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**Collection/Office of Origin:** Science and Technology Policy, Office of (OSTP)  
**Series:** O'Neil, John F., Files  
**Subseries:** Telecommunications Files

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**OA/ID Number:** 62107  
**Folder ID Number:** 62107-006

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**Folder Title:**  
National Telecommunications Management Structure

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JFO

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF SCIENCE AND TECHNOLOGY POLICY  
WASHINGTON, D.C. 20506

December 22, 1992

*Bruce*  
Dear Mr. Campbell:

As you are aware, the National Communications System (NCS) is currently engaged in implementing the National Telecommunications Management Structure (NTMS). The NCS is developing the NTMS in response to the direction provided in National Security Decision Directive Number 97 and Executive Order 12472, to be a survivable management mechanism that can identify national security and emergency preparedness (NS/EP) telecommunications requirements, and then prioritize and allocate resources to satisfy these requirements in the event of national security emergencies. The NTMS concept has been approved by the Executive Office of the President and recently reaffirmed by the National Security Advisor, and is being implemented to support the Director of the Office of Science and Technology Policy (OSTP) in carrying out his responsibilities to direct the exercise of the President's authorities under the Communications Act of 1934, as amended.

The Communications Functional Groups (CFG) of the National and Regional Emergency Management Teams (NEMT and REMT) are a key component of the NTMS. Each CFG is composed of telecommunications industry and government personnel who form a team of experts capable of rapidly responding to any national security threat to the nation's telecommunications infrastructure.

The support, coordination, and involvement of the telecommunications industry and government CFG team members is extremely important to the successful implementation and operation of the NTMS. The NTMS Program Management Office regularly solicits input from CFG team members in order to facilitate and improve NTMS implementation activities. This input is collected formally through meetings, training seminars, exercise after-action reports, as well as informally through one-on-one discussions.

Through the REMT CFGs, the Office of the Manager, National Communications System (OMNCS) has identified the minimum essential facilities and communications support requirements for the successful operation of the REMT/CFG. The Federal Emergency Management Agency (FEMA) provides both a significant number of the regional CFG team members and the facilities and communications support to the REMT/CFG as directed in FEMA OPLAN 7-88.

In accordance with this plan, FEMA has committed to "... coordinate REMT Communications and ADP support and ensure the readiness of communications and ADP equipment to meet the needs of the teams." Many of the requirements identified



by the CFG can be satisfied at one or more of the FEMA Regional Centers. However, none of the Regional Centers satisfies all of the support deemed critical to the successful operation of the REMT/CFG.

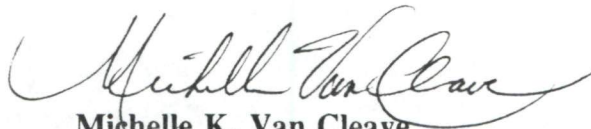
As you respond to recent guidance to standardize and reduce the REMTs, this office needs your support in implementing uniform services, policies, and procedures to meet the critical needs of the CFGs. The viability and credibility of the CFG and NTMS program depends on this support. I cannot overstate the importance of the support that the telecommunications industry provides to the operational mission of the CFG and NTMS. This support is largely provided by industry on a voluntary, noncompensated basis. Industry will not continue to support a program that is not viable, which would jeopardize the implementation of the NTMS program and OSTP's ability to execute its critical role in national security emergencies, reducing the effectiveness of the REMT concept.

The enclosure outlines minimum essential requirements for facility and telecommunications support needed by CFG members during a REMT activation. I would appreciate your review of this document to determine FEMA's ability to satisfy these requirements.

Ms. Peggy Newland, NTMS Program Manager, is coordinating the specifics of CFG requirements. She can be reached at (703) 692-8506, and is ready to assist you and your staff should you have questions or other concerns. Alternatively, you may contact Mr. John O'Neil in my office at (202) 395-3272.

