential government activities.
4. The extent to which an entity has existing contingency restoration/reconstitution plans or a willingness to develop such plans.
5. The extent to which an entity has existing continuity of operations procedures, facilities redundancy, alternate control facilities and other network survivability characteristics.
6. The extent to which an entity has existing operations centers to monitor network status.
7. The extent to which an entity's networks/equipment are interoperable or interconnectable with other industry entities' networks/equipment.
8. The extent of an entity's willingness to provide data regarding company systems, resources and personnel as determined necessary by the government.
9. Historical evidence of an entity's reliability and dependability in providing communications service to the Federal government under all conditions.
10. The extent and level of technical experience and expertise resident in an entity's staff.

2.3.3 Contracts. Services provided by the individual industry entities participating in the NCC will be provided under Communications Services Authorizations (CSAs) written against Basic Agreements (BAs) between the government and the NCC industry entities. These contractual arrangements will provide the mechanism by which NCC industry entities may be reimbursed for expenses incurred by NCC activities. References to this NCC Charter will be made in the uniform CSAs issued against the BAs to detail

industry and government requirements in support of the NCC. All NCC activity will be carried out in accordance with such contractual agreements.

2.4 Reporting Structure

2.4.1 Internal NCC

a. The NCC operates under a Federal Government manager appointed by the Manager, NCS. In addition to overseeing the operations of the Federal Government portion of the NCC, the Manager, NCC interfaces with industry representatives in the NCC in monitoring the status of telecommunications systems and coordinating new NS/EP service requirements.

b. During an emergency or crisis situation (see Section 1.3), the Manager, NCC is responsible for receiving reports from industry entities on service, the extent of damage to facilities, equipment or service and an estimate of initiation of restoration capabilities. The Manager, NCC then has the authority to confer with government and industry representatives in the NCC and determine the appropriate course(s) of action to meet Federal Government telecommunications requirements. Once the Manager, NCC has selected a course of action, he has the authority to act, according to the nature of the emergency (see Section 1.3), with those entities involved.

2.4.2 External Organization

a. Representatives from those telecommunications entities participating in the NCC are responsible for maintaining interfaces between the NCC and their respective entities. In order for these individuals in the NCC to perform the required functions, each entity must provide for separate access to the appropriate data bases, and points of contact within their own entities. The representatives from each entity have ready access to the authority to make decisions and direct the use of corporate resources in order to fulfill Federal government NS/EP telecommunications requirements. Additionally, each entity must develop the necessary internal plans and procedures to support their representative in the NCC to ensure effectiveness in performing the functions of the NCC.

b. The Federal Government representatives in the NCC must interface with a number of external government activities and organizations. Their reporting responsibilities are as prescribed in paragraph 2.2.2. The Manager, NCS is responsible for the overall operation of the

NCC. Additionally, he coordinates with the FCC and Office of Science and Technology Policy (OSTP) to ensure that all NS/EP telecommunications requirements are known and that telecommunications resources are used in accordance with applicable government plans and procedures. He also provides assistance to OSTP in evaluating current situations and events by monitoring communications status and providing information as necessary.

c. If Section 606 of the Communications Act is invoked, the Manager, NCS would also assist the OSTP in preparing to execute the war powers of the President, reporting the status of national telecommunications to the President, providing recommendations to the President with respect to telecommunications and national priorities and providing guidance to government agencies as authorized.

3.0 FUNCTIONS OF THE NCC

a. The National Coordinating Center (NCC) is a joint industry-government operation wherein the government is represented by the Office of the Manager, NCS and by both resident and non-resident representatives of the NCS member entities and the telecommunications industry. In the NCC, the government and the telecommunications industry jointly plan and work to assist in providing for a more endurable national telecommunications system to satisfy the NS/EP telecommunications requirements of the government. Industry entities not physically represented (i.e., resident) in the NCC shall be afforded the maximum practicable opportunity to participate in the activities of the NCC.

b. In assisting the government in meeting critical telecommunications requirements, the NCC performs or contributes to the performance of the functions enumerated below:

1. Promptly provide technical analysis/damage assessment of service disruptions and identify necessary restoration actions.
2. Coordinate/direct prompt restoration of telecommunications services in support of NS/EP needs.
3. Develop and exercise comprehensive service restoration plans.
4. Develop "watch center" type functions to work through cooperating industry operation centers to effectively monitor the status of essential telecommunications facilities.
5. Maintain access to an accurate inventory of the minimum essential equipment, personnel, and other resources which are available for restoration operations to include the location and capabilities of all industry's network operations centers (NOCs).
6. Identify liaison points in each company.
7. Maintain ability to rapidly transfer operations from normal to emergency operations.

8. Coordinate/direct and expedite the installation of new orders for service when the services required are critical to NS/EP needs.
9. Contribute to the development of technical standards and national network planning and ensure application of those standards and dissemination of those plans to facilities serving NS/EP needs.
10. Coordinate/direct network reconfiguration plans in support of NS/EP needs.

4.0 GENERAL OPERATING PROCEDURES

4.1 General Operations

a. This section addresses the nature of the activities performed by the government and/or industry National Coordinating Center (NCC) members. The NCC responds to a broad range of NS/EP situations, yet its authority is governed by the nature of the emergency and the applicable laws and regulations. The procedures defined in this Charter are in no way intended to abrogate the provisions of these laws and regulations. Rather, they describe the basic functions to be performed by the NCC members and the operational and control relationships necessary to adequately respond to NS/EP requirements under the provisions of existing rules.

b. The primary site for the NCC is the National Communications System (NCS)/Defense Communications Agency (DCA) facility at 8th Street and South Courthouse Road in Arlington, Virginia. There, government representatives work with industry personnel on a day-to-day basis in developing the necessary operational plans, procedures and guidelines to provide effective telecommunications resources to NS/EP requirements. The daily operations of the NCC consist largely of monitoring the status of the nation's telecommunications resources, gathering and maintaining information about them, and preparing to respond to NS/EP telecommunications requirements.

c. Since the NCC operates on a normal duty day basis, it is necessary to develop procedures to ensure the appropriate response to emergency situations which occur outside of duty hours. Government and industry representatives participate fully in notification, standby and recall activities to support this requirement. During periods of emergency operations, the monitoring of systems will continue but the frequency of update is expected to increase, along with the number of requests for assistance with new NS/EP service and to support restoration activities. In emergencies, emphasis is placed on the execution and revision of response plans. The level of NCC activity will increase significantly in such situations and staffing periods will be extended. During these periods, it is anticipated that the NCS entities would actively participate in NCC operations.

4.2 Primary NCC Activities

The following describes the activities of the NCC under a spectrum of operational situations. These functions are performed by either industry or government members or, where appropriate, by both.

4.2.1 Normal Day-to-Day

During the periods of time that are non-emergency, the activities of the NCC are normally limited to operationally sustaining functions as described below:

1. Develop and maintain an accurate inventory of resources (both government-owned and industry-owned), including transportable equipment, for using during NS/EP service initiation or restoration.
2. Develop and exercise NCC procedures for emergencies, major disasters, and Section 606 situations.
3. Receive and document status and situation reports. The exact nature of status monitoring is defined by the government entity through memoranda of agreement. Each industry entity will establish individual internal company notification and reporting procedures regarding government NS/EP service problems. These memoranda and procedures will include the capability for operations centers to respond to the NCC on a 24 hour-a-day basis.
4. Identify industry and government points-of-contact and maintain current names, addresses and telephone numbers.
5. Develop and maintain a current list of telecommunications companies willing to participate in providing NS/EP service but who are not currently resident in the NCC. To the maximum extent practicable, the Manager, NCC will also involve such companies in the other normal day-to-day NCC activities.

4.2.2 Emergencies and Major Disasters

During emergencies, major disasters or crisis situations, the NCC has the authority to respond only as described in Section 1.3. In these cases, the following procedures are in effect.

1. Affected government and/or industry entities report damage, service outages and estimates of restoration capabilities to the NCC.
2. The Manager, NCC prioritizes Federal Government NS/EP service requirements for restoration.
3. The Manager, NCC confers with industry and/or government NCC representatives on Federal Government NS/EP service outages and proposed courses of action for restoration.
4. Industry representatives suggest alternative measures for restoration.
5. The Manager, NCC selects one or more of the alternatives and forwards it to the involved government entity(ies). The affected government entity(ies) makes the final procurement decision and issues the necessary service orders.
6. At the request of a government entity or the Manager, NCC, the NCC coordinates the Federal Government's NS/EP requests and requirements to expedite new orders by government contracting officers.
7. Individual industry entities respond to properly validated government service orders.

4.2.3 Section 606 Situations

After invocation of Section 606 of the Communications Act, the Director, OSTP is given the authority to direct the restoration and reconstitution of the national telecommunications system. Under applicable Federal law, regulations and plans, the Manager, NCS will provide substantial assistance to the Director, OSTP in the execution of that authority. Both the industry and government members of the NCC may assist the Manager, NCS by providing a central contact and an effective mechanism by which the Manager, NCS can assist the Director, OSTP in directing the use of national telecommunications resources in order to meet NS/EP telecommunication requirements. In the event that Section 606 is not invoked, the NCC will act in accordance with Section 4.2.2 of this charter.

4.3 Other Activities

The industry and/or government representatives in the NCC also participate in a wide variety of NS/EP-related telecommunications operations and activities such as those listed below. These activities must be consistent with applicable law, assignments of responsibilities within the Federal Government, and applicable Federal NS/EP telecommunications plans and procedures.

1. Planning - NCC representatives participate in the development of comprehensive service restoration and network configuration plans. The government contingent ensures that plans are appropriately coordinated and reflect government entity concerns.
2. Contingencies - NCC representatives jointly prepare to respond to contingencies. Specific plans will be developed for significant events, such as a major California earthquake, with generic plans for geographic isolations. The government personnel identify likely areas where emergency telecommunications support may be required (e.g., flood, earthquake or tornado prone areas) and develop specific and/or generic response plans as appropriate. Plans will also be developed to facilitate emergency communications response under a nuclear scenario.
3. Exercises - NCC representatives will assist in developing scenarios for exercises to ascertain the adequacy of telecommunications plans and resources to support NS/EP requirements. These exercises will evaluate communications management, information retrieval, communications assets, timeliness of response and overall coordination between commercial entities and various Federal and regional entities with emergency communications responsibilities.
4. Telecommunications Evaluations - NCC representatives participate, as requested, in evaluating the response to communications emergencies, results of telecommunications exercises or responses to other emergencies and major disasters. These activities may include the analyses of emergency situations which impact domestic or international telecommunications services.

5.0 FUNDING ARRANGEMENTS

5.1 General

The National Coordinating Center (NCC) requires resources from both the telecommunications industry and the Federal Government, therefore, industry and government will share the costs associated with the NCC. In general, industry members of the NCC will voluntarily bear certain costs of participation in the NCC to include providing a representative to the NCC, while government will pay the costs of operating and maintaining the NCC.

5.2 Government

a. There are a number of costs directly related to operating and maintaining the NCC that the Federal Government will pay. These include:

1. The NCC facility
2. Facility overhead and associated costs
3. Administrative support for NCC operations and planning
4. Providing for NCC survivability to the extent required by the government
5. NCC-related communications expenses.

b. Additionally, the government will pay the costs associated with conducting exercises involving the NCC, including government-related travel and relocation expenses associated with an exercise. The government will also pay for any additional industry support which it requests and which may be required to carry out the mission of the NCC. Payment will be made in accordance with the contractual arrangements established pursuant to paragraph 2.3.3 of this Charter.

c. If the government compensates any NCC industry member for specified items or categories of incurred costs, the government will compensate all industry members to the extent they incur costs for such specified items or categories.

5.3 Industry

Industry entities of the NCC will voluntarily bear the following costs of participation in the NCC:

1. An individual to represent the entity on a normal work week in the NCC and associated benefits costs.
2. Point of contact for the entity during periods not covered by the representative in the center.
3. An alternate individual to represent the entity in the NCC during extended absences of an entity's primary representative.
4. Relocation expenses incurred by the industry representative and family in moving to the location of the NCC.
5. Entity required training and education of the NCC representative.
6. Entity requested travel.
7. Personal direct distance dialing.
8. Cost of supporting the NCC representative internal to the entity.
9. Legal services necessary to support an entity's NCC representative.

A more specific list of funding responsibilities is contained in the Appendix.

6.0 AMENDMENTS TO THE NCC CHARTER

Amendments to the National Coordinating Center (NCC) Charter may be proposed by the Manager, NCS, participating industry or government entities or the NSTAC. Proposed amendments must be approved, as appropriate, by the NSTAC, the NCS Committee of Principals, the Executive Agent, NCS, and the Executive Office of the President.