Thank you for your assistance and cooperation in this matter.

Sincerely,



Michelle K. Van Cleave

Assistant Director

for

National Security Affairs

Mr. Bruce J. Campbell  
Assistant Associate Director  
Office of Information Resources  
Management  
Federal Emergency Management Agency  
500 C Street, S.W.  
Washington, D.C. 20472

Enclosure

FACILITY AND TELECOMMUNICATIONS SUPPORT REQUIREMENTS  
FOR  
THE COMMUNICATIONS FUNCTIONAL GROUP

The following items, services and procedures are the minimum essential support requirements for a successful CFG response during an REMT activation:

Dedicated to the CFG:

- o Thirteen telephone lines and phone jacks, capable of simultaneous operation, supporting the following configuration:
  - Eight standard telephones
  - One STU III at the SECRET level
  - Two facsimile machines
  - Two lines supporting dial-up data operations
- o Two dedicated computers and printers with access to the FEMA Local Area Network, Electronic Mail, Word Processing, and the Emergency Resource Management System.
- o Sufficient AC power outlets to support prepositioned equipment, plus the potential addition of four computers and two printers.
- o Desk/Table space and chairs sufficient for nine personnel and previously identified equipment.
- o Two five drawer file cabinets, or storage containers, each drawer having its own lock.

Accessible by the CFG:

- o Administrative supplies (e.g. pens, note pads) and paper products to support all printers and facsimile machines.
- o Copier support.
- o Large wall maps of the United States and the applicable regional area.
- o FTS2000, the Public Switched Network, the FEMA Switched Network, FEMA National Radio System, the National Telecommunications Coordinating Network, the Defense Switched Network, WWMCCS, and other communications and messaging systems as outlined in FEMA OPLAN 7-88.

Planning Requirements:

- o Procedures for the prepositioning, protection, storage, use, and destruction of industry proprietary information.
- o A copy of each FRC master floor plan that identifies the operating locations for the REMT/CFGs.
- o Detailed security procedures for bringing in and taking out personal computers and cellular telephones for use by the CFG.



*Mary Ida W/C*

# NATIONAL COORDINATING CENTER FOR TELECOMMUNICATIONS



DATE \_\_\_\_\_

NUMBER OF PAGES INCLUDING COVER 11TO John O'Neil

LOCATION \_\_\_\_\_

PHONE 395-3272 FAX 395-1572FROM P. NewlandPHONE 703-746-8102

SPECIAL INSTRUCTIONS \_\_\_\_\_

FACSIMILE NUMBER - 703-557-5012

**NATIONAL COMMUNICATIONS SYSTEM**

## DRAFT

Bruce J. Campbell  
Assistant Associate Director  
Office of Information Resources  
Management  
Federal Emergency Management Agency  
500 C Street, S.W.  
Washington, D.C. 20472

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The Communications Functional Groups (CFG) of the National and Regional Emergency Management Teams (NEMT and REMT) are a key component of the NTMS. Each CFG is ~~comprised~~<sup>composed</sup> of telecommunications industry and Government personnel who form a team of experts capable of rapidly responding to any national security threat to the nation's telecommunications infrastructure.

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## DRAFT

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As you respond to recent guidance to standardize and reduce the REMTs, this office needs your support in implementing uniform services, policies and procedures to meet the critical needs of the CFGs. The viability and credibility of the CFG and NTMS program depends on this support. I cannot overstate the importance of the support that the telecommunications industry provides to the operational mission of the CFG and NTMS. This support is largely provided by industry on a voluntary, non-compensated basis. Industry will not continue to support a program that is not viable, ~~This will jeopardize the~~ *which would* implementation of the NTMS Program and OSTP's ability to execute its critical role in national security emergencies, ~~and thereby reduce the effectiveness of the REMT concept.~~ *reducing*

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Sincerely,

Michelle Van Cleave

1 Enclosure



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FOR  
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EO 12472