APPENDIX
FUNDING RESPONSIBILITIES

Government will pay the following costs associated with the National Coordinating Center (NCC):

- . The NCC facility
- . Facility overhead and associated costs
- . Administrative support for NCC operations and planning
 - Secretary
 - Stenographer
 - Duplicating
 - Typing
 - Graphics
- . Providing for NCC survivability to the extent required by the government
- . NCC-related communications expenses
 - Direct distance dialing
 - 5 button telephone sets
 - FTS
 - Electronic mail service terminals
 - Audio conferencing
 - Diverse and/or avoidance routing
 - Government requested services
 - Transfer switch
 - Specified communications link
 - Personal pagers
 - Automatic dialers
 - Private line service
 - Unique terminal equipment
- . Government-requested relocation or exercise expenses
 - Actual expense
 - Travel
 - Meals
 - Lodging
 - All directly related costs
 - Any additional industry support

Industry will voluntarily bear the following costs associated with the NCC:

- . Representative costs
 - Salary/benefits
 - Point of contact during primary representatives off hours
 - An alternate representative in the event of extended absences of the primary representative
 - Relocation expenses to the NCC site
 - Entity-required training and education
 - Entity-requested travel expenses
 - Costs of supporting the NCC representative internal to the entity
 - Legal services necessary to support the NCC representative
- . Personal direct distance dialing

NATIONAL COORDINATING CENTER
OPERATIONAL GUIDELINES

January 1984

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1.0 INTRODUCTION

The National Coordinating Center (NCC) is a joint industry and government organization where the government is represented by the National Communications System (NCS) and the Defense Communications Agency (DCA) and the U.S. telecommunications industry is represented by selected corporate entities. The government and telecommunications industry plan and work together to provide for a more survivable national telecommunications system to satisfy National Security and Emergency Preparedness (NS/EP) communications requirements of the Federal government.

2.0 MISSION AND PURPOSE

The mission of the National Coordinating Center is to ensure that the critical NS/EP telecommunications needs of the Federal Government can be and are met in any emergency or crisis situation. The NCC will accomplish this mission by performing the specified telecommunications functions enumerated in Section 3.

The purpose of these operational guidelines is to further describe the functions identified in the NCC charter to be performed by the NCC. These functions were jointly developed by government and industry as the set of activities which must be addressed at the national level to ensure the effective coordination of telecommunications support for National Security and Emergency Preparedness. The functions have been approved by the Executive Office of the President (EOP) and the National Security Telecommunications Advisory Committee (NSTAC). These guidelines outline the methods by which they will be performed. This document also describes the responsibilities of the Manager, NCC and establishes the framework for the activities of the industry representatives and government personnel within the center. However, these guidelines are not detailed procedures for the conduct of NCC operations. Each company present or represented in the NCC must develop internal policies and operational procedures for supporting their representative in the center to ensure that the individual's activities are appropriately incorporated into corporate operational plans. Additionally, personnel within the NCC will jointly develop the detailed operational procedures for the conduct of internal NCC activities.

3.0 FUNCTIONS

The NCC must perform certain specified functions in fulfilling its NS/EP mission. Some of these functions will be addressed by the government personnel in the NCC while others are accomplished by the industry representatives. The methods used in performing the specified functions are relatively constant across the range of operational situations. In general, there are three levels of NCC activity. These are:

- . Normal day-to-day operations which includes support for any NS/EP type emergency (as described in DCA circular 310-130-1 Chapter II, paragraph 2) or crisis short of a Presidential declaration of an emergency or disaster.
- . Emergency and major disaster situations when a Presidential declaration has been issued (but short of a National Emergency).
- . Wartime situations which follow the invocation of Section 606 of the Communications Act of 1934, as amended.

The NCC functions are presented below, along with a discussion of how each will be addressed by the personnel within the NCC. Performance of these functions will be consistent in all operational situations except as noted.

3.1 Promptly provide technical analysis/damage assessment of service disruptions and identify necessary restoration actions.

- . Each entity independently reports significant outages or disruptions which may affect NS/EP government telecommunications services to the industry representatives or NCC via any appropriate method (i.e., data links, private line facilities, facsimile or dial message communication facilities).
- . As required, the industry entities will conduct further investigations of service disruptions in conjunction with the government personnel, and provide technical analysis/damage assessment of NS/EP service disruptions affecting multiple carriers. Industry representatives will jointly identify restoration alternatives where disruptions affect multiple carriers or where the affected carrier's ability to restore itself is exhausted.

3.2 Coordinate/direct prompt restoration of telecommunications services in support of NS/EP needs.

- . The NCC becomes involved in restoration only when carriers cannot independently recover. Such involvement is triggered when one of the following operational situations occurs:
 - Telecommunications industry entities request assistance or coordination.
 - The affected Federal Government agency declares that existing procedures will not sufficiently restore NS/EP service.
 - The scope of the NS/EP service or support requirements involves coordination among several areas, regions, industries or organizations.
- . The Manager, NCC prioritizes Federal Government NS/EP telecommunications service requirements (using the assigned restoration priorities as a guide), confers with appropriate industry representatives on proposed courses of action and obtains suggested alternatives for restoration of services. Industry representatives determine available resources (e.g., facilities, equipment and personnel) and estimated response times. The Manager, NCC forwards alternatives to affected government entity for decision. Affected government entity then issues orders via the normal contracting official.
- . The Manager, NCC coordinates multicarrier and inter-LATA restoration through interaction with company representatives or the industry entity holding the communications service authorization for the specific service. The representatives interface with their respective company(s) to expedite and provide status on restoration actions.
- . After Section 606 is invoked, the Manager, NCC provides direction, consistent with government authority, and with advice and assistance from the industry representatives, for the restoration of NS/EP service via the most expeditious means in accordance with the established restoration priority regulations. The Manager, NCC also allocates resources, as appropriate, under the same provisions. Each carrier performs its own restoration activities consistent with instructions issued by the Manager, NCC and within

the limitations of unassigned resources remaining, as a result of direction from the Manager, NCC and reports progress to the NCC.

- . Under other than wartime conditions, the NCC may, with advice and assistance from industry representatives, coordinate rather than direct NS/EP service restoration via the most expeditious means in accordance with the established restoration priority regulations.