(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 800 of the Communications Act of 1934, as amended (47 U.S.C. 800), should the President



SYSTEM II  
90809THE WHITE HOUSE  
WASHINGTON

August 3, 1983

FOR OFFICIAL USE ONLYNATIONAL SECURITY DECISION  
DIRECTIVE NUMBER 97

(UNCLASSIFIED VERSION)

NATIONAL SECURITY TELECOMMUNICATIONS POLICY

The nation's domestic and international telecommunications resources, including commercial, private, and government-owned services and facilities, are essential elements in support of U.S. national security policy and strategy. A survivable telecommunications infrastructure able to support national security leadership is a crucial element of U.S. deterrence. National security leadership requirements are those embodied in the President's responsibilities as Commander in Chief, Head of State, and Chief Executive; those requirements include, but are not limited to, the ability for:

- gathering intelligence and conducting diplomacy;
- ensuring continuity of command and control of military forces; and
- providing for continuity of government and essential functions thereof.

It must be manifestly apparent to a potential enemy that the U.S. ability to maintain continuity of command and control of all military forces, and conduct other essential national leadership functions cannot be eliminated by a nuclear attack. If deterrence fails, the national telecommunications infrastructure must possess the functional characteristics of connectivity, redundancy, interoperability, restorability, and hardness necessary to provide a range of telecommunications services to support these essential national leadership requirements. Planning and resource allocation must occur to provide for facilities and systems able to assure essential telecommunications in a stressed environment. Proper implementation of this policy will also improve the nation's overall emergency preparedness posture.

OBJECTIVES: To fulfill these requirements, the nation's telecommunications capabilities should be developed or improved, and implementing procedures established, to provide for:

- support for the vital functions of worldwide intelligence collection and diplomacy;

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- a reliable and enduring threat assessment capability;
- assured connectivity between the National Command Authority and military forces;
- support of military mobilization as directed by the President; and
- continuity of government during and after crisis situations and recovery of critical national functions following crisis situations.

PRINCIPLES: In support of these objectives, the following policy principles are established:

- A survivable and enduring national telecommunications capability is required. It should be composed of government, commercial, and private facilities, systems, and networks, and include the specific automated information processing resources which are embedded in, or support, the component telecommunications facilities and systems and their associated data bases.
- Many national security leadership telecommunications requirements depend upon dedicated government systems. There will also be continued reliance upon government, commercial, or private telecommunications resources for critical government-wide telecommunications during crisis situations.
- Telecommunications to support national security leadership requirements are essential and have priority in the initiation, operation, and restoration of services and facilities during periods of international tension, threat of war, wartime, and following the cessation of hostilities.
- An enduring and survivable control mechanism, to include minimum orderwire communications, must be established and operated to direct and manage the initiation, coordination, restoration, and reconstitution of telecommunications services and facilities required in support of national security leadership requirements.
- Functionally similar government telecommunications networks and facilities should be designed to provide the ability to rapidly and automatically interchange traffic in support of national security leadership requirements.
- Future government and commercial facilities should take into account the requirement to locate outside of likely nuclear target areas to the extent financially and technically feasible.



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- Commercial satellite telecommunications resources should be enhanced to support the objectives of this directive.
- The objectives of this directive shall be applied to telecommunications facilities and services serving the U.S. abroad.
- Telecommunications enhancements undertaken pursuant to this directive shall provide realistic improvement to the telecommunications capability that currently exists.