3.3 Develop and exercise comprehensive service restoration plans.

- . With advice and assistance from industry representatives, the Manager, NCC develops plans for the restoration of NS/EP services and expeditiously disseminates them via appropriate communications methods. Such plans will be developed in accordance with applicable restoration priority regulations and will be based on the comprehensive service restoration plans of the industry entities, drawing on their expertise and internal assistance as appropriate.
- . After consultation with industry representatives, the Manager, NCC dynamically reassigns priorities consistent with government authority and in accordance with established restoration priority regulations as situations dictate. These assignments are made through interaction with appropriate industry representatives.
- . The Manager, NCC, with advice and assistance from industry, plans, conducts, evaluates and disseminates (with due consideration for the protection of proprietary information) results from exercises designed to test restoration plans. Industry participates in such exercises to the extent reasonably necessary, employing company restoration plans as guidelines to respond to exercise scenarios and attempting to insure no interruption of service. Results of these exercises will be analyzed and used by government and industry to evaluate and improve restoration plans.

3.4 Develop "watch center" type functions to work through cooperating industry operation centers to effectively monitor the status of essential telecommunications facilities.

- . Via appropriate communications means from individual government and industry telecommunications organizations, the NCC watch center expeditiously receives status and situation reports on disruptions which may affect NS/EP service and jointly assesses them. Industry representatives will interact with their respective operation centers/organizations to provide information about their respective facilities.
- . Planning to support NCC operational missions and requirements is accomplished by the joint government/industry NCC staff. Industry representatives will assist in the formulation and enhancement of plans and procedures for the center and will maintain contact with their appropriate planning staff.

3.5 Maintain access to an accurate inventory of the minimum essential equipment, personnel, and other resources which are available for restoration operations to include the location and capabilities of all industry's network operations centers (NOCs).

- . The NCC watch center receives appropriate traffic and facility data directly from individual carriers' data bases through the company representatives.
- . Industry will develop and maintain, in a mutually acceptable form, information reflecting:
 - A list of current contacts and their locations, which include appropriate liaison points in each company
 - Inventories of restoration resources and equipment, including their location and status, to support their allocation during an emergency/disaster situation
 - Restoration plans for facilities with significant numbers of restoration priority services.
- . Industry representatives will have access to sufficient data bases and monitoring capabilities -- either on site or accessible by appropriate electronic means -- to allow them to participate in joint situational analysis and alternative identifying sessions.

- . Industry responds to requests for information from the Manager, NCC under appropriate NS/EP situations.

3.6 Identify liaison points in each company.

- . The industry representatives are the primary industry points-of-contact under all operational situations. These representatives will provide the Manager, NCC a detailed listing of corporate locations and appropriate contact names and numbers within their companies, and the organizations they represent, for use during periods when the primary point-of-contact is not available.
- . The Manager, NCC will maintain contact lists of suppliers of services and equipment for these entities not represented in the NCC and of points-of-contact within appropriate government organizations.

3.7 Maintain ability to rapidly transfer operations from normal to emergency operations.

- . Industry representatives are available 24 hours a day, seven days a week.
- . Under situations other than the invocation of Section 606, the implementation of emergency operating procedures is accomplished in accordance with the National Plan for Communications Support in Emergencies and Major Disasters. Industry representatives will be cognizant of individual company emergency operating procedures and will insure continuity of NCC support and responses to emergency requests.
- . After Section 606 is invoked, the implementation of emergency operation procedures is accomplished in accordance with applicable Federal emergency plans.
- . Industry entities will staff alternate NCC locations when operational situations warrant.
- . The relocation of industry NOCs and other key facilities will be exercised independently in response to NCC notification.

3.8 Coordinate/direct and expedite the installation of new orders for service when the services required are critical to NS/EP needs.

- . Individual Federal agencies determine their requirements for new service and place orders in accordance with the normal acquisition process. All necessary orders, contracts and other documentation will flow through the normal procurement process to the maximum extent possible.
- . Copies of requirements for critical new NS/EP service may be forwarded to the Manager, NCC for referral to appropriate industry representatives when normal processes are insufficient. The representative will act as liaison and expediter, following established internal company procedures, and will track the installation of critical facilities, providing appropriate status information to the Manager, NCC.
- . After Section 606 is invoked, the Manager, NCC, with advice and assistance from the industry entities, ascertains the most expeditious alternatives available for providing the required critical services. The Manager, NCC selects from the alternatives and issues appropriate directions, consistent with Federal government authority, to the involved industry entities. These entities, with NCC assistance as required, coordinate activities among themselves, effect the required installation, and provide status reports to the NCC as needed. A coordinating industry entity may be designated by the Manager, NCC, if appropriate.
- . Under situations other than the invocation of Section 606, the Manager, NCC uses the above procedure, or, as appropriate, bypasses the collection of alternatives since the choices are more diverse than in a Section 606 situation where damage is more likely to be widespread and severe. The Manager, NCC forwards alternatives to affected government entities for decision. The affected government entity then issues orders via normal contract officials.

3.9 Contribute to the development of technical standards and national network planning and ensure application of those standards and dissemination of those plans to facilities serving NS/EP needs.

- . The operational planning function for the NCC is done jointly by industry and government under the leadership of the Manager, NCC. Industry representatives will have ready access to the technical resources of their companies and will provide appropriate liaison for planning activities undertaken by the NCC.
- . Other planning for the National Coordinating Mechanism (e.g., development of technical standards) comprises a separate function independent of NCC operational requirements and is accomplished outside the NCC. Such planning will be done jointly by industry and government under the leadership of the government. Strong liaison with existing or new industry standards organizations must be established.
- . The application of technical standards and other national network planning guidelines will be independently undertaken by industry on a voluntary or contractual basis, or under regulatory oversight. Industry representatives will provide status information on implementation in support of NS/EP requirements as appropriate.

3.10 Coordinate/direct network reconfiguration plans in support of NS/EP needs.

- . It is the responsibility of each industry entity to have plans in place for its own restorations. The Manager, NCC, reviews restoration plans which impact NS/EP, protecting all proprietary information as specified in Section 6.0 and any implementing procedures.
- . The Manager, NCC will develop and maintain a computerized data base on all of the nation's telecommunications resources to assist in performing survivability and reconstitution planning.
- . The NCC will coordinate the development of joint restoration plans to be enacted after Section 606 is invoked. This will be accomplished under the leadership of the Manager, NCC with advice and assistance from industry representatives. The representatives will consider internal company restoration policies, plans and procedures and will expand on plans to encompass inter-carrier restoration alternatives as well as restoration using other facilities.