IMPLEMENTATION: A Steering Group consisting of the Director, Office of Science and Technology Policy (OSTP), the Executive Agent of the National Communications System (NCS), the Associate Director of the Office of Management and Budget (OMB) for National Security and International Affairs, and chaired by the Assistant to the President for National Security Affairs, or his representative, is established. This Steering Group shall:

- oversee this directive and ensure its implementation. It shall provide guidance to the Manager, NCS concerning all activities consistent with this directive;
- approve initiatives to be undertaken to enhance national security telecommunications capabilities pursuant to this directive;
- address, in consultation with relevant operating agencies, the delegation of funding and implementation responsibilities for approved telecommunications enhancement initiatives consistent with this directive;
- on a continual basis, review the status of the NCS, including authorities and membership criteria, and recommend to the President changes in existing NCS authorities or membership essential to support the objectives of this directive;
- approve the establishment of working groups necessary to assist in the implementation of this directive;
- monitor the ongoing activities of the National Security Telecommunications Advisory Committee (NSTAC), and ensure that the objectives and principles of this directive are addressed. In this respect, it shall provide guidance to the Chairman of the NSTAC through the Designated Federal Official;
- confer, when appropriate, with the Emergency Mobilization Preparedness Board (EMPB) and the Director, Federal Emergency Management Agency, concerning issues of mutual interest; and



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- with Presidential approval, amend or revise the objectives and/or principles contained herein as national security needs require.

The Manager, NCS, shall:

- consult with and take direction from the Steering Group regarding the implementation of this directive;
- ensure the development, in conjunction with NCS operating agencies, of plans to fulfill the principles and objectives stated in this directive, including an overall telecommunications architecture and timetable;
- function as the overall coordinator, in consultation with the designated implementing agency, for each initiative approved by the Steering Group pursuant to this directive;
- ensure that all relevant activities in support of this policy directive are fully coordinated with the Executive Agent and all NCS principals;
- develop, for review by the Steering Group, overall budget profiles regarding approved initiatives and related activities;
- develop plans, in consultation with the NSTAC, for an effective mechanism to manage and control the initiation, coordination, restoration, and reconstitution of existing commercial telecommunications services and facilities to support national security telecommunications leadership requirements;
- consult with the FCC, as appropriate, concerning this directive; and
- prepare annually, or as otherwise directed, a written report to the Steering Group on the progress of approved initiatives, including an assessment of the resources that will be required to attain the objectives of this directive.

The National Security Telecommunications Advisory Committee shall:

- provide to the President and the Executive Agent, NCS, information and advice from the perspective of the telecommunications industry with respect to the implementation of this policy directive and periodically report to the President, through the Assistant to the President for National Security Affairs, and the Secretary of Defense in his capacity as Executive Agent for the NCS, and
- serve as a forum, when appropriate, for joint industry and government planning to support this directive.



FOR OFFICIAL USE ONLYAll Departments and Agencies shall:

- incorporate the provisions of this policy directive when modifying their current telecommunications facilities, systems or networks or planning new ones;
- as deemed necessary or as required, provide information and assistance to, and consult with, the Steering Group in support of this directive;
- make necessary and appropriate information available, through the Executive Agent, NCS, to commercial carriers, or other appropriate private sector telecommunications operators and providers to facilitate their planning of backbone facilities and control centers, where possible, outside of likely nuclear target areas;
- make necessary and appropriate information available to the Office of the Manager, NCS, regarding all agency telecommunications initiatives in support of the objectives of this directive;
- consistent with the provisions of Executive Order 12046, and in coordination with the Executive Agent, NCS, consult with the FCC on implementing the provisions of this policy directive;
- as deemed appropriate and necessary to support national security leadership requirements, and in consultation with the Steering Group, apply the objectives and principles of this directive to telecommunications services and facilities serving U.S. facilities abroad; and
- submit progress reports annually, or as otherwise requested, to the Steering Group, in coordination with the Manager, NCS, regarding agency actions on approved initiatives and other activities in support of this directive.

This directive is not intended to interfere with the special operational or security requirements of any agency during normal or during wartime situations.

Telecommunications functions not associated with national security leadership requirements are excluded from the scope of this directive.

Nothing in this directive amends or contravenes Presidential Directive/NSC-24.

Presidential Directive/NSC-53 is hereby superseded and canceled.

*Ronald Reagan*