- . The NCC network reconfiguration planning function may encompass government and industry networks and/or systems and, in all cases, is accomplished under the direction of the Manager, NCC with input from industry.

4.0 RESPONSIBILITIES OF MANAGER, NCC

The Manager of the National Coordinating Center (NCC) is designated by the Manager of the National Communications System (NCS). His authority for the management and direction of NCC operations is consistent with applicable Federal law and is based on authorized delegations and established relationships. In discharging his NCC responsibilities, he assists the Manager, NCS in planning and accomplishing actions in support of Federal Government NS/EP telecommunication requirements. The Manager, NCC maintains liaison with appropriate government personnel and operations centers, and coordinates with the U.S. telecommunications industry, either through the industry representatives in the NCC or via other established procedures and points-of-contact.

The Manager, NCC discharges his management and leadership responsibilities through the NCC staff which is comprised of representatives from government and industry. These responsibilities encompass a number of major items and areas of NCC operation. To fulfill these responsibilities the Manager, NCC will:

- . Direct the operation of the government portion of the NCC
- . Provide information regarding the government's views on NS/EP telecommunications operations to all appropriate industry entities
- . Coordinate with external government activities and organizations, such as NCS member entities, the Office of Science and Technology Policy and the Joint Telecommunications Resources Board, in accordance with established policy.
- . Interface with industry representatives in the NCC and coordinate and/or direct NCC activities to perform the functions as outlined in Section 3.0, ensuring compliance with government authorities and delegations
- . Develop operational plans, procedures and guidelines from the statement of functions and ensure adherence to these procedures by both government and industry operational entities
- . Provide an ongoing forum with both government and industry representatives to enhance or modify operational procedures

- . Coordinate operational NS/EP issues between government and industry, both resident and nonresident
- . Ensure compliance with internal and external NCC reporting requirements in accordance with established government procedures
- . Develop schedules and scenarios for NS/EP telecommunications exercises to include coordination of government and industry participation and preparation of consolidated reports of exercises, and emergency responses, with critiques to improve future efforts
- . Manage and coordinate activities associated with ensuring the continuity of NCC function performance and NCC survivability (e.g., mobilization of NCC resources, emergency relocation, activation of regional/alternate facilities, etc.)
- . Provide for the administrative functions necessary to support the activities of the NCC, such as: security, supplies, records and accounting, communications, mail/message distribution, NCC related administrative/secretarial support and housekeeping services.

5.0 NCC CONTINUITY OF OPERATIONS

The primary mission of the National Coordinating Center is to provide for the survivability of the nation's telecommunications. To accomplish this, it is crucial for the operations of the NCC to survive.

An initial concept for NCC continuity of operations has been developed by the government which employs a phased approach and utilizes the key principles of survivability and continuity including redundancy, mobility, hardening and deception. The phased approach is derived from the conditions under which the NCC may operate in a worst case scenario. Conditions and responses are as follows:

Phase 0 Peacetime

- Fixed Facility
- Collocated with NCS/DCAOC
- Operates as described in NCC Charter

Phase 1 Increased Readiness/Pre Attack

- Fixed facility remains as control element
- Alternate sites alerted
- Mobile teams dispatched
- Initial deployment of DCAOC

Phase 2 Post Attack/Continuity in Depth

- Regional sites become control element
- Industry personnel augment regional sites

Phase 3 Last Ditch

- Surviving mobile or fixed facility becomes control element

This concept is consistent with existing government plans and programs. Personnel in the NCC will further develop this concept incorporating industry participation in various phases and implementation of the final plan. A classified, more detailed description of this concept for NCC continuity of operations is maintained by the National Communications System.

6.0 INFORMATION SHARING

For the NCC to effectively perform the functions specified in Section 3.0, it will be necessary for industry entities represented within the NCC to provide information to the government regarding current and future industry entity plans, operations or procedures, and the status of equipment, facilities, personnel, or other communications resources available to meet NS/EP telecommunications requirements. Some of this information may properly be considered proprietary information which should not be disclosed to non-government entities and which would also be exempt from disclosure under the provisions of Title 5, U.S. Code 552(b)(4), the "Freedom of Information Act". To ensure that the Manager, NCC and all members of the government component of the NCC protect this information, procedures will be established to ensure the proper treatment of information designated as proprietary by any NCC industry entity. These procedures will include, at a minimum, the provisions which follow.

1. Any written data which an NCC industry entity provides to the Manager, NCC or any member of the government component of the NCC, which the industry entity believes to be proprietary and therefore exempt from disclosure, shall be marked with a proprietary notice similar to the following:

NOTICE

Not for use or disclosure outside (insert name of NCC industry entity) except under written agreement.

2. Any disputes regarding the proprietary nature of the information submitted shall be referred to the Manager, NCC, and any disagreement between an NCC industry entity and the Manager, NCC shall be resolved before such information may be released to any other NCC member entity (absent resolution, such information shall be returned to the industry entity providing it.)
3. The Manager, NCC and all members of the government component of the NCC shall at all times expend their best efforts to protect any information or portion thereof that the government and industry entities agree is proprietary and exempt under the Freedom of Information Act; provided however, that the government shall not be liable for any unauthorized disclosure or use of such information:

- . Is or becomes publicly available, by other than unauthorized disclosure; or
- . Was known by the Manager, NCC or any member of the government component of the NCC prior to the time of disclosure by the NCC industry entity and free of any obligation to keep it proprietary; or
- . Is subsequently developed independently by the Manager, NCC or any member of the government component of the NCC without reference to the proprietary information; or
- . Is disclosed to third parties by the NCC industry entity without restriction; or
- . Is independently or rightfully acquired by the Manager, NCC or any member of the government component of the NCC from another source without restriction; or
- . Is identified by the NCC industry entity as believed to be no longer exempt from public disclosure.

In the event that a third party requests release of any information designated as proprietary, the Manager, NCC agrees to promptly notify the NCC industry entity which provided the information, and to coordinate with such entity in advance, concerning release of the information to such third party. NCC industry entities agree to support the effort of the Manager, NCC to protect the information by providing data necessary to justify administrative denial of the third party request, and the affected NCC industry entity agrees to seek to intervene in any court proceeding initiated by a third party requestor of information provided by such entity within the NCC.

The Manager, NCC is to ensure that any proprietary information (whether written or oral) provided by an NCC industry entity is not disclosed involuntarily to any other industry entity, whether or not a member of the NCC. It is also the goal and intent of the government that such voluntary sharing of information that takes place in performing the functions of the NCC does not allow for any industry entity to obtain a competitive advantage, or otherwise reduce competition among industry entities in providing new services or constructing new facilities. All industry entities represented in the NCC should not employ the NCC as a forum for attempting to obtain proprietary information regarding other NCC industry entities.

SUPPORTING DOCUMENTS

1. EXECUTIVE ORDER 12472

Presidential Documents

Executive Order 12472 of April 3, 1984

Assignment of National Security and Emergency Preparedness Telecommunications Functions

By the authority vested in me as President by the Constitution and laws of the United States of America, including the Communications Act of 1934, as amended (47 U.S.C. 151), the National Security Act of 1947, as amended, the Defense Production Act of 1950, as amended (50 U.S.C. App. 2061), the Federal Civil Defense Act of 1950, as amended (50 U.S.C. App. 2251), the Disaster Relief Act of 1974 (42 U.S.C. 5121), Section 5 of Reorganization Plan No. 1 of 1977 (3 C.F.R. 197, 1978 Comp.), and Section 203 of Reorganization Plan No. 3 of 1978 (3 C.F.R. 389, 1978 Comp.), and in order to provide for the consolidation of assignment and responsibility for improved execution of national security and emergency preparedness telecommunications functions, it is hereby ordered as follows:

Section 1. *The National Communications System.* (a) There is hereby established the National Communications System (NCS). The NCS shall consist of the telecommunications assets of the entities represented on the NCS Committee of Principals and an administrative structure consisting of the Executive Agent, the NCS Committee of Principals and the Manager. The NCS Committee of Principals shall consist of representatives from those Federal departments, agencies or entities, designated by the President, which lease or own telecommunications facilities or services of significance to national security or emergency preparedness, and, to the extent permitted by law, other Executive entities which bear policy, regulatory or enforcement responsibilities of importance to national security or emergency preparedness telecommunications capabilities.

(b) The mission of the NCS shall be to assist the President, the National Security Council, the Director of the Office of Science and Technology Policy and the Director of the Office of Management and Budget in:

(1) the exercise of the telecommunications functions and responsibilities set forth in Section 2 of this Order; and

(2) the coordination of the planning for and provision of national security and emergency preparedness communications for the Federal government under all circumstances, including crisis or emergency, attack, recovery and reconstitution.

(c) The NCS shall seek to ensure that a national telecommunications infrastructure is developed which:

(1) Is responsive to the national security and emergency preparedness needs of the President and the Federal departments, agencies and other entities, including telecommunications in support of national security leadership and continuity of government;

(2) Is capable of satisfying priority telecommunications requirements under all circumstances through use of commercial, government and privately owned telecommunications resources;

(3) Incorporates the necessary combination of hardness, redundancy, mobility, connectivity, interoperability, restorability and security to obtain, to the maximum extent practicable, the survivability of national security and emergency

preparedness telecommunications in all circumstances, including conditions of crisis or emergency; and

(4) Is consistent, to the maximum extent practicable, with other national telecommunications policies.

(d) To assist in accomplishing its mission, the NCS shall:

(1) serve as a focal point for joint industry-government national security and emergency preparedness telecommunications planning; and

(2) establish a joint industry-government National Coordinating Center which is capable of assisting in the initiation, coordination, restoration and reconstitution of national security or emergency preparedness telecommunications services or facilities under all conditions of crisis or emergency.

(e) The Secretary of Defense is designated as the Executive Agent for the NCS. The Executive Agent shall:

(1) Designate the Manager of the NCS;

(2) Ensure that the NCS conducts unified planning and operations, in order to coordinate the development and maintenance of an effective and responsive capability for meeting the domestic and international national security and emergency preparedness telecommunications needs of the Federal government;

(3) Ensure that the activities of the NCS are conducted in conjunction with the emergency management activities of the Federal Emergency Management Agency;

(4) Recommend, in consultation with the NCS Committee of Principals, to the National Security Council, the Director of the Office of Science and Technology Policy, or the Director of the Office of Management and Budget, as appropriate:

a. The assignment of implementation or other responsibilities to NCS member entities;

b. New initiatives to assist in the exercise of the functions specified in Section 2; and

c. Changes in the composition or structure of the NCS;

(5) Oversee the activities of and provide personnel and administrative support to the Manager of the NCS;

(6) Provide staff support and technical assistance to the National Security Telecommunications Advisory Committee established by Executive Order No. 12382, as amended; and

(7) Perform such other duties as are from time to time assigned by the President or his authorized designee.

(f) The NCS Committee of Principals shall:

(1) Serve as the forum in which each member of the Committee may review, evaluate, and present views, information and recommendations concerning ongoing or prospective national security or emergency preparedness telecommunications programs or activities of the NCS and the entities represented on the Committee;

(2) Serve as the forum in which each member of the Committee shall report on and explain ongoing or prospective telecommunications plans and programs developed or designed to achieve national security or emergency preparedness telecommunications objectives;

(3) Provide comments or recommendations, as appropriate, to the National Security Council, the Director of the Office of Science and Technology Policy, the Director of the Office of Management and Budget, the Executive Agent, or the Manager of the NCS, regarding ongoing or prospective activities of the NCS; and

(4) Perform such other duties as are from time to time assigned by the President or his authorized designee.

(g) The Manager of the NCS shall:

(1) Develop for consideration by the NCS Committee of Principals and the Executive Agent:

a. A recommended evolutionary telecommunications architecture designed to meet current and future Federal government national security and emergency preparedness telecommunications requirements;

b. Plans and procedures for the management, allocation and use, including the establishment of priorities or preferences, of Federally owned or leased telecommunications assets under all conditions of crisis or emergency;

c. Plans, procedures and standards for minimizing or removing technical impediments to the interoperability of government-owned and/or commercially-provided telecommunications systems;

d. Test and exercise programs and procedures for the evaluation of the capability of the Nation's telecommunications resources to meet national security or emergency preparedness telecommunications requirements; and

e. Alternative mechanisms for funding, through the budget review process, national security or emergency preparedness telecommunications initiatives which benefit multiple Federal departments, agencies, or entities. Those mechanisms recommended by the NCS Committee of Principals and the Executive Agent shall be submitted to the Director of the Office of Management and Budget.

(2) Implement and administer any approved plans or programs as assigned, including any system of priorities and preferences for the provision of communications service, in consultation with the NCS Committee of Principals and the Federal Communications Commission, to the extent practicable or otherwise required by law or regulation;

(3) Chair the NCS Committee of Principals and provide staff support and technical assistance thereto;

(4) Serve as a focal point for joint industry-government planning, including the dissemination of technical information, concerning the national security or emergency preparedness telecommunications requirements of the Federal government;

(5) Conduct technical studies or analyses, and examine research and development programs, for the purpose of identifying, for consideration by the NCS Committee of Principals and the Executive Agent, improved approaches which may assist Federal entities in fulfilling national security or emergency preparedness telecommunications objectives;

(6) Pursuant to the Federal Standardization Program of the General Services Administration, and in consultation with other appropriate entities of the Federal government including the NCS Committee of Principals, manage the Federal Telecommunications Standards Program, ensuring wherever feasible that existing or evolving industry, national, and international standards are used as the basis for Federal telecommunications standards; and

(7) Provide such reports and perform such other duties as are from time to time assigned by the President or his authorized designee, the Executive Agent, or the NCS Committee of Principals. Any such assignments of responsibility to, or reports made by, the Manager shall be transmitted through the Executive Agent.

Sec. 2. Executive Office Responsibilities. (a) *Wartime Emergency Functions.*

(1) The National Security Council shall provide policy direction for the exercise of the war power functions of the President under Section 606 of the Communications Act of 1934, as amended (47 U.S.C. 606), should the President

issue implementing instructions in accordance with the National Emergencies Act (50 U.S.C. 1601).

(2) The Director of the Office of Science and Technology Policy shall direct the exercise of the war power functions of the President under Section 606 (a), (c)-(e), of the Communications Act of 1934, as amended (47 U.S.C. 606), should the President issue implementing instructions in accordance with the National Emergencies Act (50 U.S.C. 1601).

(b) *Non-Wartime Emergency Functions.* (1) The National Security Council shall:

a. Advise and assist the President in coordinating the development of policy, plans, programs and standards within the Federal government for the identification, allocation, and use of the Nation's telecommunications resources by the Federal government, and by State and local governments, private industry and volunteer organizations upon request, to the extent practicable and otherwise consistent with law, during those crises or emergencies in which the exercise of the President's war power functions is not required or permitted by law; and

b. Provide policy direction for the exercise of the President's non-wartime emergency telecommunications functions, should the President so instruct.

(2) The Director of the Office of Science and Technology Policy shall provide information, advice, guidance and assistance, as appropriate, to the President and to those Federal departments and agencies with responsibilities for the provision, management, or allocation of telecommunications resources, during those crises or emergencies in which the exercise of the President's war power functions is not required or permitted by law;

(3) The Director of the Office of Science and Technology Policy shall establish a Joint Telecommunications Resources Board (JTRB) to assist him in the exercise of the functions specified in this subsection. The Director of the Office of Science and Technology Policy shall serve as chairman of the JTRB; select those Federal departments, agencies, or entities which shall be members of the JTRB; and specify the functions it shall perform.

(c) *Planning and Oversight Responsibilities.* (1) The National Security Council shall advise and assist the President in:

a. Coordinating the development of policy, plans, programs and standards for the mobilization and use of the Nation's commercial, government, and privately owned telecommunications resources, in order to meet national security or emergency preparedness requirements;

b. Providing policy oversight and direction of the activities of the NCS; and

c. Providing policy oversight and guidance for the execution of the responsibilities assigned to the Federal departments and agencies by this Order.

(2) The Director of the Office of Science and Technology Policy shall make recommendations to the President with respect to the test, exercise and evaluation of the capability of existing and planned communications systems, networks or facilities to meet national security or emergency preparedness requirements and report the results of any such tests or evaluations and any recommended remedial actions to the President and to the National Security Council;

(3) The Director of the Office of Science and Technology Policy or his designee shall advise and assist the President in the administration of a system of radio spectrum priorities for those spectrum dependent telecommunications resources of the Federal government which support national security or emergency preparedness functions. The Director also shall certify or approve priorities for radio spectrum use by the Federal government, including the resolution of any conflicts in or among priorities, under all conditions of crisis or emergency; and

(4) The National Security Council, the Director of the Office of Science and Technology Policy and the Director of the Office of Management and Budget shall, in consultation with the Executive Agent for the NCS and the NCS Committee of Principals, determine what constitutes national security and emergency preparedness telecommunications requirements.

(d) *Consultation with Federal Departments and Agencies.* In performing the functions assigned under this Order, the National Security Council and the Director of the Office of Science and Technology Policy, in consultation with each other, shall:

(1) Consult, as appropriate, with the Director of the Office of Management and Budget; the Director of the Federal Emergency Management Agency with respect to the emergency management responsibilities assigned pursuant to Executive Order No. 12148, as amended; the Secretary of Commerce, with respect to responsibilities assigned pursuant to Executive Order No. 12046; the Secretary of Defense, with respect to communications security responsibilities assigned pursuant to Executive Order No. 12333; and the Chairman of the Federal Communications Commission or his authorized designee; and

(2) Establish arrangements for consultation among all interested Federal departments, agencies or entities to ensure that the national security and emergency preparedness communications needs of all Federal government entities are identified; that mechanisms to address such needs are incorporated into pertinent plans and procedures; and that such needs are met in a manner consistent, to the maximum extent practicable, with other national telecommunications policies.

(e) *Budgetary Guidelines.* The Director of the Office of Management and Budget, in consultation with the National Security Council and the NCS, will prescribe general guidelines and procedures for reviewing the financing of the NCS within the budgetary process and for preparation of budget estimates by participating agencies. These guidelines and procedures may provide for mechanisms for funding, through the budget review process, national security and emergency preparedness telecommunications initiatives which benefit multiple Federal departments, agencies, or entities.

Sec. 3. Assignment of Responsibilities to Other Departments and Agencies. In order to support and enhance the capability to satisfy the national security and emergency preparedness telecommunications needs of the Federal government, State and local governments, private industry and volunteer organizations, under all circumstances including those of crisis or emergency, the Federal departments and agencies shall perform the following functions:

(a) *Department of Commerce.* The Secretary of Commerce shall, for all conditions of crisis or emergency: (1) Develop plans and procedures concerning radio spectrum assignments, priorities and allocations for use by Federal departments, agencies and entities; and

(2) Develop, maintain and publish policy, plans, and procedures for the control and allocation of frequency assignments, including the authority to amend, modify or revoke such assignments, in those parts of the electromagnetic spectrum assigned to the Federal government.

(b) *Federal Emergency Management Agency.* The Director of the Federal Emergency Management Agency shall:

(1) Plan for and provide, operate and maintain telecommunications services and facilities, as part of its National Emergency Management System, adequate to support its assigned emergency management responsibilities;

(2) Advise and assist State and local governments and volunteer organizations, upon request and to the extent consistent with law, in developing plans and procedures for identifying and satisfying their national security or emergency preparedness telecommunications requirements;

(3) Ensure, to the maximum extent practicable, that national security and emergency preparedness telecommunications planning by State and local

governments and volunteer organizations is mutually supportive and consistent with the planning of the Federal government; and

(4) Develop, upon request and to the extent consistent with law and in consonance with regulations promulgated by and agreements with the Federal Communications Commission, plans and capabilities for, and provide policy and management oversight of, the Emergency Broadcast System, and advise and assist private radio licensees of the Commission in developing emergency communications plans, procedures and capabilities.

(c) *Department of State.* The Secretary of State, in accordance with assigned responsibilities within the Diplomatic Telecommunications System, shall plan for and provide, operate and maintain rapid, reliable and secure telecommunications services to those Federal entities represented at United States diplomatic missions and consular offices overseas. This responsibility shall include the provision and operation of domestic telecommunications in support of assigned national security or emergency preparedness responsibilities.

(d) *Department of Defense.* In addition to the other responsibilities assigned by this Order, the Secretary of Defense shall:

(1) Plan for and provide, operate and maintain telecommunications services and facilities adequate to support the National Command Authorities and to execute the responsibilities assigned by Executive Order No. 12333; and

(2) Ensure that the Director of the National Security Agency provides the technical support necessary to develop and maintain plans adequate to provide for the security and protection of national security and emergency preparedness telecommunications.

(e) *Department of Justice.* The Attorney General shall, as necessary, review for legal sufficiency, including consistency with the antitrust laws, all policies, plans or procedures developed pursuant to responsibilities assigned by this Order.

(f) *Central Intelligence Agency.* The Director of Central Intelligence shall plan for and provide, operate, and maintain telecommunications services adequate to support its assigned responsibilities, including the dissemination of intelligence within the Federal government.

(g) *General Services Administration.* Except as otherwise assigned by this Order, the Administrator of General Services, consistent with policy guidance provided by the Director of the Office of Management and Budget, shall ensure that Federally owned or managed domestic communications facilities and services meet the national security and emergency preparedness requirements of the Federal civilian departments, agencies and entities.

(h) *Federal Communications Commission.* The Federal Communications Commission shall, consistent with Section 4(c) of this Order:

(1) Review the policies, plans and procedures of all entities licensed or regulated by the Commission that are developed to provide national security or emergency preparedness communications services, in order to ensure that such policies, plans and procedures are consistent with the public interest, convenience and necessity;

(2) Perform such functions as required by law with respect to all entities licensed or regulated by the Commission, including (but not limited to) the extension, discontinuance or reduction of common carrier facilities or services; the control of common carrier rates, charges, practices and classifications; the construction, authorization, activation, deactivation or closing of radio stations, services and facilities; the assignment of radio frequencies to Commission licensees; the investigation of violations of pertinent law and regulation; and the initiation of appropriate enforcement actions;

(3) Develop policy, plans and procedures adequate to execute the responsibilities assigned in this Order under all conditions or crisis or emergency; and

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(4) Consult as appropriate with the Executive Agent for the NCS and the NCS Committee of Principals to ensure continued coordination of their respective national security and emergency preparedness activities.

(i) All Federal departments and agencies, to the extent consistent with law (including those authorities and responsibilities set forth in Section 4(c) of this Order), shall:

(1) Determine their national security and emergency preparedness telecommunications requirements, and provide information regarding such requirements to the Manager of the NCS;

(2) Prepare policies, plans and procedures concerning telecommunications facilities, services or equipment under their management or operational control to maximize their capability of responding to the national security or emergency preparedness needs of the Federal government;

(3) Provide, after consultation with the Director of the Office of Management and Budget, resources to support their respective requirements for national security and emergency preparedness telecommunications; and provide personnel and staff support to the Manager of the NCS as required by the President;

(4) Make information available to, and consult with, the Manager of the NCS regarding agency telecommunications activities in support of national security or emergency preparedness;

(5) Consult, consistent with the provisions of Executive Order No. 12046, as amended, and in conjunction with the Manager of the NCS, with the Federal Communications Commission regarding execution of responsibilities assigned by this Order;

(6) Submit reports annually, or as otherwise requested, to the Manager of the NCS, regarding agency national security or emergency preparedness telecommunications activities; and

(7) Cooperate with and assist the Executive Agent for the NCS, the NCS Committee of Principals, the Manager of the NCS, and other departments and agencies in the execution of the functions set forth in this Order, furnishing them such information, support and assistance as may be required.

(j) Each Federal department or agency shall execute the responsibilities assigned by this Order in conjunction with the emergency management activities of the Federal Emergency Management Agency, and in regular consultation with the Executive Agent for the NCS and the NCS Committee of Principals to ensure continued coordination of NCS and individual agency telecommunications activities.

Sec. 4. General Provisions. (a) All Executive departments and agencies may issue such rules and regulations as may be necessary to carry out the functions assigned under this Order.

(b) In order to reflect the assignments of responsibility provided by this Order,

(1) Sections 2-414, 4-102, 4-103, 4-202, 4-302, 5-3, and 6-101 of Executive Order No. 12046, as amended, are revoked;

(2) The Presidential Memorandum of August 21, 1963, as amended, entitled "Establishment of the National Communications System", is hereby superseded; and

(3) Section 2-411 of Executive Order No. 12046, as amended, is further amended by deleting the period and inserting ", except as otherwise provided by Executive Order No. " and inserting the number assigned to this Order.

(c) Nothing in this Order shall be deemed to affect the authorities or responsibilities of the Director of the Office of Management and Budget, or any Office or official thereof; or reassign any function assigned any agency under the Federal Property and Administrative Services Act of 1949, as amended; or

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1947-1948
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under any other law; or any function vested by law in the Federal Communications Commission.

Sec. 5. This Order shall be effective upon publication in the Federal Register.

Ronald Reagan

THE WHITE HOUSE,
April 3, 1984.

[FR Doc. 84-9285

Filed 4-3-84; 4:47 p.m.]

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